



# BARRIERS TO BUILDING AND IMPLEMENTING DEI WORK: PEOPLE VS PROCESS

GROSSMONT-CUYAMACA  
COMMUNITY COLLEGE DISTRICT

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# OVERVIEW



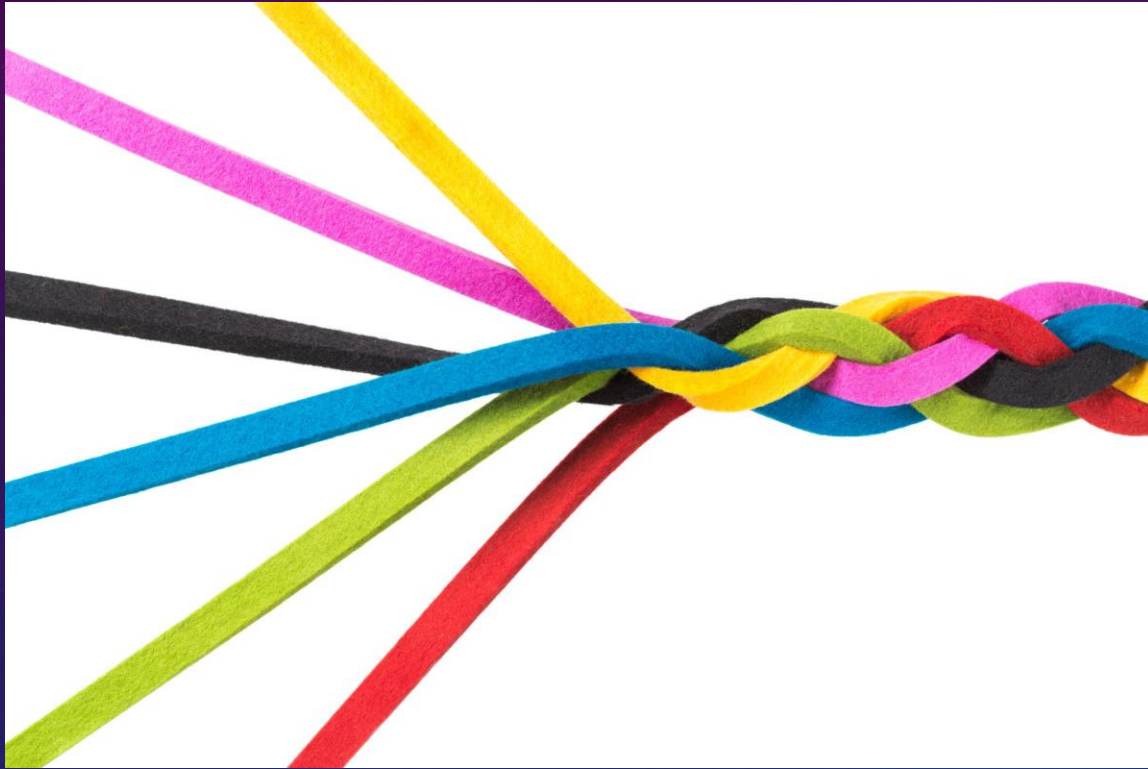
Share our experiences to improve hiring processes and outcomes



Share the challenges we experienced and how we addressed these challenges



Brainstorm strategies for adopting a people-first framework to build care and support for all practitioners at every step



# COMMUNITY NORMS

# Community Norms

Engage honestly.

Speak from our own personal experience.

Anything personal will and should remain confidential.

All those who participate will do so with an open mind and an open heart.

Critique ideas and not the person saying them.

Understand that intent is different from the impact.

We will do our best to be aware of and mitigate power structures among the group.

We expect some subjects will be uncomfortable—seek to understand why.

Be present, engage fully, and mitigate distractions.

When an oppressed person speaks regarding oppression, recognize that they speak with experiential knowledge and thus should be trusted to “know” this truth.

# Community Questions

Why were you drawn to this session?

What are you hoping to get out of this session?

What comes to mind when you think of “process-first”?

What comes to mind when you think of “people-first”?



