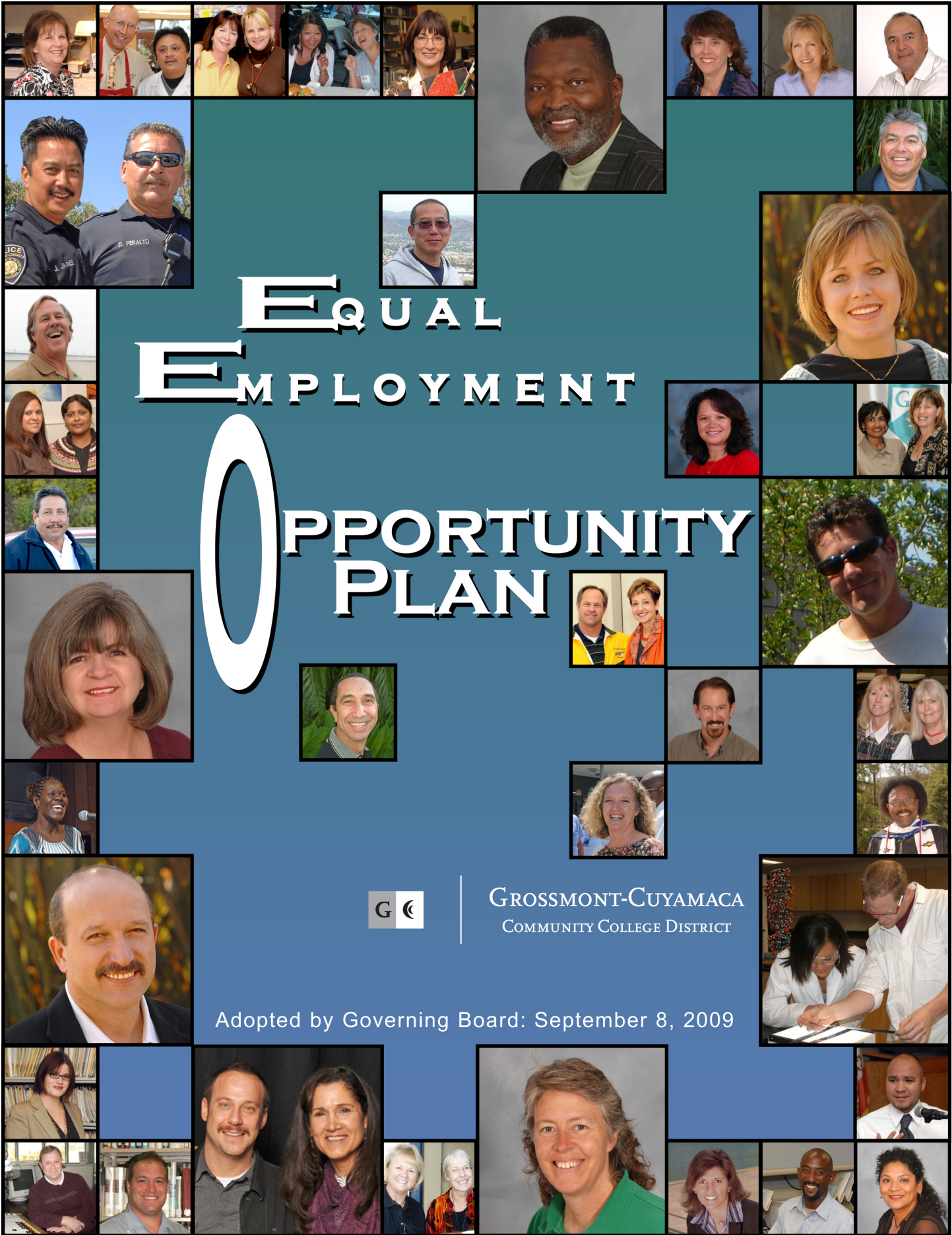


# EQUAL EMPLOYMENT OPPORTUNITY PLAN



GROSSMONT-CUYAMACA  
COMMUNITY COLLEGE DISTRICT

Adopted by Governing Board: September 8, 2009

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## I. INTRODUCTION

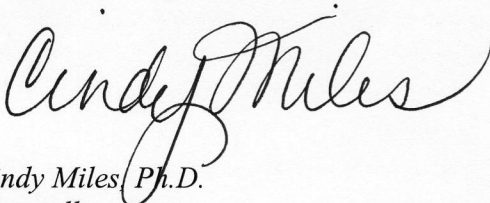
The **Grossmont-Cuyamaca Community College District (GCCCD)** is committed to providing learning and working environments that ensure and promote diversity, equity, and inclusion. People of diverse backgrounds, perspectives, socioeconomic levels, cultures, and abilities are valued, welcomed, and included in all aspects of our organization. GCCCD strives to provide an educational environment that fosters cultural awareness, mutual understanding, and respect that ultimately also benefits the global community.

The GCCCD Equal Employment Opportunity Plan (the *Plan*) was adopted by the Governing Board on September 8, 2009. The *Plan* reflects the district's commitment to diversity, equity and inclusion in employment. Equal Employment Opportunity (EEO) and diversity are separate but related concepts. An environment that supports and promotes diversity will be conducive to the principles and practices of EEO as contained in the *Plan*. In turn, an environment that implements EEO practices will build a more diverse and inclusive workforce. It is the GCCCD's belief that taking active and vigorous steps to ensure equal employment opportunity and creating a working and academic environment which is welcoming to all, will foster diversity, equity and inclusion.

The *Plan's* immediate focus is equal employment opportunity in GCCCD recruitment and hiring policies and practices pursuant to the areas of applicable Title 5 regulations (section 53000 et seq.) and the steps GCCCD shall take in the event of underrepresentation of monitored groups. The *Plan* contains:

- an analysis of the demographic makeup of the GCCCD workforce population;
- an analysis of whether underrepresentation of monitored groups exists;
- requirements for a complaint procedure for noncompliance with the Title 5 provisions relating to EEO programs and complaint procedures in instances of unlawful discrimination;
- establishment of an Equal Employment Opportunity Advisory Committee (EEOAC);
- methods to support equal employment opportunity and an environment that is welcoming to all; and
- procedures for dissemination of the *Plan*.

To properly serve an increasingly diverse population, the district will endeavor to hire and retain faculty and staff who are sensitive to, knowledgeable of, and reflective of the needs of the continually changing community it serves.



Cindy Miles Ph.D.  
Chancellor



## II. DEFINITIONS

Reference: *Title 5, 53001 (a)-(p)*

**Administrative Unit:** a group of workers that is defined by their reporting responsibility to the same manager/supervisor.

**Adverse Impact:** a statistical measure (such as those outlined in the EEO Commission's Uniform Guidelines on Employee Selection Procedure, Federal Register, Vol. 43 No. 166- August 25, 1978) that is applied to the effects of a selection procedure and demonstrates a disproportionate negative impact on any group defined in terms of ethnic group identification, gender, or disability. A disparity identified in a given selection process will not be considered to constitute adverse impact if the numbers involved are too small to permit a meaningful comparison.

**Business Necessity:** circumstances which justify an exception to the requirements of Title 5, section 53021(b) (1) because compliance with that section would result in substantial additional financial cost to the GCCCD or pose a significant threat to human life or safety. Business necessity requires greater financial cost than mere business convenience. Business necessity does not exist where there is an alternative that will serve business needs equally well.

**Complaint:** a written and signed statement meeting the requirements of Title 5, section 59328 that alleges unlawful discrimination in violation of the nondiscrimination regulations adopted by the Board of Governors of the California Community Colleges, as set forth at Title 5, section 59300 et seq.

**DFEH:** the Department of Fair Employment and Housing.

**Diversity:** means a condition of broad inclusion in an employment environment that offers equity and respect for all persons. A diverse educational community recognizes the educational benefits that flow from employee populations that are varied by race, gender, disability status, belief, age, national origin, cultural background, sexual orientation, life experience and other enriching characteristics.

**Equal Employment Opportunity (EEO):** means that all qualified individuals have a full and fair opportunity to compete for hiring and promotion and to enjoy the benefits of employment with the GCCCD. Equal employment opportunity should exist at all levels and in all job categories listed in section 53004(a). Ensuring equal employment opportunity also involves creating an environment that fosters cooperation, acceptance, democracy, and free expression of ideas and that is welcoming to men and women, persons with disabilities, and individuals from all ethnic and other groups protected from discrimination by Title 5, section 53000 et seq.

**Equal Employment Opportunity Plan:** a written document in which a district's workforce is analyzed and specific plans and procedures are set forth for ensuring equal employment opportunity.

**Equal Employment Opportunity Programs:** all the various methods by which equal employment opportunity is ensured. Such methods include, but are not limited to, using nondiscriminatory employment practices, actively recruiting, monitoring and taking additional steps consistent with the requirements of Title 5, section 53006 (see *Plan* components XIII and XIV).

**Ethnic Minorities:** American Indians or Alaskan natives, Asians or Pacific Islanders, Blacks/African-Americans, and Hispanics/Latinos.

**Ethnic Group Identification:** means an individual’s identification in one or more of the ethnic groups reported to the Chancellor pursuant to Title 5, section 53004. These groups shall be more specifically defined by the State Chancellor consistent with state and federal law.

**General Harassment:** Harassment based on ethnic group identification, race, color, national origin, religion, sex or gender, ancestry, physical disability, mental disability, marital status, veteran status, or sexual orientation of any person, or the perception that a person has one or more of these characteristics is illegal and violates District policy. Gender-based harassment does not necessarily involve conduct that is sexual. Any hostile or offensive conduct based on gender can constitute prohibited harassment. For example, repeated derisive comments about a person’s competency to do the job, when based on that person’s gender, could constitute gender-based harassment.

**Monitored Group:** according to Title 5, section 53001(i), those groups identified in Title 5, section 53004(b) for which monitoring and reporting is required pursuant to section 53004(a). Section 53004(b) indicates that data about employees and applicants should be collected and reported with respect to gender, ethnic group identification, and disability. Thus, monitored groups are men, women, American Indians or Alaskan natives, Asians or Pacific Islanders, Blacks/African-Americans, Hispanics/Latinos, Caucasians, and persons with disabilities.

**OCR:** the Office for Civil Rights, United States Department of Education.

**Person with a Disability:** any person who (1) has a physical or mental impairment as defined in Government Code, section 12926 which limits one or more of such person’s major life activities, (2) has a record of such an impairment, or (3) is regarded as having such an impairment. A person with a disability is “limited” if the condition makes the achievement of the major life activity difficult. Accommodations will be made in compliance with California disability requirements as they are more inclusive than Federal requirements.

**Reasonable Accommodation:** the efforts made on the part of the district to remove artificial or real barriers, which prevent or limit the employment and upward mobility of persons with disabilities. “Reasonable accommodations” may include the items designated in Title 5, section 53025.

**Screening or Selection Procedures:** any measure, combination of measures, or procedures used as a basis for any employment decision. Selection procedures include the full range of assessment techniques including, but not limited to, traditional paper and pencil tests, performance tests, and physical, educational, and work experience requirements, interviews, and review of application forms.

**Significantly Underrepresented Group:** any monitored group for which the percentage of persons from that group employed by the district in any job category listed in Title 5, section 53004(a) is below eighty percent (80%) of the projected representation for that group.

**Target Date:** a point in time by which the GCCCD plans to meet an established goal.

**Timetable:** a set of specific annual hiring objectives that will lead to meeting a goal.

**Work Force (Labor Force):** people who are both employed and employable, qualified to perform a specific task or carry out the responsibilities of a given position.

### III. POLICY STATEMENT

Reference: Title 5, 53002, et seq; Education Code 87100 et seq;  
BP 3410, 3415, 3430, 7100, 7120; AP 3410; 3415, 3430, 7100, 7120

The GCCCD is committed to providing learning and working environments that ensure and promote diversity, equity, and inclusion. People of diverse backgrounds, perspectives, socioeconomic levels, cultures, and abilities are valued, welcomed, and included in all aspects of our organization. GCCCD strives to provide an educational environment that fosters cultural awareness, mutual understanding, and respect that ultimately also benefits the global community.

The GCCCD strives to employ qualified administrators, faculty, and staff members who are dedicated to student success. For this reason each position will be filled by a candidate who has been determined to meet the minimum qualifications of the position. All recruitments for vacant positions will be conducted with the goal to find the most qualified candidate from a diverse pool of applicants. GCCCD policies and procedures regarding Non-Discrimination, Equal Access, Prohibition of Harassment, Commitment to Diversity, and Recruiting and Selection can be found in Appendix A of this *Plan*.

All recruitment for a contract position shall be conducted through a screening/interviewing committee. This screening/interviewing committee shall consist of representatives from various age, gender, and ethnic backgrounds as well as an EEO Representative. If appropriate or desired, the screening/interviewing committee will also consist of representatives from various groups on or off-campus as defined in the Operating Procedure for the given position classification search process. All members of the screening/interviewing committee need to be trained in the principles and application of EEO per *Plan* component IX.

To measure the effectiveness of diversified recruiting, the District's application materials contain a separate Voluntary Demographic Information application section. This application section requests applicants to voluntarily disclose their ethnicity, age, gender, disability status, veteran status, and recruiting resource. This section is removed from the application material by Human Resources prior to the application being reviewed by the screening/interviewing committee. Information provided will be used for Human Resources to track the effectiveness of position advertising and to conduct multiple Adverse Impact Analyses. Adverse Impact Analyses and other measures used by GCCCD to ensure equal opportunity in recruitment practices are described in *Plan* component XII.

## IV. DELEGATION OF RESPONSIBILITY, AUTHORITY AND COMPLIANCE

Reference: Title 5, 53003 (c) (1) and 53020

The GCCCD is committed to providing learning and working environments that ensure and promote diversity, equity, and inclusion. People of diverse backgrounds, perspectives, socioeconomic levels, cultures, and abilities are valued, welcomed, and included in all aspects of our organization. GCCCD strives to provide an educational environment that fosters cultural awareness, mutual understanding, and respect that ultimately also benefits the global community.

It is the goal of the GCCCD that all employees promote and support EEO because EEO requires a commitment and a contribution from every segment of the district. The general responsibilities for the prompt and effective implementation of this *Plan* are set forth below.

### 1. Governing Board

The GCCCD Governing Board is ultimately responsible for proper implementation of the district's EEO *Plan* at all levels of the district and college operations and for ensuring equal employment opportunity as described in the *Plan*.

### 2. GCCCD Chancellor

The Governing Board delegates to the GCCCD Chancellor the responsibility for ongoing implementation of the *Plan* and for providing leadership in supporting the district's equal employment opportunity policies and procedures. The Chancellor shall advise the Governing Board concerning statewide policy emanating from the Board of Governors of the California Community Colleges and direct the publication of an annual report on *Plan* implementation. The Chancellor shall encourage GCCCD executive leadership to promote and advance the components of the *Plan*.

### 3. District EEO Officer or Designee

The GCCCD Chancellor shall appoint an EEO Officer responsible for the day-to-day implementation of the *Plan*. GCCCD will notify employees and applicants for employment of this appointment. The EEO Officer is responsible for administering, implementing and monitoring the *Plan* and for assuring compliance with the requirements of Title 5, sections 53000 et seq. The EEO Officer is also responsible for receiving complaints described in *Plan* Component VI and for ensuring that applicant pools and selection procedures are properly monitored. The EEO Officer is responsible for facilitating EEO training, assuring EEO Representatives serve on committees, and assisting each screening/interviewing committee in identifying job-related criteria that are likely to remove barriers to full and open equal employment opportunities thereby enhancing the diversity of the applicant pool. The EEO Officer may designate some duties to Human Resources staff, but is ultimately responsible for EEO compliance.

### 4. Agents of the District

Any organization or individual, whether or not an employee of the district, who acts on behalf of the Governing Board with regard to the recruitment and screening of personnel, is an agent of the District and is subject to all the requirements of this *Plan* and all Title 5 EEO requirements. All GCCCD agents shall make a continuous good faith effort to comply with all the requirements of this *Plan*.

5. **Equal Employment Opportunity Advisory Committee**

The GCCCD has established an Equal Employment Opportunity Advisory Committee to act as an advisory body to the EEO Officer and the GCCCD as a whole to promote understanding and support of EEO policies and procedures. The EEOAC shall assist in the implementation of the *Plan* in conformance with state and federal regulations and guidelines, monitor EEO progress, and provide suggestions for *Plan* revisions as appropriate.



## V. ADVISORY COMMITTEE

Reference: Title 5 § 53005, District Governance Structure

The GCCCD has established an Equal Employment Opportunity Advisory Committee (EEOAC) to assist in the development, implementation and monitoring of its *Plan*. The committee will also assist in promoting an understanding and support of equal opportunity and nondiscrimination policies and procedures. The committee may sponsor events, training, or other activities that promote EEO, nondiscrimination, inclusion and diversity. The EEO Officer shall train the EEOAC on equal employment compliance and the *Plan* itself. The committee shall include a diverse membership whenever possible. A substantial good faith effort to maintain a diverse membership is expected. If the district has been unable to meet this requirement, it will document that efforts were made to recruit advisory committee members who are members of monitored groups.

The EEOAC shall hold a minimum of four (4) meetings per fiscal year, with additional meetings if needed to review EEO efforts, programs, policies, and progress. When appropriate, the advisory committee shall make recommendations to the EEO Officer, the chief executive officer, and the Governing Board.

The committee will be composed of the EEO Officer or designee, three faculty members, two classified members, three administrators/managers, two students, and four Chancellor Office nominees'. Each Advisory Committee Member will be assigned a seat number. Each seat will have an imposed limit of two consecutive year terms to serve on the committee. No time limit will be imposed for the EEO Officer. The end of the term for odd number seats will be odd number years and for even number seats will be even number years, corresponding with two-year terms. Committee composition and respective seat numbers are as follows:

- EEO Officer or designee (Chair)
- Cuyamaca Administrative Representative (Seat 7)
- Grossmont Administrative Representative (Seat 8)
- Cuyamaca Academic Senate Representative (Seat 4)
- Grossmont Academic Senate Representative (Seat 3)
- Classified Senate Representative (Seat 14)
- CSEA Representative (Seat 13)
- AFT Representative (Seat 12)
- Administrator's Association Representative (Seat 11)
- Cuyamaca Student Representative (Seat 9)
- Grossmont Student Representative (Seat 2)
- Chancellor Office Nominees (4) (Seats 1, 5,6,10)

## **VI. COMPLAINTS**

Reference: Title 5, 53003 (c)-(2), 53026 and 59300, 59324 et seq.  
BP 3415, 3430, 7120; & AP 3415, 3430, 7120  
Personnel Procedures PE 2, PE 9 and PE 12

An EEO complaint is a process in which someone who feels they have been discriminated against or unfairly treated on the basis of their membership or perceived membership in a protected class can seek resolution. EEO complaints must be based on receiving differential or adverse treatment in employment matters that the complainant believes is based on their protected class.

### **A. Responsible District Officer**

The GCCCD EEO Officer is designated as the person responsible for receiving complaints filed pursuant to Title 5, Section 53026, 59307, 59327, 59328 of the California Code of Regulations and coordinating their investigation. The actual investigation of complaints may be assigned to other GCCCD staff or to outside persons/organizations under contract with the GCCCD in the event the EEO Officer is named in the complaint or is implicated by the allegations in the complaint. GCCCD complaints on EEO matters will be handled in accordance with Title 5 regulations.

### **B. Notice to Students and Employees (Title 5, Sec. 59326)**

The EEO Officer shall notify students and employees of the provisions of this complaint procedure.

### **C. Informal Resolution (Title 5, Sec. 59327)**

Complainants are encouraged to resolve their complaints at the lowest level possible. While complainants are not required to confront or work out problems with the person accused of unlawful harassment or discrimination, GCCCD recommends an informal resolution be attempted prior to filing a formal complaint.

If the complainant is unable to resolve the complaint with the person(s) accused of unlawful harassment or discrimination the complainant shall verbally submit his/her complaint to the appropriate administrator. The role of the administrator is to facilitate an informal resolution of the issue. The appropriate administrator will have 30 days in which to respond and attempt to resolve the complaint.

If the complainant is not comfortable utilizing informal resolution methods, or attempts at resolution have been unsuccessful, the complainant may file a formal complaint.

### **D. Formal Complaint (Title 5, Sec. 59328 and 59330)**

1. **Timeline:** Formal complaints must be followed within the following time limitations:

- a. In any complaint alleging discrimination in an employment/hiring process, the complaint shall be filed within 180 days of the date the alleged unlawful discrimination occurred. In the event that the complainant first obtained knowledge of the alleged violation after the expiration of the 180 days, an exception may be granted which extends this period by no more than 90 days following the expiration of the 180 days.
- b. In any complaint not involving an employment/hiring process, the complaint shall be filed within one year of the date of the alleged unlawful discrimination or within one year of the date on which

the complainant knew or should have known of the facts underlying the allegation of unlawful discrimination.

2. **Format:** Complaints shall be submitted to the GCCCD EEO Officer in the following format:

- a. The complainant shall utilize the GCCCD Discrimination Complaint Form (see Appendix B); and
- b. The complaint shall be filed by one who alleges that he or she has personally suffered unlawful discrimination or by one who has learned of such unlawful discrimination in his or her official capacity.

Immediately after receiving a complaint filed in accordance with Section 59328, the GCCCD shall notify the State Chancellor of the complaint in form and manner determined by the State Chancellor. An investigation of alleged unlawful discrimination shall be initiated by filing a complaint which meets the above requirements.

**E. GCCCD Investigation** (Title 5, Sec. 59334)

Upon receiving a complaint which is properly filed in accordance with *Plan* Component VI, Section D, the EEO Officer shall commence an impartial fact-finding investigation of that complaint and notify the complainant and GCCCD Chancellor that it is doing so. The results of the investigation shall be set forth in a written report which shall include at least all of the following:

- A description of the circumstances giving rise to the complaint;
- A summary of the testimony provided by each witness, including the complainant and any witnesses identified by the complainant in the complaint;
- An analysis of any relevant data or other evidence collected;
- A specific finding as to whether discrimination did or did not occur with respect to each allegation in the complaint; and
- Any other information deemed appropriate by Human Resources.

**F. Administrative Determination** (Title V, Sec. 59336)

Within ninety (90) days of receiving a complaint, the GCCCD Human Resources shall complete its investigation and forward all of the following to the complainant:

1. A copy or summary of the investigative report required pursuant to Section E above;
2. A written notice setting forth:
  - a. The determination of the GCCCD EEO Officer as to whether discrimination did or did not occur with respect to each allegation in the complaint;
  - b. A description of actions taken, if any, to prevent similar problems from occurring in the future;

- c. The proposed resolution of the complaint;
- d. The complainant's right to appeal to the GCCCD Governing Board and Chancellor pursuant to Title 5, Sections 59338 and 59339; and
- e. In the case of a complaint regarding employment, the complainant's right to file a complaint with Department of Fair Employment and Housing (DFEH).

**G. Appeals** (Title V, Sec. 59338)

1. If the complainant is not satisfied with the results of the administrative determination, the complainant may submit a written appeal to the GCCCD Governing Board within fifteen (15) days from the date the administrative determination notice was provided to the complainant. The Governing Board shall review the original complaint, the investigative report, the administrative determination, and the appeal and issue a final decision in the matter within forty-five (45) days after receiving the appeal. A copy of the final decision rendered by the Governing Board shall be forwarded to the complainant and to the State Chancellor. The complainant shall also be notified of his or her right to appeal this decision pursuant to this section. If the Governing Board does not act within forty-five (45) days, the administrative determination shall be deemed approved and shall become the final decision in the matter.
2. In any case not involving employment discrimination, the complainant shall have the right to file a written appeal with the State Chancellor within thirty (30) days after the Governing Board issues their final decision or permits the administrative determination to become final. Such appeals shall be processed pursuant to Title 5, Section 59339.
3. In any case involving employment discrimination, the complainant may, at any time before or after the final decision is rendered, file a complaint with the DFEH. In addition, in such cases, the complainant may file a petition for review with the State Chancellor within thirty (30) days after the Governing Board issues the final decision or permits the administrative determination to become final. The State Chancellor shall process the complaint in accordance with Title 5, Section 59338.

**H. Defective Complaint** (Title 5, Sec. 59332)

A complaint is considered to be defective when the complaint is inconsistent with the form, manner, and/or time constraints of A.B. 803 guidelines or GCCCD Policy. When the EEO Officer receives a complaint which he/she finds does not meet the requirements of Section D, the EEO Officer shall immediately notify the complainant that the complaint does not meet the requirements of Section D and shall specify in what requirement the complaint is defective. Complainants will be given an opportunity to remedy the defects of the complaint and move forward in the formal complaint process.

**I. Provision of Information of State Chancellor** (Title V, Sec. 59340)

Within 150 days of receiving a formal complaint as outlined in section D, the GCCCD shall forward the following to the State Chancellor:

- The original complaint;
- The report required pursuant to Section E describing the nature and extent of the investigation conducted by the GCCCD;

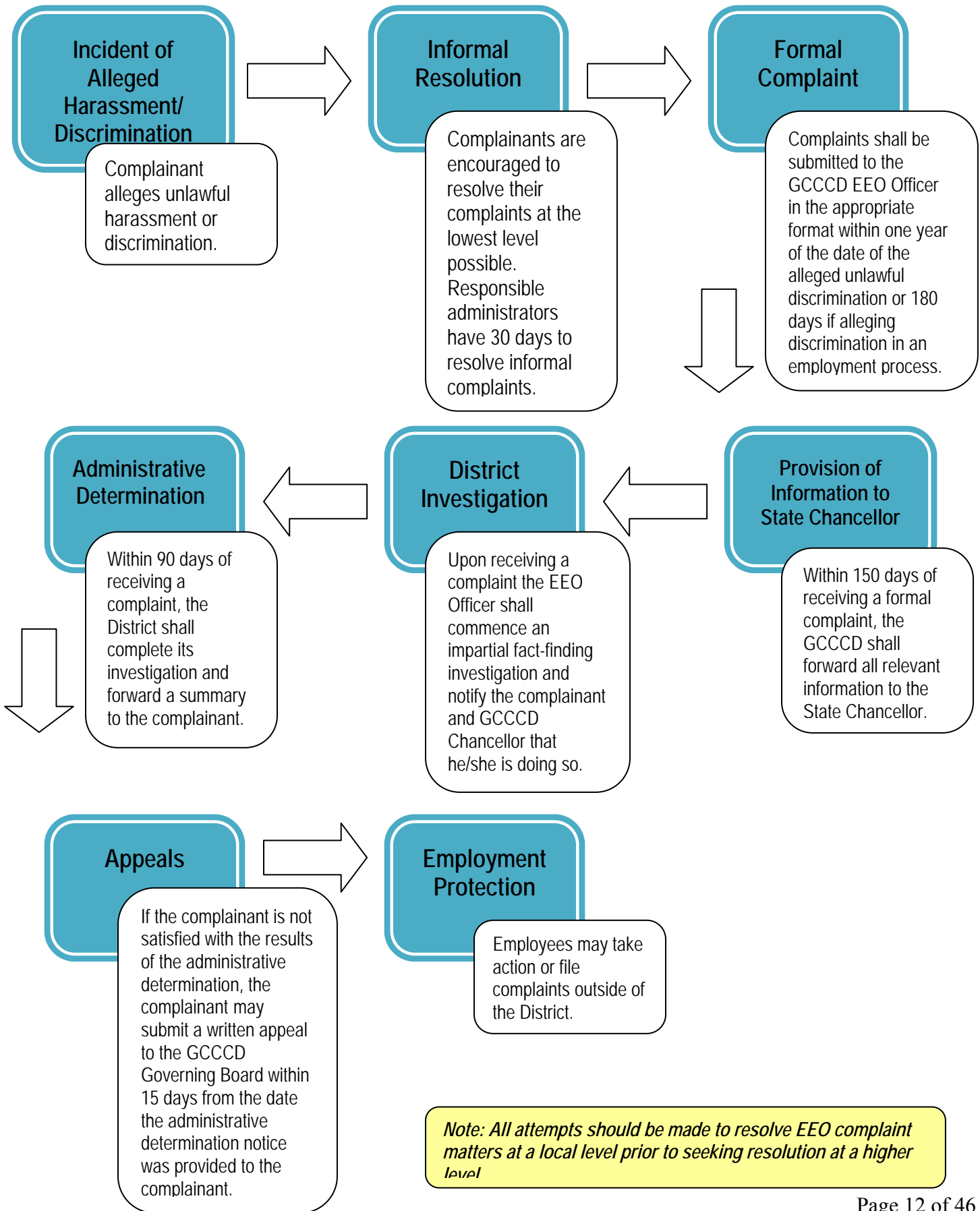
- A copy of the notice sent to the complainant pursuant to Section F;
- A copy of the final GCCCD decision rendered by the Governing Board or a statement indicating the date on which the administrative determination became final;
- A copy of the notice to the complainant required pursuant to Section 59338;
- A copy of the complainant's appeal of the administrative determination or notice that the complainant did not appeal; and
- Such other information as the State Chancellor may require.

#### **J. Employment Protection**

Employees may take action or file complaints outside of the GCCCD. The nature of the complaint will determine if the issue(s) presented require an independent investigation. The resolution of the grievance shall follow investigative agency's rules and procedures, yet include the following provisions:

1. No party shall arbitrarily delay action of the grievance procedure.
2. There shall be no retaliatory or harassing actions against the grievant or employees involved at any time because of the filing of the grievance.
3. The complainant will not be required to confront or work out problems with the person accused of unlawful discrimination.

**Schematic of EEO Complaint Process**





## VII. NOTIFICATION TO DISTRICT EMPLOYEES

Reference: Title 5, Sec. 530003 (c) (3) BP 7100

The commitment of the GCCCD Governing Board and Chancellor to EEO is emphasized through the broad dissemination of its EEO Policy Statement (BP 7100 and the EEO *Plan*.

- 1) A statement of commitment to diversity and non-discrimination commitment statement is printed in the college catalogs and class schedules.
- 2) A Non-Discrimination statement is provided to all student clubs, vendors and facility users.
- 3) A report of updated applicant and employee demographics shall be provided to the Governing Board at a public meeting during each fall semester.
- 4) The *Plan* and subsequent revisions will be distributed to the District's Governing Board, the Chancellor, administrators, the Academic Senates, Classified Senate, union representatives, student government organizations, and members of the GCCCD EEOAC.
- 5) The *Plan* will be available on the district's website, and when appropriate, may be distributed by e-mail.
- 6) Each year, the GCCCD will inform all employees by email of the *Plan's* availability including a written notice summarizing the provisions of the *Plan*.
- 7) The Human Resources division will provide all new employees with a copy of the written notice described above when they commence their employment with the district.
  - a) The annual notice will contain the following provisions:
    - (1) The importance of the employee's participation and responsibility in ensuring the *Plan's* implementation.
    - (2) Where complete copies of the *Plan* are available, including:
      - The Learning Resource Center on both campuses
      - The campus and district internet sites
      - The office of the Chancellor
      - The Human Resources division
      - The office of the President at both campuses
      - The office of Student Affairs at both campuses

## **VIII. ANNUAL WRITTEN NOTICE TO COMMUNITY BASED & PROFESSIONAL ORGANIZATIONS**

Reference: Title 5, Sec. 530003 (c) (5)

The EEO Officer will provide annual written notice to appropriate community-based and professional organizations concerning the *Plan*. The notice will:

- Include a summary of the *Plan*;
- Inform these organizations how they may obtain a copy of the *Plan*;
- Solicit assistance in identifying diverse qualified candidates;
- Provide the internet address where the district advertises its job openings; and
- Provide the department and phone number to call in order to obtain employment information.

The GCCCD will actively seek to reach those institutions, organizations, and agencies that may be recruitment sources especially for monitored groups.

A list of organizations which will receive this notice, along with a copy of the notice, is included in this *Plan* in Appendix D. This list will be revised as necessary.

## **IX. TRAINING FOR SCREENING/INTERVIEWING COMMITTEES**

Reference: *Title 5, Sec. 53003 (c) (4)*

All organizations or individuals, whether or not an employee of the district, acting on behalf of the district with regard to recruitment and screening of applicants for employment are subject to and shall receive appropriate training on the requirements of the Title 5 regulations on EEO (section 53000 et. seq.); the requirements of federal and state nondiscrimination laws; the requirements of the GCCCD EEO Plan; the district's policies on nondiscrimination, recruitment, and hiring; principles of diversity and cultural proficiency; and the value of a diverse workforce.

The GCCCD shall provide in-depth training on the above mentioned topics to all hiring managers, screening/interviewing committee chairs, and to personnel interested in serving as EEO Representatives shall attend a full training facilitated by the EEO Officer. After completion of the training program, eligible and available EEO Representatives will be appointed to sit on various screening/interviewing committees as a non-voting member for the purpose of monitoring the recruitment process for legality and fairness. All persons serving on a screening/interviewing committee must receive EEO and Diversity training provided during the committee orientation to participate on a screening/interviewing committee.

The EEO Officer is responsible for facilitating the required training and appointing EEO Representatives to screening/interviewing committees.

## **X. ANALYSIS OF DISTRICT WORKFORCE AND APPLICANT POOL**

Reference: *Title 5, Sec. 53003 (c) (6)*

Human Resources will annually review and analyze the district's workforce composition and shall monitor applicants for employment on an ongoing basis to evaluate the District's progress in implementing the *Plan*, to provide data needed for the reports required by this *Plan* and to determine whether any monitored group is underrepresented. Monitored groups are men, women, American Indians or Alaskan Natives, Asians or Pacific Islanders, Blacks/African-Americans, Hispanics/Latinos, Caucasians, and persons with disabilities. Current San Diego County availability data did not track American Indians and Alaskan Natives separately. These two groups were counted in the "Other" category. For comparison purposes the GCCCD has done the same at this time, though the GCCCD does have data for these groups.

For the purpose of the annual analysis each applicant or employee will be afforded the opportunity to voluntarily identify his or her gender, ethnic group identification and, if applicable, his/her disability. This information will be kept confidential and will be separated from the applications that are forwarded to the screening/interviewing committee and hiring administrator(s). This analysis will be done for each college in the district. The district will report the results of its annual analysis of employee and applicant demographics. At least every three years the *Plan* will be reviewed and, if necessary, revised based on an analysis of the ethnic group identification, gender, and disability composition of existing staff and of those who have applied for employment in each of the following identified job categories:

1. Executive/Administrative/Managerial
2. Professional Non-faculty
3. Secretarial/Clerical
4. Technical and Paraprofessional
5. Skilled Crafts
6. Service and Maintenance
7. Faculty and other Instructional Staff:

Adult Education	Instructional and Support Services
Career Education	Mathematics
English	Natural Sciences
Health and Physical Education	Social Sciences
Humanities	Part-Time

For a complete list of GCCCD job titles by category, please see Appendix C.

## Workforce Analysis

Provided below is a 2-year analysis of the GCCCD workforce from 2007-2009.

