

# Compton College Faculty and Administrator Hiring Action Plans

May 7, 2020

This document highlights the faculty and administrator hiring objectives and the strategic key action steps needed for their implementation. The first column identifies the specific objective, including the rationale for the objective. The middle column identifies the key action step(s) needed to accomplish the objective. The last column identifies the objective’s status, including timelines and any lead personnel responsible for implementation.

## Faculty Hiring Action Plan

Objective	Key Action Step	Status
<p>1. All language in faculty selection procedures reflects Compton College practices</p> <p>Rationale: Current language still references El Camino College and is guided by their policies and practices</p>	<p>Remove all references to El Camino College and any selection procedures exclusively applicable to El Camino College</p> <p>Update language to reflect Compton College hiring practices</p> <p>Utilize EEO Advisory Committee input to rewrite hiring procedures to ensure ownership and buy-in</p>	<p>In progress, to be completed by Director of Diversity, Compliance, and Title IX by June 2020</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX, EEO Advisory Committee</i></p>
<p>2. Race-conscious and equity-minded language is used in all job announcements and descriptions</p> <p>Rationale: Based on USC Center for Urban Education (CUE) recommendation</p>	<p>Review current library of full-time and part-time faculty job announcements and descriptions</p> <p>Identify job announcements and descriptions that do not include race-conscious and equity minded language and revise/rewrite them to include said language (Compton College student and faculty racial demographics).</p>	<p>In progress, to be completed by Director of Diversity, Compliance, and Title IX by January 2021</p> <p>For new jobs, status is ongoing</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX</i></p>

Objective	Key Action Step	Status
to reduce racial equity gaps in faculty hiring	Use race-conscious and equity-minded language in developing job announcements and descriptions for new positions	
<p>3. Practice clear and friendly communication with job candidates</p> <p>Rationale: Per CUE’s observation, presenting as neutral sometimes came off as cold. Candidates should feel excited about the potential of working at Compton College.</p>	<p>Research recruitment methods that provide room for clear and friendly communication in compliance with neutral hiring process</p> <p>Review feasibility of making a personal phone call to faculty candidates who have been selected for an interview</p> <p>At time of interview, candidate is welcomed by committee and is provided background about the position and information on the department by committee chair</p>	<p>In progress, recruitment research to be completed by Director of Diversity, Compliance, and Title IX by October 2020</p> <p>Review of phone call feasibility to be discussed in future HR meetings</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX, Vice President of Human Resources</i></p>
<p>4. Candidates receive a list of questions that they may be asked during an interview before their interview</p> <p>Rationale: Per CUE, this practice allows candidates to arrive to their interviews with more confidence and provides them with the opportunity to present their best selves</p>	<p>Strategize optimal amount of time candidates should have to review the questions before their interview (CUE recommends candidates receive the questions by email one week in advance of their interview date)</p> <p>Strategize how to transition this practice to current human resources workflow with minimal disruptions</p> <p>Provide interview candidates with the list of questions beforehand via email</p>	<p>Strategic analysis to be discussed in future HR meetings</p> <p>Implementation expected by July 2021</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX, Vice President of Human Resources, Human Resources Representatives</i></p>

Objective	Key Action Step	Status
<p>5. Disaggregation of data by race is a standard operating practice for hiring committees</p> <p>Rationale: Per CUE, hiring committees should be aware of, and take into consideration, the racial equity gaps among faculty positions</p>	<p>Provide disaggregated racial data to hiring committees</p> <p>Provide hiring committees with training on and a space to discuss racial equity and the importance of closing racial equity gaps</p>	<p>In progress, racial data can be provided to hiring committees by October 2020 by Human Resources Representatives</p> <p>Training can be provided to hiring committees by the Equal Employment Opportunity (EEO) Officer by January 2021</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX, Human Resources Representatives</i></p>
<p>6. Job announcements are listed on listservs that target equity-minded professionals, as well as Black/African American and Latinx affinity organizations</p> <p>Rationale: CUE recommendation to improve opportunities to attract the best candidates</p>	<p>Research relevant listservs and affinity organizations</p> <p>Publish job announcements on those listservs and affinity organizations</p>	<p>In progress, to be completed by Human Resources Representatives by October 2020</p> <p><i>Lead: Human Resources Representatives, Director of Diversity, Compliance, and Title IX,</i></p>
<p>7. Through the Compton College Faculty Preparation Academy, provide professional development opportunities to former Compton College students who are interested in teaching at a California Community College</p>	<p>Meet with Dr. Shaun Harper, Director of USC Race and Equity Center (contracted with Compton College to provide support on the Compton College Faculty Preparation Academy) to determine current progress and plan next steps</p> <p>Implement next steps and keep leadership apprised of progress</p>	<p>In progress, anticipate follow-up with Dr. Harper by July 2020</p> <p>Implementation to occur throughout 2021 year</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX</i></p>