Padlet: [tiny.cc/CommunityQuestions](https://tiny.cc/CommunityQuestions)



*I'm going on an adventure!*

# OUR JOURNEY

# OUR JOURNEY HERE: OUR WORK SO FAR



[GCCCD'S BOARD RESOLUTION 21-005:  
AFFIRMING COMMITMENT TO THE  
DIVERSITY IN HIRING REFORM STRATEGY](#)



CREATE AN ENVIRONMENT THAT SUPPORTS  
STUDENT SUCCESS BY IMPROVING EQUITY  
AND DIVERSITY IN HIRING



EMPLOYEES SHOULD REFLECT THE RICH  
DIVERSITY OF OUR STUDENTS

# OUR JOURNEY HERE: OUR WORK SO FAR

Guide and inform the creation of racially equitable recruitment, hiring, onboarding, and retention practices

Increasing diversity of all employee groups

Improving retention of diverse employees

Establishing structures and institutionalizing equity and diversity in hiring



# EQUITY IN EMPLOYMENT TASKFORCE CHARGE

- Implement GCCCD Board Resolution 21-005
  - Supports student success by improving diversity in hiring
  - Employees should reflect the rich diversity of our students
- Revise and/or create racially equitable hiring processes
  - District policies, procedures, and practices
  - Recruitment, committee composition, and onboarding
- Diversity in Hiring Faculty Advisors reported to Chancellor's Cabinet

# EQUITY IN EMPLOYMENT TASKFORCE COMPOSITION

## District

Vice Chancellor of HR

Director of HR

District Services Classified  
Representative

## Cuyamaca

Cuyamaca Diversity in Hiring Faculty  
Advisor

Hiring Inquiry Group Members  
(Administrators, Faculty, and  
Classified Professionals)

Cuyamaca EEO Site Lead

## Grossmont

Grossmont Diversity in Hiring Faculty  
Advisor

Representatives from Constituent  
Groups (Administrators, Faculty, and  
Classified Professionals)

Grossmont EEO Site Lead



**I WISH THAT I COULD BAKE A CAKE  
MADE OUT OF RAINBOWS AND SMILES.**

# EEO RETREAT REFLECTIONS

The background is a dark blue color with several faint, light blue circular patterns. These patterns include concentric circles, dashed lines, and arrows pointing in various directions, suggesting a technical or scientific theme. The text is centered in the middle of the image.

PROCESS-FIRST  
VS.  
PEOPLE-FIRST

# DEFINING "PROCESS-FIRST"

- A process-first approach prioritizes the institution and whatever is easiest, most cost effective, and most efficient.
  - People serve the process rather than the process serving people.
- The primary objective is compliance.**



# WHAT "PROCESS-FIRST" FEELS LIKE



# DEFINING "PEOPLE-FIRST"

- A people-first approach prioritizes the **employee** experience and well-being, which requires awareness of the employee experience.
- People-first organizations provide meaningful and diverse opportunities to invite employee feedback and are responsive to that feedback.

# WHAT "PEOPLE-FIRST" FEELS LIKE





# OUR CHALLENGES





# CHALLENGES

Need to improve/change culture related to equity and equitable hiring practices at all sites

- Need widespread buy-in and training related to equity-minded hiring and EEO practices and procedures

Need a sustainable, equity-minded EEO Program

- Equity-focused, not just compliance
- Well-trained and equity-minded EEO representatives
- Support for equity-minded EEO program and plan
- Long-term commitment to funding EEO work

# CHALLENGES

- Need adequate staffing levels, resources, and technology
  - Over-reliance on manual processes
- Need to make structural changes and re-prioritize our limited resources
- Need procedures to be supported and consistently applied/followed
- Need accountability related to following procedures and supporting equitable hiring practices





# CHALLENGES

- Need to diversify all employee groups, especially full-time instructional faculty
- Need to retain diverse employees, including the individuals doing equitable hiring work
- Need to address existing burnout culture and prevent future burnout

# STRATEGIES FOR ADOPTING A PEOPLE-FIRST FRAMEWORK



# STRATEGIES

- Reframe and re-prioritize people.
- Focus on building a supportive, responsive, and **effective** culture.
  - Include and value all voices
- Embed care for all those involved in the work.
- Acknowledge, address, heal, and prevent burnout.



# STRATEGIES

- Address staffing and resource concerns, fill vacancies when possible, and focus on staying at capacity.
- Create, maintain, and sustain active and consistent communication with **all stakeholders** and constituencies.
- Provide ongoing training and support for leaders.
- Continuous improvement based on broad feedback.



SHARE YOUR  
STRATEGIES

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ANY  
QUESTIONS?