<b>2-Year Workforce Analysis</b>				
	<b>2007-2008</b>	<b>2008-2009</b>	<b><u>GCCCD</u> <u>Boundary</u></b>	<b><u>San Diego</u> <u>County</u></b>
<b>Female</b>	54.5%	55.7%	50.0%	50.0%
<b>Male</b>	45.5%	44.3%	50.0%	50.0%
<b>Asian</b>	7.4%	7.2%	4.80%	10.50%
<b>Black</b>	4.3%	4.3%	5.10%	5.30%
<b>Hispanic</b>	13.4%	13.6%	21.40%	29.80%
<b>White</b>	72.6%	72.6%	63.80%	50.30%
<b>"Other" or Declined to state ethnicity</b>	2.2%	2.4%	5.0%	4.10%

These workforce percents are below the San Diego availability data used for comparison in the Asian, Black, and Hispanic groups. An analysis of underrepresentation is contained in *Plan* Component XI.

A breakdown of the GCCCD workforce by job category for both the 2007-2008 and 2008-2009 academic years is provided in Appendix F.

## Applicant Analysis

For the 2007-2008 academic year, the GCCCD recruited for 82 positions. There were 1,644 applicants for those 82 positions. This is a 5% selection ratio. For the 2008-2009 academic year, the GCCCD recruited for 64 positions. There were 1,525 applicants for those 64 positions. This is a 4% selection ratio.

Below is a comparison of the applicant demographics of those who chose to report for both 2007-2008, and 2008 - 2009:

	<b><u>2007-2008</u></b>	<b><u>2008-2009</u></b>
<b>Female</b>	55.5%	59.7%
<b>Male</b>	44.5%	40.3%
<b>Over 40</b>	43.9%	40.1%
<b>Disabled</b>	1.8%	1.0%
<b>American Indian</b>	1.3%	1.1%
<b>Asian</b>	9.9%	8.5%
<b>Black</b>	9.1%	7.9%
<b>Hispanic</b>	16.4%	18.4%
<b>White</b>	53.4%	53.2%
<b>Declined to state ethnicity</b>	9.9%	10.9%

These applicant pools are closely in-line with the San Diego County availability data, with the exception of the Hispanic population. The availability of Hispanic applicants in San Diego County is higher than what was received by GCCCD. Furthermore, the percentage of Asian applicants is underrepresented in 2008-09, a decrease from the prior year. These differences in availability of applicants versus actual applicants will be addressed through the methods identified in *Plan* Components XII and XIII.

## Hiring Analysis

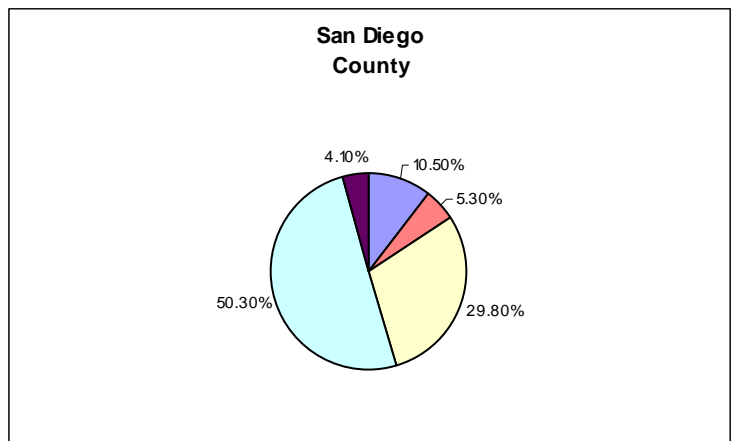
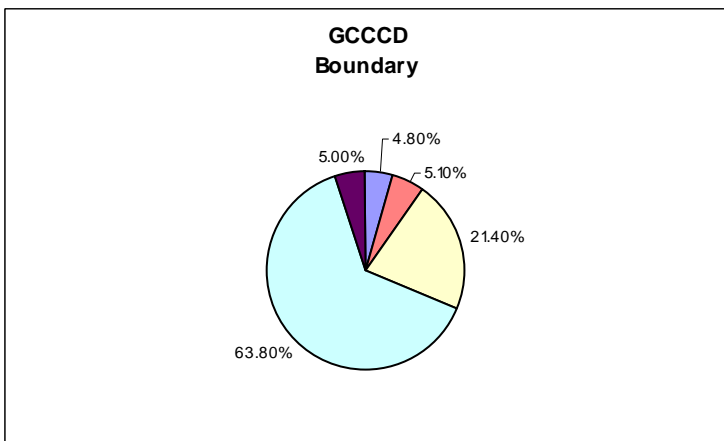
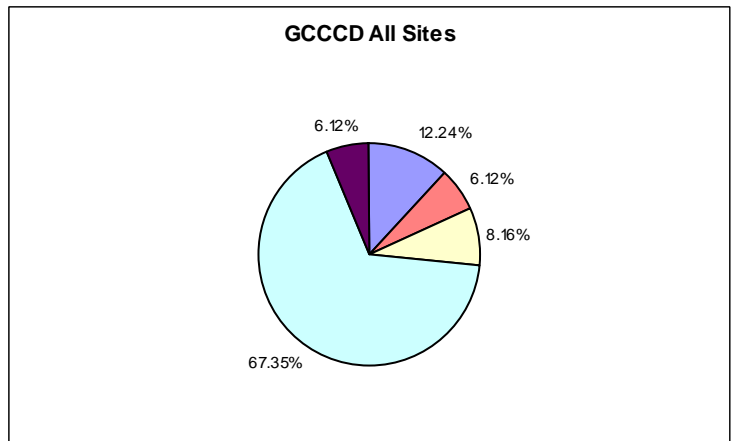
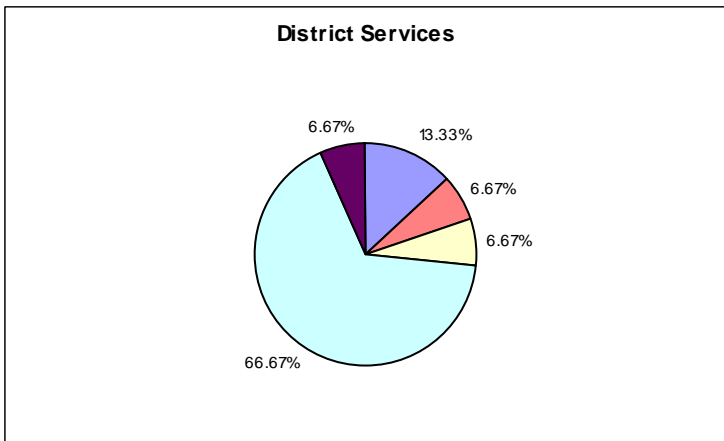
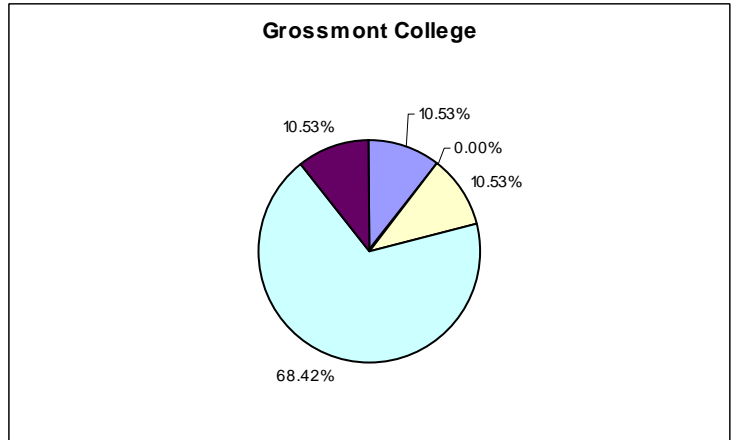
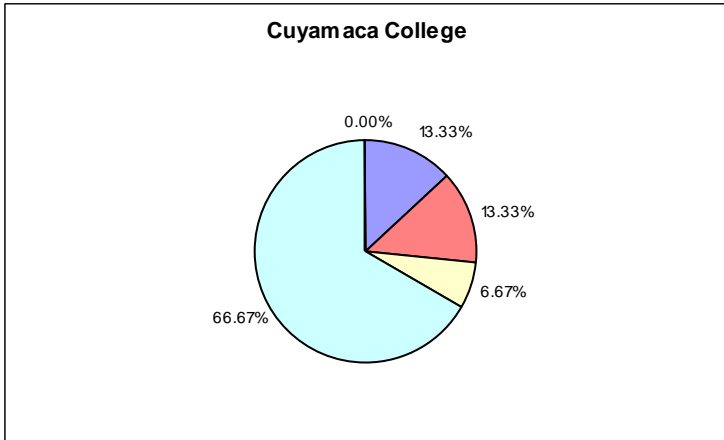
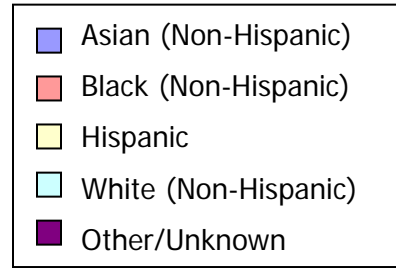
Provided below is a two-year summary of applicants hired at the GCCCD. Using averages for 2007-2008 and 2008-2009, of the applicants hired at GCCCD 63.5% were female, 50.3% were over the age of forty, and 1.4% reported themselves as disabled. 2.1% were American Indian, 7.8% were Asian, 6.4% Black, 19.11% were Hispanic, 62.7% were White, and 1.3% were "Other" or declined to report. The ethnic breakdown of those hired is comparable to the GCCCD Boundary's availability data on applicants. Compared to the County of San Diego, the availability of Asian and Hispanic applicants is significantly higher than the percentage actually hired.

	<u>2007-2008</u>	<u>2008-2009</u>	<u>GCCCD Boundary</u>	<u>San Diego County</u>
<b>Female</b>	66.0%	60.9%	50.0%	50.0%
<b>Male</b>	34.0%	39.1%	50.0%	50.0%
<b>Over 40</b>	50.5%	50.0%	45.0%	42.4%
<b>Disabled</b>	1.2%	1.6%	Unknown	Unknown
<b>American Indian</b>	1.0%	3.1%	Unknown	Unknown
<b>Asian</b>	7.8%	7.8%	4.80%	10.50%
<b>Black</b>	9.7%	3.1%	5.10%	5.30%
<b>Hispanic</b>	19.4%	18.8%	21.40%	29.80%
<b>White</b>	61.2%	64.1%	63.80%	50.30%
<b>"Other" or Declined to state ethnicity</b>	1.0%	1.6%	5.0%	4.10%

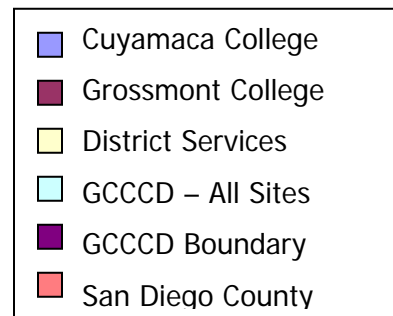
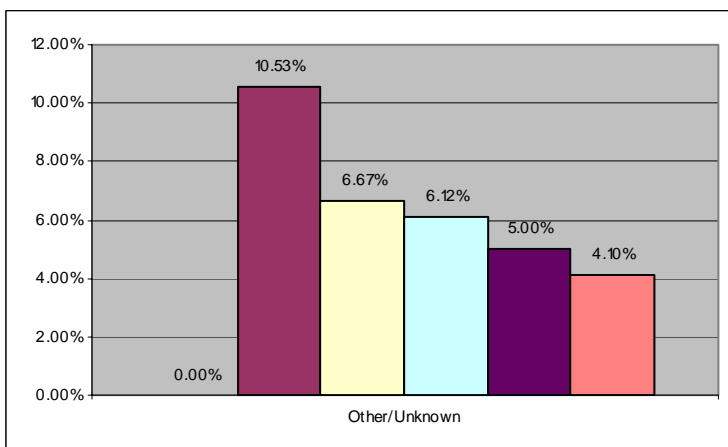
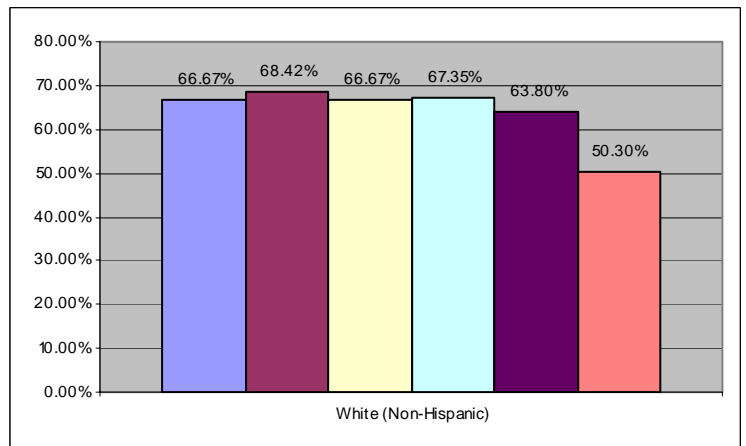
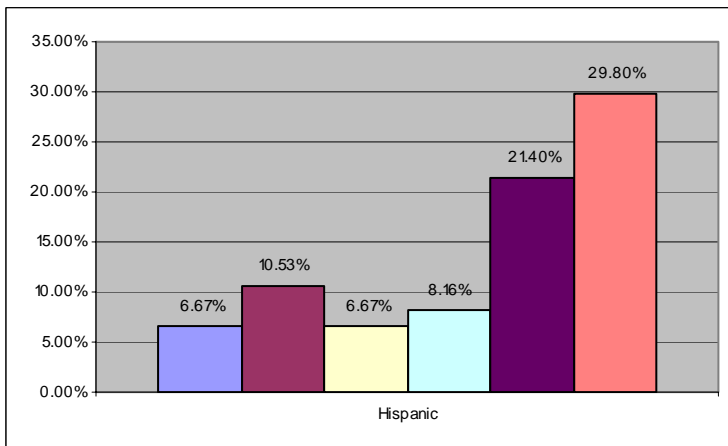
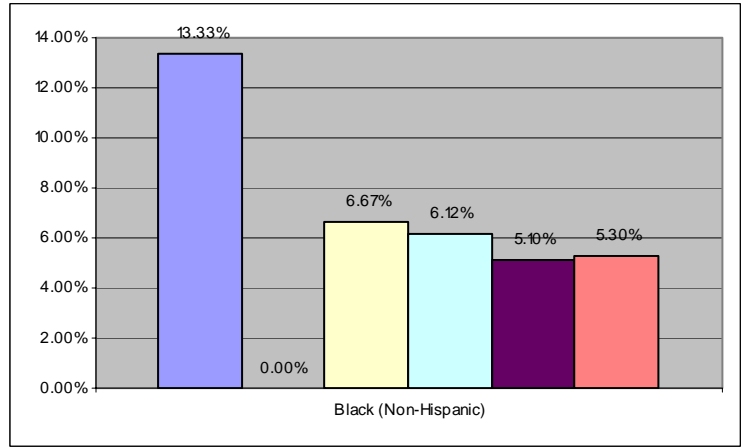
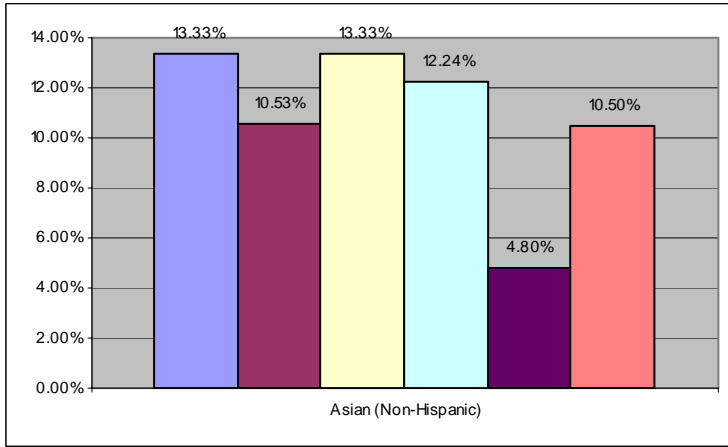


The following pages demonstrate an applicant breakdown by job category and ethnicity.

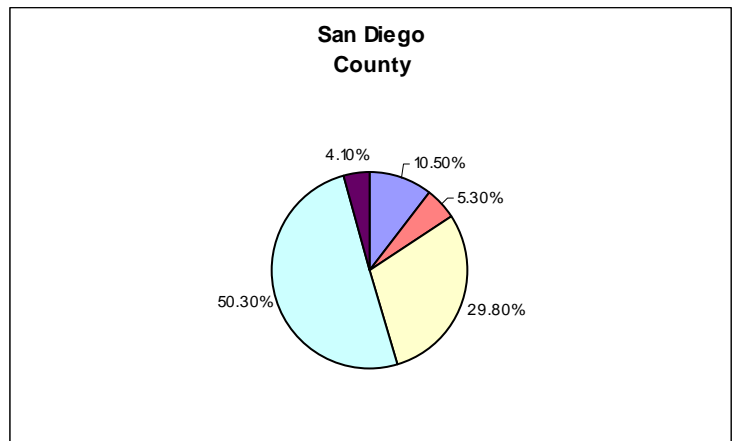
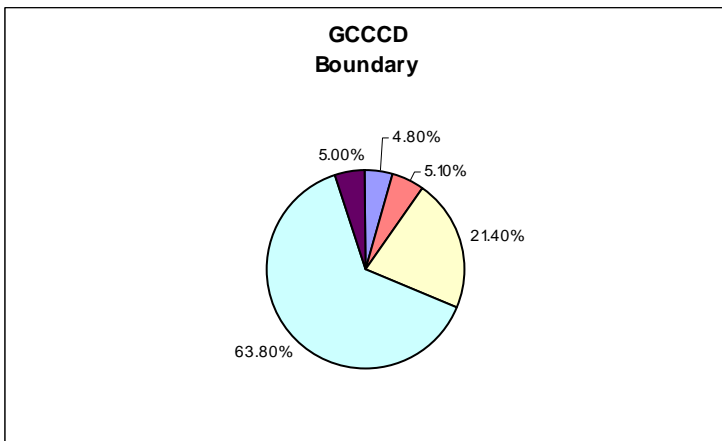
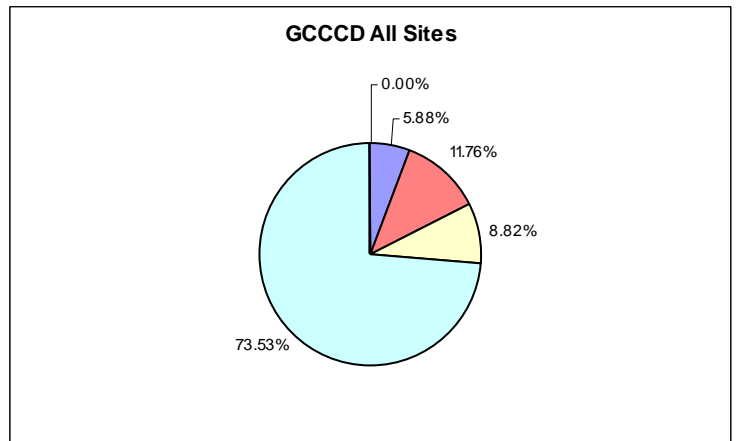
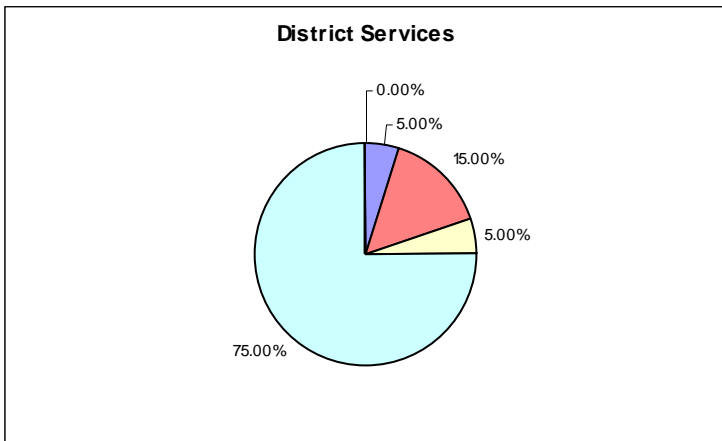
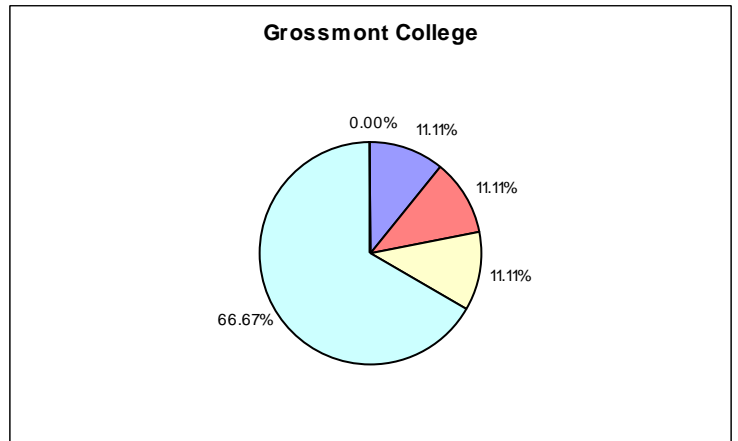
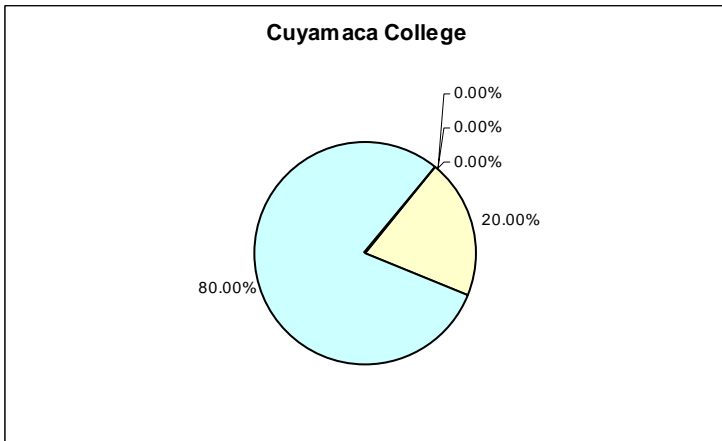
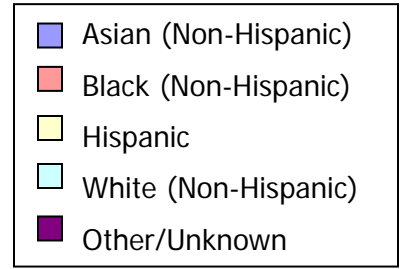
**Executive/Administrative/Managerial Analysis by Ethnicity Within Site**



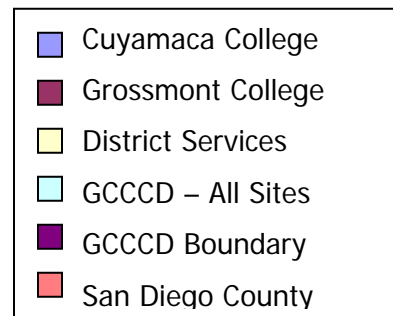
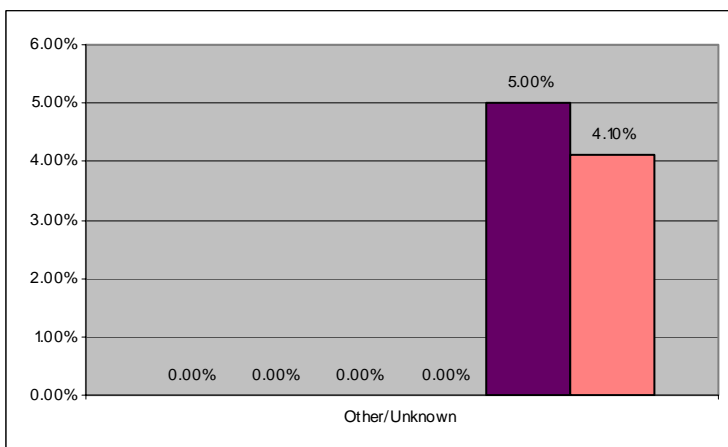
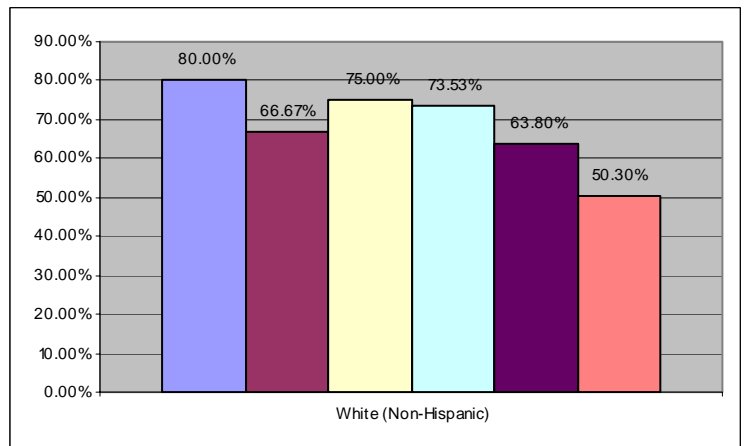
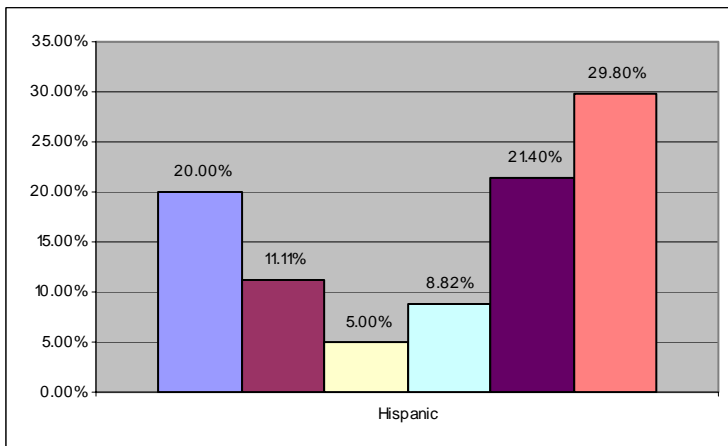
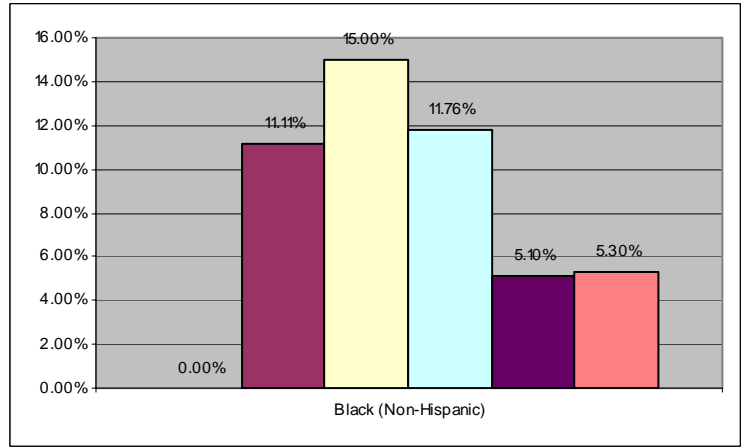
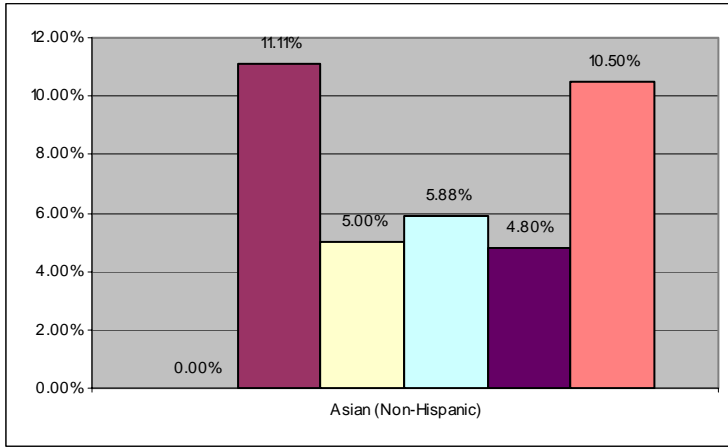
## Executive/Administrative/Managerial Analysis By Ethnicity & Site



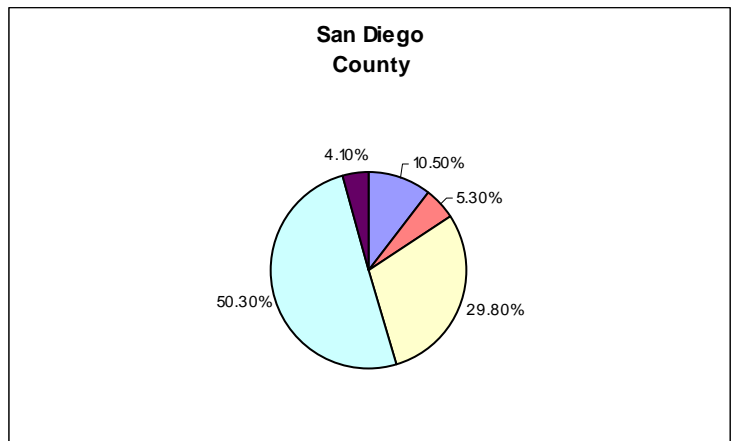
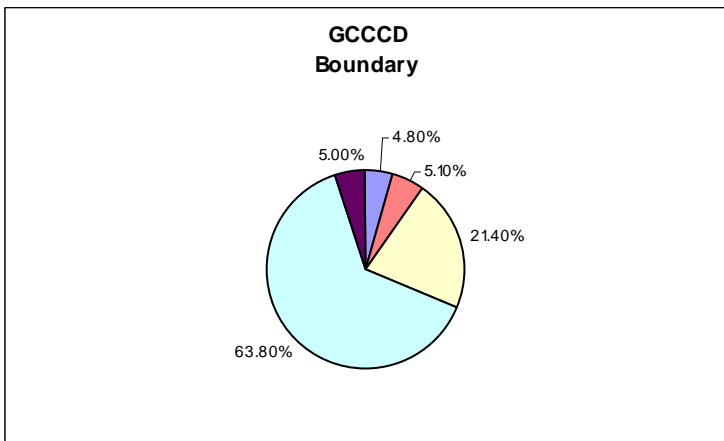
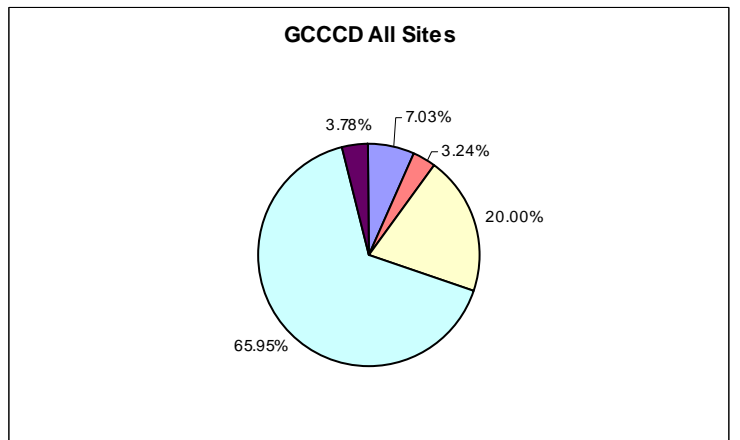
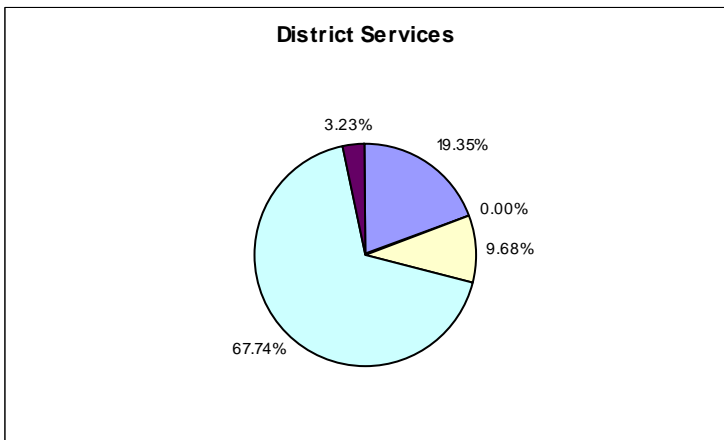
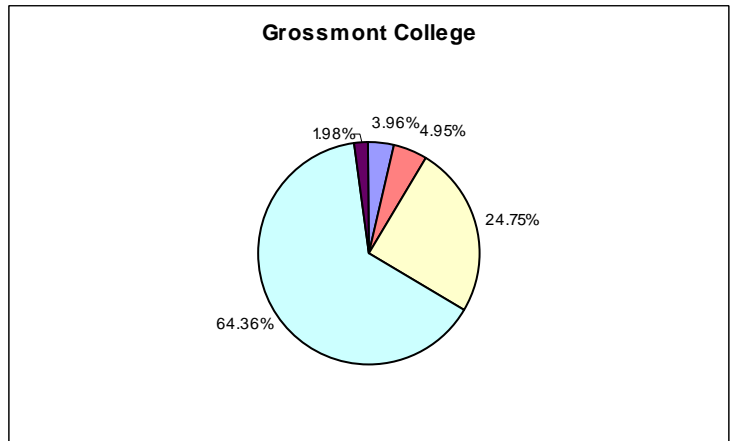
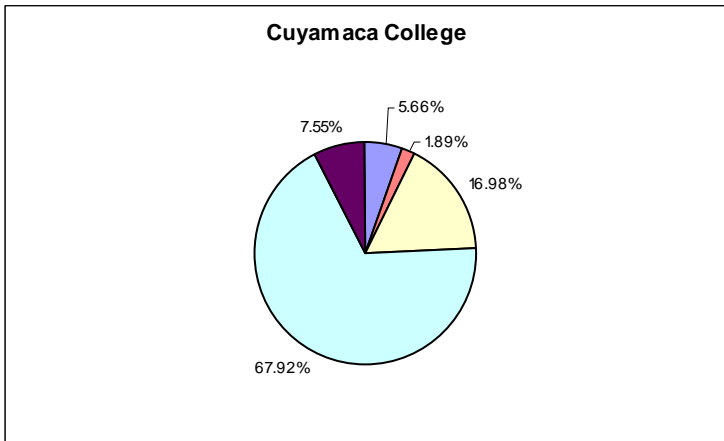
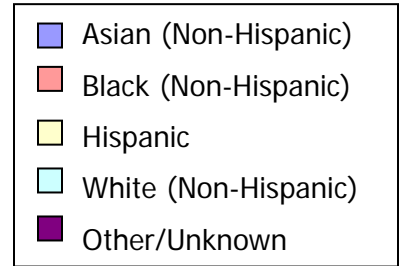
**Professional Non-Faculty Analysis by Ethnicity Within Site**