Objective	Key Action Step	Status
Rationale: CUE recommendation to create faculty pipeline programs to attract equity-minded candidates		
<p>8. Interview questions ask candidates to speak directly to their understanding of equity and social justice and the racial demographics of Compton College</p> <p>Rationale: CUE observation that current questions are equity-deficient</p>	<p>Develop a bank of equity-minded interview questions by utilizing CUE Equity-Minded Hiring Institute workbook as a resource</p> <p>Provide bank as resource to committees as they develop and craft interview questions</p>	<p>In progress, to be completed by Director of Diversity, Compliance, and Title IX by March 2021</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX</i></p>
<p>9. Committee meetings allow for thorough discussion of candidate qualifications that places emphasis on skill-sets</p> <p>Rationale: CUE observation that current hiring process emphasized scoring</p>	<p>Revise current screening methods to allow more time for qualitative discussion of candidates</p> <p>Revise current screening methods to make scoring process more efficient and less time-consuming (automatic calculation of scores via excel) and for process to be used as a tool in guiding discussion of qualifications</p> <p>Update application screening evaluation form to include equity-minded competence as a metric</p>	<p>In progress, to be completed by Director of Diversity, Compliance, and Title IX by January 2021</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX</i></p>
<p>10. Hiring committees receive training on equity, diversity, gatekeeping, bias, and any other applicable training prior to start of hiring process</p>	<p>Research appropriate training topics and analyze best methods of implementation</p> <p>Develop an easy to digest training on relevant topics for committees to complete prior to participation in hiring</p>	<p>In progress, to be completed by Director of Diversity, Compliance, and Title IX by October 2021</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX, Professional Development Manager</i></p>

Objective	Key Action Step	Status
<p>Rationale: These are areas that have been identified that may be eliminating otherwise qualified candidates; CUE recommendation to consider the priorities of the college and how those priorities are reflected in the interview process</p>	<p>Execute the trainings, and facilitate a discussion at the start of committee meeting surrounding the needs of the position, unit, and college, and gaps of knowledge or experience that the new person would ideally fill</p>	
<p>11. Job descriptions, prior screening criteria, and prior interview questions are located in a digital and centralized bank for easy access and reference by any Human Resources personnel</p> <p>Rationale: To improve workflow efficiency in providing committees with these tools</p>	<p>Inventory and transfer to digital any hard copy resources</p> <p>Transfer all resources to centralized location</p>	<p>In progress, to be completed by October 2021 by Director of Diversity, Compliance, and Title IX and Human Resources Representatives</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX, Human Resources Representatives</i></p>
<p>12. Human Resources welcomes feedback and continues to have ongoing conversations regarding areas for improvement</p> <p>Rationale: To identify and address any deficiencies; to encourage continuous quality improvement; CUE recommendation to improve communication</p>	<p>Ongoing communication within human resources department regarding quality improvement</p> <p>Incorporate a feedback loop with hiring committees so that feedback to human resources after completing a hiring process becomes a regular practice</p> <p>Receive feedback from outside human resources department to gather further ideas and suggestions for quality improvement in faculty hiring process</p>	<p>Ongoing and evolving process for open discussion surrounding continuous quality improvement</p> <p><i>Lead: Vice President of Human Resources and all Human Resources personnel</i></p>

Objective	Key Action Step	Status
	Identify reward and recognition system for those who participate and help improve the hiring process	