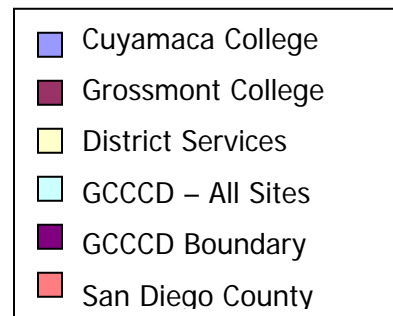
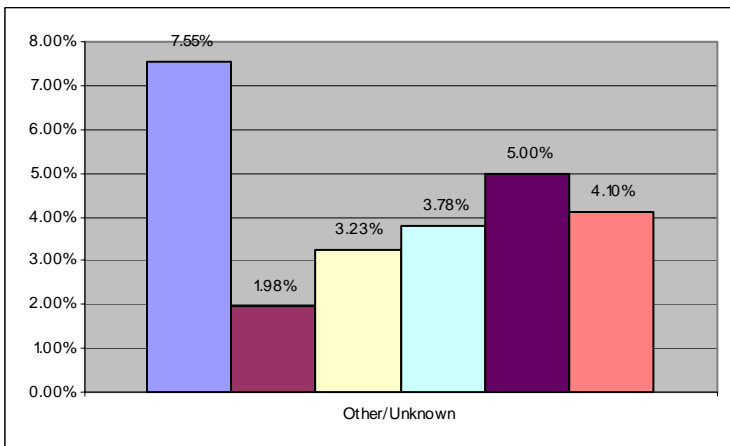
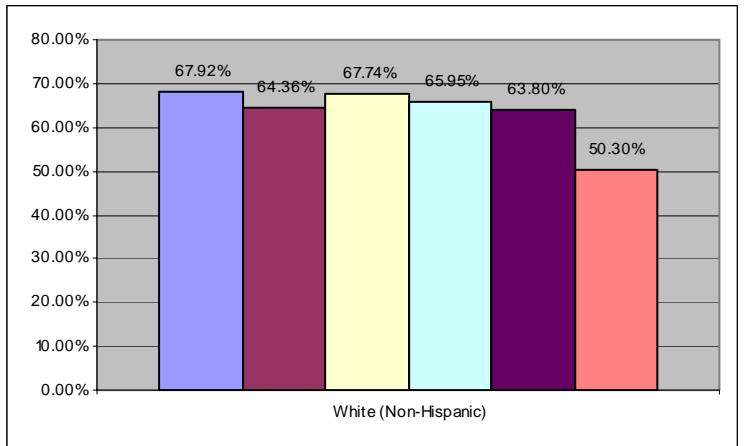
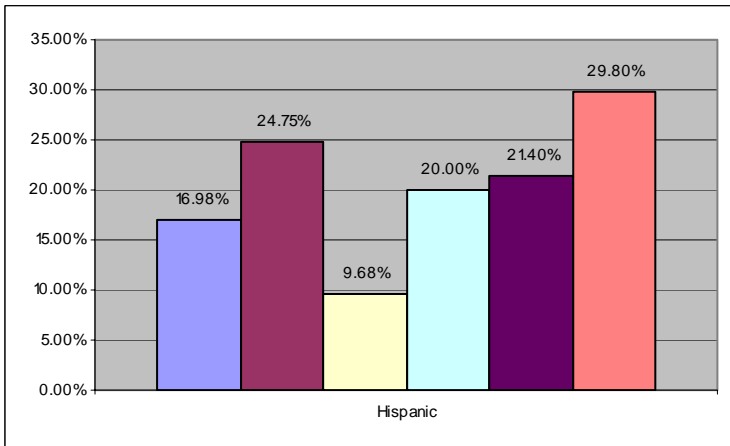
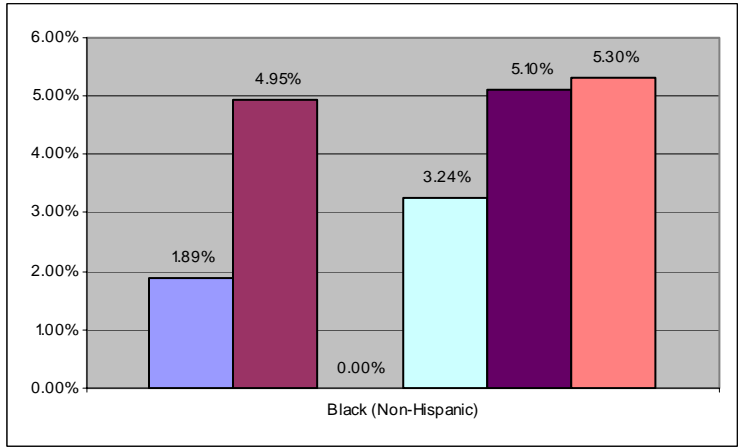
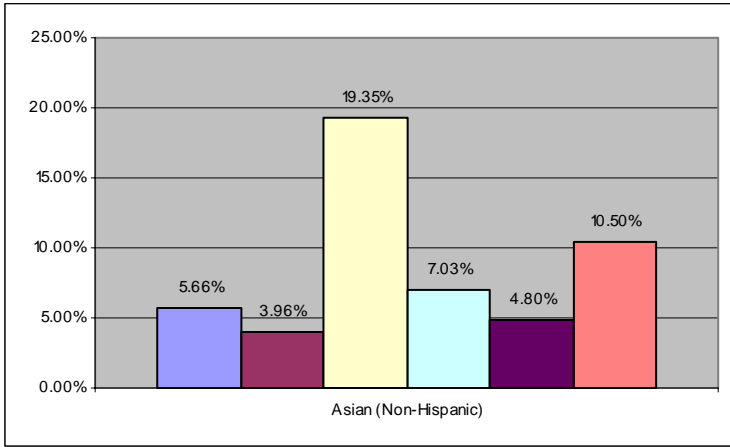
## Professional Non-Faculty Analysis By Ethnicity & Site



**Secretarial/Clerical Analysis by Ethnicity Within Site**

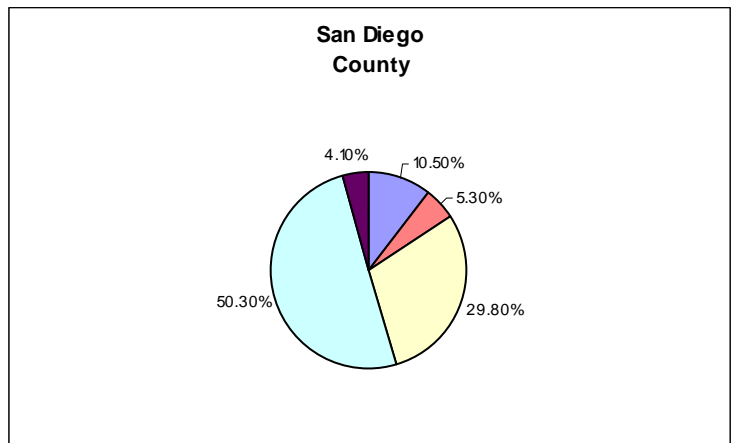
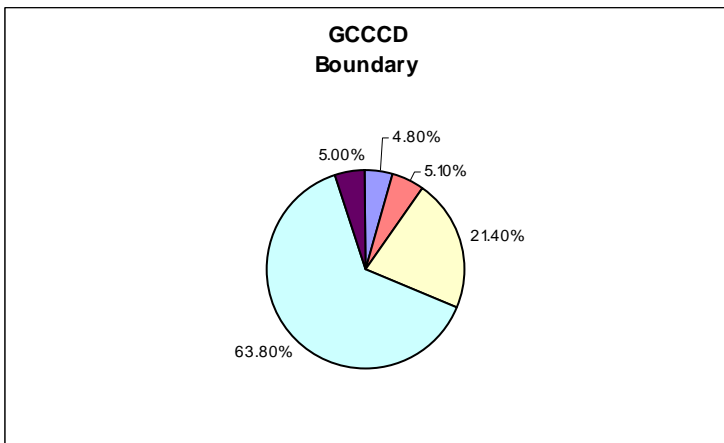
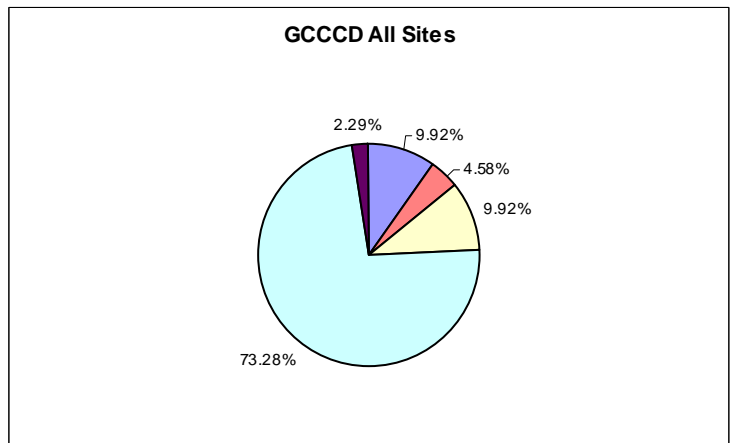
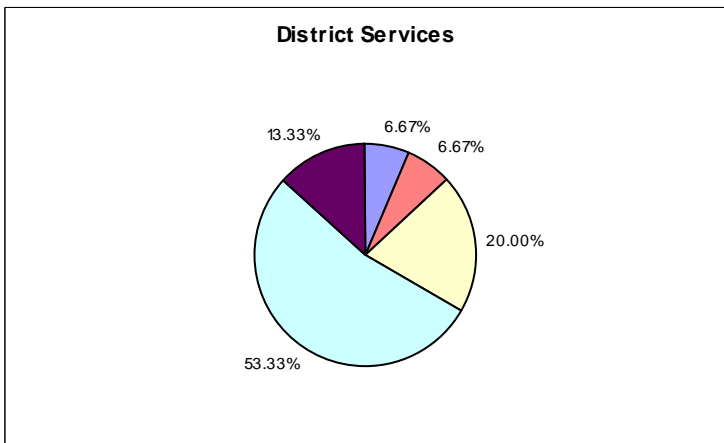
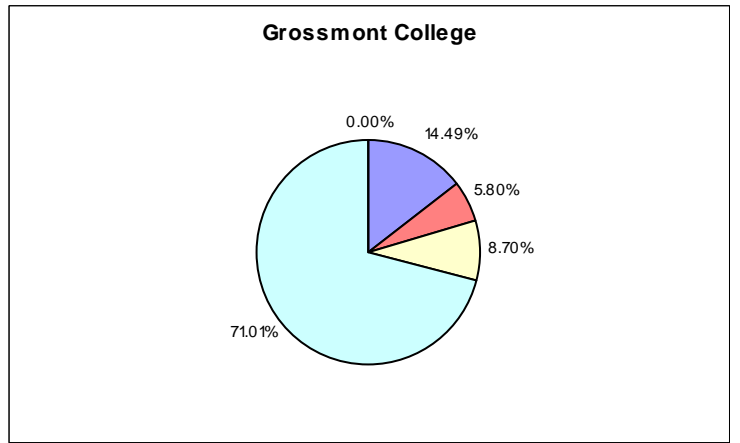
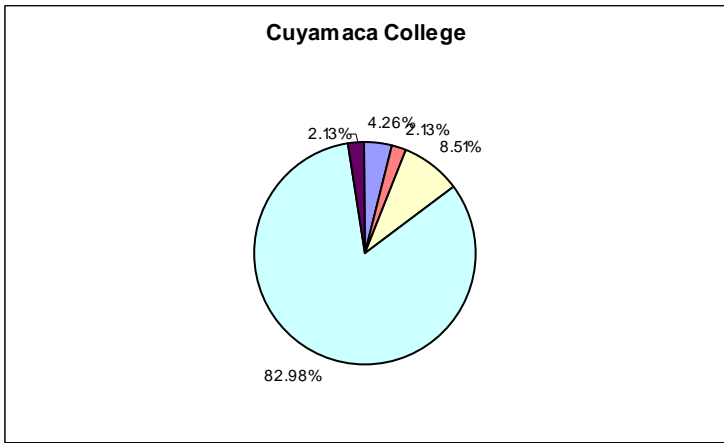
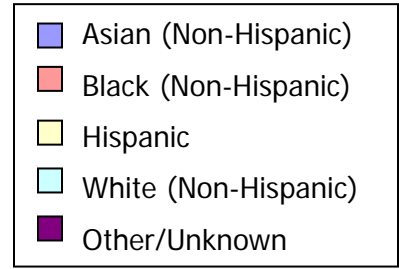


## Secretarial/Clerical Analysis By Ethnicity & Site

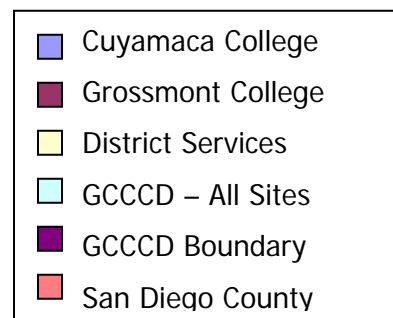
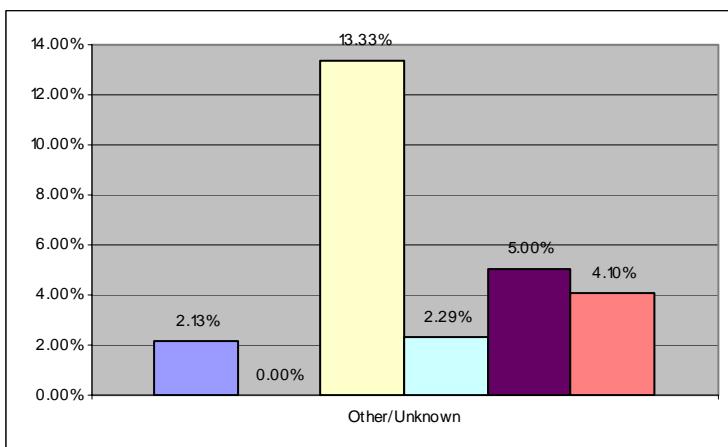
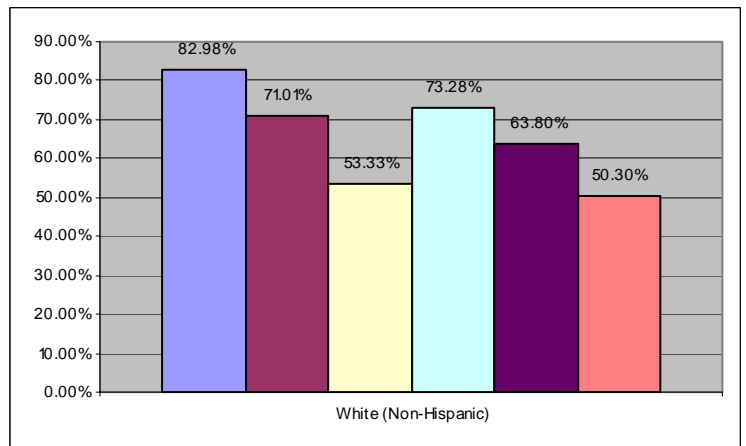
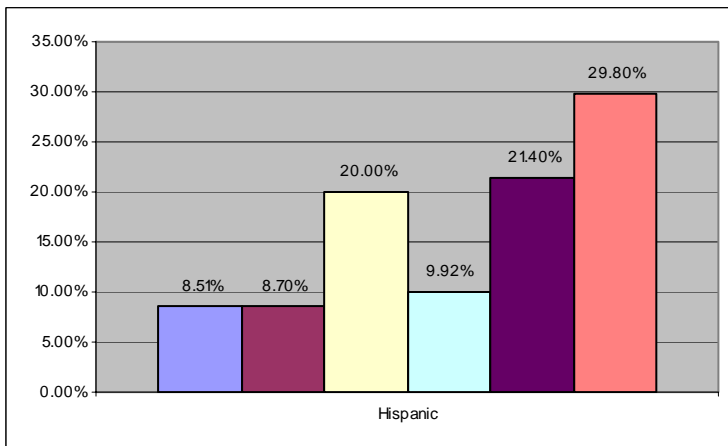
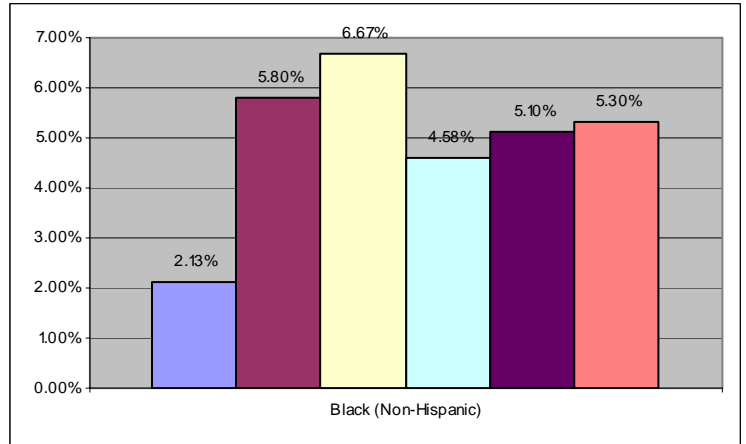
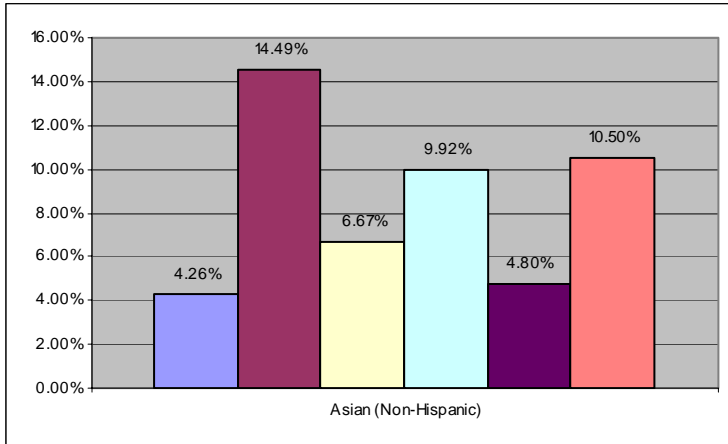




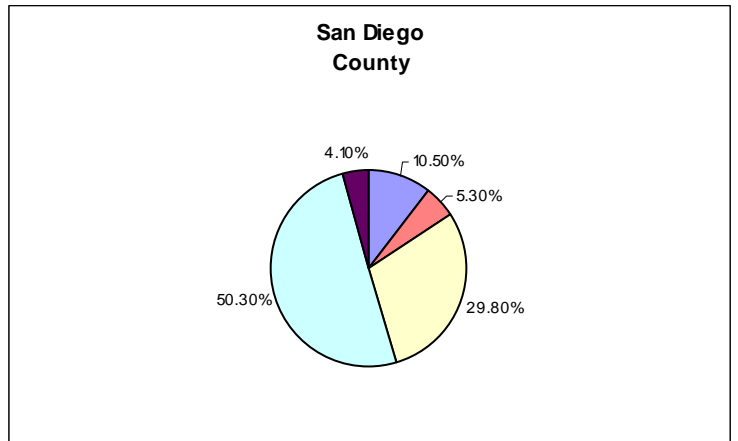
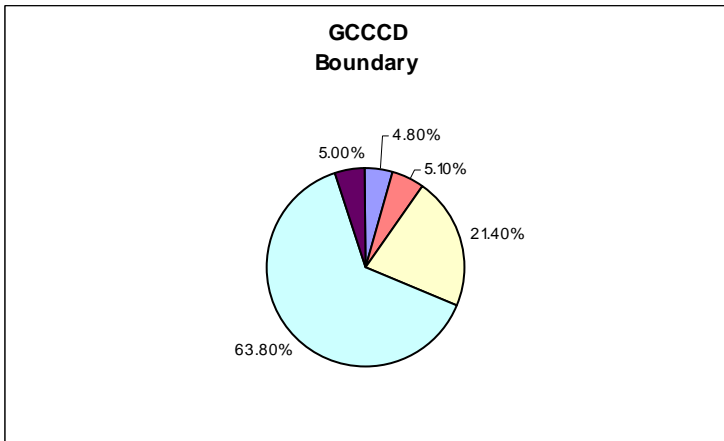
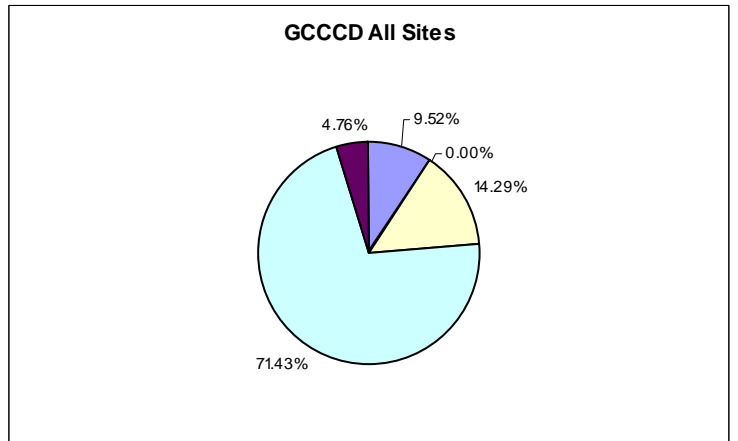
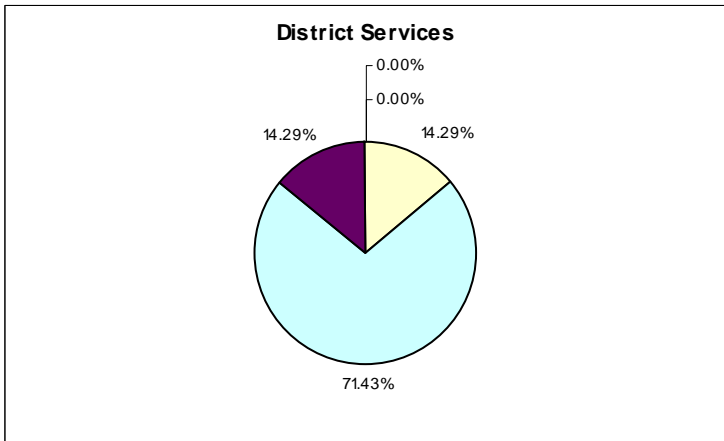
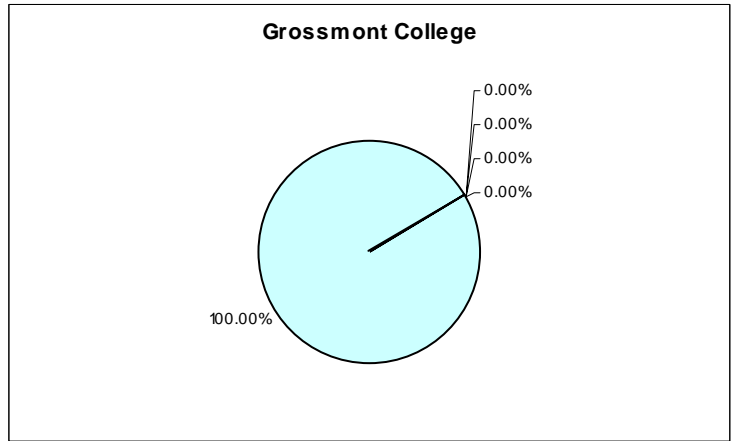
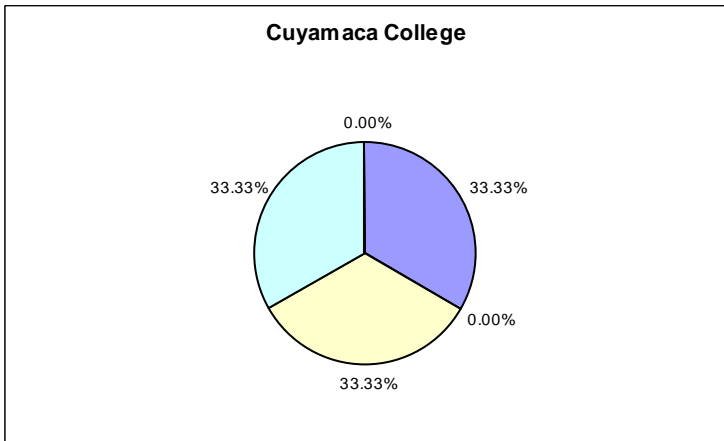
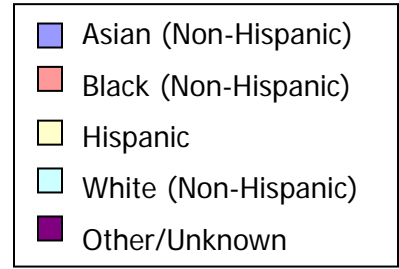
**Technical & Paraprofessional Analysis by Ethnicity Within Site**



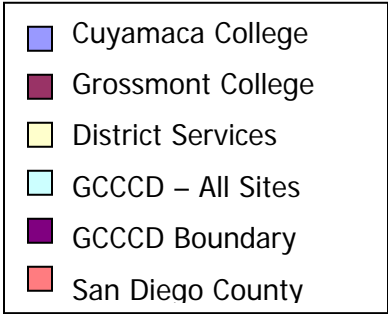
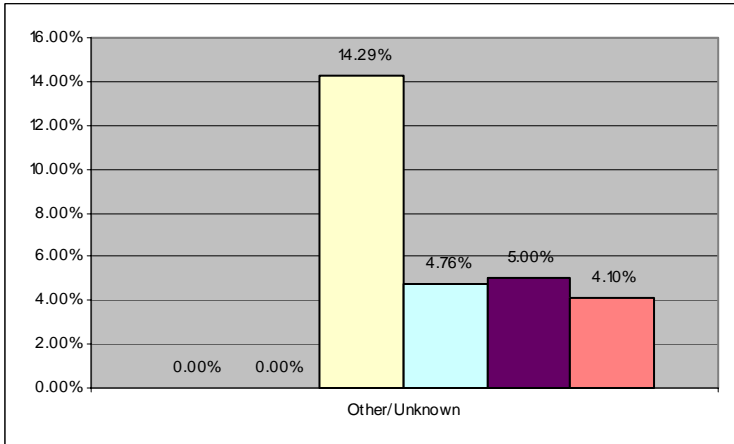
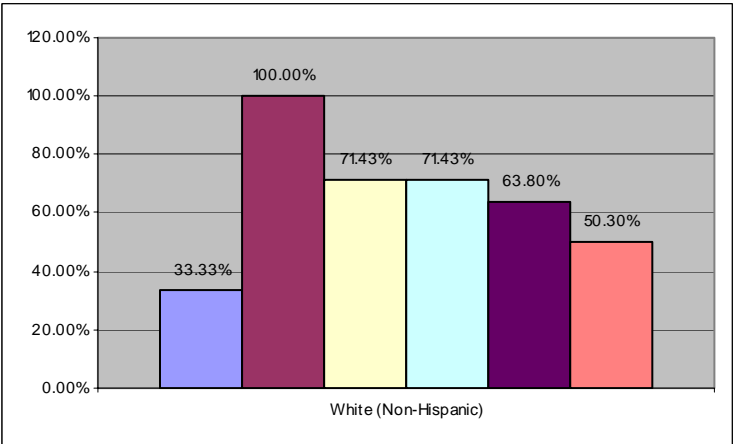
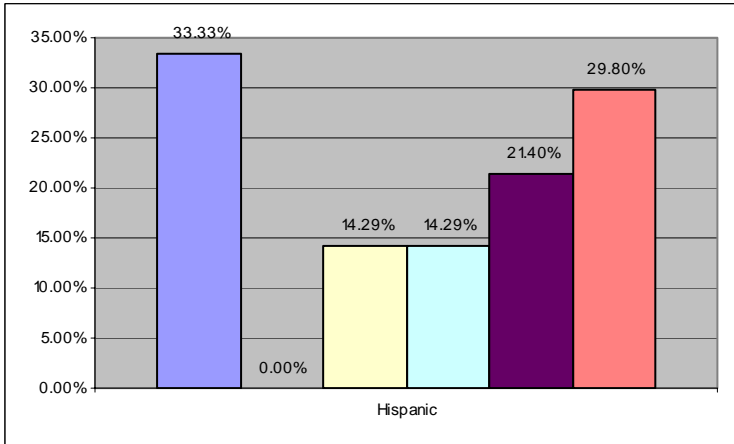
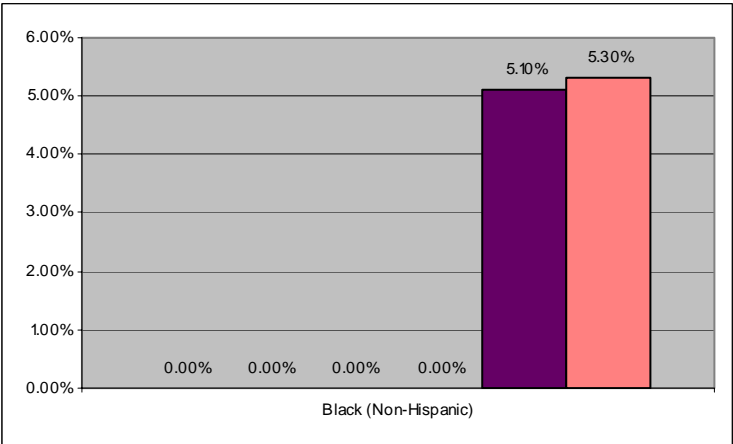
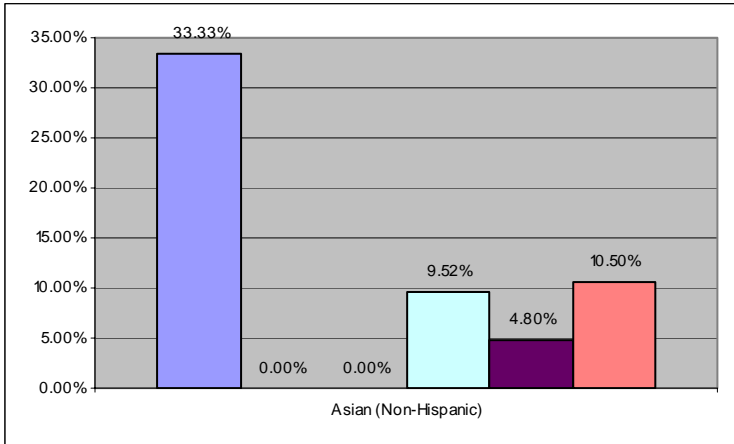
## Technical & Paraprofessional Analysis By Ethnicity & Site



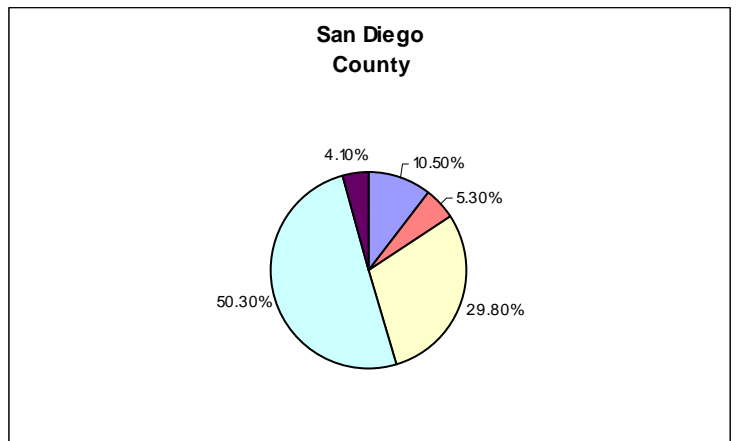
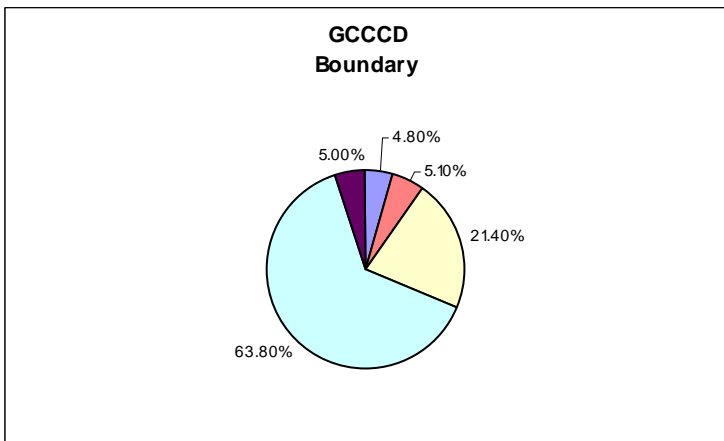
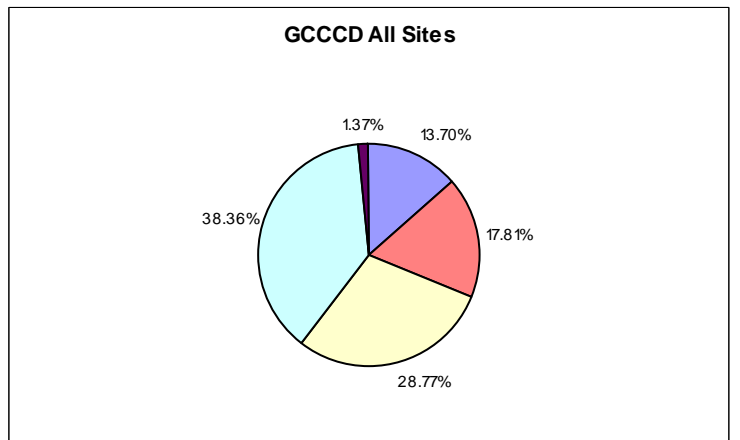
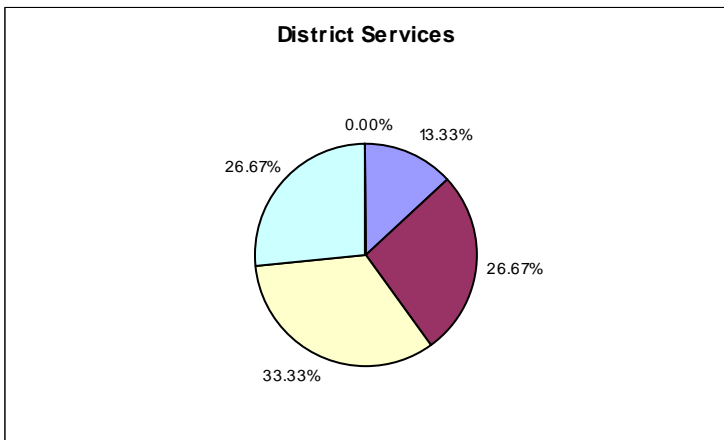
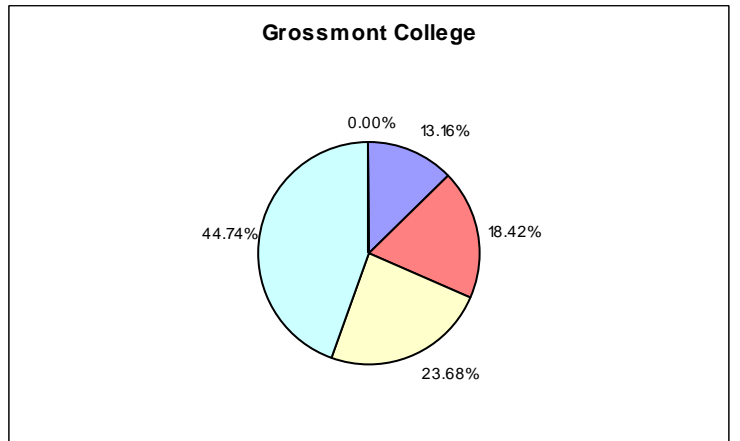
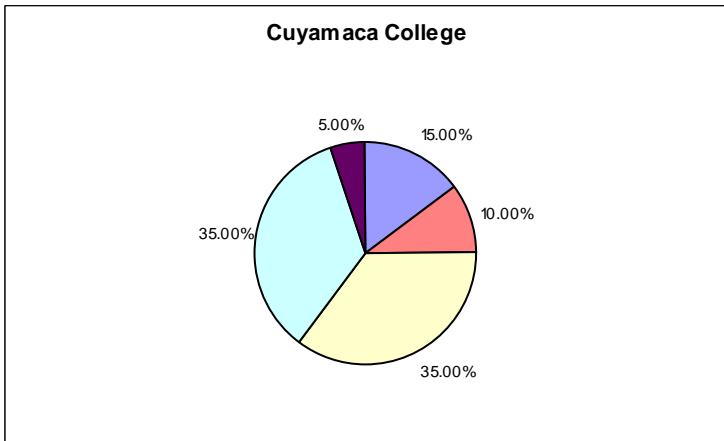
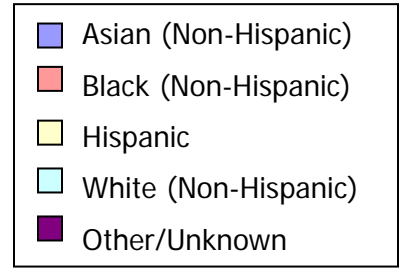
**Skilled Craft Analysis by Ethnicity Within Site**



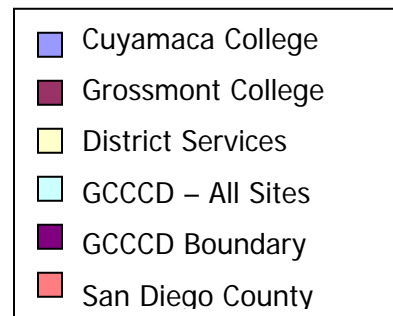
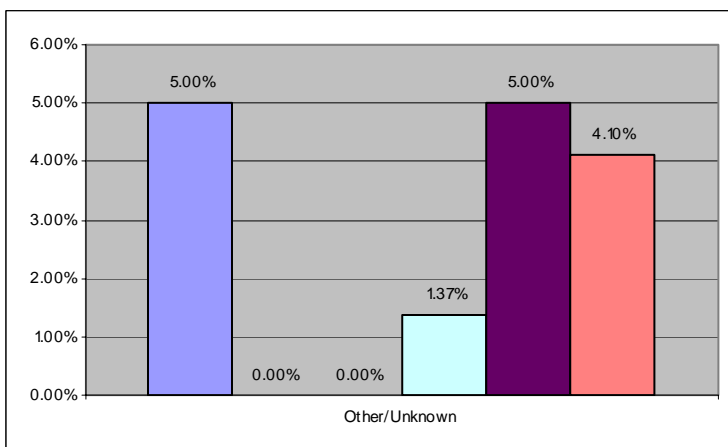
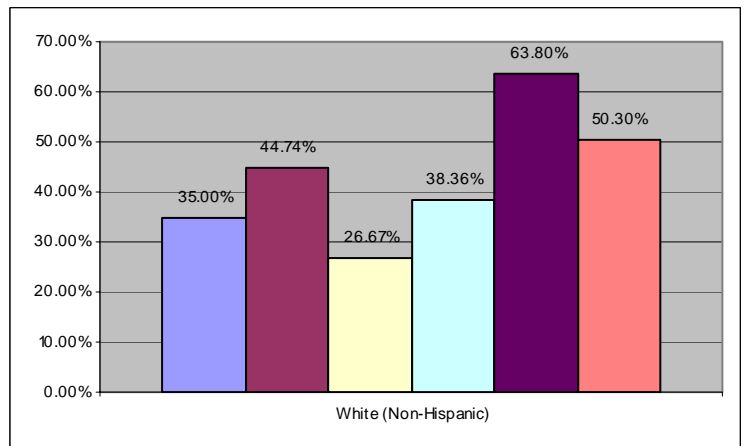
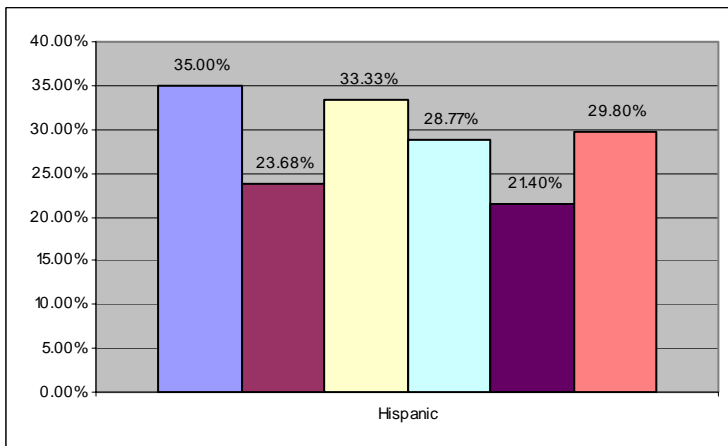
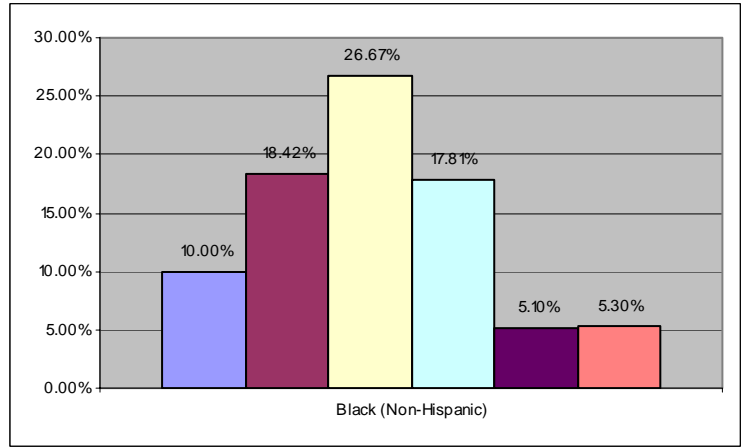
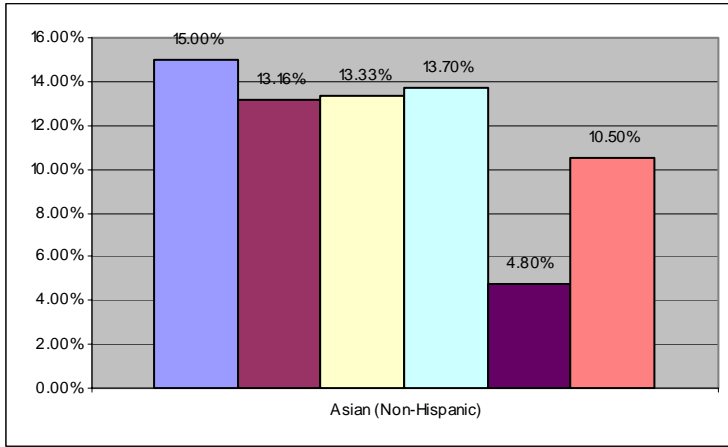
**Skilled Craft Analysis By Ethnicity & Site**



**Service & Maintenance Analysis by Ethnicity Within Site**

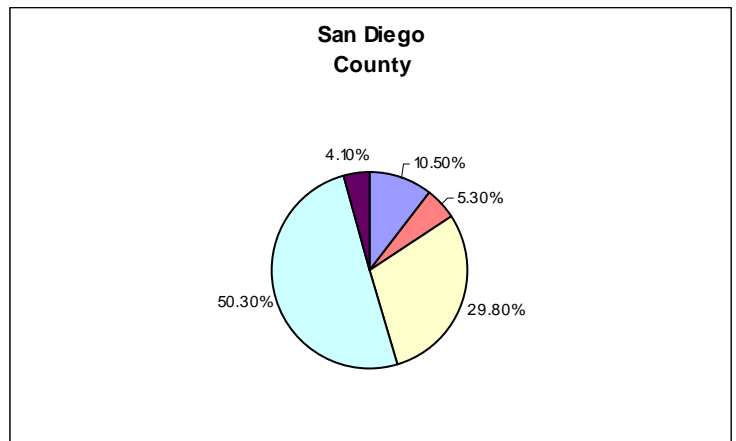
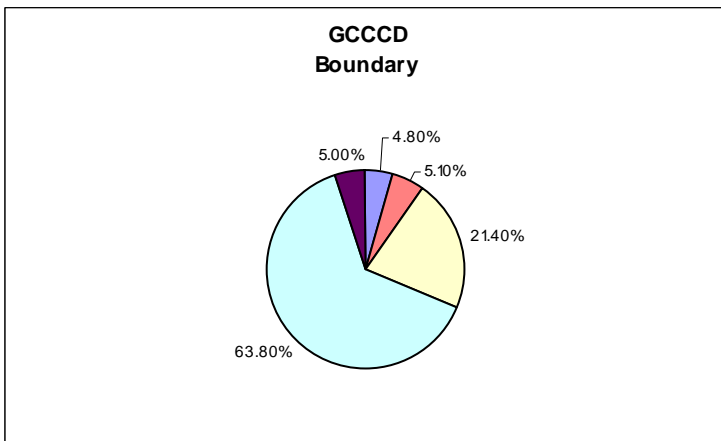
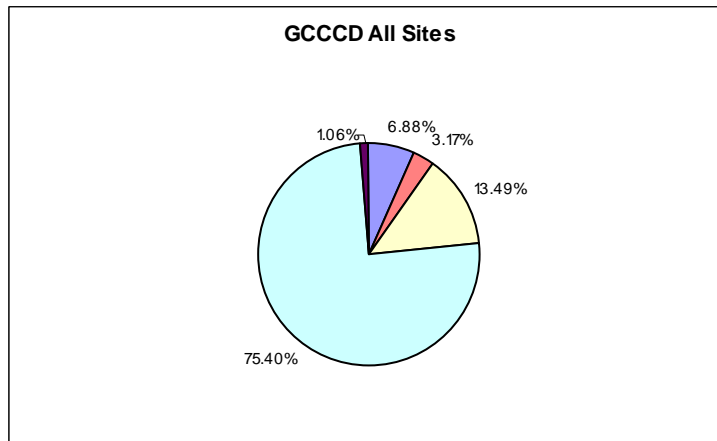
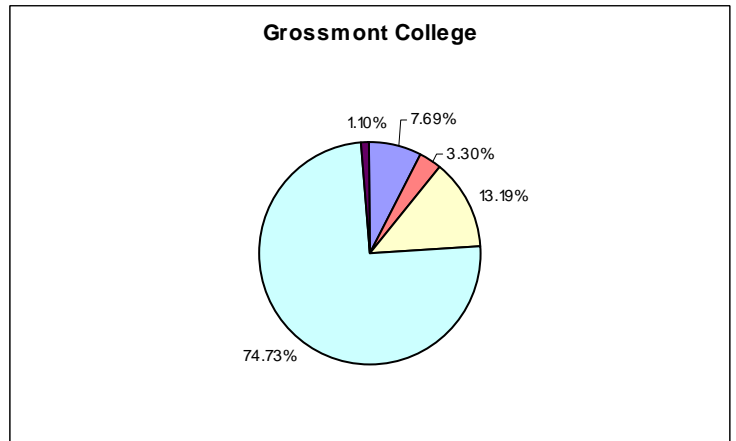
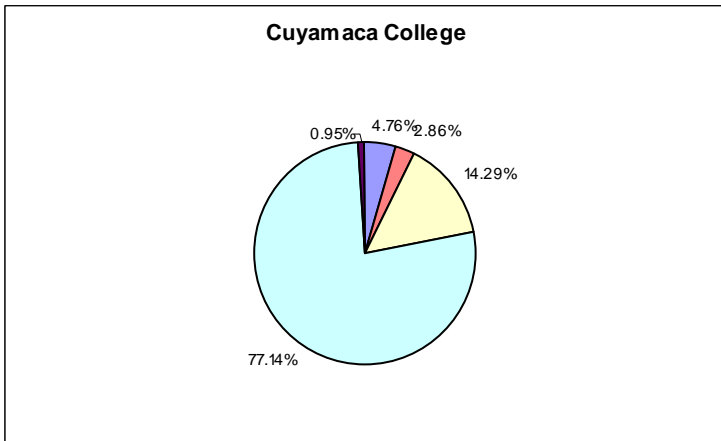
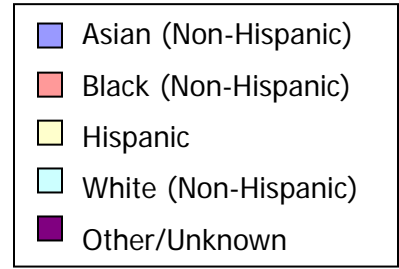


## Service & Maintenance Analysis By Ethnicity & Site

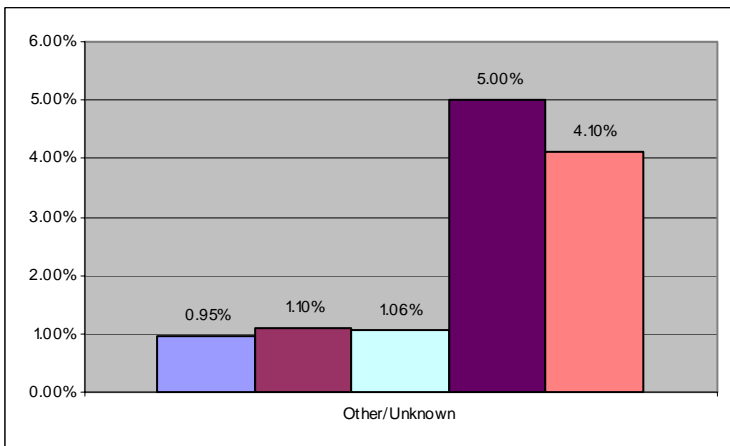
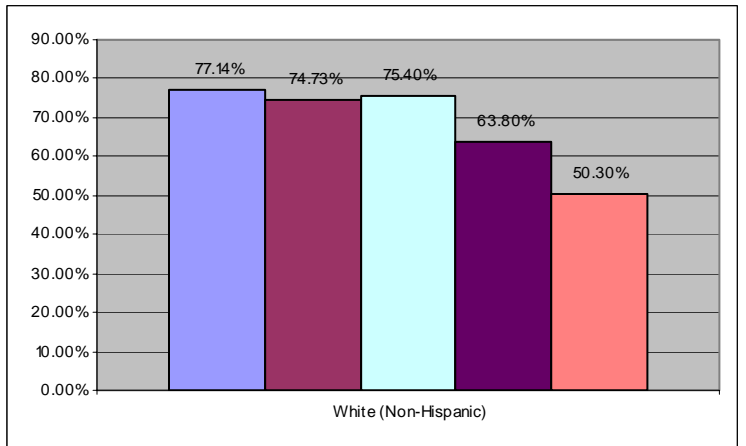
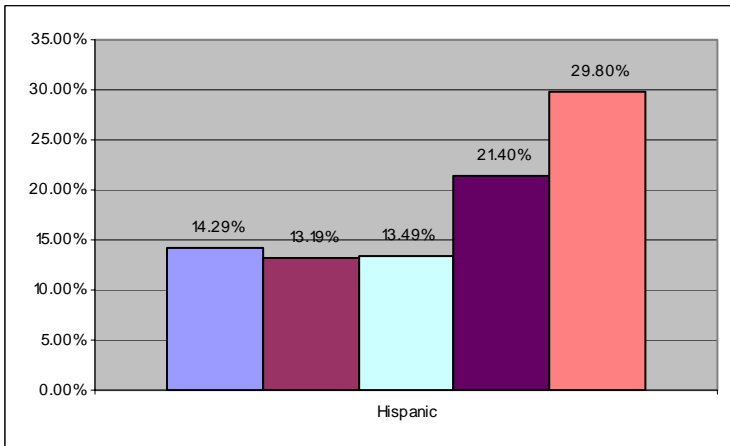
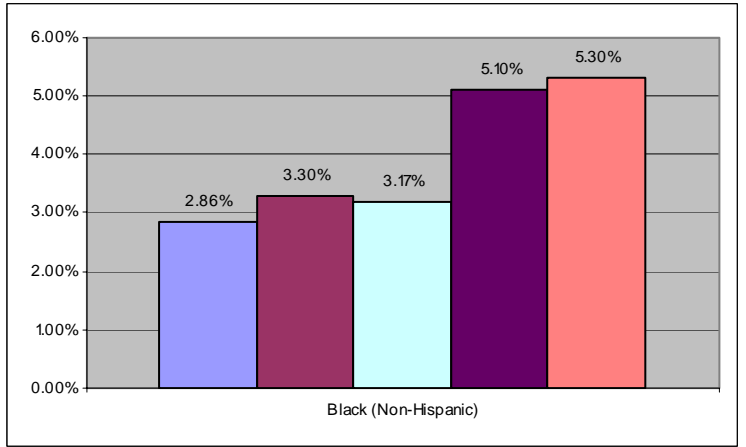
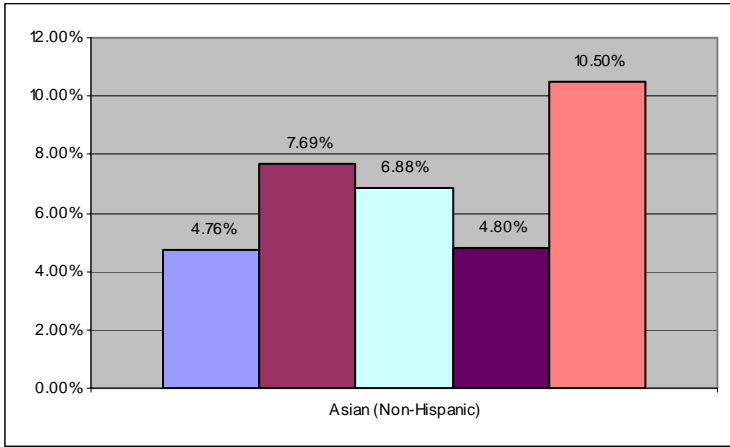




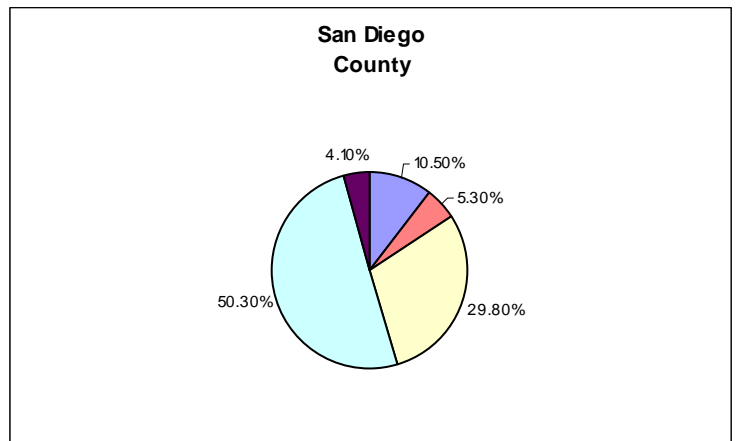
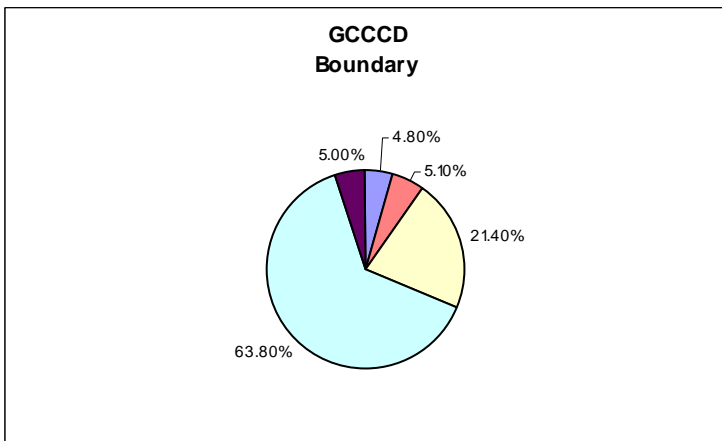
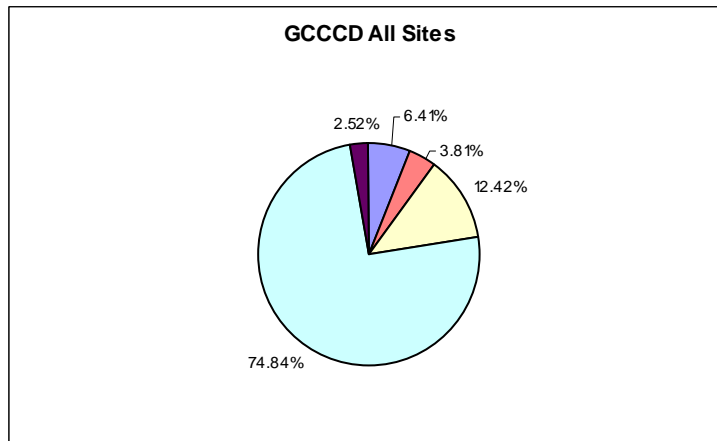
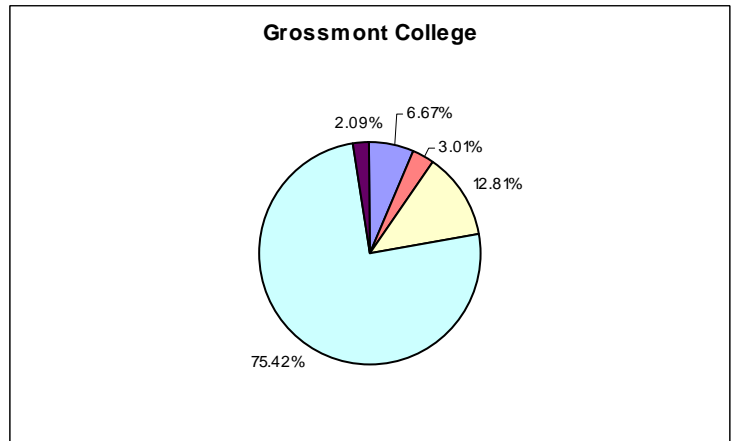
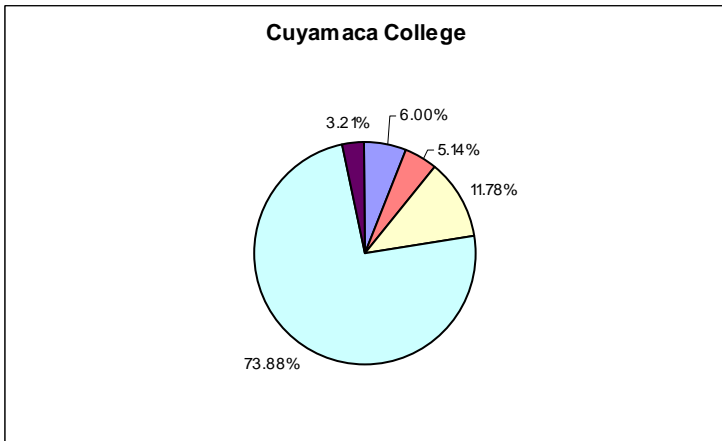
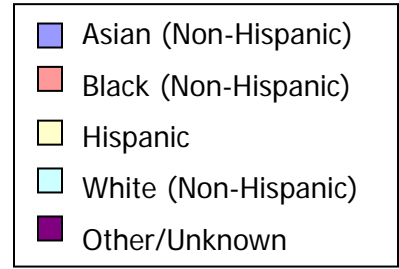
**Full-Time Faculty Analysis by Ethnicity Within Site**



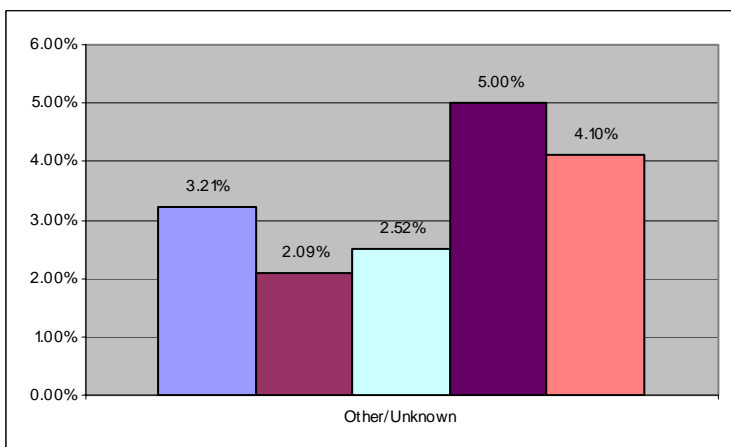
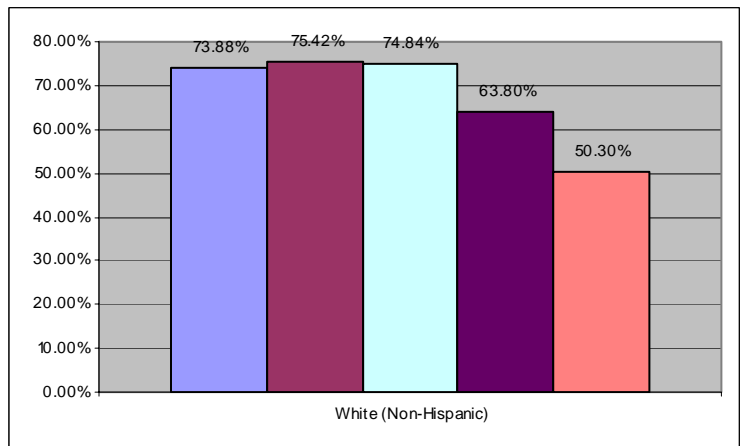
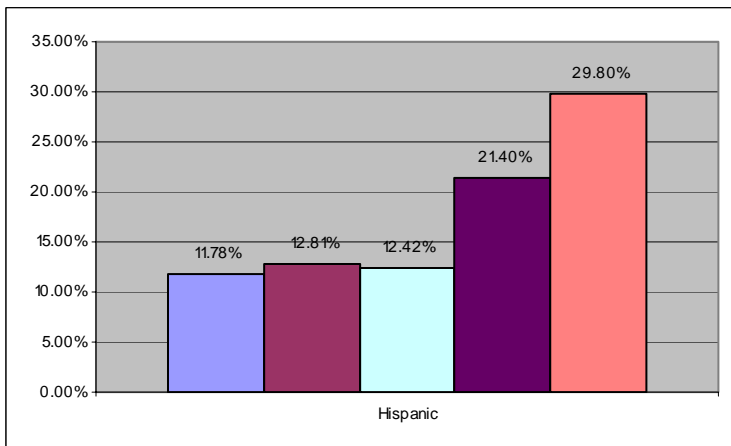
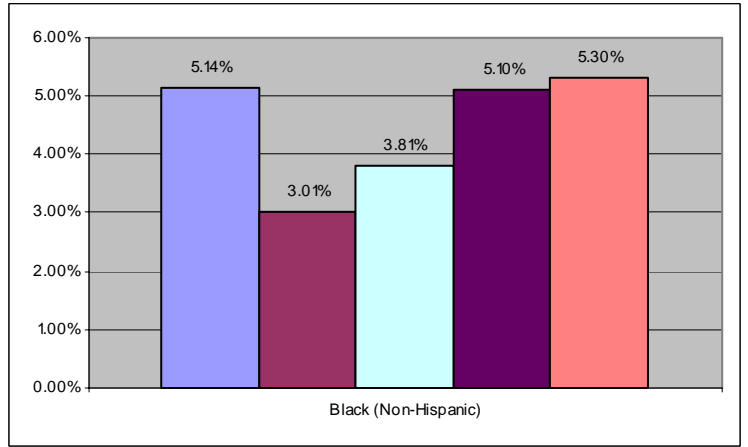
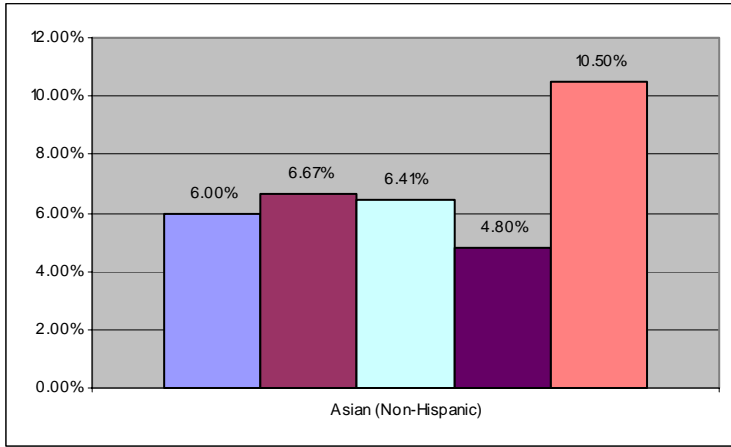
## Full-Time Faculty Analysis By Ethnicity & Site



**Part-Time Faculty Analysis by Ethnicity Within Site**



## Part-Time Faculty Analysis By Ethnicity & Site



## **XI. ANALYSIS OF DEGREE OF UNDERREPRESENTATION AND SIGNIFICANT UNDERREPRESENTATION**

Reference: *Title 5, Sec. 53003 (c) (7)*

The district's workforce data provided in *Plan* Component X has been compared with the demographics of San Diego County (provided in Appendix E) to determine whether underrepresentation exists.

**Underrepresentation exists whenever the District's workforce for any monitored group falls below the projected representation as indicated by the San Diego County availability data.** An analysis has been done for monitored groups in each of the previously identified job categories.

**Significant underrepresentation exists when the percentage of persons from a monitored group falls below 80 percent of the projected representation.** Statistical tables showing the degree of underrepresentation for each monitored group in each job category are detailed in Appendix G.

### **Workforce Underrepresentation**

The summary of the analysis of the district's workforce is as follows:

No gender underrepresentation is present in the GCCCD workforce. Significant underrepresentation exists across every monitored ethnic group. Every job category has underrepresentation in at least one monitored group. The least ethnic disparity exists within the Service and Maintenance category. The category showing the greatest significant underrepresentation district-wide, pursuant to the San Diego availability data is Full-time Faculty. This category is underrepresented in every monitored group at both campuses, followed closely by Part-time Faculty. The monitored group showing the greatest significant underrepresentation district-wide is Hispanic, being underrepresented in every job category, followed by Asian (Non-Hispanic), which is closely followed by Black. The district will take steps described in Component XII of this *Plan* to address the identified instances of underrepresentation.

Based on current data, the GCCCD appears to have significant underrepresentation across job categories which may require additional measures be enacted to rectify. The identified categories are:

- **Executive/Administrative/Managerial:** Hispanic personnel are significantly underrepresented in Management at every GCCCD site. Additionally, Grossmont College is also significantly underrepresented with regards to Black personnel in Management.
- **Professional Non-faculty:** All three sites are significantly underrepresented in Hispanic personnel in the Professional Non-faculty ranks. Both Cuyamaca College and the District Services are additionally significantly underrepresented in Asian personnel, and Cuyamaca College is additionally significantly underrepresented in Black personnel.
- **Secretarial/Clerical:** Both college sites are significantly underrepresented in Asian Secretarial/Clerical personnel. Cuyamaca College and the District Services are additionally significantly underrepresented in Black and Hispanic personnel.
- **Technical and Paraprofessional:** All three sites are significantly underrepresented in Hispanic personnel in the Technical and Paraprofessional ranks. Both the District Services and Cuyamaca College are additionally significantly underrepresented in Asian personnel, and Cuyamaca College is additionally significantly underrepresented in Black personnel.

- **Skilled Crafts:** All three sites are significantly underrepresented in Black personnel in the Skilled Crafts ranks. Both Grossmont College and the District Services are additionally significantly underrepresented in Asian and Hispanic personnel.
- **Service and Maintenance:** Grossmont College is significantly underrepresented in Hispanic personnel in the Service and Maintenance ranks.
- **Full-time Faculty and other Instructional Staff:** Each of Asian, Black and Hispanic ethnicities are significantly underrepresented in the Full-time Faculty ranks at both college campuses.
- **Part-time Faculty and other Instructional Staff:** Each of Asian, Black and Hispanic ethnicities are underrepresented in the Part-time Faculty ranks at both college campuses. Both college campuses are significantly underrepresented in Asian and Hispanic personnel, and Grossmont College is additionally significantly underrepresented in Black personnel.

### **Applicant Underrepresentation**

An analysis of the applicant pool shows that the monitored group that GCCCD most needs to work on attracting is Hispanic, followed by Asian. Hispanic applicants were underrepresented compared to local availability data across every job category. Asian applicants were underrepresented in 86% of the job categories. The GCCCD has the applicant pools necessary to remedy workforce underrepresentation in other monitored groups. The measures outlined in *Plan* components XII, XIII and XIV will be applied to address applicant underrepresentation.

The following chart presents a visual analysis of significant underrepresentation at each GCCCD site across each job category. Significant underrepresentation exists when the percentage of persons from a monitored group falls below 80 percent of the projected representation.

An arrow (↓) indicates that the site is significantly underrepresented for members of the monitored group in the corresponding job category.

	Cuyamaca College			Grossmont College			District Services		
	Asian	Black	Hispanic	Asian	Black	Hispanic	Asian	Black	Hispanic
Executive/Administrative/Managerial			↓		↓	↓			↓
Professional Non-faculty	↓	↓	↓			↓	↓		↓
Secretarial/Clerical	↓	↓	↓	↓				↓	↓
Technical and Paraprofessional	↓	↓	↓			↓	↓		↓
Skilled Crafts		↓		↓	↓	↓	↓	↓	↓
Service and Maintenance						↓			
Full Time Faculty	↓	↓	↓	↓	↓	↓	N/A	N/A	N/A
Part Time Faculty	↓		↓	↓	↓	↓	N/A	N/A	N/A

## **XII. METHODS TO ADDRESS UNDERREPRESENTATION**

The **Grossmont-Cuyamaca Community College District** (GCCCD) is committed to providing learning and working environments that ensure and promote diversity, equity, and inclusion. People of diverse backgrounds, perspectives, socioeconomic levels, cultures, and abilities are valued, welcomed, and included in all aspects of our organization. GCCCD strives to provide an educational environment that fosters cultural awareness, mutual understanding, and respect that ultimately also benefits the global community.

The GCCCD places great emphasis on the recruitment of potential applicants in order to create a diverse pool of qualified individuals from which to hire. With a diverse pool, the district takes steps within the screening/interviewing process to allow for the hiring of candidates with varied backgrounds who can contribute and effectively communicate in a diverse community. The equal employment opportunity provisions below are applicable to all full-time and part-time hiring, including any hiring meant to address the ratio of full-time to part-time faculty that may be required by Education Code Section 87482.6.

**The GCCCD recruitment and hiring procedures are included in Appendix G.** The methods identified in this *Plan* component are steps taken within the recruiting process to mitigate and address underrepresentation.

### **Screening/Interviewing Committee Methods**

1. When possible, every effort will be made, within the limits allowed by federal and state law, to ensure screening/interviewing committees include a diverse membership, which brings a variety of perspectives to the assessment of applicant qualifications. Screening/interviewing committees will be encouraged to include members from monitored groups. The EEO Officer shall review the makeup of screening/interviewing committees and will work with the committee chair and/or hiring manager to remedy any potential deficits.
2. The EEO Officer shall assign an EEO Representative to each screening/interviewing committee. The EEO Representative shall participate in providing the EEO portion of committee orientation and attend all meetings as a non-voting member as identified in *Plan* component IX.
3. All screening or selection techniques employed by the committee, including the procedure for developing interview questions, and the selection process as a whole, are based only on job-related criteria and designed to avoid any adverse impact. Meaningful consideration is also given to the extent to which applicants demonstrate a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students. Interviews must include at least one question which assesses the candidate's level of cultural proficiency.
4. All screening materials must be reviewed by the EEO Officer for compliance with state EEO principles. Job specifications, including any "required," "desired," or "preferred" qualifications beyond the state minimum qualifications which the district wishes to utilize will be reviewed to ensure conformity with EEO regulations and state and federal nondiscrimination laws. Any locally established qualifications beyond state minimum qualifications that may have an adverse impact will not be utilized in future GCCCD hiring processes.