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### Administrator Hiring Action Plan

| Objective                                                                                                                                                                                                                                 | Key Action Step                                                                                                                                                                                                                                                                                       | Status                                                                                                                                                                                                            |
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| <p>1. All language in administrator selection procedures reflects Compton College practices</p> <p>Rationale: Current language still references El Camino College and is guided by their policies and practices</p>                       | <p>Remove all references to El Camino College and any selection procedures exclusively applicable to El Camino College</p> <p>Update language to reflect Compton College hiring practices</p> <p>Utilize EEO Advisory Committee input to rewrite hiring procedures to ensure ownership and buy-in</p> | <p>In progress, to be completed by Director of Diversity, Compliance, and Title IX by June 2020</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX, EEO Advisory Committee</i></p>                   |
| <p>2. Race-conscious and equity-minded language is used in all job announcements and descriptions</p> <p>Rationale: Based on USC Center for Urban Education (CUE) recommendation to reduce racial equity gaps in administrator hiring</p> | <p>Review current library of administrator job announcements and descriptions</p> <p>Identify job announcements and descriptions that do not include race-conscious and equity minded language and revise/rewrite them to include said language (Compton College student racial demographics).</p>    | <p>In progress, to be completed by Director of Diversity, Compliance, and Title IX by January 2021</p> <p>For new jobs, status is ongoing</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX</i></p> |

| Objective                                                                                                                                                                                                                                                                                            | Key Action Step                                                                                                                                                                                                                                                                                                                                                                                                                       | Status                                                                                                                                                                                                                                                                                                           |
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|                                                                                                                                                                                                                                                                                                      | Use race-conscious and equity-minded language in developing job announcements and descriptions for new positions                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                  |
| <p>3. Practice clear and friendly communication with job candidates</p> <p>Rationale: Per CUE’s observation, presenting as neutral sometimes came off as cold. Candidates should feel excited about the potential of working at Compton College.</p>                                                 | <p>Research recruitment methods that provide room for clear and friendly communication in compliance with neutral hiring process</p> <p>Review feasibility of making a personal phone call to administrator candidates who have been selected for an interview</p> <p>At time of interview, candidate is welcomed by committee and is provided background about the position and information on the department by committee chair</p> | <p>In progress, recruitment research to be completed by Director of Diversity, Compliance, and Title IX by October 2020</p> <p>Review of phone call feasibility to be discussed in future HR meetings</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX, Vice President of Human Resources</i></p> |
| <p>4. Candidates receive a list of questions that they may be asked during an interview before their interview</p> <p>Rationale: Per CUE, this practice allows candidates to arrive to their interviews with more confidence and provides them with the opportunity to present their best selves</p> | <p>Strategize optimal amount of time candidates should have to review the questions before their interview (CUE recommends candidates receive the questions by email one week in advance of their interview date)</p> <p>Strategize how to transition this practice to current human resources workflow with minimal disruptions</p> <p>Provide interview candidates with the list of questions beforehand via email</p>              | <p>Strategic analysis to be discussed in future HR meetings</p> <p>Implementation expected by July 2021</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX, Vice President of Human Resources, Human Resources Representatives</i></p>                                                              |
| <p>5. Disaggregation of data by race is a standard operating practice for hiring committees</p>                                                                                                                                                                                                      | <p>Provide disaggregated racial data to hiring committees</p>                                                                                                                                                                                                                                                                                                                                                                         | <p>In progress, racial data can be provided to hiring committees by October 2020 by Human Resources Representatives</p>                                                                                                                                                                                          |