## **Job Announcements**

1. Job announcements will clearly state the job specifications establishing the knowledge, skills, and abilities necessary to successfully perform the job and that the GCCCD is an “Equal Opportunity Employer.”
2. For all new positions in any job category where underrepresentation exists, the district will apply the recruitment procedures set forth in Title 5, section 53021 to conduct full and open recruitment for all new positions. For those new positions, GCCCD will not invoke the provisions for in-house temporary appointments or the exception under 53021(c)(7) for engaging an administrator through a professional services contract unless the hiring administrator first notifies the Chancellor and the EEO Officer in writing of the compelling reason to limit the persons who may be considered for a vacancy in a job category where underrepresentation persists.
3. GCCCD will aggressively pursue a program of recruitment that is inclusive and open to all individuals and will verify recruitment efforts through documentation. Efforts will be undertaken on a regular basis to develop and contact new recruitment sources that ensure diverse pools of candidates. GCCCD will utilize the following provisions:
  - Recruitment for all open positions may occur as the placement of job announcements in various media including, but not be limited to, those which provide information in languages other than English and to low-income communities, or whose primary audience is comprised of groups found to be underrepresented in the district’s workforce. These recruitment tools include the following:
    - General circulation newspapers, publications, radio and television stations, and electronic media;
    - Local and regional community newspapers;
    - Industry or job-specific newspapers, publications, radio and television stations, and electronic media;
    - Flyers, letters or postcards sent to local and regional employment assistance agencies; and
    - Recruitment booths at job fairs or conferences.
  - At least every two years, or when employment data indicate a necessity, the GCCCD shall host an open house for persons interested in employment with the district. Attendees will be provided with information regarding current job openings, the demographic makeup of the student body, hiring criteria and procedures, and information on the district’s commitment to equal employment opportunity. Efforts will be made to attract diverse groups of individuals to the open house.

## **Adverse Impact Analysis 1: Review of Initial Applicant Pools**

The *initial applicant pool* is composed of all complete applications received by the application deadline. The application for employment will afford each applicant an opportunity to voluntarily identify his or her gender, ethnic group and, if applicable, his or her disability. Initial applicant pools will be reviewed for projected representation of monitored groups. The following actions will be taken when reviewing the initial applicant pool:

- The composition of the initial applicant pool will be analyzed using Adverse Impact reports to ensure that any failure to obtain projected representation for any monitored group is not due to discriminatory recruitment procedures.
- If projected representation has not been met, based on the Adverse Impact Analysis, the application deadline may be extended so that additional recruitment can be conducted to ensure that recruitment efforts provide a full and fair opportunity for participation to a wide diversity of potential applicants.
- When recruitment efforts have offered an opportunity for participation to a wide diversity of potential applicants or further recruitment efforts would be futile, applications will be forwarded to the screening/interviewing committee to be screened for minimum qualifications, resulting in a qualified applicant pool.

### **Adverse Impact Analysis 2: Review of Qualified Applicant Pools**

The *qualified applicant pool* is composed of those applicants from the initial applicant pool who satisfy the minimum qualifications set forth in the job description.

After the screening/interviewing committee has reviewed the applicant pool and identified those applicants who meet the minimum qualifications, the GCCCD EEO Officer shall review the pool again. The composition of the qualified applicant pool will be analyzed to ensure that no monitored group is adversely impacted before the pool is forwarded to the interview stage of the process. If adverse impact is found to exist, effective action will be taken to address the adverse impact before the selection process continues. Such actions may include, but are not limited to:

- Re-advertising the position and undertaking inclusive outreach efforts to ensure that members of the adversely impacted group have equal opportunity to seek employment with the district.
- Including all applicants who were screened out on the basis of any locally established qualifications beyond the state minimum qualifications which have not been specifically demonstrated to be job-related and consistent with business necessity through a process meeting the requirements of federal law.
- Reposting the job announcement if the minimum qualifications stated on the job announcement are changed.

If adverse impact persists after taking the previous actions, the selection process may proceed only if:

- The job announcement does not require qualifications beyond the statewide minimum qualifications; or
- Locally established qualifications beyond state minimum qualifications, if any, are demonstrated to be job-related and consistent with business necessity through a process meeting the requirements of federal law and suitable alternative selection procedures to reduce the adverse impact were unavailable.

Once the qualified applicant pool is approved by the EEO Officer, the pool will be forwarded to the screening/interviewing committee for interviews and finalist recommendations.

### **Adverse Impact Analysis 3: Finalists**

After the screening/interviewing committee has conducted interviews, identified those applicants who meet the minimum qualifications and forwarded finalists, the EEO Officer shall review the pool again. The composition of the finalist pool will be analyzed to ensure that no monitored group has been adversely impacted before the

finalists are forwarded for interviews. If adverse impact is found to exist, effective action will be taken to address the adverse impact before the selection process continues. Such actions may include, but are not limited to:

- When appropriate, assisting the screening/interviewing committee by discussing the overall composition of the applicant pool and the screening criteria or procedures, which have produced an adverse impact, provided that confidential information about individual candidates is not disclosed.
- Including interviewees who were screened out on the basis of committee interpretation of locally established or state minimum qualifications that may have resulted in adverse impact.
- Where necessary, the position may be reopened and a new selection process initiated which is designed to avoid adverse impact.

Once the pool of finalists is approved by the EEO Officer, the pool will be forwarded to the hiring administrator for final interviews and final recommendations for hiring consideration.

#### **Adverse Impact Analysis 4: Recommend for Hire**

After the hiring administrator and other participants conduct final interviews, candidates are selected to be recommended for hire. The EEO Officer shall review the selection to ensure that no monitored group has been adversely impacted before the recommendation is forwarded to the GCCCD Chancellor for approval and prior to any offer of employment. If adverse impact is found to exist, effective action will be taken to address the adverse impact before the selection process continues. Such actions may include, but are not limited to:

- Working with the final interviewers to review screening criteria or procedures to ensure the final hiring recommendation is based only on job-related criteria.
- Where necessary, the position may be reopened and a new selection process initiated in a way designed to avoid adverse impact.

The Governing Board or its designee shall make all final hiring decisions based upon careful review of the candidate or candidates recommended through the hiring process. This includes the right to reject all candidates and to request further review or to reopen the position where necessary to achieve the objectives of the *Plan* or to ensure equal employment opportunity.

#### **General Measures**

The GCCCD will not designate or set aside particular positions to be filled by members of any identified group or engage in any other practice, which would result in discriminatory or preferential treatment prohibited by state or federal law. The GCCCD will not apply the *Plan* in a rigid manner that has the purpose or effect of discriminating.

The GCCCD will review the pattern of its hiring decisions regularly, and if it determines that those patterns do not meet the objectives of the *Plan*, the district will request that the EEOAC recommend new methods to meet the *Plan* objectives, or if necessary, to modify the *Plan* itself to ensure equal employment opportunity.

### **XIII. ADDITIONAL STEPS TO REMEDY SIGNIFICANT UNDERREPRESENTATION**

In those areas where significant underrepresentation persists for three years or more, section 53006(b) of Title 5 requires that additional measures be taken. Significant underrepresentation exists when the percentage of persons from a monitored group falls below 80 percent of the projected representation. In order to address instances of significant underrepresentation, the district will take the following additional steps as necessary:

1. GCCCD may request that the EEOAC, in conjunction with appropriate Human Resources staff, review GCCCD's recruitment procedures and make recommendations on modifications that would address the underrepresentation.
2. GCCCD may increase advertising efforts aimed at underrepresented groups, which may require an increase in the recruitment budget to ensure that recruitment is broad and inclusive.
3. GCCCD EEO Officer may work with the responsible administrator for the division or department where the significant underrepresentation occurs to develop a recruitment and hiring action plan to assist in addressing the significant underrepresentation. The action plan may include, but is not limited to:
  - Additional locations or resources to advertise positions that would likely attract candidates from the significantly underrepresented groups;
  - Additional training for current faculty and staff on the value of a diverse workforce;
  - Recommended changes to the job announcement and screening criteria that may reasonably be expected to attract candidates from the significantly underrepresented group.
4. GCCCD may focus particular attention on intern programs where graduate students will be provided the opportunity to co-teach a class offered by the GCCCD in significantly underrepresented Faculty and Instructional Staff job categories.
5. GCCCD may review each locally established "required," "desired or preferred" qualification being used to screen applicants for positions in the job category to determine if it is job-related and consistent with business necessity as defined by federal law.
6. GCCCD may discontinue the use of any locally established qualification that is found to create an adverse impact.
7. GCCCD may develop a recruitment committee composed of the college president, Human Resources personnel, the EEO Officer, the dean or responsible administrator for the division or department where the significant underrepresentation persists and members of the EEOAC to review the effectiveness of the recruitment and hiring program described in *section 3* above. The committee will provide recommendations to modify the recruitment and hiring program to better address the significant underrepresentation.

## **XIV. OTHER MEASURES NECESSARY TO FURTHER EQUAL EMPLOYMENT OPPORTUNITY**

In addition to the steps/measures used to address underrepresentation and/or significant underrepresentation, found in Sections XII & XIII of this *Plan*, GCCCD will implement a focused approach to diversity, equity, and inclusion. GCCCD recognizes that multiple approaches are appropriate to fulfill its mission of ensuring EEO and creating a diverse workforce. Establishing a culture that welcomes and celebrates diversity and multiculturalism, and is supported by the leadership of GCCCD may consist of measures such as:

1. Establishing appropriate district-wide committees within the GCCCD governance structure that adequately address the GCCCD's commitment to diversity and includes a focus on EEO and student equity.
2. The EEOAC and other established district-wide committees will work to develop and implement goals related to diversity, equity, and inclusion. Such goals will be identified in appropriate district-wide plans. The EEOAC and other established district-wide committees will schedule an appropriate number of joint meetings to confer on the progress toward the stated goals, as well as other issues and ideas for furthering EEO and diversity initiatives throughout the GCCCD.
3. Identify possible barriers and other issues via research including data analysis and campus climate surveys.
4. Provide opportunities for guest speakers from monitored groups who are in leadership positions and who may inspire students and employees alike.
5. Highlight the GCCCD's commitment to EEO and diversity in job announcements, marketing, and other publications.
6. Conduct diversity dialogues, forums, and cross-cultural workshops.
7. Work with the Academic Senates, vice presidents and deans to enhance the established "Instructional Survival Kit" as a resource for faculty interested in infusing diversity and multiculturalism into their instruction or services to students.
8. Encourage cultural proficiency as an institutional student learning outcome at each campus and the infusion of diversity into General Education classes.
9. Review and revise college publications and other marketing tools to reflect diversity in pictures, graphics, and text to reflect an inclusive environment.
10. Establish and implement a process to recognize the value of staff and faculty who have promoted diversity and equal employment opportunity principles.
11. Promote professional development opportunities that will assist the GCCCD in achieving its equal employment opportunity and diversity objectives, including offering EEO/diversity workshops during faculty flex week and classified "Staff Development Day" programs.
12. Establish an Equal Employment Opportunity and diversity online presence by highlighting the district's diversity and equal employment opportunity, Americans with Disabilities Act (ADA), prohibition of harassment and nondiscrimination policies, procedures, and programs on the GCCCD's website. The website will also list contact persons for further information on all of these topics.

13. Promote various cultural events and celebrations on both campuses.
14. Recognize multilingualism and knowledge of multiculturalism as a desired, and when appropriate, required skill and qualification for community college employees.

## **XV. PERSONS WITH DISABILITIES AND ACCOMMODATIONS**

Reference: *Title 5 § 53003 (d), 53025*

### **Current Workforce**

For both the 2007-2008 and 2008-2009 academic years, the GCCCD had 51 employees who reported themselves as disabled. This equates to 2.5% for 2007-08 and 2.4% for 2008-09. There is currently no availability data on disabled workers, so it is not possible to conduct an analysis of underrepresentation in the workforce.

### **Procedures When Underrepresentation is Found**

When persons with disabilities are found to be significantly underrepresented, measures required under *Plan* Component XIII through XIV will be implemented. The GCCCD will make every effort to reach out to the disabled population so they may take advantage of opportunities offered at GCCCD.

### **Requests for Accommodations**

Applicants and employees with disabilities shall receive reasonable accommodations consistent with the requirements of Government Code, sections 11135 et seq. and 12940(m); section 504 of the Rehabilitation Act of 1973; and the Americans with Disabilities Act. Such reasonable accommodations may include, but are not limited to, job site modifications, flexible scheduling, adaptive equipment, and interpreters.

**Applicants for Employment:** The Human Resources Division is the primary contact for all recruiting efforts. Prior to interviewing, candidates will be asked if they require any accommodations to be made based on the format of the interview. Every effort will be made to provide accommodations for applicants. If the applicant does not initially request an accommodation and needs to facilitate one later, they may contact Human Resources. If an applicant feels their accommodation requests are not being met, they may speak directly to the Chief Human Resource Officer.

**Current Employees:** The Human Resources Division is responsible for handling requests for accommodations from current employees. Requests can be made on the Disability Accommodation Request Form, which can be found with accompanying documents on the District EEO website, by calling Human Resources, or in Appendix I of this *Plan*.

### **Goals**

The GCCCD will make a concerted effort to increase outreach to disabled persons in order to increase the number of disabled applicants and their awareness that GCCCD is an EEO employer. A list of community organizations the GCCCD reaches out to, including those specifically for disabled individuals, is included in Appendix D.

## **XVI. GRADUATE ASSUMPTION PROGRAM OF LOANS FOR EDUCATION**

Reference: Education Code *87106(b)(4) and 69618 et seq.*

The GCCCD will encourage community college students to become qualified for, and seek employment as, community college employees. The district shall research and inform students about programs that may assist them to complete their graduate studies and become community college employees. The district will provide informational flyers concerning such programs in financial aid information packets given to students, and make information available in the counseling centers and the student newspaper. Additional efforts will be made to inform graduate students in local universities about the benefits of employment at a community college.



## **APPENDIX A**

### **DISTRICT POLICIES AND PROCEDURES**

#### **CONTENTS:**

Board Policy 3410: Nondiscrimination  
Administrative Procedure 3410: Nondiscrimination

Board Policy 3415: Equal Access  
Administrative Procedure 3415: Equal Access

Board Policy 3430: Prohibition of Harassment  
Administrative Procedure 3430: Prohibition of Harassment

Board Policy 7100: Commitment to Diversity  
Administrative Procedure 7100: Commitment to Diversity

Board Policy 7120: Recruitment & Selection  
Administrative Procedure 7120: Recruitment & Selection

**BP 3410      Nondiscrimination**

Reference: Education Code Sections 66250, et seq.; 72010, et seq.; 87100 et seq.; Title 5, Sections 53000, et seq.; 59300 et seq.; Penal Code Section 422.55; Government Code Sections 12926.1, 129240, et seq.

**Adoption Date:**      **August 21, 2001**      **Last Updated: September 8, 2009**

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The Grossmont-Cuyamaca Community College District (GCCCD) is committed to providing learning and working environments that ensure and promote diversity, equity, and inclusion. People of diverse backgrounds, perspectives, socioeconomic levels, cultures, and abilities are valued, welcomed, and included in all aspects of our organization. GCCCD strives to provide an educational environment that fosters cultural awareness, mutual understanding, and respect that ultimately also benefits the global community.

No person shall be unlawfully subjected to discrimination or denied full and equal access to District programs or activities on the basis of ethnic group identification, race, color, national origin, religion, age, sex or gender, physical disability, mental disability, ancestry, sexual orientation, marital status, veteran status, or on the basis of these perceived characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics.. District programs and activities include, but are not limited to any that are administered or funded directly by or that receive any financial assistance from the California Community Colleges Chancellor's Office.

The Chancellor shall establish administrative procedures that ensure all members of the college community can present complaints regarding alleged violations of this policy and have complaints heard in accordance with the Title 5 regulations and those of other agencies that administer state and federal laws regarding nondiscrimination.

No District funds shall be used for membership or for any participation involving financial payment or contribution on behalf of the District or any individual employed by or associated with the District, to any private organization whose membership practices are discriminatory on the basis of groups mentioned above.

## AP 3410      Nondiscrimination

Education Programs Reference: *Education Code Sections 66250 et seq.; 200 et seq.; 72010 et seq.; Penal Code Sections 422.55 et seq.; Title 5 Sections 59300 et seq.; Accreditation Standard 1.6*

Employment Reference: *Education Code Sections 87100 et seq.; Title 5 Sections 53000 et seq.; Government Code Sections 11135 et seq.; 12940 et seq.*

Date Issued: February 12, 2007      Last Updated: September 2, 2009

### **Educational and Institutional Programs and Activities**

The District shall provide access to its services, classes, and programs without regard to, ethnic group identification, race, color, national origin, religion, age, sex or gender, physical disability, mental disability, medical condition, marital status, ancestry, sexual orientation, veteran status, or on the basis of these perceived characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics. All courses, including noncredit classes, shall be conducted without regard to the gender of the student enrolled in the classes. As defined in the Penal Code, "gender" means sex, and includes a person's gender identity and gender-related appearance and behavior whether or not stereotypically associated with the person's assigned sex at birth.

The District shall not prohibit any student from enrolling in any class or course on the basis of gender.

Employees serving in an advisory capacity to students, including but not limited to counselors, instructors, staff, and administrators, shall not offer program guidance to students which differs on the basis of gender.

Insofar as practicable, the District shall offer opportunities for participation in athletics equally to male and female students.

Students may find information regarding student complaint procedures on nondiscrimination issues in the college catalogs.

### **Employment**

The District shall provide equal employment opportunities to all applicants and employees regardless of race, religion, color, national origin, ancestry, physical disability, mental disability, marital status, sex or gender, age, sexual orientation, or veteran status. Employment procedures ensuring equal opportunity are detailed in Personnel Hiring Procedures and the District Equal Employment Opportunity (EEO) Plan. Information regarding complaint procedures on Nondiscrimination in employment can be found in the District EEO Plan, and the District's EEO website.

All employment decisions, including but not limited to hiring, retention, assignment, transfer, evaluation, dismissal, compensation, and advancement for all position classifications shall be based on job-related criteria as well as the District's needs.

The District shall regularly provide professional and staff development activities and training to promote understanding of diversity and nondiscrimination.

## **BP 3415      Equal Access**

Reference:            ***Education Code Sections 87100 et seq.***  
                         ***Title 5 Sections 53000 et seq.***

Adoption Date:    August 21, 2001      Last Updated:    September 8, 2009

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The District is committed to equal opportunity for access to all educational programs, employment, and institutional programs and activities.

In accordance with applicable laws, the District, and each individual who represents the District, shall provide reasonable accommodation for access to its services, classes, and programs without regard to ethnic group identification, race, color, national origin, religion, age, sex or gender, physical disability, mental disability, ancestry, sexual orientation, marital status, veteran status, or on the basis of these perceived characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics.

The Chancellor shall establish administrative procedures to assure equal access and to ensure all members of the college community can present complaints regarding alleged violations of this policy. All complaints will be heard in accordance with the Title 5 regulations and those of other agencies that administer state and federal laws regarding equal access opportunities.

## **AP 3415      Equal Access**

Reference:            ***Education Code Sections 87100 et seq.  
Title 5 Sections 53000 et seq.***

Date Issued:        September 2, 2009

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The District, and each individual who represents the District, shall provide reasonable accommodation for access to its services, classes, and programs without regard to ethnic group identification, race, color, national origin, religion, age, sex or gender, physical disability, mental disability, ancestry, sexual orientation, marital status, veteran status, or on the basis of these perceived characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics.

### **Educational and Institutional Programs and Activities**

If a student or visitor requires an accommodation for access to services, classes, or programs, they are requested to contact the Disabled Student Programs and Services office at their college.

If a student or visitor feels they have been denied equal access to any service, class, or program based on any protected class, contact information for campus complaint officers may be found under the nondiscrimination policy of the college catalogs.

### **Employment**

The District shall provide equal access for employees and applicants for employment. Applicants requiring an accommodation for access to application materials and interviews may contact Employment Services to arrange for such accommodations.

Current employees of the District requiring an accommodation to carry out the tasks of their employment shall contact the Department of Human Resources.

If an employee or applicant for employment feels they have been denied equal access based on any protected class, complaint procedures can be found in the District's Equal Employment Opportunity Plan, or by contacting the Department of Human Resources.

**BP 3430 Prohibition of Harassment**Reference: ***Education Code Sections 212.5, 66252, and 66281.5***Adoption Date: August 21, 2001 Last Updated: September 8, 2009

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The District is committed to providing an academic and work environment that respects the dignity of individuals and groups. The District shall be free of sexual harassment and all forms of sexual intimidation and exploitation. It shall also be free of other unlawful harassment, including that which is based on any of the following statuses: ethnic group identification, race, color, national origin, religion, age, sex or gender, physical disability, mental disability, ancestry, sexual orientation, marital status, veteran status, or on the basis of these perceived characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics.

Harassment based on any of the protected statuses is prohibited and will not be tolerated.

It is illegal to retaliate against any individual for filing a complaint of sexual harassment or for participating in a sexual harassment investigation, and retaliation constitutes a violation of this policy.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other conduct of a sexual nature when:

- Submission to the conduct is made a term or condition of an individual's employment, academic status, or progress;
- Submission to or rejection of the conduct by the individual is used as a basis of employment or academic decisions affecting the individual;
- The conduct has the purpose or effect of having a negative impact upon the individual's work or academic performance, or of creating an intimidating, hostile or offensive work or education environment; or
- Submission to or rejection of the conduct by the individual is used as the basis for any decision affecting the individual.

The Chancellor shall establish procedures for the purpose of this policy that further define sexual harassment and other forms of harassment occurring on District property. The Chancellor shall further establish procedures for employees, students, and other members of the college community that provide for the investigation and resolution of complaints regarding sexual harassment and discrimination, and procedures for students to resolve complaints of sexual and other harassment and discrimination. All participants are protected from retaliatory acts by the District, its employees, students, and agents.

This policy applies to all aspects of the academic environment, including, but not limited to, classroom conditions, grades, academic standing, employment opportunities, scholarships, recommendations, disciplinary actions, and participation in any community college activity. In addition, this policy applies to all terms and conditions of employment, including but not limited to hiring, placement, promotion, disciplinary action, layoff, recall, transfer, leave of absence, training opportunities and compensation.

To this end, the Chancellor shall ensure that the institution undertakes education activities to counter discrimination and minimize and eliminate a hostile environment that impairs access to equal education opportunity.

This policy and related written procedures shall be widely published and publicized to administrators, faculty, staff, and students, particularly when they are new to the institution. They shall be available for students and employees in all administrative offices.

Employees who violate the policy and procedures may be subject to disciplinary action up to and including termination. Students who violate this policy and related procedures may be subject to disciplinary measures up to and including expulsion. A violation of this policy does not constitute a violation of state or federal law, although discriminatory harassment is prohibited by both.



## AP 3430 Prohibition of Harassment

Reference: *Education Code Sections 212.5; 44100; 66281.5; Title IX, Education Amendments of 1972; Title 5, Sections 59320 et seq. ; Title VII of the Civil Rights Act of 1964, 42 U.S.C.A. § 2000e.*

Date Issued: September 2, 2009

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The District is committed to providing an academic and work environment free from harassment. This procedure defines sexual harassment and other forms of harassment on District property, and sets forth a procedure for the investigation and resolution of complaints of harassment by or against any staff or faculty member or student within the District. The procedure below is based on the following definitions:

### Definitions

**General Harassment:** Harassment based on ethnic group identification, race, color, national origin, religion, sex or gender, ancestry, physical disability, mental disability, marital status, veteran status, age, or sexual orientation of any person, or the perception that a person has one or more of these characteristics is illegal and violates District policy. Gender-based harassment does not necessarily involve conduct that is sexual. Any hostile or offensive conduct based on gender can constitute prohibited harassment. For example, repeated derisive comments about a person's competency to do the job, when based on that person's gender, could constitute gender-based harassment. Harassment comes in many forms, including but not limited to the following conduct:

- **Verbal:** Inappropriate or offensive remarks, slurs, jokes, or innuendoes based on a person's race, gender, sexual orientation, or other protected status. This may include, but is not limited to, inappropriate comments regarding an individual's body, physical appearance, attire, sexual prowess, marital status, or sexual orientation; unwelcome flirting or propositions; demands for sexual favors; verbal abuse, threats, or intimidation; or sexist, patronizing, or ridiculing statements that convey derogatory attitudes based on gender, race, nationality, sexual orientation, or other protected status.
- **Physical:** Inappropriate or offensive touching, assault, or physical interference with free movement. This may include, but is not limited to, kissing, patting, lingering or intimate touches, grabbing, pinching, leering, staring, unnecessarily brushing against or blocking another person, whistling, or sexual gestures. It also includes any physical assault or intimidation directed at an individual due to that person's gender, race, national origin, sexual orientation, or other protected status.
- **Visual or Written:** The display or circulation of visual or written material that degrades an individual or group based on gender, race, nationality, sexual orientation, or other protected status. This may include, but is not limited to, posters, cartoons, drawings, graffiti, reading materials, computer graphics, or electronic media transmissions.

- **Environmental:** A hostile academic or work environment exists where it is permeated by sexual innuendo; insults or abusive comments directed at an individual or group based on gender, race, nationality, sexual orientation, or other protected status; or gratuitous comments regarding gender, race, sexual orientation, or other protected status that are not relevant to the subject matter of the class or activities on the job. A hostile environment can arise from an unwarranted focus on sexual topics or sexually suggestive statements in the classroom or work environment. It can also be created by an unwarranted focus on, or stereotyping of, particular racial or ethnic groups, sexual orientations, genders, or other protected statuses. An environment may also be hostile toward anyone who merely witnesses unlawful harassment in his or her immediate surroundings, although the conduct is directed at others. The determination of whether an environment is hostile is based on the totality of the circumstances, including such factors as the frequency of the conduct, the severity of the conduct, whether the conduct is humiliating or physically threatening, and whether the conduct unreasonably interferes with an individual's learning or work.

**Sexual Harassment:** In addition to the above, sexual harassment consists of unwelcome sexual advances, requests for sexual favors, and other conduct of a sexual nature when:

- submission to the conduct is made a term or condition of an individual's employment, academic status, or progress;
- submission to, or rejection of, the conduct by the individual is used as a basis of employment or academic decisions affecting the individual;
- the conduct has the purpose or effect of having a negative impact upon the individual's work or academic performance, or of creating an intimidating, hostile or offensive work or educational environment; or
- submission to, or rejection of, the conduct by the individual is used as the basis for any decision affecting the individual regarding benefits and services, honors, programs, or activities available at or through the community college.

This definition encompasses two kinds of sexual harassment:

- "Quid pro quo" sexual harassment occurs when a person in a position of authority makes educational or employment benefits conditional upon an individual's willingness to engage in or tolerate unwanted sexual conduct.
- "Hostile environment" sexual harassment occurs when unwelcome conduct based on a person's gender is sufficiently severe or pervasive so as to alter the conditions of an individual's learning or work environment, unreasonably interfere with an individual's academic or work performance, or create an intimidating, hostile, or abusive learning or work environment. The victim must subjectively perceive the environment as hostile, and the harassment must be such that a reasonable person of the same gender would perceive the environment as hostile.

Sexually harassing conduct can occur between people of the same or different genders. The standard for determining whether conduct constitutes sexual harassment is whether a reasonable person of the same gender as the victim would perceive the conduct as harassment based on sex.

### **Consensual Relationships**

District employees are strongly discouraged from entering into or maintaining any romantic or sexual relationship with any student or employee over whom they exercise any academic, administrative, supervisory, evaluative, counseling, or extracurricular authority or influence.

There is an inherent imbalance of power and potential for exploitation in such relationships. A conflict of interest may arise if the administrator, faculty, or staff member must evaluate the student's or employee's work or make decisions affecting the employee or student. The relationship may create an appearance of impropriety and lead to charges of favoritism by other students or employees. A consensual sexual relationship may change, with the result that sexual conduct that was once welcome becomes unwelcome and harassing. In the event that such relationships do occur, the District has the authority to transfer any involved employee to eliminate or attenuate the supervisory authority of one over the other, or of a teacher over a student. Such action by the District is a proactive and preventive measure to avoid possible charges of harassment and does not constitute discipline against any affected employee.

### **Procedure Regarding Complaints of Harassment**

Any person who believes that they are being harassed based on an actual or perceived protected characteristic such as ethnic group identification, national origin, religion, age, sex or gender, race, color, ancestry, sexual orientation, marital status, veteran status, or physical or mental disability, may file a written complaint describing in detail the alleged violation. All complaints shall be signed and dated by the complainant and shall contain, to the best of the complainant's ability, the names of the individuals involved, the date(s) of the event(s) at issue, and a detailed description of the actions constituting the alleged violation.

The District may return without action any complaints that are inadequate because they do not state a clear allegation of harassment or violation of the anti-harassment policies.

The District shall investigate all complaints of harassment. To the extent practicable, a written determination on all accepted written complaints will be issued to the complainant within ninety (90) days of the filing of the complaint. The equal employment opportunity officer will forward copies of all written complaints to the State Chancellor's Office.

### **Employment**

Complaints involving harassment in the course of employment or attempting to secure employment must be filed as soon as possible after the occurrence of an alleged violation and not later than sixty (60) days after such occurrence unless the complainant can verify a compelling reason for the District to waive the sixty (60) day limitation.

If an employee or applicant for employment feels they have been harassed and would like to file a complaint, complaint procedures can be found on the District's Equal Employment Opportunity website, or by contacting the office of the Vice Chancellor for Human Resources and Labor Relations.

### **Students and Visitors**

Complaints alleging violations that do not involve hiring processes must be filed as soon as possible after the occurrence of an alleged violation and not later than ninety (90) days after such occurrence unless the violation is ongoing.

Information on college complaint procedures can be located in the Student Grievance Manual or by contacting the Office of Student Affairs at either college.

## **BP 7100      Commitment to Diversity**

Reference:            ***Education Code Sections 87100 et seq.;***  
                              ***Title 5 Sections 53000 et seq.***

Adoption Date:    August 21, 2001      Last Updated: September 8, 2009

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The Grossmont-Cuyamaca Community College District (GCCCD) is committed to providing learning and working environments that ensure and promote diversity, equity, and inclusion. People of diverse backgrounds, perspectives, socioeconomic levels, cultures, and abilities are valued, welcomed, and included in all aspects of our organization. GCCCD strives to provide an educational environment that fosters cultural awareness, mutual understanding, and respect that ultimately also benefits the global community.

## **AP 7100      Commitment to Diversity**

Reference:            ***Education Code Sections 87100 et seq.***  
                          ***Title 5 Sections 53000 et seq.***

Date Issued:        January 8, 2007                      Updated:    September 2, 2009

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The District is committed to employing qualified administrators, faculty, and staff members who are dedicated to student success. For this reason each position will be filled by a candidate recommended by a Screening/Interviewing Committee. This committee shall consist of representatives from various age, gender, and ethnic backgrounds. If required, the committee will also consist of representatives from various groups on the colleges as defined in the operating procedure for the given position classification search process. The Screening/Interviewing Committee will receive Equal Employment Opportunity (EEO) training and an EEO representative will sit on each committee.

Every job opening shall be advertised in a variety of publications, in print or on the internet, to reach persons of varying gender, ethnicities, age, and socio-economic backgrounds. A record shall be kept of recruiting sources utilized for each position.

To measure the effectiveness of diversified recruiting, the District's application materials contain a separate voluntary Recruitment Information form. This form requests applicants to voluntarily disclose their ethnicity, age, gender, disability status, veteran status, and recruiting resource. This form will be removed from the application packet by Employment Services prior to the application being reviewed by the committee. Information provided on this form will be used for Employment Services to track the effectiveness of position advertising and to conduct an Adverse Impact Analysis.

The Adverse Impact Analysis will track ethnic, age, gender, and disability status at various stages of the recruitment process. The results help identify any stage of the process that might have an adverse impact on applicants of a particular group. Any part of the recruitment process identified as screening out a disproportionate number of a particular group will be reviewed and subject to revision.

Upon selection of a finalist for the position, the entire recruiting process will be reviewed by Employment Services and if acceptable a "Recommend for Hire" form shall be circulated for approval.

The specific recruitment procedure for various employee groups may be found in the Personnel Operating Procedures.

The District's ongoing Equal Employment Opportunity (EEO) efforts can be found in the District EEO Plan. Complaint procedures regarding nondiscrimination in employment can also be found in the District EEO Plan.

**BP 7120 Recruitment and Selection**

Reference: ***Education Code 70901.2, 70902(b)(7) & (d), 87100 et seq.; Education Code 87359, 87360; Board Policies 2410, 2510, 2515; Title 5, Section 53000, et seq., 51023.5; Accreditation Standard III.1.A***

Adoption Date: August 21, 2001      Last Updated: September 8, 2009

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The Chancellor shall establish procedures for the recruitment and selection of employees including, but not limited to, the criteria below. Step-by-step procedures for the recruitment and selection of employees are detailed in Personnel Operating Procedures. These procedures are compliant with the District Equal Employment Opportunity (EEO) Plan, Title 5, and Board policies regarding nondiscrimination and local decision making. A copy of Personnel Operating Procedures may be found on the District's shared network or by contacting Human Resources.

Academic employees shall possess the minimum qualifications prescribed for their positions by the California Community Colleges' Board of Governors.

The criteria and procedures for hiring academic employees shall be established and implemented in accordance with Board policies and procedures regarding the Academic Senate's role in local decision making.

The criteria and procedures for hiring classified employees shall be established in accordance with Board policies and procedures affording staff an opportunity to participate in the formulation and development of District policies and procedures that have a significant effect on staff.

## **AP 7120      Recruitment and Selection**

Reference:            ***Education Code Sections 70901.2, 70902(b)(7) & (d), and 87100 et seq.; Education Code 87359, 87360; Board Policies 2410, 2510, 2515; Title 5, Section 53000, et seq., 51023.5; Accreditation Standard III.1.A***

Date Issued:        September 2, 2009

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### **Vacancy Announcements**

The Grossmont-Cuyamaca Community College District job vacancy announcements are available for public viewing on the District's employment website. Internal transfer/promotional opportunities are sent out via e-mail to eligible employees. Applicants are to apply online using the District's official application found on the same website.

The District employs recruitment methods to include print media, web-based advertising such as job boards, television, list-serves, and general and industry-specific publications. All positions shall be advertised to a diverse pool of applicants.

Continuous recruitment will occur for a part-time faculty pool, along with occasional recruitments for position regularly requiring substitutes, such as clerical/secretarial and service positions.

If vacancies are not filled internally, external recruitments shall be advertised for a minimum of 15 working days for staff and administrators and 14 calendar days for faculty positions.

### **Selection Process**

Screening/interviewing committees serve to recommend successful candidates for employment. Such committees shall be selected with consideration for ethnic, age, sex or gender, and department representation. The District will assign an Equal Employment Opportunity (EEO) Representative to serve on each committee as a non-voting member to conduct training and maintain compliance with employment laws and procedures. The screening/interviewing committee will be responsible for establishing job-related criteria used for the vacancy announcement, interviews, and any testing or exercises given to candidates. All criteria shall be approved by the District EEO Officer or designee.

A minimum of three reference checks shall be completed on a candidate prior to offering employment. Reference checks are the responsibility of the screening/interviewing committee chair unless other arrangements are made.

Offers of employment shall only be made through the Human Resources Division. All offers are contingent upon the candidate's successful completion of a Live Scan criminal background check and a pre-placement physical. All offers are subject to ratification by the Governing Board.

Step-by-step procedures for the recruitment and selection of employees are detailed in Personnel Operating Procedures. These procedures are compliant with the District EEO Plan, Title 5, and board policies regarding nondiscrimination and collegial consultation's role in local decision making. A copy of Personnel Operating Procedures may be found on the District shared network or by contacting Human Resources.

**APPENDIX B**

**DISCRIMINATION COMPLAINT FORM**





GROSSMONT-CUYAMACA  
COMMUNITY COLLEGE DISTRICT

DISCRIMINATION COMPLAINT FORM

Name: \_\_\_\_\_  
Last First

Address: \_\_\_\_\_  
Street or P.O. Box City State Zip

Phone: Day (\_\_\_\_) \_\_\_\_\_ Evening (\_\_\_\_) \_\_\_\_\_

I Am A: Student Employee Other: \_\_\_\_\_

My Complaint is Against:

District: \_\_\_\_\_ College: \_\_\_\_\_

Date of Most Recent Incident of Alleged Discrimination: \_\_\_\_\_

**Employment** complaints must be filed within 180 days of the date of the alleged unlawful discrimination occurred, except that this period should be extended by no more than 90 days following the expiration of the 180 days if the complainant first obtained knowledge of the facts of the alleged violation after the expiration of the 180 days.)  
**Nonemployment** complaints must be filed within one (1) year of the date of the alleged unlawful discrimination or within one (1) year of the date on which the complainant knew or should have known of the facts underlying the allegation of unlawful discrimination.)

I Alleged Discrimination and/or Harassment based on: (check only those which apply).

Complaints of discrimination on the bases listed in this group are protected under Title 5 and may also be filed with the State Chancellor's Office.

- Age
- Ethnic Group Identification
- Race
- Sex/Gender (Includes Harassment)
- Ancestry
- Mental or Physical Disability
- Religion
- Sexual Orientation
- Color
- National Origin
- Retaliation
- Veteran Status

The bases of discrimination in this group are not subject to the jurisdiction of the State Chancellor's Office.

- Marital Status;
- Gender Identity (includes Transgender, Questioning);
- Domestic Partner Status;
- Medical Conditions;
- FMLA leave;
- AIDS/HIV Status

You may mark any one or more of the 18 categories if you believe the treatment you received was the result of someone perceiving you to fit into one of the protected groups/categories.

Has informal resolution been attempted?  Yes  No Date Commenced: \_\_\_\_\_

Name of district officer involved in informal resolution: \_\_\_\_\_

# DISCRIMINATION COMPLAINT FORM

Clearly state your complaint. Describe each incident of alleged discrimination separately. For each action provide the following information: 1) date(s) the discriminatory action occurred; 2) name of individual(s) who discriminated; 3) what happened; 4) witnesses (if any); and 5) why you believe the discrimination was because of protected group status [religion, age, race, sex or whatever basis you indicated above] and/or, if applicable, why you believe you were retaliated against for filing of complaint or asserting your rights. (Attach additional pages as necessary.)

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List the names, address and phone numbers of any person(s) who witnessed the incident or who are able to provide information about the complaint. (Attach additional pages as necessary.)

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What would you like the District to do as a result of your complaint—what remedy are you seeking?

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I certify that this information is correct to the best of my knowledge.

\_\_\_\_\_  
*Signature of Complainant*

\_\_\_\_\_  
*Date*

Send or bring **Original** to:

Department of Human Resources  
Grossmont-Cuyamaca Community College District  
8800 Grossmont College Drive  
El Cajon, CA 92020  
(619) 644-7579

**Or:**

Chancellor's Office, California Community Colleges  
1102 Q Street  
Sacramento, CA 95814-6511  
Attention: Legal Affairs Division

**APPENDIX C****JOB TITLES BY EQUAL EMPLOYMENT OPPORTUNITY CODE****CONTENTS:**

Definitions and job titles for the following job categories:

- A. Executive/Administrative/Managerial
- B. Professional Non-Faculty
- C. Secretarial/Clerical
- D. Technical
- E. Paraprofessional
- F. Skilled Craft
- G. Service & Maintenance
- H. Faculty & Other Instructional Staff

**Note:** Source for EEO job category definitions is *The U.S. Equal Employment Opportunity Commission*, obtained at <http://www.eeoc.gov/eo4survey/e4instruct.html>

- A. **Executive/Administrative/Managerial:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and- housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

The GCCCD has the following jobs categorized as Executive/Administrative/Managerial:

<u>JOB TITLE</u>
ASSISTANT DEAN
ASSOCIATE DEAN
ASSOCIATE DIRECTOR
ASSOCIATE VICE CHANCELLOR
CHANCELLOR
DEAN
DIRECTOR
EXECUTIVE DEAN
EXECUTIVE DIRECTOR
FACILITIES SPECIALIST
GRANT AND FUNDRAISING COORDINATOR
INTERNAL AUDITOR
MANAGER
PRESIDENT
SENIOR DEAN
SENIOR DIRECTOR
VICE CHANCELLOR
VICE PRESIDENT

**B. Professional Non-Faculty:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

The GCCCD has the following jobs categorized as Professional Non-Faculty:

<b>JOB TITLE</b>
ADMINISTRATIVE PROCEDURES SPECIALIST
ASSISTANT FINANCIAL AID OFFICER
ASSISTIVE TECHNOLOGY-ALTERNATE MEDIA SP
BENEFITS TECHNICIAN
BUDGET ANALYST
CALWORKS PROGRAM SPECIALIST
CAREER & JOB DEVELOPMENT SERVICES SUPV
COMPUTER SERVICES SUPERVISOR
DISTRICT ACCOUNTING SUPERVISOR
EMPLOYMENT SERVICES GENERALIST
EMPLOYMENT SERVICES SPECIALIST
EMPLOYMENT SERVS COMPLIANCE SPECIALIST
ENVIRONMENTAL HEALTH & SAFETY COORDINATO
EOPS/CARE PROGRAM SPECIALIST
FINANCIAL AID FRONT OFFICE SUPERVISOR
FINANCIAL AID SUPERVISOR
FINANCIAL ANALYST
FOSTER CARE EDUCATION PROGRAM SUPERVISOR
HEALTH SERVICES NURSE
HEALTH SERVICES NURSE PRACTITIONER
HEALTH SERVICES SUPERVISOR
HIGH SCHOOL AND COMMUNITY RELATIONS COOR
HUMAN RESOURCES AND LABOR RELATIONS SPEC
INSTRUCTIONAL TECHNOLOGY SUPERVISOR
NETWORK/TELECOMMUNICATIONS SPECIALIST
PAYROLL SUPERVISOR
SENIOR RECRUITER
PROGRAMMER ANALYST, SENIOR
RESEARCH ANALYST
STUDENT DEVELOPMENT SERVICES SUPERVISOR
TECHNICAL SERVICES SUPERVISOR

C. **Secretarial/Clerical:** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typist, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

The GCCCD has the following jobs categorized as Secretarial/Clerical:

<u>JOB TITLE</u>	
ACCOUNT CLERK, SENIOR	FACILITIES CLERK
ACCOUNT TECHNICIAN	FACULTY EVALUATIONS ASSISTANT
ACCOUNT TECHNICIAN, SENIOR	FINANCIAL AID ADVISOR
ADMINISTRATIVE ASSISTANT	FINANCIAL AID ASSISTANT
ADMINISTRATIVE SECRETARY	FINANCIAL AID ASSISTANT, SENIOR
ADMINISTRATIVE SECRETARY, SENIOR	FOUNDATION OFFICE COORDINATOR
ADMISSIONS & RECORDS OFFICE SUPERVISOR	HEALTH PROFESSIONS SPECIALIST
ADMISSIONS & RECORDS SPECIALIST	HEALTH SERVICES SPECIALIST
ADMISSIONS & RECORDS SYSTEMS SPECIALIST	INSTRUCTIONAL LAB ASSISTANT, INT
ADMISSIONS & RECORDS TECHNICAL SUPV	INSTRUCTIONAL LAB ASST, SR
ADMISSIONS AND RECORDS ASSISTANT	INSTRUCTIONAL OPERATIONS ASSISTANT
ADMISSIONS AND RECORDS ASSISTANT, SENIOR	LEARNING RESOURCE SYSTEMS SPECIALIST
ASSISTANT BOOKSTORE MANAGER	LEARNING RESOURCES OPERATIONS SPECIALIST
ASSISTANT COLLEGE CASHIER	MAIL PROCESSOR
ATHLETIC ELIGIBILITY TECHNICIAN	MASTER CLASS SCHEDULER
ATHLETICS ASSISTANT	MULTI-MEDIA ASSISTANT
BOOKSELLER	MULTI-MEDIA ASSISTANT, SENIOR
BOOKSTORE PURCHASING ASSISTANT	OFFICE ASSISTANT I
BOOKSTORE SUPERVISOR	OFFICE ASSISTANT II
BUS/COMMUNICATIONS SERVICES SUPERVISOR	OFFICE ASSISTANT III
BUSINESS SERVICES FACILITATOR	PAYROLL TECHNICIAN
BUSINESS SERVICES SPECIALIST	PERSONNEL ASSISTANT
CHANCELLOR/GOVERNING BOARD OFFICE ASST	PUBLIC INFORMATION ASSISTANT
CHANCELLOR/GOVERNING BOARD OFFICE SUPERV	PUBLIC SAFETY OPERATIONS ASSISTANT
CLERICAL ASSISTANT	PUBLIC SERVICES COORDINATOR
CLERICAL ASSISTANT, INTERMEDIATE	PURCHASING ASSISTANT
CLERICAL ASSISTANT, SENIOR	PURCHASING ASSISTANT, SENIOR
CLERICAL ASSISTANT-HEALTH SERVICES	RISK MANAGEMENT ASSISTANT
COLLEGE CASHIER	ROP TECHNICIAN
COMMUNICATION EQUIPMENT OPERATOR	SECRETARY
COMMUNITY LEARNING ASSISTANT	SECRETARY/SCHOLARSHIP SPECIALIST
COMMUNITY LEARNING OPERATIONS COORDINATR	STUDENT EQUITY SPECIALIST
COMMUNITY LEARNING SPECIALIST	STUDENT SERVICES ASSISTANT
COUNSELING AND ASSESSMENT CENTER SUPERVI	STUDENT SERVICES ASSISTANT, SENIOR
CREATIVE SERVICES SUPPORT SPECIALIST	STUDENT SERVICES SPECIALIST
DANCE OPERATIONS FACILITATOR	TEST PROCTOR
DISTRICT CASHIER	THEATRE OPERATIONS FACILITATOR
FACILITIES ASSISTANT	TUTORING & STUDY CENTER COORDINATOR

- D. **Technical:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.
- E. **Paraprofessional:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Included: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

The GCCCD has the following jobs categorized as Technical & Paraprofessional:

<u>JOB TITLE</u>		
ACCOMPANIST	EVALUATIONS ADVISOR	NETWORK/COMPUTER EQUIPMENT TECH
ATHLETIC ACADEMIC ADVISOR	FINANCIAL AID TECH	OFFICE ADMINISTRATION TECH
ATHLETIC TRAINER	GRAPHIC DESIGN SUPPORT SPECIALIST	OFFSET PRESS OPERATOR, SENIOR
BIOLOGY TECH	GRAPHIC DESIGNER	ORNAMENTAL HORTICULTURE TECH
BIOLOGY TECH, SENIOR	GRAPHICS COMPUTER LAB ASST.	PHOTOGRAPHER
BUYER, INTERMEDIATE	GRAPHICS COORDINATOR	PHOTOGRAPHER/INSTRUC MEDIA SERV. TECH
BUYER, SENIOR	HEALTH SCIENCE TECH, SENIOR	PHOTOGRAPHY TECH
CERAMIC TECH	INFORMATION SYSTEMS SUPPORT SPEC.	PHYSICAL & NATURAL SCIENCES TECH
CHEMISTRY TECH	INSTITUTIONAL RESEARCH PLANNER	PHYSICAL EDUCATION FACILITIES TECH
CHEMISTRY TECH, INT	INSTRUCTIONAL COMPUTER FACILITIES SUP.	PHYSICAL EDUCATION SUPERVISOR
CHEMISTRY TECH, SENIOR	INSTRUCTIONAL COMPUTER LAB TECH	PHYSICAL SCI., PHYSICS AND ASTRON. TECH
CHILD DEV CTR TRAINING SPECIALIST	INSTRUCTIONAL DESIGN TECHNOLOGY SPEC.	PRINTING OPERATIONS ASST.
CHILD DEV. CENTER AIDE	INSTRUCTIONAL LAB ASST.	PRINTING OPERATIONS ASST., SENIOR
CHILD DEV. CENTER ASST., SR.	INSTRUCTIONAL LAB ASST., INT-MUSIC	PRINTING OPERATIONS SPECIALIST
CHILD DEV. CENTER COORDINATOR	INSTRUCTIONAL LAB ASST., SENIOR	PRINTING OPERATIONS TECH
CHILD DEV. CENTER TRAINING SPEC.	INSTRUCTIONAL LAB ASST., INTERMEDIATE	PRINTING OPERATIONS TECH, SENIOR
COMPUTER HELPDESK SPECIALIST	INSTRUCTIONAL MEDIA SERVICES COORD.	PRINTING SUPERVISOR
COMPUTER LAB ASST.	INSTRUCTIONAL MEDIA SERVICES TECH., SR	PROGRAMMER ANALYST
CONTRACTS SPECIALIST	INSTRUCTIONAL OPERATIONS SUPERVISOR	PURCHASING SUPERVISOR
COSTUME LAB TECH	INTERNATIONAL STUDENT SPECIALIST	RESEARCH ASST.
CREATIVE SERVICES COORDINATOR	INVENTORY CONTROL TECH	SCHOLARSHIP SPECIALIST
DATABASE/WEB ADMINISTRATOR	LEARNING ASSISTANCE CENTER SPEC.	SCULPTURE TECH
DESKTOP PUBLISHING SPECIALIST	MICROBIOLOGY TECH	SPECIAL PROJECTS ACCOUNT ANALYST
DESKTOP SUPPORT TECH	MULTI-MEDIA TECH	STAGECRAFT TECH
DSPS INTERPRETER	MULTI-MEDIA TECH, SENIOR	THEATRE PRODUCTION DESIGN TECH
DSPS INTERPRETER COORDINATOR	NETWORK SPECIALIST I	WEB & TECHNOLOGY SUPPORT SPEC.
DSPS LEAD INTERPRETER	NETWORK SPECIALIST II	
DSPS MOBILITY AIDE	NETWORK/COMPUTER EQUIPMENT SPEC.	

F. **Skilled Craft:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

The GCCCD has the following jobs categorized as Skilled Craft:

<b><u>JOB TITLE</u></b>
AUTOMOTIVE TECHNOLOGY TECHNICIAN
ELECTRICAL MAINTENANCE LEAD
ELECTRICAL TECHNICIAN, SENIOR
ELECTRONIC MAINTENANCE SUPERVISOR
ELECTRONICS TECHNICIAN, LEAD
ELECTRONICS TECHNICIAN, SENIOR
GENERAL MAINTENANCE WORKER
GENERAL MAINTENANCE WORKER, SENIOR
GENERAL MAINTENANCE WORKER, SENIOR HVACR



G. **Service and Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

The GCCCD has the following jobs categorized as Service and Maintenance:

<b><u>JOB TITLE</u></b>
ATHLETIC EQUIPMENT TECHNICIAN
ATHLETIC FACILITIES TECHNICIAN
ATHLETIC FIELD & FACILITIES TECHNICIAN
ATHLETIC FIELD MAINTENANCE WKR, ASST
ATHLETIC FIELD MAINTENANCE WORKER
ATHLETIC FIELD MAINTENANCE WORKER, SR
CAMPUS OPERATIONS ASSISTANT
CUSTODIAL SUPERVISOR
CUSTODIAN
CUSTODIAN, SENIOR
DEPARTMENT LEAD-SHIPPING AND RECEIVING
GROUNDS & MAINTENANCE SUPERVISOR
GROUNDS MAINTENANCE WORKER
GROUNDS MAINTENANCE WORKER, LEAD
GROUNDS MAINTENANCE WORKER, SENIOR
GROUNDS SUPERVISOR
MAINTENANCE SUPERVISOR
MAINTENANCE WORKER, SENIOR
ORNAMENTAL HORTICULTURE ASSNT II
PUBLIC SAFETY DISPATCHER
PUBLIC SAFETY OFFICER
PUBLIC SAFETY SECURITY ASSISTANT
PUBLIC SAFETY SUPERVISOR
WAREHOUSE ASSISTANT
WAREHOUSE ASSISTANT, INT
WAREHOUSE OPERATOR
WAREHOUSE SUPERVISOR

**H. Faculty and Other Instructional Staff:**

The GCCCD has the following jobs categorized as Faculty and Other Instructional Staff:

**JOB TITLE**

ADJUNCT COUNSELORS  
ADJUNCT INSTRUCTORS  
ADJUNCT LIBRARIANS  
COUNSELORS  
INSTUCTORS  
LIBRARIANS

## APPENDIX D

# COMMUNITY-BASED AND PROFESSIONAL ORGANIZATIONS LIST AND NOTICES

### CONTENTS:

Community Organizations

Recruitment Sites

Sample Notice to Employees

Sample Notice to Organizations

## COMMUNITY ORGANIZATIONS

<b>American Civil Liberties Union</b> ACLU of San Diego & Imperial Counties P.O. Box 87131 San Diego, CA 92138-7131 (619) 232-2121	<b>American Legion</b> Chula Vista Post 434 47 Fifth Avenue Chula Vista, CA 91910	<b>American Legion</b> Imperial Beach Post 820 1268 Palm Ave Imperial Beach, CA 91932
<b>American Legion</b> National City Post 255 35 E. 18th Street National City, CA 91950	<b>ARC of San Diego</b> 1280 Nolan Ave Chula Vista, CA 91911	<b>Asian Journal</b> 550 E 8th Street, #6 National City, CA 91950
<b>Aztec Career Connection</b> Career Services San Diego State University 5500 Campanile Drive, MC8255 San Diego, CA 92182-8255	<b>Chicano Federation of San Diego County</b> 3180 University Ave San Diego, CA 92104	<b>Chula Vista Chamber of Commerce Executive Director</b> 233 Fourth Avenue Chula Vista, CA 91910
<b>Chula Vista Downtown Business Association</b> 272 3 <sup>rd</sup> Avenue Chula Vista, CA 91910	<b>Community Development Commission City of National City</b> 140 E 12th Street National City, CA 91950	<b>Coronado Chamber of Commerce Executive Director</b> 875 Orange Avenue, Suite 102 Coronado, CA 92008
<b>Deaf Community Services of San Diego, Inc.</b> 3930 Fourth Ave., Suite 300 San Diego, CA 92103	<b>Fillipino Press</b> 525 D Avenue National City, CA 91950	<b>Gay and Lesbian Times</b> P.O. Box 34624 San Diego, CA 92103
<b>Imperial Beach Chamber of Commerce Executive Director</b> 702 Seacoast Drive Imperial Beach, CA 91932	<b>Japanese Cultural Center</b> 150 Cedar Road Vista, CA 92083 (760) 941-8800	<b>Job Giant San Diego Reader</b> P.O. Box 85803 San Diego, CA 92186
<b>Junior Achievement of San Diego &amp; Imperial County Inc.</b> 4756 Mission Gorge Place San Diego, CA 92120	<b>Kiwanis Club</b> 3276 Rosecrans, Suite 202 San Diego, CA 92110	<b>La Prensa, San Diego</b> 101 East 30th Street, Suite A National City, CA 91950
<b>League of Women Voters</b> North Coast San Diego County P.O. Box 131272 Carlsbad, CA 92013	<b>MAAC Project</b> 1355 3rd Avenue Chula Vista, CA 91911	<b>March of Dimes</b> 9325 Sky Park Ct., Suite 250 San Diego, CA 92123
<b>Masonic Lodge</b> 732 3rd Ave Chula Vista, CA 91910	<b>Masonic Lodge</b> 1140 "B" Ave. National City, CA 91950	<b>Mexican American Legal Defense &amp; Education Fund</b> 634 S. Spring Street Los Angeles, CA 90014
<b>NAACP – San Diego Branch</b> P.O. Box 152086 San Diego, CA 92195	<b>National Association for the Advancement of Colored People</b> North San Diego County Branch P.O. Box 5786 Oceanside, CA 92052-5786 (760)754-9686	<b>National City Chamber of Commerce Executive Director</b> 901 National City Blvd National City, CA 91950

## APPENDIX D

<b>National Council of La Raza</b> 523 W 6 <sup>th</sup> St, Ste 840 Los Angeles, CA 90014	<b>National Federation of Filipino American Associations</b> 2607 24th St. NW, Ste. 4 Washington, D.C. 20008-2600	<b>Neighborhood House Association</b> 5660 Copley Drive San Diego, CA 92111
<b>North County African American Women's Association</b> c/o Jan Moberly 2504 Via Astuto Carlsbad, CA 92010	<b>Otay Mesa Chamber of Commerce Executive Director</b> 9163 Siempre Viva Rd., Suite I-2 San Diego, CA 92154	<b>Partnerships With Industry</b> 1121 Bay Blvd. #H Chula Vista, CA 91911
<b>Salvation Army</b> 648 Third Avenue Chula Vista, CA 91910	<b>San Diego Association of Non-Profits</b> P.O. Box 503353 San Diego, CA 92150	<b>San Diego Business Journal</b> 4909 Murphy Canyon Rd., #200 San Diego, CA 92123
<b>San Diego Center for the Blind and Vision Impaired</b> 5922 El Cajon Boulevard San Diego, California 92115	<b>San Diego County Office of Education</b> 6401 Linda Vista Rd San Diego, CA 92111	<b>San Diego Daily Transcript</b> 2131 Third Ave San Diego, CA 92101
<b>San Diego Jewish Times</b> 4731 Palm Ave La Mesa, CA 91941	<b>San Diego Union Tribune</b> P.O. Box 120191 San Diego, CA 92112	<b>San Diego Voice and Viewpoint</b> P.O. Box 120095 San Diego, CA 92112
<b>San Diego Workforce Partnership</b> 3910 University Avenue, Suite 400 San Diego, CA 92105	<b>Sweetwater Women's Club</b> 3855 Sweetwater Rd Bonita, CA 91902	<b>UCSD Cross – Cultural Center</b> 9500 Gilman Drive La Jolla, CA 92093-0053
<b>United Way of San Diego County</b> 4699 Murphy Canyon Rd San Diego, CA 92123	<b>Urban League of San Diego County</b> 720 Gateway Center Drive San Diego, CA 92102	<b>Veterans of Foreign Wars</b> 299 "I" Street Chula Vista, CA 91910
<b>Veterans of Foreign Wars</b> 123 Palm Ave Imperial Beach, CA 91932	<b>YMCA of San Diego County Downtown Branch</b> 500 W. Broadway San Diego, CA 92101	

## RECRUITMENT SITES

<b><u>Classified &amp; Academic Positions:</u></b>	<b><u>Additional Sources for Administrator &amp; Full-time Faculty</u></b>
CCCRegistry.org	ACCCA.org
SOCAHERC.org	CASBO.org
EDJOIN.org	Hispanic Outlook on Higher Ed
HigherEdJobs.com	Diverse Issues in Higher Ed
SanDiego.Craigslist	Asian Pacific Careers
UCSD Student Career Job Listing	Women in Higher Ed
SDSU Aztec Career Connection	Chronicle of Higher Ed
LatinosinHigherEd.com	Community College Times
San Diego Union Tribune	HBCU Career Center
CareerBuilder's	ListServes
CalJobs/EDD Workforce Partnership	County School TV

## APPENDIX E

### SAN DIEGO COUNTY DEMOGRAPHIC AVAILABILITY DATA

#### CONTENTS:

Executive Summary page describing the External Environment

Map of San Diego County

Availability Data used for San Diego County

**Note:** The following pages were obtained from the Grossmont-Cuyamaca Community College District's *Environmental Scan 2007 – 2008* as prepared by the Districtwide Academic, Student, Planning, and Research Services Department. This information was used as availability data for comparison purposes with the District's current workforce and applicant pools.

## Executive Summary

### External Environment

#### San Diego Region

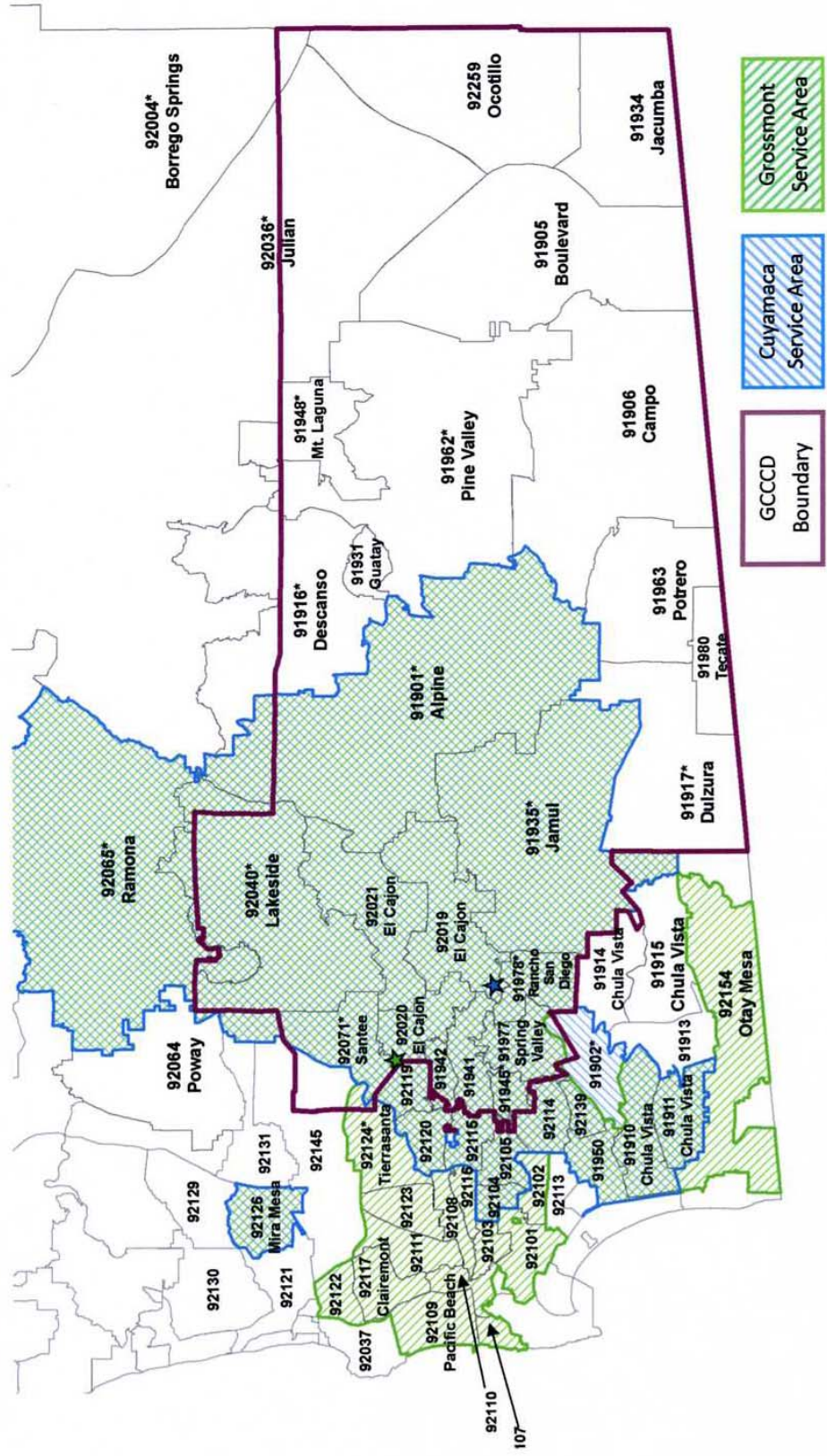
Grossmont-Cuyamaca Community College District's (GCCCD) geographical boundary is defined by state law and encompasses the majority of East San Diego County, or roughly 18% of the total population of San Diego County. Approximately 53% of students attending Grossmont College reside within the District boundary while 41% live outside the District boundary, but within San Diego County. The remaining 6% of students live outside San Diego County. Districtwide, approximately 40% of students live outside the District's boundary.

While the population of San Diego County is forecasted by 2020 to increase by 34.5% over the 2000 census figures, the District boundary population is expected to rise by only 23.3%. At the same time, the population within the District's boundary is aging at a faster pace than the rest of San Diego County. By 2010, it is expected that less than 11% of the Cuyamaca and Grossmont Colleges' Service area (where 90% of the District's students reside) population will be within the traditional student age group of 18 to 24 years of age. By 2020, the majority of residents within the Cuyamaca and Grossmont Colleges' Service area will be Hispanic or Asian. The District Service Area as well as San Diego County has population English fluency rates above 90%.

The Cuyamaca and Grossmont Colleges' Service area contains the largest percentage of households in San Diego County with a median household income of \$40,000 or less and the lowest percentage of households with a median household income of \$75,000 or more. The Cuyamaca and Grossmont Colleges' Service area has the largest percentage of households with 1 or more persons per room and renter occupied units. By 2020, this same area is forecasted to have the largest percentage of multi-family units and the highest number of people per occupied household in San Diego County. Compared to major California cities and other U.S. cities with populations of approximately one million people, San Diego scored 135.0 on the cost of living index which has a mean of 100. The Consumer Price Index for the San Diego metropolitan area was 233.3 in 2007. The U.S. city average was 207.3 for this same period.



# Grossmont-Cuyamaca Community College District Boundary and Service Areas By Zip Code



Boundary is defined by state law.

Service area is defined as zip codes in which 90% of Fall 2007 enrolled students resided.

- ★ Grossmont College
- ★ Cuyamaca College

\* Zip code area is partially contained within the district boundary.

GCCCD Environmental Scan 2007-2008

## San Diego County Population by Ethnicity: Regional Distribution

		2000 Census		2008 Estimate		2010 Forecast		2020 Forecast	
		#	%	#	%	#	%	#	%
GCCCD District Boundary	Asian (non-Hispanic)	21,864	4.1	26,533	4.8	36,898	6.2	47,680	7.2
	Black (non-Hispanic)	24,925	4.7	28,296	5.1	33,038	5.5	43,481	6.6
	Hispanic	93,845	17.6	118,984	21.4	141,501	23.7	177,325	26.9
	White (non-Hispanic)	369,883	69.4	354,930	63.8	355,994	59.7	356,265	54.1
	Other (non-Hispanic)	22,746	4.3	27,796	5.0	28,382	4.8	34,045	5.2
Cuyamaca Service Area	Asian (non-Hispanic)	125,694	11.5	142,977	12.5	164,764	14.1	194,748	15.0
	Black (non-Hispanic)	82,433	7.6	83,854	7.4	81,073	6.9	88,688	6.8
	Hispanic	305,791	28.1	357,411	31.4	397,392	33.9	493,094	38.1
	White (non-Hispanic)	531,270	48.8	502,833	44.1	474,768	40.5	448,381	34.6
	Other (non-Hispanic)	44,110	4.0	52,761	4.6	54,086	4.6	70,617	5.5
Grossmont Service Area	Asian (non-Hispanic)	171,346	10.9	199,443	11.9	232,198	13.4	273,696	14.3
	Black (non-Hispanic)	110,576	7.0	115,015	6.9	112,946	6.5	123,277	6.4
	Hispanic	424,091	27.0	508,168	30.4	569,427	32.9	717,737	37.4
	White (non-Hispanic)	800,965	51.1	772,719	46.2	736,085	42.6	702,369	36.6
	Other (non-Hispanic)	61,933	3.9	75,761	4.5	77,580	4.5	100,237	5.2
Total SD County	Asian (non-Hispanic)	257,461	9.1	326,427	10.5	387,230	11.9	469,640	12.9
	Black (non-Hispanic)	154,487	5.5	164,107	5.3	162,045	5.0	177,409	4.9
	Hispanic	750,965	26.7	928,581	29.8	1,046,558	32.3	129,8210	35.7
	White (non-Hispanic)	1,548,833	55.0	1,569,339	50.3	1,511,921	46.6	150,9985	41.6
	Other (non-Hispanic)	102,087	3.6	129,102	4.1	134,896	4.2	177,948	4.9

Source: San Diego Association of Governments *DataMart*, <http://datawarehouse.sandag.org/>

**APPENDIX F****GCCCD WORKFORCE ANALYSIS****CONTENTS:**

Tables demonstrating GCCCD workforce for 2008-2009, and 2007-2008, as well as a 2-year summary for each of the following job categories:

- Executive/Administrative/Managerial
- Professional Non-Faculty
- Secretarial/Clerical
- Technical and Paraprofessional
- Skilled Craft
- Service & Maintenance
- Full-time Faculty
- Part-time Faculty

The following pages provide a breakdown of the GCCCDs' workforce in the 2008-2009 academic year.