| Objective                                                                                                                                                                                                                                                     | Key Action Step                                                                                                                                                                                                               | Status                                                                                                                                                                                                                      |
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| <p>Rationale: Per CUE, hiring committees should be aware of, and take into consideration, the racial equity gaps among administrator positions</p>                                                                                                            | <p>Provide hiring committees with training on and a space to discuss racial equity and the importance of closing racial equity gaps</p>                                                                                       | <p>Training can be provided to hiring committees by the Equal Employment Opportunity (EEO) Officer by January 2021</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX, Human Resources Representatives</i></p> |
| <p>6. Job announcements are listed on listservs that target equity-minded professionals, as well as Black/African American and Latinx affinity organizations</p> <p>Rationale: CUE recommendation to improve opportunities to attract the best candidates</p> | <p>Research relevant listservs and affinity organizations</p> <p>Publish job announcements on those listservs and affinity organizations</p>                                                                                  | <p>In progress, to be completed by Human Resources Representatives by October 2020</p> <p><i>Lead: Human Resources Representatives, Director of Diversity, Compliance, and Title IX,</i></p>                                |
| <p>7. Interview questions ask candidates to speak directly to their understanding of equity and social justice and the racial demographics of Compton College</p> <p>Rationale: CUE observation that current questions are equity-deficient</p>               | <p>Develop a bank of equity-minded interview questions by utilizing CUE Equity-Minded Hiring Institute workbook as a resource</p> <p>Provide bank as resource to committees as they develop and craft interview questions</p> | <p>In progress, to be completed by Director of Diversity, Compliance, and Title IX by March 2021</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX</i></p>                                                    |
| <p>8. Committee meetings allow for thorough discussion of candidate</p>                                                                                                                                                                                       | <p>Revise current screening methods to allow more time for qualitative discussion of candidates</p>                                                                                                                           | <p>In progress, to be completed by Director of Diversity, Compliance, and Title IX by January 2021</p>                                                                                                                      |



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| <p>qualifications that places emphasis on skill-sets</p> <p>Rationale: CUE observation that current hiring process emphasized scoring and did not allow for sufficient time to discuss skill-sets</p>                                                                                                                                                                                                     | <p>Revise current screening methods to make scoring process more efficient and less time-consuming (automatic calculation of scores via excel) and for process to be used as a tool in guiding discussion of qualifications</p> <p>Update application screening evaluation form to include equity-minded competence as a metric</p>                                                                                                              | <p><i>Lead: Director of Diversity, Compliance, and Title IX</i></p>                                                                                                                                                                             |
| <p>9. Hiring committees receive training on equity, diversity, gatekeeping, bias, and any other applicable training prior to start of hiring process</p> <p>Rationale: These are areas that have been identified that may be eliminating otherwise qualified candidates; CUE recommendation to consider the priorities of the college and how those priorities are reflected in the interview process</p> | <p>Research appropriate training topics and analyze best methods of implementation</p> <p>Develop an easy to digest training on relevant topics for committees to complete prior to participation in hiring</p> <p>Execute the trainings, and facilitate a discussion at the start of committee meeting surrounding the needs of the position, unit, and college, and gaps of knowledge or experience that the new person would ideally fill</p> | <p>In progress, to be completed by Director of Diversity, Compliance, and Title IX by October 2021</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX, Professional Development Manager</i></p>                                    |
| <p>10. Job descriptions, prior screening criteria, and prior interview questions are located in a digital and centralized bank for easy access and reference by any Human Resources personnel</p>                                                                                                                                                                                                         | <p>Inventory and transfer to digital any hard copy resources</p> <p>Transfer all resources to centralized location</p>                                                                                                                                                                                                                                                                                                                           | <p>In progress, to be completed by October 2021 by Director of Diversity, Compliance, and Title IX and Human Resources Representatives</p> <p><i>Lead: Director of Diversity, Compliance, and Title IX, Human Resources Representatives</i></p> |

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| <p>Rationale: To improve workflow efficiency in providing committees with these tools</p>                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                            |
| <p>11. Human Resources welcomes feedback and continues to have ongoing conversations regarding areas for improvement</p> <p>Rationale: To identify and address any deficiencies; to encourage continuous quality improvement; CUE recommendation to improve communication</p> | <p>Ongoing communication within human resources department regarding quality improvement</p> <p>Incorporate a feedback loop with hiring committees so that feedback to human resources after completing a hiring process becomes a regular practice</p> <p>Receive feedback from outside human resources department to gather further ideas and suggestions for quality improvement in administrator hiring process</p> <p>Identify reward and recognition system for those who participate and help improve the hiring process</p> | <p>Ongoing and evolving process for open discussion surrounding continuous quality improvement</p> <p><i>Lead: Vice President of Human Resources and all Human Resources personnel</i></p> |