Executive/Administrative/Managerial										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	2	13.33%	2	10.53%	2	13.33%	6	12.24%	4.80%	10.50%
Black (Non-Hispanic)	2	13.33%	0	0.00%	1	6.67%	3	6.12%	5.10%	5.30%
Hispanic	1	6.67%	2	10.53%	1	6.67%	4	8.16%	21.40%	29.80%
White (Non-Hispanic)	10	66.67%	13	68.42%	10	66.67%	33	67.35%	63.80%	50.30%
Other/Unknown	0	0.00%	2	10.53%	1	6.67%	3	6.12%	5.00%	4.10%
Totals	15	100%	19	100%	15	100%	49	100%	100%	100%

Professional Non-Faculty										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	0	0.00%	1	11.11%	1	5.00%	2	5.88%	4.80%	10.50%
Black (Non-Hispanic)	0	0.00%	1	11.11%	3	15.00%	4	11.76%	5.10%	5.30%
Hispanic	1	20.00%	1	11.11%	1	5.00%	3	8.82%	21.40%	29.80%
White (Non-Hispanic)	4	80.00%	6	66.67%	15	75.00%	25	73.53%	63.80%	50.30%
Other/Unknown	0	0.00%	0	0.00%	0	0.00%	0	0.00%	5.00%	4.10%
Totals	5	100%	9	100%	20	100%	34	100%	100%	100%

Secretarial/Clerical										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	3	5.66%	4	3.96%	6	19.35%	13	7.03%	4.80%	10.50%
Black (Non-Hispanic)	1	1.89%	5	4.95%	0	0.00%	6	3.24%	5.10%	5.30%
Hispanic	9	16.98%	25	24.75%	3	9.68%	37	20.00%	21.40%	29.80%
White (Non-Hispanic)	36	67.92%	65	64.36%	21	67.74%	122	65.95%	63.80%	50.30%
Other/Unknown	4	7.55%	2	1.98%	1	3.23%	7	3.78%	5.00%	4.10%
Totals	53	100%	101	100%	31	100%	185	100%	100%	100%

Technical & Paraprofessional										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	2	4.26%	10	14.49%	1	6.67%	13	9.92%	4.80%	10.50%
Black (Non-Hispanic)	1	2.13%	4	5.80%	1	6.67%	6	4.58%	5.10%	5.30%
Hispanic	4	8.51%	6	8.70%	3	20.00%	13	9.92%	21.40%	29.80%
White (Non-Hispanic)	39	82.98%	49	71.01%	8	53.33%	96	73.28%	63.80%	50.30%
Other/Unknown	1	2.13%	0	0.00%	2	13.33%	3	2.29%	5.00%	4.10%
Totals	47	100%	69	100%	15	100%	131	100%	100%	100%

Skilled Craft										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	2	33.33%	0	0.00%	0	0.00%	2	9.52%	4.80%	10.50%
Black (Non-Hispanic)	0	0.00%	0	0.00%	0	0.00%	0	0.00%	5.10%	5.30%
Hispanic	2	33.33%	0	0.00%	1	14.29%	3	14.29%	21.40%	29.80%
White (Non-Hispanic)	2	33.33%	8	100.00%	5	71.43%	15	71.43%	63.80%	50.30%
Other/Unknown	0	0.00%	0	0.00%	1	14.29%	1	4.76%	5.00%	4.10%
Totals	6	100%	8	100%	7	100%	21	100%	100%	100%

Service & Maintenance										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	3	15.00%	5	13.16%	2	13.33%	10	13.70%	4.80%	10.50%
Black (Non-Hispanic)	2	10.00%	7	18.42%	4	26.67%	13	17.81%	5.10%	5.30%
Hispanic	7	35.00%	9	23.68%	5	33.33%	21	28.77%	21.40%	29.80%
White (Non-Hispanic)	7	35.00%	17	44.74%	4	26.67%	28	38.36%	63.80%	50.30%
Other/Unknown	1	5.00%	0	0.00%	0	0.00%	1	1.37%	5.00%	4.10%
Totals	20	100%	38	100%	15	100%	73	100%	100%	100%

Full Time Faculty										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	5	4.76%	21	7.69%	Not Applicable		26	6.88%	4.80%	10.50%
Black (Non-Hispanic)	3	2.86%	9	3.30%	Not Applicable		12	3.17%	5.10%	5.30%
Hispanic	15	14.29%	36	13.19%	Not Applicable		51	13.49%	21.40%	29.80%
White (Non-Hispanic)	81	77.14%	204	74.73%	Not Applicable		285	75.40%	63.80%	50.30%
Other/Unknown	1	0.95%	3	1.10%	Not Applicable		4	1.06%	5.00%	4.10%
Totals	105	100%	273	100%	0	0%	378	100%	100%	100%

Part Time Faculty										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	28	6.00%	51	6.67%	Not Applicable		79	6.41%	4.80%	10.50%
Black (Non-Hispanic)	24	5.14%	23	3.01%	Not Applicable		47	3.81%	5.10%	5.30%
Hispanic	55	11.78%	98	12.81%	Not Applicable		153	12.42%	21.40%	29.80%
White (Non-Hispanic)	345	73.88%	577	75.42%	Not Applicable		922	74.84%	63.80%	50.30%
Other/Unknown	15	3.21%	16	2.09%	Not Applicable		31	2.52%	5.00%	4.10%
Totals	467	100%	765	100%	0	0%	1232	100%	100%	100%

The following pages provide a breakdown of the GCCCDs' workforce in the 2007-2008 academic year.

Executive/Administrative/Managerial										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	1	6.67%	2	9.09%	2	14.29%	5	9.80%	4.80%	10.50%
Black (Non-Hispanic)	1	6.67%	1	4.55%	1	7.14%	3	5.88%	5.10%	5.30%
Hispanic	2	13.33%	2	9.09%	1	7.14%	5	9.80%	21.40%	29.80%
White (Non-Hispanic)	11	73.33%	15	68.18%	10	71.43%	36	70.59%	63.80%	50.30%
Other/Unknown	0	0.00%	2	9.09%	0	0.00%	2	3.92%	5.00%	4.10%
Totals	15	100%	22	100%	14	100%	51	100%	100%	100%

Professional Non-Faculty										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	1	16.67%	3	30.00%	0	0.00%	4	10.26%	4.80%	10.50%
Black (Non-Hispanic)	0	0.00%	1	10.00%	4	17.39%	5	12.82%	5.10%	5.30%
Hispanic	1	16.67%	0	0.00%	2	8.70%	3	7.69%	21.40%	29.80%
White (Non-Hispanic)	4	66.67%	6	60.00%	17	73.91%	27	69.23%	63.80%	50.30%
Other/Unknown	0	0.00%	0	0.00%	0	0.00%	0	0.00%	5.00%	4.10%
Totals	6	100%	10	100%	23	100%	39	100%	100%	100%

Secretarial/Clerical										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	3	5.08%	5	4.27%	5	15.15%	13	6.22%	4.80%	10.50%
Black (Non-Hispanic)	1	1.69%	5	4.27%	0	0.00%	6	2.87%	5.10%	5.30%
Hispanic	12	20.34%	23	19.66%	4	12.12%	39	18.66%	21.40%	29.80%
White (Non-Hispanic)	42	71.19%	81	69.23%	22	66.67%	145	69.38%	63.80%	50.30%
Other/Unknown	1	1.69%	3	2.56%	2	6.06%	6	2.87%	5.00%	4.10%
Totals	59	100%	117	100%	33	100%	209	100%	100%	100%

Technical & Paraprofessional										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	3	6.52%	9	12.33%	1	5.88%	13	9.56%	4.80%	10.50%
Black (Non-Hispanic)	1	2.17%	5	6.85%	1	5.88%	7	5.15%	5.10%	5.30%
Hispanic	6	13.04%	6	8.22%	3	17.65%	15	11.03%	21.40%	29.80%
White (Non-Hispanic)	34	73.91%	53	72.60%	10	58.82%	97	71.32%	63.80%	50.30%
Other/Unknown	2	4.35%	0	0.00%	2	11.76%	4	2.94%	5.00%	4.10%
Totals	46	100%	73	100%	17	100%	136	100%	100%	100%



Skilled Craft										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	1	25.00%	0	0.00%	0	0.00%	1	6.67%	4.80%	10.50%
Black (Non-Hispanic)	0	0.00%	0	0.00%	0	0.00%	0	0.00%	5.10%	5.30%
Hispanic	1	25.00%	0	0.00%	1	14.29%	2	13.33%	21.40%	29.80%
White (Non-Hispanic)	2	50.00%	4	100.00%	5	71.43%	11	73.33%	63.80%	50.30%
Other/Unknown	0	0.00%	0	0.00%	1	14.29%	1	6.67%	5.00%	4.10%
Totals	4	100%	4	100%	7	100%	15	100%	100%	100%

Service & Maintenance										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	3	13.64%	7	14.89%	3	18.75%	13	15.29%	4.80%	10.50%
Black (Non-Hispanic)	4	18.18%	7	14.89%	3	18.75%	14	16.47%	5.10%	5.30%
Hispanic	7	31.82%	10	21.28%	4	25.00%	21	24.71%	21.40%	29.80%
White (Non-Hispanic)	7	31.82%	23	48.94%	6	37.50%	36	42.35%	63.80%	50.30%
Other/Unknown	1	4.55%	0	0.00%	0	0.00%	1	1.18%	5.00%	4.10%
Totals	22	100%	47	100%	16	100%	85	100%	100%	100%

Full Time Faculty										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	6	5.66%	23	8.13%	Not Applicable		29	7.46%	4.80%	10.50%
Black (Non-Hispanic)	3	2.83%	11	3.89%	Not Applicable		14	3.60%	5.10%	5.30%
Hispanic	13	12.26%	38	13.43%	Not Applicable		51	13.11%	21.40%	29.80%
White (Non-Hispanic)	83	78.30%	208	73.50%	Not Applicable		291	74.81%	63.80%	50.30%
Other/Unknown	1	0.94%	3	1.06%	Not Applicable		4	1.03%	5.00%	4.10%
Totals	106	100%	283	100%	0	0%	389	100%	100%	100%

Part Time Faculty										
Ethnicity	Cuyamaca College		Grossmont College		District Services		GCCCD All Sites		GCCCD Boundary	San Diego County
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Percent	Percent
Asian (Non-Hispanic)	22	5.49%	52	7.12%	Not Applicable		74	6.54%	4.80%	10.50%
Black (Non-Hispanic)	19	4.74%	21	2.88%	Not Applicable		40	3.54%	5.10%	5.30%
Hispanic	44	10.97%	94	12.88%	Not Applicable		138	12.20%	21.40%	29.80%
White (Non-Hispanic)	305	76.06%	544	74.52%	Not Applicable		849	75.07%	63.80%	50.30%
Other/Unknown	11	2.74%	19	2.60%	Not Applicable		30	2.65%	5.00%	4.10%
Totals	401	100%	730	100%	0	0%	1131	100%	100%	100%

The following pages provide a two-year summary of the GCCCDs' workforce for each job category.

<b>Executive/Administrative/Managerial</b>						
<b>Ethnicity</b>	<b>2007-08 All Sites</b>		<b>2008-09 All Sites</b>		<b>GCCCD Boundary</b>	<b>San Diego County</b>
	<i>No.</i>	<i>Percent</i>	<i>No.</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
Asian (Non-Hispanic)	5	9.80%	6	12.24%	4.80%	10.50%
Black (Non-Hispanic)	3	5.88%	3	6.12%	5.10%	5.30%
Hispanic	5	9.80%	4	8.16%	21.40%	29.80%
White (Non-Hispanic)	36	70.59%	33	67.35%	63.80%	50.30%
Other/Unknown	2	3.92%	3	6.12%	5.00%	4.10%
<b>Totals</b>	<b>51</b>	<b>100%</b>	<b>49</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

<b>Professional Non-Faculty</b>						
<b>Ethnicity</b>	<b>2007-08 All Sites</b>		<b>2008-09 All Sites</b>		<b>GCCCD Boundary</b>	<b>San Diego County</b>
	<i>No.</i>	<i>Percent</i>	<i>No.</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
Asian (Non-Hispanic)	4	10.26%	2	5.88%	4.80%	10.50%
Black (Non-Hispanic)	5	12.82%	4	11.76%	5.10%	5.30%
Hispanic	3	7.69%	3	8.82%	21.40%	29.80%
White (Non-Hispanic)	27	69.23%	25	73.53%	63.80%	50.30%
Other/Unknown	0	0.00%	0	0.00%	5.00%	4.10%
<b>Totals</b>	<b>39</b>	<b>100%</b>	<b>34</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

<b>Secretarial/Clerical</b>						
<b>Ethnicity</b>	<b>2007-08 All Sites</b>		<b>2008-09 All Sites</b>		<b>GCCCD Boundary</b>	<b>San Diego County</b>
	<i>No.</i>	<i>Percent</i>	<i>No.</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
Asian (Non-Hispanic)	13	6.22%	13	7.03%	4.80%	10.50%
Black (Non-Hispanic)	6	2.87%	6	3.24%	5.10%	5.30%
Hispanic	39	18.66%	37	20.00%	21.40%	29.80%
White (Non-Hispanic)	145	69.38%	122	65.95%	63.80%	50.30%
Other/Unknown	6	2.87%	7	3.78%	5.00%	4.10%
<b>Totals</b>	<b>209</b>	<b>100%</b>	<b>185</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

<b>Technical &amp; Paraprofessional</b>						
<b>Ethnicity</b>	<b>2007-08 All Sites</b>		<b>2008-09 All Sites</b>		<b>GCCCD Boundary</b>	<b>San Diego County</b>
	<i>No.</i>	<i>Percent</i>	<i>No.</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
Asian (Non-Hispanic)	13	9.56%	13	9.92%	4.80%	10.50%
Black (Non-Hispanic)	7	5.15%	6	4.58%	5.10%	5.30%
Hispanic	15	11.03%	13	9.92%	21.40%	29.80%
White (Non-Hispanic)	97	71.32%	96	73.28%	63.80%	50.30%
Other/Unknown	4	2.94%	3	2.29%	5.00%	4.10%
<b>Totals</b>	<b>136</b>	<b>100%</b>	<b>131</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



<b>Skilled Craft</b>						
<b>Ethnicity</b>	<b>2007-08</b>		<b>2008-09</b>		<b>GCCCD</b>	<b>San Diego</b>
	<b>All Sites</b>		<b>All Sites</b>		<b>Boundary</b>	<b>County</b>
	<i>No.</i>	<i>Percent</i>	<i>No.</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
Asian (Non-Hispanic)	1	6.67%	2	9.52%	4.80%	10.50%
Black (Non-Hispanic)	0	0.00%	0	0.00%	5.10%	5.30%
Hispanic	2	13.33%	3	14.29%	21.40%	29.80%
White (Non-Hispanic)	11	73.33%	15	71.43%	63.80%	50.30%
Other/Unknown	1	6.67%	1	4.76%	5.00%	4.10%
<b>Totals</b>	<b>15</b>	<b>100%</b>	<b>21</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

<b>Service &amp; Maintenance</b>						
<b>Ethnicity</b>	<b>2007-08</b>		<b>2008-09</b>		<b>GCCCD</b>	<b>San Diego</b>
	<b>All Sites</b>		<b>All Sites</b>		<b>Boundary</b>	<b>County</b>
	<i>No.</i>	<i>Percent</i>	<i>No.</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
Asian (Non-Hispanic)	13	15.29%	10	13.70%	4.80%	10.50%
Black (Non-Hispanic)	14	16.47%	13	17.81%	5.10%	5.30%
Hispanic	21	24.71%	21	28.77%	21.40%	29.80%
White (Non-Hispanic)	36	42.35%	28	38.36%	63.80%	50.30%
Other/Unknown	1	1.18%	1	1.37%	5.00%	4.10%
<b>Totals</b>	<b>85</b>	<b>100%</b>	<b>73</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

<b>Full Time Faculty</b>						
<b>Ethnicity</b>	<b>2007-08</b>		<b>2008-09</b>		<b>GCCCD</b>	<b>San Diego</b>
	<b>All Sites</b>		<b>All Sites</b>		<b>Boundary</b>	<b>County</b>
	<i>No.</i>	<i>Percent</i>	<i>No.</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
Asian (Non-Hispanic)	29	7.46%	26	6.88%	4.80%	10.50%
Black (Non-Hispanic)	14	3.60%	12	3.17%	5.10%	5.30%
Hispanic	51	13.11%	51	13.49%	21.40%	29.80%
White (Non-Hispanic)	291	74.81%	285	75.40%	63.80%	50.30%
Other/Unknown	4	1.03%	4	1.06%	5.00%	4.10%
<b>Totals</b>	<b>389</b>	<b>100%</b>	<b>378</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

<b>Part Time Faculty</b>						
<b>Ethnicity</b>	<b>2007-08</b>		<b>2008-09</b>		<b>GCCCD</b>	<b>San Diego</b>
	<b>All Sites</b>		<b>All Sites</b>		<b>Boundary</b>	<b>County</b>
	<i>No.</i>	<i>Percent</i>	<i>No.</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
Asian (Non-Hispanic)	74	6.54%	79	6.41%	4.80%	10.50%
Black (Non-Hispanic)	40	3.54%	47	3.81%	5.10%	5.30%
Hispanic	138	12.20%	153	12.42%	21.40%	29.80%
White (Non-Hispanic)	849	75.07%	922	74.84%	63.80%	50.30%
Other/Unknown	30	2.65%	31	2.52%	5.00%	4.10%
<b>Totals</b>	<b>1131</b>	<b>100%</b>	<b>1232</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**APPENDIX G****STATISTICAL TABLES OF UNDERREPRESENTATION****CONTENTS:**

Statistical tables highlighting areas of underrepresentation for the following job categories:

- Executive/Administrative/Managerial
- Professional Non-Faculty
- Secretarial/Clerical
- Technical and Paraprofessional
- Skilled Craft
- Service & Maintenance
- Full-time Faculty
- Part-time Faculty

Executive/Administrative/Managerial										
Ethnicity	Cuyamaca Site		Grossmont Site		District Services		GCCCD All Sites		San Diego County	80%
	Current	Comparison	Current	Comparison	Current	Comparison	Current	Comparison	Available	Minimum
Asian (Non-Hispanic)	13.33%	4.93%	10.53%	2.13%	13.33%	4.93%	12.24%	3.84%	10.50%	8.40%
Black (Non-Hispanic)	13.33%	9.09%	0.00%	-4.24%	6.67%	2.43%	6.12%	1.88%	5.30%	4.24%
Hispanic	6.67%	-17.17%	10.53%	-13.31%	6.67%	-17.17%	8.16%	-15.68%	29.80%	23.84%
White (Non-Hispanic)	66.67%	26.43%	68.42%	28.18%	66.67%	26.43%	67.35%	27.11%	50.30%	40.24%
Other/Unknown	0.00%	-3.28%	10.53%	7.25%	6.67%	3.39%	6.12%	2.84%	4.10%	3.28%

Professional Non-Faculty										
Ethnicity	Cuyamaca Site		Grossmont Site		District Services		GCCCD All Sites		San Diego County	80%
	Current	Comparison	Current	Comparison	Current	Comparison	Current	Comparison	Available	Minimum
Asian (Non-Hispanic)	0.00%	-8.40%	11.11%	2.71%	5.00%	-3.40%	5.88%	-2.52%	10.50%	8.40%
Black (Non-Hispanic)	0.00%	-4.24%	11.11%	6.87%	15.00%	10.76%	11.76%	7.52%	5.30%	4.24%
Hispanic	20.00%	-3.84%	11.11%	-12.73%	5.00%	-18.84%	8.82%	-15.02%	29.80%	23.84%
White (Non-Hispanic)	80.00%	39.76%	66.67%	26.43%	75.00%	34.76%	73.53%	33.29%	50.30%	40.24%
Other/Unknown	0.00%	-3.28%	0.00%	-3.28%	0.00%	-3.28%	0.00%	-3.28%	4.10%	3.28%

Secretarial & Clerical										
Ethnicity	Cuyamaca Site		Grossmont Site		District Services		GCCCD All Sites		San Diego County	80%
	Current	Comparison	Current	Comparison	Current	Comparison	Current	Comparison	Available	Minimum
Asian (Non-Hispanic)	5.66%	-2.74%	3.96%	-4.44%	19.35%	10.95%	7.03%	-1.37%	10.50%	8.40%
Black (Non-Hispanic)	1.89%	-2.35%	4.95%	0.71%	0.00%	-4.24%	3.24%	-1.00%	5.30%	4.24%
Hispanic	16.98%	-6.86%	24.75%	0.91%	9.68%	-14.16%	20.00%	-3.84%	29.80%	23.84%
White (Non-Hispanic)	67.92%	27.68%	64.36%	24.12%	67.74%	27.50%	65.95%	25.71%	50.30%	40.24%
Other/Unknown	7.55%	4.27%	1.98%	-1.30%	3.23%	-0.05%	3.78%	0.50%	4.10%	3.28%

Technical & Professional										
Ethnicity	Cuyamaca Site		Grossmont Site		District Services		GCCCD All Sites		San Diego County	80%
	Current	Comparison	Current	Comparison	Current	Comparison	Current	Comparison	Available	Minimum
Asian (Non-Hispanic)	4.26%	-4.14%	14.49%	6.09%	6.67%	-1.73%	9.92%	1.52%	10.50%	8.40%
Black (Non-Hispanic)	2.13%	-2.11%	5.80%	1.56%	6.67%	2.43%	4.58%	0.34%	5.30%	4.24%
Hispanic	8.51%	-15.33%	8.70%	-15.14%	20.00%	-3.84%	9.92%	-13.92%	29.80%	23.84%
White (Non-Hispanic)	82.98%	42.74%	71.01%	30.77%	53.33%	13.09%	73.28%	33.04%	50.30%	40.24%
Other/Unknown	2.13%	-1.15%	0.00%	-3.28%	13.33%	10.05%	2.29%	-0.99%	4.10%	3.28%

Skilled Craft										
Ethnicity	Cuyamaca Site		Grossmont Site		District Services		GCCCD All Sites		San Diego County	80%
	Current	Comparison	Current	Comparison	Current	Comparison	Current	Comparison	Available	Minimum
Asian (Non-Hispanic)	33.33%	24.93%	0.00%	-8.40%	0.00%	-8.40%	9.52%	1.12%	10.50%	8.40%
Black (Non-Hispanic)	0.00%	-4.24%	0.00%	-4.24%	0.00%	-4.24%	0.00%	-4.24%	5.30%	4.24%
Hispanic	33.33%	9.49%	0.00%	-23.84%	14.29%	-9.55%	14.29%	-9.55%	29.80%	23.84%
White (Non-Hispanic)	33.33%	-6.91%	100.00%	59.76%	71.43%	31.19%	71.43%	31.19%	50.30%	40.24%
Other/Unknown	0.00%	-3.28%	0.00%	-3.28%	14.29%	11.01%	4.76%	1.48%	4.10%	3.28%

Note 1: Orange color indicates significant underrepresentation

Note 2: Other/unknown was not counted for underrepresentation as the current grouping structure includes those of other ethnicities as well as those who chose not to disclose their ethnicity.

Service & Maintenance										
Ethnicity	Cuyamaca Site		Grossmont Site		District Services		GCCCD All Sites		San Diego County	80%
	Current	Comparison	Current	Comparison	Current	Comparison	Current	Comparison	Available	Minimum
Asian (Non-Hispanic)	15.00%	6.60%	13.16%	4.76%	13.33%	4.93%	9.56%	1.16%	10.50%	8.40%
Black (Non-Hispanic)	10.00%	5.76%	18.42%	14.18%	26.67%	22.43%	15.44%	11.20%	5.30%	4.24%
Hispanic	35.00%	11.16%	23.68%	-0.16%	33.33%	9.49%	20.59%	-3.25%	29.80%	23.84%
White (Non-Hispanic)	35.00%	-5.24%	44.74%	4.50%	26.67%	-13.57%	0.74%	-39.50%	50.30%	40.24%
Other/Unknown	5.00%	1.72%	0.00%	-3.28%	0.00%	-3.28%	53.68%	50.40%	4.10%	3.28%

Full Time Faculty										
Ethnicity	Cuyamaca Site		Grossmont Site		District Services		GCCCD All Sites		San Diego County	80%
	Current	Comparison	Current	Comparison	Current	Comparison	Current	Comparison	Available	Minimum
Asian (Non-Hispanic)	4.76%	-3.64%	7.69%	-0.71%	Not Applicable		6.88%	-1.52%	10.50%	8.40%
Black (Non-Hispanic)	2.86%	-1.38%	3.30%	-0.94%	Not Applicable		3.17%	-1.07%	5.30%	4.24%
Hispanic	14.29%	-9.55%	13.19%	-10.65%	Not Applicable		13.49%	-10.35%	29.80%	23.84%
White (Non-Hispanic)	77.14%	36.90%	74.73%	34.49%	Not Applicable		75.40%	35.16%	50.30%	40.24%
Other/Unknown	0.95%	-2.33%	1.10%	-2.18%	Not Applicable		1.06%	-2.22%	4.10%	3.28%

Part Time Faculty										
Ethnicity	Cuyamaca Site		Grossmont Site		District Services		GCCCD All Sites		San Diego County	80%
	Current	Comparison	Current	Comparison	Current	Comparison	Current	Comparison	Available	Minimum
Asian (Non-Hispanic)	6.00%	-2.40%	6.67%	-1.73%	Not Applicable		6.41%	-1.99%	10.50%	8.40%
Black (Non-Hispanic)	5.14%	0.90%	3.01%	-1.23%	Not Applicable		3.81%	-0.43%	5.30%	4.24%
Hispanic	11.78%	-12.06%	12.81%	-11.03%	Not Applicable		12.42%	-11.42%	29.80%	23.84%
White (Non-Hispanic)	73.88%	33.64%	75.42%	35.18%	Not Applicable		74.84%	34.60%	50.30%	40.24%
Other/Unknown	3.21%	-0.07%	2.09%	-1.19%	Not Applicable		2.52%	-0.76%	4.10%	3.28%

Note 1: Orange color indicates significant underrepresentation

Note 2: Other/unknown was not counted for underrepresentation as the current grouping structure includes those of other ethnicities as well as those who chose not to disclose their ethnicity.

## APPENDIX H

# PERSONNEL HIRING PROCEDURES

### CONTENTS:

Personnel Procedure (PE) 2: Hiring Adjunct Faculty

Personnel Procedure (PE) 9: Hiring Regular Faculty

Personnel Procedure (PE) 12: Hiring Classified Personnel

<b>GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT OPERATING PROCEDURE</b>	<b>DATE:</b> 3/12/96 <b>REVISED:</b> 12/7/2009
<b>HIRING ADJUNCT FACULTY</b>	<b>PE2</b>

**OVERVIEW**

Process for recruiting applicants for new adjunct instructor positions and the use of established hiring pools for selecting candidates for interviewing. This procedure shall be used to hire adjunct faculty when no current faculty or faculty who have had active assignments within the last two years are available.

**FORMS USED**

Discipline List  
 Equivalency Determination Form  
 Minimum Qualifications for Faculty & Administrators in California Community Colleges

**CODES, REGULATIONS, AND DISTRICT POLICIES RELATED TO THIS PROCEDURE**

California Education Code 87350 et seq.

**PRIMARY STAKEHOLDER:** Human Resources

**COMMENTS**

All applications for adjunct instructor must be processed by the Employment Services Department in order to determine if minimum qualifications established by the Statewide Academic Senate are met. Applicants meeting state standards are held in a "hiring pool".

Applicants who meet departmental standards are eligible for interview. At the discretion of each department, interviews may be conducted at any time prior to the staffing of a class. Departments may conduct interviews when there is an upcoming staffing need.

The interviewing method is determined by each department. Some departments may rely on the chair or coordinator to conduct the interview. Others may opt for a panel interview consisting of members of the department. The interview may consist of a teaching demonstration, in an actual class under the supervision of the instructor of record. More than one applicant must be interviewed for each position. The decision to hire should not be made until completion of all scheduled interviews. The department must consider all qualified applicants. All candidates interviewed must be treated equally and evaluated by the same job-related standards.

Approved: \_\_\_\_\_ Issued: 3/12/96; rev 12/7/2009

<b>GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT OPERATING PROCEDURE</b>	<b>DATE:</b> 3/12/96 <b>REVISED:</b> 12/7/2009
<b>HIRING ADJUNCT FACULTY</b>	<b>PE2</b>

<b><u>STEP</u></b>	<b><u>TASK PERFORMED BY</u></b>	<b><u>DESCRIPTION</u></b>
1	Department Chair/Coordinator	<p><b>Identify Projected Needs</b> At the beginning of the semester, individual Chairs and Coordinators will provide projected hiring needs for the following semester to the Employment Services Department.</p>
2	Employment Services Chair/Coordinator	<p><b>Recruit when Necessary</b> The Employment Services Department will actively recruit in areas where the applicant pool is insufficient. Department Chairs and Coordinators are encouraged to recruit and direct interested candidates to the district application and hiring pool.</p>
3	Applicant	<p><b>Submit Application</b> Applications are available online at the District's job website, and are submitted electronically.</p>
4	Employment Services	<p><b>Screen for Minimum Qualifications</b> Minimum qualifications are based on standards and criteria established by the Statewide Academic Senate. Applicants requesting a determination of minimum qualification based on equivalencies are required to submit an Equivalency Determination packet.</p> <p>If the applicant meets minimum qualifications, add the applicant to the appropriate discipline hiring pool. The hiring pool includes all qualified applicants and is maintained on a computerized data base.</p>
5	Employment Services	<p><b>Provide Guest User Access</b> Upon request by a department Chair or Coordinator, provide Guest User account access to applications for the departments.</p>

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6 Department

**Select Applicants for Interviews**

The department conducts a secondary screening of the applications in the hiring pool to determine which applicants are qualified for interview.

7 Department

**Conduct Interviews and Check References of Applicant(s) Under Consideration for Hire**

Interview all selected applicants. Upon completion of interviews and selection of the candidates under consideration for hire, reference checks should be conducted using the following guidelines:

a. Contact each candidate's present or most recent employer.

b. For consistency of information and method, either one person should conduct the reference checks or a conference call allowing others to participate may be appropriate.

c. The same general questions should be asked of each candidate's references.

These calls are to be held in strict confidence. A standard reference format is to be used.

If reference reports are acceptable, select final candidate.

8 Department

**Select the Most Qualified Applicant**

Once an applicant is selected for hire, his or her name will be submitted to the appropriate administrator. Applications for individuals not selected for hiring will remain in the hiring pool.

Notify applicants and Employment Services of hiring decision.



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<b>HIRING ADJUNCT FACULTY</b>	
<b>PE2</b>	

- 9      Dean
- Make Emergency Appointments as Required**  
If after completion of the interviews it is determined, based upon valid job-related criteria, that none of the applicants are desired for the position under consideration, or no qualified applicants are available in the pool, the Dean may submit an appointment. The Dean must provide comments on disqualified applicants summarizing the basis for disqualification.
- 10     Newly Hired Personnel
- Submit New Hire Materials**  
Obtain a new hire packet and submit to Employment Services.
- 11     Employment Services
- Process Emergency Appointment**  
Process appointment and continue to work with the department to recruit other qualified applicants.
- 12     Department
- Continue Screening for Subsequent Semesters**  
Before reappointing an emergency appointee for subsequent semesters, the department must screen the pool, including the emergency appointee's application.
- 13     Employment Services
- Retain Applications**  
In the event that an applicant has submitted applications for more than one discipline, and is hired, applications in other disciplines shall remain on file.

<b>GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT OPERATING PROCEDURE</b>	<b>DATE:</b> 2/21/02 <b>REVISED:</b> 4/25/02; 12/7/2009
<b>HIRING REGULAR FACULTY</b>	<b>PE9</b>

## OVERVIEW

This procedure details hiring procedures for full-time tenure track faculty.

## FORMS USED

Selection Plan, form PE9.F2  
Confidentiality Statement, form PE9.F3  
Screening/Interview Criteria, form PE9.F5  
Paper Screening/Interview Composite Rating Table, form PE9.F6  
Finalist Profile, form PE9.F7  
Academic Recommend for Hire, form PE9.F8

## CODES, REGULATIONS, AND DISTRICT POLICIES RELATED TO THIS PROCEDURE

Hiring Procedures for GCCCD Full-Time Certificated Staff (Non-Management) approved by Governing Board 4/91 and Cuyamaca and Grossmont Colleges Academic Senates 2/91  
Equal Employment Opportunity for Gender and Disability  
Civil Rights Act 1991  
EEOC Uniform Guidelines for Employee Selection  
Executive Order 1150

### GCCCD Equal Employment Opportunity Plan

Governing Board United Faculty Agreement  
Title 5 – California Code of Regulations, Sections 51010; 5300 - Education Code 87100  
87360, 87400

**PRIMARY STAKEHOLDERS:** Chancellor, Academic Senates, Presidents, Human Resources, Employment Services, Equal Employment Opportunity (EEO) Officer or Designee.

## COMMENTS

This procedure provides the screening/interview committee with detailed instructions to guide the hiring process. It is intended to provide procedural consistency among the actions of hiring committees while supporting the provisions of Title 5, Section 53022.

Approved: \_\_\_\_\_ Issued: 4/4/02; rev 12/7/2009

\*Hiring Procedures for GCCCD Full-Time Certificated Staff (Non-Management) approved by Governing Board on 4/2/91 and Academic Senates on 2/91

\*California Code of Regulations - Title 5. Education

\*Equal Employment Opportunity Commission Uniform Guidelines on Employee Selection Procedures, Federal Register 8/25/78, part IV, p 250-276

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<b>HIRING REGULAR FACULTY</b>	<b>PE9</b>

**STEP TASK PERFORMED BY****DESCRIPTION**

## POSITION DEVELOPMENT

- |   |                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | College President,<br>Academic Senate President<br>Appropriate College Shared<br>Governance Committee(s)<br><b>I - A2, 3 &amp; 4*</b>                     | <b>Prioritize Requests</b><br>Prioritize requests to fill academic positions. This prioritization is conducted by the college president through the established shared governance process of respective colleges. The process includes participation of the appropriate Academic Senate President. The Senate President provides the Academic Senate with the rationale for the prioritization. Upon notification by the college president of college prioritization, Employment Services may place advance advertisement.                                                                                                                                                                               |
| 2 | Department/<br>Division Dean<br><b>I - D1*</b><br><b>53022*</b><br><b>Chapter XIV, part 1607,</b><br><b>Uniform Guidelines,</b><br><b>Section 15C(3)*</b> | <b>Prepare Position Description</b><br>Department members including the Discipline Chair, Coordinator, Dean, and other appropriate faculty members participate in developing the position description. Complete Section 1 and 2 of the Selection Plan. Identify the unique tasks of the job and specific position. Include individual knowledge, skills, abilities, and experience required to perform essential functions of the job, which cannot be learned in a brief orientation or will not be expected to be acquired on the job.<br>Identify knowledge, skills, abilities, and experiences (rating factors), which may set the more qualified candidate apart from a lesser-qualified candidate. |
| 3 | Vice President<br><b>I - B3*</b>                                                                                                                          | <b>Appoint Administrator</b><br>Identify and forward name of the appropriate administrator or designee to serve on the Screening/Interview (S&I) Committee to college president.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

\*Hiring Procedures for GCCCD Full-Time Certificated Staff (Non-Management) approved by Governing Board on 4/2/91 and Academic Senates on 2/91

\*California Code of Regulations - Title 5, Education

\*Equal Employment Opportunity Commission Uniform Guidelines on Employee Selection Procedures, Federal Register 8/25/78, part IV, p 250-276

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<b>HIRING REGULAR FACULTY</b>	<b>PE9</b>

- 4 Department Chair/Program  
Coordinator or in the absence of a  
Department Chair/ Program  
Coordinator First Level Supervisor

I - B2, 4 & 5\*

I – B6

53024(f)\*

### **Establish Screening and Interview (S&I) Committee**

Recommend faculty members for the S&I Committee to the President of the Academic Senate via e-mail. If the direct report for a full-time faculty position is an administrator, the Academic Senate Officers at each College will work in conjunction with that administrator to identify the most appropriate discipline that has functional characteristics closely paralleling the duties and responsibilities of the full-time job description or area of assignment. The department chair or coordinator of that discipline may assume the responsibility to recommend to the Academic Senate President those faculty members to serve on the S&I Committee. In the absence of such a chair or coordinator, the Senate Officers will assume responsibility for identifying faculty members of the S&I Committee to recommend to the Academic Senate President for approval. Faculty members of the S&I Committee will consist of:

- Department Chairperson/Coordinator or designee
- Two (2) or three (3) regular/contract faculty members (faculty members of the committee will be primarily from appropriate discipline with representation from other disciplines).

The committee should be selected with consideration for ethnic and gender representation.

If appropriate or desired, identify additional committee members. The committee may also include non-faculty representatives (classified staff, other administration), adjunct (part-time) faculty, faculty from another institution (sister college, transferring university, local high school or other articulating institution), community members

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\*California Code of Regulations - Title 5, Education

\*Equal Employment Opportunity Commission Uniform Guidelines on Employee Selection Procedures, Federal Register 8/25/78, part IV, p 250-276

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(especially advisory members in vocational areas) and/or student representatives. If invoked, this appointment must be approved by the president (see step 7).

Department Chair/Program Coordinator or in the absence of a Department Chair/Program Coordinator first level supervisor serves as chair or names a designee to serve as S&I Chair. If the S&I Committee Chair is first level supervisor and, in the event a designee is to be named, the appointment shall be made in consultation with the Academic Senate. All committee members are expected to participate in the paper screening process and all interviews.

- |   |                                                      |                                                                                                                                                                                                                                                                                                                                                                       |
|---|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5 | Academic Senate President<br><b>I - B1 &amp; D2*</b> | In accordance with respective Academic Senate procedures, notify the committee chair, college president and EEO Officer or designee of the Academic Senate's approval of faculty committee members via e-mail.                                                                                                                                                        |
| 6 | College President                                    | Notify Academic Senate and EEO Officer or designee of administrator to serve and approve formation of the S&I Committee or advise Academic Senate President of concerns relative to the desired job related characteristics of the S&I Committee that are not addressed within the membership of the committee.                                                       |
| 7 | Academic Senate President                            | Advise and consult with the college president and EEO Officer or designee regarding desired job-related characteristics of the S&I Committee that are not addressed within the membership of the Committee, if any. Upon concurrence of the three parties, and in accordance with respective Academic Senate procedures, finalize the formation of the S&I Committee. |

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\*California Code of Regulations - Title 5. Education

\*Equal Employment Opportunity Commission Uniform Guidelines on Employee Selection Procedures, Federal Register 8/25/78, part IV, p 250-276

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<b>HIRING REGULAR FACULTY</b>	<b>PE9</b>

- 8 Department/  
Division Dean  
**I - A1\***
- Submit Electronic Personnel Request**  
The recruitment initiator will begin the recruitment process by entering job posting information on the online recruitment system and submitting it for approval. The posting requisition will travel through the various approval levels until it reaches the EEO Officer or designee. Indicate Academic Senate Approval of S&I Committee on the request.
- 9 EEO Officer or Designee
- Approve Committee Composition and Appoint EEO Representative to Committee**  
The EEO Officer or designee shall indicate approval of committee composition for diversity in ethnic, age, gender and department representation based on completion of previous steps. If the committee is not appropriately diverse, the EEO Officer shall work with the college president, committee chair and Academic Senate President to remedy any area of underrepresentation on the committee. If the committee is appropriate, the EEO Officer or designee shall assign an EEO representative to the committee as a non-voting member and forward the requisition to the appropriate Employment Services personnel for recruitment.
- 10 Employment Services  
**I - B4 & IV - 1\***  
**53003(c)(3) & (4)\***
- Provide Orientation to Committee**  
The orientation will take place prior to the opening of in-house transfer announcement and will include all committee members. The orientation serves to:
- provide an overview of the tasks to be performed by the committee,
  - provide the PE 9 GCCCD Operating Procedure
  - distribute the District's Selection Guides (e.g. screening/interview Do's and Don'ts)
  - execute Confidentiality Statements
  - allow the EEO Representative to train committee on EEO and diversity laws,

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\*California Code of Regulations - Title 5. Education

\*Equal Employment Opportunity Commission Uniform Guidelines on Employee Selection Procedures, Federal Register 8/25/78, part IV, p 250-276

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<b>HIRING REGULAR FACULTY</b>	<b>PE9</b>

- concepts and applications, and District EEO Plan, policies and procedures,
- document the training date and attendees.
- Approximate timeline for hire (timeline will include schedule for paper screening, interviewing and selection).
- Discuss specific recruitment strategies

- 11 Employment Services,  
S&I Committee  
**II - B1 & 2\***  
**53021(a)\***
- Develop Recruitment Plan**  
Design and document a formal plan for recruitment using the Recruitment Plan which describes the activities that will be carried out to recruit for the vacant position. Develop a timeline for the hiring process.
- 12 S&I Committee  
**I - C1 & 2, D3, D4\***  
**53022, 53024(a)(2), 53024(e)\***  
**Chapter XIV, pt 1607,**  
**Uniform Guidelines,**  
**Section 15c(4)\***
- Complete Selection Plan**  
Develop evaluation and assessment tools that address the knowledge, skills, abilities, and experience included in the previously developed position description. Complete Section 3 of the Selection Plan. The S&I Committee does not add to or delete from the list of knowledge, skills, abilities, and experience developed by the department.
- Submit Selection Plan to the appropriate vice president.
- 13 Appropriate Vice President  
**I - D5\***  
**53024(a)(3)\***  
**53022**
- Review, Sign-Off and Route Selection Plan**  
The appropriate vice president routes the Selection Plan to the EEO Officer and Director, Employment Services, who verify compliance with District Policy and Title 5 requirements. Review department established qualifications beyond state minimum qualifications, if any, and make a determination they are valid as job-related and consistent with business necessity through a content validation process. (See [Equal Employment Opportunity Commission - Uniform Guidelines for Employee Selection Procedures](#)).

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\*California Code of Regulations - Title 5. Education

\*Equal Employment Opportunity Commission Uniform Guidelines on Employee Selection Procedures, Federal Register 8/25/78, part IV, p 250-276

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<b>HIRING REGULAR FACULTY</b>	<b>PE9</b>

Approval or concerns regarding the Selection Plan are communicated to the S&I Committee Chair. Concerns will be referred back to the committee.

Optimum expected response time is three (3) business days from receipt.

- |    |                                                        |                                                                                                                                                                 |
|----|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 14 | Employment Services<br><b>I - D1*</b><br><b>53022*</b> | <b>Develop Job Announcement</b><br>Using the job description, Recruitment Plan, and Selection Plan, prepare job announcement and return to the Committee Chair. |
| 15 | S&I Committee Chair<br><b>I - C1 &amp; D1*</b>         | <b>Approve or Revise as Required</b><br>Sign off on the final version of the job announcement.                                                                  |

#### POSITION RECRUITMENT & APPLICANT POOL VALIDATION

- |   |                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                         |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | EEO Officer or Designee,<br>Employment Services,<br>S&I Committee<br><b>II - B1 &amp; 2*</b><br><b>53021(a)*</b><br><b>Chapter XVI, part 1607, Uniform<br/>Guidelines, Section 2c*</b> | <b>Review Recruitment Plan</b><br>Review the Recruitment Plan developed during the position development stage. Update the plan if required. Ensure the plan specifies where and how applicants will be recruited. Ensure the plan complies with the Faculty Agreement for Certificated Part-Time Hiring Considerations. Ensure materials used in the selection process are job-related. |
| 2 | Director, Employment Services                                                                                                                                                          | <b>Announce Opportunity to Transfer</b><br>Distribute the Notice of Opportunity to Transfer to Full-Time Regular Faculty in accordance with the Faculty Agreement.                                                                                                                                                                                                                      |
| 3 | Director, Employment Services<br><b>II - A1</b>                                                                                                                                        | <b>Distribute Job Announcements to Adjunct Faculty</b><br>This step ensures compliance with the Faculty Agreement Section 11.9.                                                                                                                                                                                                                                                         |
| 4 | Employment Services,<br>S&I Committee Chair<br><b>II - B1 &amp; 2*</b>                                                                                                                 | <b>Implement Recruitment Plan</b><br>Carry out activities outlined in the Recruitment Plan.                                                                                                                                                                                                                                                                                             |

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\*Equal Employment Opportunity Commission Uniform Guidelines on Employee Selection Procedures, Federal Register 8/25/78, part IV, p 250-276



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<b>HIRING REGULAR FACULTY</b>	<b>PE9</b>

- 5 EEO Officer or Designee  
**III - A1 & 3\***  
**53023(a)(b)\***  
**Chapter XIV, Part 1607,**  
**Supplement, Sections II & III,**  
**pages 250 – 276\***

### **Review Applicant Pool**

Analyze the composition of the initial applicant pool to ensure the expected representation has been achieved for historically underrepresented groups. If the expected representation has not been achieved, the EEO Officer will consult with the S&I Committee Chair to determine appropriate action. Actions to be considered include extension of the advertised deadline and additional focused recruitment. The EEO Officer will consult with the president or designee regarding effective steps in addressing the adverse impact before the screening process is begun.

When expected representation is achieved or the EEO Officer, with concurrence of the president, certifies that further recruitment efforts would be futile, the applications are released to the S&I Committee for screening.

### **SCREENING**

- 1 S&I Committee  
**III - A4\***

### **Screen Applications**

Screen applications for knowledge, skills, abilities, and experiences to be evaluated, as noted on the Selection Plan, from application materials. Each committee member records 'pass', 'no pass', or 'reservation' on the Screening/Interview Criteria form for each criteria and then for an overall rating. These ratings are preliminary until the committee completes the formal compilation of ratings.

### **I - C3\***

Any member of the S&I Committee who fails to participate in the paper screening or any interview shall be disqualified from further participation in the activities of the committee.

- 2 S&I Committee  
**III - A2\***

Review all evidence presented by applicants declaring qualifications equivalent to the minimum qualifications adopted by the Board of Governors and make a determination in accordance with the equivalency procedure.

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\*California Code of Regulations - Title 5, Education

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- 3 S&I Committee Chair  
**III - A4\***
- Compile Individual Committee Member Ratings**  
Record each member's ratings on the Paper Screening/Interview Composite Rating Table.
- 4 S&I Committee
- Recommend Candidates for Interview**  
Advance for further consideration all applicants who receive an overall rating of 'pass' from a majority of committee members. Disqualify applicants who receive an overall rating of 'no pass' from a majority of committee members. Discuss, until a majority decision is made of either 'pass' or 'no pass' applicants without a clear majority rating.
- Chapter XIV, part 1607**  
**General Principles,**  
**Section 14c(9), page 264\***
- 5 Employment Services  
**III - A5\***
- 53024(a)(4)\***
- Review Recommendations**  
Review the Screening/Interview Criteria form and the Paper Screening/Interview Composite Rating Table of the S&I Committee to verify the S&I Committee applied proper procedures to produce the list of candidates to be interviewed.
- 6 EEO Officer or Designee  
**III A58**  
**53024(a)(4)8**  
**Chapter XIV, part 1607,**  
**Supplement, Sections II & III**  
**pages 251 & 2528**
- Conduct Adverse Impact Analysis**  
The composition of the pool of applicants to be advanced is analyzed to ensure that no group, defined in terms of ethnicity, gender, or disability, is adversely impacted by the application of the screening methods. (See [EEOC Uniform Guidelines for Employee Selection Procedures.](#))
- II - A6, 7 & 8\*** If adverse impact is found to exist, the EEO Officer consults with the appropriate administrator, and chair of the S&I Committee to determine appropriate action which may include but is not limited to: 1) modification of evaluation methodologies which may have caused the adverse impact; 2) consideration of allowing candidates to acquire "other qualifications" on the job.

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\*California Code of Regulations - Title 5. Education

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If adverse impact persists after this review, the EEO Officer, with the concurrence of the president, or designee, re-certifies that, based upon the Selection Plan, the additional qualifications determined by the department are validated as job-related and consistent with business necessity through a content validation process. Upon re-certification, the pool is released for further screening.

### **INTERVIEWING AND SELECTION**

1 Employment Services  
**III - A6\***

#### **Schedule Interviews**

Establish interview schedule as requested by the S&I Committee, and set interviews with the candidates.

2 S&I Committee  
**IV - 2, 3 & 4\***

#### **Interview Applicants**

Conduct interviews according to the guidelines established in the Selection Plan. Each committee member records 'pass', 'no pass', or 'reservation' on the screening/interview criteria form for each criteria and then for an overall rating. These ratings are preliminary until the committee completes the formal compilation of ratings.

3 S&I Committee Chair  
**IV - 4\***

#### **Compile Individual Committee Member Ratings**

Record each member's ratings on the Paper Screening/Interview Composite Rating Table.

4 S&I Committee

#### **Recommend Finalists**

Advance for further consideration all applicants who receive an overall rating of 'pass' from a majority of committee members. Disqualify applicants who receive an overall rating of 'no pass' from a majority of committee members.

Discuss, until a majority decision is made of either 'pass' or 'no pass', the attributes of applicants without a clear majority rating. All candidates rated as 'pass' by a majority of the S&I Committee shall be advanced.

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<p style="text-align: center;"><b>GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT OPERATING PROCEDURE</b></p>	<p><b>DATE:</b> 2/21/02 <b>REVISED:</b> 4/25/02; 12/7/2009</p>
<p><b>HIRING REGULAR FACULTY</b></p>	<p><b>PE9</b></p>

The "Hiring Procedures for Grossmont-Cuyamaca Community College District Full-Time Certificated Staff (Non-Management)" stipulates that at least three acceptable candidates shall be advanced.

When two or more identical positions are to be filled from a pool of applicants, the number of qualified candidates recommended for final interviews should not be less than two plus the number of positions to be filled. All candidates will be considered for the first position. All remaining candidates will be considered for each subsequent position.

The names of the candidates nominated for advancement are entered onto the Academic Recommend for Hire form. All committee members will sign the report certifying that it represents their final rating on the interview process.

### V - 1 & V - 3\*

Using the Finalist Profile form, S&I Committee prepares a brief overview of the strengths and weaknesses of the applicants advanced relative to the ranking factors and forwards it to the Director, Employment Services.

### 5 Employment Services IV - 4\*

#### **Review Recommendations**

Review the Screening/Interview Criteria form, Paper Screening/Interview Composite Rating Table and the Finalist Profile of the S&I Committee to verify that the S&I Committee applied proper procedures to produce the list of candidates to be advanced.

\*Hiring Procedures for GCCCD Full-Time Certificated Staff (Non-Management) approved by Governing Board on 4/2/91 and Academic Senates on 2/91

\*California Code of Regulations - Title 5, Education

\*Equal Employment Opportunity Commission Uniform Guidelines on Employee Selection Procedures, Federal Register 8/25/78, part IV, p 250-276

<b>GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT OPERATING PROCEDURE</b>	<b>DATE:</b> 2/21/02 <b>REVISED:</b> 4/25/02; 12/7/2009
<b>HIRING REGULAR FACULTY</b>	<b>PE9</b>

- 6 EEO Officer or Designee  
**IV – 4\***  
**Chapter XIV, part 1607  
Supplemental, Sections II & III  
pages 251 – 252\***
- Adverse Impact Analysis**  
The composition of the pool of applicants to be advanced is analyzed to ensure no group, defined in terms of ethnicity, gender, or disability, is adversely impacted by the application of the screening methods. (See [EEOC Uniform Guidelines for Employee Selection.](#))
- 7 President  
**V – 1\***  
**53024(g)\***
- If sufficient candidates are not recommended for hire by the S&I Committee, the president reviews the report of the Committee and accepts or declines the pool. If the pool is not accepted by the president, the S&I Committee shall reexamine the criteria to determine if any skills may be acquired on the job. If so, the finalist pool will be re-evaluated. All candidates rated as possible by a majority of the S&I Committee shall be advanced.
- If the S&I Committee determines that it is not in the best interest of the instructional program to allow candidates to acquire other qualifications on the job, then the position is to be opened and re-advertised.
- 8 President, Vice President, Supervising Administrator, Committee Chair; if the Committee Chair is an Administrator, a faculty member of the S&I Committee as selected by the S&I Committee  
**V – 2\*, V – 3\*, V – 4\***
- Interview Final Candidates**  
Conduct interviews.
- Review the Finalist Profile form of the S&I Committee and discuss each candidate's strengths and weaknesses.
- Reference checks should be conducted using the following guidelines:
- a. Contact each candidate's present or most recent employer.
  - b. For consistency of information and method, either one person should conduct the reference checks or a conference call allowing others to participate may be appropriate.

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\*California Code of Regulations - Title 5, Education

\*Equal Employment Opportunity Commission Uniform Guidelines on Employee Selection Procedures, Federal Register 8/25/78, part IV, p 250-276

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c. The same general questions should be asked of each candidate's references.

These calls are to be held in strict confidence. A standard reference format is to be used.

- |    |                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9  | President or Designee                                     | <p><b>Review References</b><br/>Review reference findings and select candidate to be recommended for hire.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 10 | President<br><b>V – 4*</b>                                | <p><b>Forward Hire Recommendation</b><br/>Barring any negative report that bears further analysis forward Hire Recommendation to Employment Services.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 11 | Director, Employment Services,<br>EEO Officer or Designee | <p><b>Process Approval</b><br/>Review the selection process to ensure compliance with EEO guidelines. Forward Hire Recommendation for appropriate signatures.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 12 | Chancellor                                                | <p><b>Approve Appointment</b><br/>Consider recommendation and approve appointment. Upon approval, notify Employment Services to proceed with the employment offer.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 13 | Employment Services                                       | <p><b>Make Employment Offer</b><br/>Within three (3) working days of receipt of the Academic Recommend for Hire form, make an employment offer contingent upon the applicant's successful completion of a pre-placement physical examination. Notify appropriate supervisor or manager of applicant's acceptance of the position. The hire date for the selected applicant is effective <b><u>AFTER</u></b> successful completion of a pre-placement examination. Employment Services will notify all other applicants within three (3) days of the recommendation. Close out all recruitment materials. Ensure board material is prepared for employee's ratification of employment.</p> |

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\*California Code of Regulations - Title 5. Education

\*Equal Employment Opportunity Commission Uniform Guidelines on Employee Selection Procedures, Federal Register 8/25/78, part IV, p 250-276



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<b>HIRING CLASSIFIED PERSONNEL (NON-MANAGEMENT)</b>	<b>PE12</b>

**OVERVIEW**

This procedure details the hiring process for classified contract personnel.

**FORMS USED**

Classified Recommend for Hire  
Current Job Description  
Confidentiality Statement  
Equal Opportunity/ADA Statement  
Interview Criteria  
Interview Composite  
Interview Questions  
Paper Screening Composite Table  
Paper Screening Criteria  
Paper Screening Rating Example  
Position Announcement  
Reference Form

**CODES, REGULATIONS, AND DISTRICT POLICIES RELATED TO THIS PROCEDURE**

Equal Employment Opportunity for Gender and Disability  
California School Employees Association Chapter 707 Agreement  
Civil Rights Act 1991  
EEOC Uniform Guidelines for Employee Selection  
Executive Order 1150  
GCCCD Equal Employment Opportunity Plan  
Title 5  
Title VII

**PRIMARY STAKEHOLDERS:** Supervisors, Deans, Directors, Managers, Vice Presidents, Presidents, Vice Chancellors, Chancellor, Selection Committees, Director of Employment Services, Equal Employment Opportunity (EEO) Officer or Designee.

Approved: \_\_\_\_\_ Issued: 7/1997; rev 12/2009



<b>GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT OPERATING PROCEDURE</b>	<b>DATE:</b> 7/8/97 <b>REVISED:</b> 7/9/01; 12/7/2009
<b>HIRING CLASSIFIED PERSONNEL (NON-MANAGEMENT)</b>	<b>PE12</b>

**COMMENTS**

This procedure provides the Screening/Interview Committees with detailed instructions to guide the hiring process. It is intended to provide procedural consistency among the action of hiring committees.

<b><u>STEP</u></b>	<b><u>TASK PERFORMED BY</u></b>	<b><u>DESCRIPTION</u></b>
1	Employment Services	<p><b>Advertise for Vacancies</b> Applicant pools will be established for positions that experience a high turnover such as Clerical Assistants, Custodians, Secretaries, Instructional Aides, etc.</p> <p>Employment Services will recruit on a continual basis for these positions so that an applicant pool can be provided to the screening committee chair after in-house transfer announcement closes. Applications will remain active in the applicant pool for a period of three (3) months, after which time Employment Services will notify applicants of their responsibility to advise of continued interest in employment and update their application materials, if applicable.</p>
2	Appropriate Administrator	<p><b>Establish a Selection Committee</b> The Selection Committee will consist of:</p> <ul style="list-style-type: none"> <li>• Appropriate manager or designee as chair.</li> <li>• Two to four employees in the area or a closely related area, including at least one non-supervisory employee.</li> <li>• Employee vacating the position may serve on the committee in certain circumstances where technical aspects of a position would require his/her expertise. Administrator must receive approval of Employment Services prior to requesting former employee to serve on committee.</li> <li>• In addition, a student may be selected to serve on the committee as a representative through a shared governance body such as ASGC or ASCC. Such representation should include members who will provide expertise in the area or who work closely with the department or division.</li> </ul>

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The committee should be selected with consideration for ethnicity, age, gender, constituents, and department representation.

- 3 Recruitment Initiator
- Submit Electronic Personnel Requisition**  
The recruitment initiator will begin the recruitment process by entering job posting information on the online recruitment system and submitting it for approval. The posting requisition will travel through the various approval levels until it reaches the EEO Officer or Designee.
- 4 EEO Officer or Designee
- Approve Committee Composition and Appoint EEO Representative to Committee**  
The EEO Officer or designee shall review the committee composition for diversity in ethnic, age, gender and department representation. If the committee is not appropriately diverse, the EEO Officer shall work with the area administrator to remedy any area of underrepresentation on the committee. If the committee is appropriate, the EEO Officer or designee shall assign an EEO Representative to the committee as a non-voting member and forward the requisition to the appropriate Employment Services personnel for recruitment.
- 5 Employment Services
- Provide Orientation to Selection Committee**  
The orientation will take place prior to the opening of in-house transfer announcement and will include all committee members. The orientation serves to:
- provide an overview of the tasks to be performed by the committee,
  - distribute the District's Selection Guides (e.g., screening/interview Do's and Don'ts)
  - execute Confidentiality Statements.
  - allow the EEO Representative to train committee on EEO and diversity laws, concepts and applications, and District EEO Plan, policies and procedures.
  - document the training date and attendees.
  - approximate timeline for hire (timeline will include schedule for paper screening, interviewing and selection).
  - discuss specific recruitment strategies.

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- 6      Selection Committee      **Prepare Supplemental Application Requirements, Paper Screening and Interview Questions, etc.**
- The selection committee members share responsibility for development of any supplemental application material required, paper screening criteria and interview questions as well as any type of job-specific tests, etc.
- Review position description and announcement, prepare and submit to Employment Services prior to in-house transfer announcement date:
- (1) Supplemental application questions and materials required (if requested)
  - (2) Paper screening criteria
  - (3) Interview questions
  - (4) Job-specific tests, etc., if applicable
  - (5) Identify recruitment sources and provide specific publications, website, etc.
- The committee chair is responsible for ensuring that material is returned to Employment Services prior to the in-house transfer announcement posting date.
- 7      Employment Services Personnel      **Review Screening and Interview Material**
- Review the supplemental questions, required application materials, paper screening criteria, interview questions, any in-basket tests, written assignments, etc., suggested by the committee to ensure materials used in the selection process are job related.
- 8      Employment Services and EEO Officer or Designee      **Prepare In-House Announcement**
- Employment Services personnel shall prepare the in-house announcement per the committee's suggestions. The EEO Officer or designee must approve selection material prior to opening the position for recruitment. Employment Services will notify the selection committee chair of any revisions required on selection material submitted. The Director, Employment Services will review and post the announcement.

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9. Committee
- Review and Forward In-House Applicant Pool**  
If there are requests for transfer, and the committee chair has provided Employment Services with the paper screening criteria, interview questions, etc., the applicant pool will be reviewed. If there is a viable applicant pool as determined by Employment Services and EEO Officer or designee, Employment Services will forward the applicant access information to the screening committee chair along with approved paper screening forms prepared for the committee to begin screening. If no transfer requests are received, Employment Services will notify the committee chair.
10. Employment Services
- Public Announcement**  
If there is a small or not viable in-house applicant pool as determined by the Screening Committee, the position will be announced public for at least fifteen (15) working days.
11. Employment Services Personnel,  
EEO Officer or designee
- Review and Forward Applicant Files**  
After closing date, review the applicant files and establish the applicant pool. Employment Services ensures all applications are complete. EEO Officer or designee conducts an analysis of the diversity of the applicant pool. Employment Services does not complete any initial paper screening for minimum qualifications. If it is determined that a qualified, diverse applicant pool does not exist, notify the department chair and take additional measures to remedy underrepresentation.
- When expected representation is achieved, or the EEO Officer or designee with concurrence of the President certifies that further recruitment efforts would be futile, the process may proceed.  
If the applicant pool is deemed acceptable, Employment Services shall forward the applicant access information to the screening committee along with approved paper screening forms.
12. Selection Committee
- Screen Applications**

<p style="text-align: center;"><b>GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT OPERATING PROCEDURE</b></p>	<p><b>DATE:</b> 7/8/97 <b>REVISED:</b> 7/9/01; 12/7/2009</p>
<p><b>HIRING CLASSIFIED PERSONNEL (NON-MANAGEMENT)</b></p>	<p><b>PE12</b></p>

Selection committee will screen applications and any supplemental materials for skills, abilities, and experiences, as noted on the paper screening criteria. After paper screening is completed, committee recommends candidates to be interviewed. There must be discussion of applicants and a majority of the committee must be in agreement about who is to be interviewed.

Committee chair, in conjunction with committee members, must establish interview date, place, and time and forward screening materials to Employment Services to schedule interviews. Material must be received by Employment Services at least ten (10) days prior to first interview.

13      Employment Services

**Review Interview Pool**

Review paperwork of the selection committee to verify the committee applied proper procedures to produce the list of candidates to be interviewed. Submit to the EEO Officer or designee for approval.

14      EEO Officer or Designee

**Conduct Adverse Impact Analysis**

Analyze the composition of the pool of applicants to ensure that no group defined in terms of ethnicity, gender, or disability, are adversely impacted by the application of the screening methods (see EEOC Uniform Guidelines for Employee Selection Procedures). If adverse impact is found to exist, consult with the appropriate vice chancellor or president and the chair of the selection committee to determine appropriate action, which may include but is not limited to modification of selection criteria, which may have caused the adverse impact.

If adverse impact persists after any review, obtain the concurrence of the president/chancellor and re-certify the criteria as determined by the department are valid and consistent with business necessity through a content validation process. Upon re-certification, release the pool for further screening.

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## 15 Employment Services

**Establish Interviews**

Ensure that Employment Services conducts the following actions within five (5) working days after the EEO Officer or designee has approved the interview pool:

- selected applicants contacted for interview.
- interview confirmation letter with parking pass, campus map, ADA form and current job description is mailed to the applicant. ADA form is to be returned to Employment Services prior to interview date.
- notification sent to individuals not selected for interview at this time.

Provide the following materials to the interview committee:

- Files of applicants to be interviewed
- Classified Recommend for Hire form
- Interview questions
- Interview Ranking Table Composite
- Blank ADA forms for candidates who have not returned forms to Employment Services as requested
- Reference form

## 16 Screening Committee

**Complete Interviews**

Upon completion of interviews and selection of the candidates under consideration for hire, reference checks should be conducted using the following guidelines:

- a. Contact each candidate's present or most recent employer.
- b. For consistency of information and method, either one person should conduct the reference checks or a conference call allowing others to participate may be appropriate.
- c. The same general questions should be asked of each candidate's references.

These calls are to be held in strict confidence. A standard reference format is to be used.

<b>GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT OPERATING PROCEDURE</b>	<b>DATE:</b> 7/8/97 <b>REVISED:</b> 7/9/01; 12/7/2009
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If reference reports are acceptable, finalists will be listed in alphabetical order on the Recommend for Hire form and submitted to the appropriate administrator, and vice chancellor or president for selection and approval. Only those candidates who the committee feels can do the job should be listed on the Recommend for Hire form.

Return all applications and evaluation materials including reference material to Employment Services within three (3) working days of the last interview.

- |    |                                                           |                                                                                                                                                                                                                                                                                                                                                                                                    |
|----|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 17 | Employment Services Personnel and EEO Officer or Designee | <p><b>Review Results</b><br/>Analyze the composition of the pool of applicants to ensure the screening criteria was appropriately applied, and no group defined in terms of ethnicity, gender, or disability, are adversely impacted by the application of the screening methods (see EEOC Uniform Guidelines for Employee Selection Procedures).</p>                                              |
| 18 | President/Vice Chancellor                                 | <p><b>Second Interviews</b><br/>Second level interviews are optional and are at the discretion of the top-level manager for the site. If second level interviews are completed they should include the committee chair.</p>                                                                                                                                                                        |
| 19 | Director, Employment Services, EEO Officer or Designee    | <p><b>Process Approval</b><br/>Review the selection process to ensure compliance with EEO guidelines.</p>                                                                                                                                                                                                                                                                                          |
| 20 | Chancellor                                                | <p><b>Approve Appointment</b><br/>Upon approval, notify Employment Services to proceed with the employment offer.</p>                                                                                                                                                                                                                                                                              |
| 21 | Employment Services                                       | <p><b>Make Employment Offer</b><br/><br/>Within three (3) working days of receipt of the Classified Recommend for Hire form, make an employment offer contingent upon the applicant's successful completion of a pre-placement physical examination. Notify appropriate supervisor or manager of applicant's acceptance of the position. The hire date for the selected applicant is effective</p> |

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**AFTER** successful completion of a pre-placement examination. Employment Services will notify all other applicants within three (3) days of the recommendation. Close out all recruitment materials.

22

Director, Employment Services will ensure board material is prepared for employee's ratification of employment. With support from the Employment Services personnel, the Director, Employment Services will ensure that all required employment paperwork and new hire orientation is provided to employee.



## **APPENDIX I**

# **ACCOMMODATION REQUEST FORMS**

### **CONTENTS:**

- Disability Accommodation Request Form
- Disability Accommodation Physician's Form
- Disability Accommodation Supervisor/Department Head Form
- Disability Accommodation Recommendation Form

Grossmont-Cuyamaca Community College District Disability Accommodation Request Form					
Please complete Form A, attach a copy of your job description, and completed Form B (physicians statement)					
<input type="checkbox"/> District Employee <input type="checkbox"/> Cuyamaca Employee <input type="checkbox"/> Grossmont Employee <input type="checkbox"/> Student					
Requestor Name		Last	First	Middle	Social Security Number
Department/Classroom, If Applicable			Assignment/Title, If Applicable		
Accommodation Description					
1. Please describe the limitation you are addressing:					
2. How does your disability affect the essential functions of your job or your ability to complete the class?					
3. Do you have a suggestion on an accommodation? <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, please describe:					
4. Please describe how you will benefit from the accommodation:					
Additional Comments:					
Physician Information					
<input type="checkbox"/> I have attached a completed Physician's Certificate Form B <span style="float: right;"><input type="checkbox"/> N/A</span> <input type="checkbox"/> The Physician's Certification Form B is being sent under separate cover. <input type="checkbox"/> I have not seen my physician. My appointment date is _____.					
Signature & Address					
Requestor Signature				Date	
Requestor Address				Phone	
ADA Committee Use Only:					
Date Received	Date Reviewed	<input type="checkbox"/> Accepted <input type="checkbox"/> Cost _____ <input type="checkbox"/> Denied <input type="checkbox"/> Closed Form D	Date Completed	Date Form D Returned	
<input type="checkbox"/> Logged				<input type="checkbox"/> Logged	
ADA Form A rev 7/99 <u>White</u> : Risk Management <u>Yellow</u> : Supervisor/Department Head, If Applicable <u>Pink</u> : Requestor <u>Goldenrod &amp; Form B</u> : Physician					

Grossmont-Cuyamaca Community College District Disability Accommodation Physician Form				
<p>The ADA Committee at Grossmont-Cuyamaca Community College is requesting a completed physician form describing the patients suggested limitations. Attached to this form should be a completed requestor (Form A Goldenrod) for your reference. Please complete this (Form B) and return it to the Risk Management office at Grossmont-Cuyamaca Community College District, 8800 Grossmont College Drive, El Cajon, CA 92020. You may retain goldenrod forms A and B for your files.</p>				
Patient Name	Last	First	Middle	Social Security Number
Limitation Description				
<p><input type="checkbox"/> I examined the above named patient on _____ and certify that the patient is <input type="checkbox"/> permanently <input type="checkbox"/> temporarily disabled and <input type="checkbox"/> may <input type="checkbox"/> may not require accommodation based on the Americans with Disabilities Act.</p> <p><input type="checkbox"/> I examined the above named patient on _____ and certify that the patient has the following <input type="checkbox"/> permanent <input type="checkbox"/> temporary functional limitation(s):</p> <p><input type="checkbox"/> I examined the above named patient on _____ and I am unable to make a determination without further examination. The patient is scheduled for a follow-up examination on _____ with Doctor _____.</p> <p><input type="checkbox"/> I examined the above named patient on _____ and I have not found any limitations at this time. This patient may return to regular duty, without accommodation, on _____.</p> <p>Additional Physician Comments:</p>				
Signature & Address				
Physician Signature		California License Number		Date
Clinic Name and Address				Phone
ADA Committee Use Only:				
Date Received	Date Reviewed	<input type="checkbox"/> Copy to ADA Committee on		
		<input type="checkbox"/> Copy forwarded to Benefits File		
<p>ADA Form B rev 7/99    <u>White</u>: Risk Management    <u>Yellow</u>: Supervisor/Department Head, If Applicable    <u>Pink</u>: Requestor    <u>Goldenrod</u>: Physician</p>				

Grossmont-Cuyamaca Community College District Disability Accommodation Supervisor/Department Head Form				
<p>The ADA Committee at Grossmont-Cuyamaca Community College has been asked to make a recommendation with regard to an accommodation for one of your employees/students. Please complete this Supervisor Form C based on the attached Requestor Form A (yellow) and Physician Form B (yellow). Return Form C within 5 days of receipt to the Risk Management office at Grossmont-Cuyamaca Community College District, 8800 Grossmont College Drive, El Cajon, CA 92020. You may retain yellow forms A, B and C for your files. Once a recommendation has been made, the Committee will notify you.</p>				
Requestor Name	Last	First	Middle	Social Security Number
Limitation Description				
Please comment on the employee/student request for accommodation based on attached Form A:				
Is the employee performing the essential functions of the job in a satisfactory manner? <input type="checkbox"/> Yes <input type="checkbox"/> No If no, please explain:				
Would this accommodation be burdensome on the department or area under your supervision? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain:				
In your opinion, is this a reasonable request for accommodation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
Describe the action taken to meet this accommodation at the college level:				
Dean/Director Comment:				Initial: <input style="width: 40px; height: 20px;" type="text"/>
Vice President/President Comment:				Initial: <input style="width: 40px; height: 20px;" type="text"/>
Signature				
Supervisor/Department Head Signature			Phone/Ext	Date
ADA Committee Use Only:				
Date Received	Date Reviewed	<input type="checkbox"/> Copy to ADA Committee on		
		<input type="checkbox"/> Copy forwarded to Benefits office		
ADA Form C rev 7/99 <u>White</u> : Risk Management <u>Yellow</u> : Supervisor/Department Head, If Applicable <u>Pink</u> : Requestor				



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# GROSSMONT-CUYAMACA

## COMMUNITY COLLEGE DISTRICT

GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT GOVERNING BOARD MEMBERS:  
Rick Alexander, Greg Barr, Bill Garrett, Mary Kay Rosinski, Deanna Weeks  
STUDENT MEMBERS: Christopher Enders, Charles Taylor III  
CHANCELLOR: Cindy L. Miles, Ph.D.  
Interim Cuyamaca College President: Ronald D. Manzoni  
GROSSMONT COLLEGE PRESIDENT: Sunita V. Cooke, Ph.D.