



California Community Colleges



# EEO Data Essentials for Districts: Navigating Underrepresentation and Adverse Impact

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# Today's Presenters

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# Today's Agenda

- Definitions
- External Availability Data
- Utilization Analysis
- Longitudinal Data Collection
- Longitudinal Applicant Pool Analysis
- Longitudinal Hiring Process Analysis
- Interpreting Analysis Results





# Section One Definitions

# 5 CCR § 53001 Definitions

- **Diversity:** a condition of broad inclusion in an employment environment that offers equal employment opportunity for all persons. The achievement of diversity within a workforce requires the presence, respectful treatment, and inclusion of individuals from a wide range of ethnic, racial, age, national origin, religious, gender, gender identity, sexual orientation, disability and socio-economic backgrounds, in all aspects of the workplace
- **Equal Employment Opportunity:** all qualified individuals have a full and fair opportunity to compete for hiring and promotion and to enjoy the benefits of employment with the district...at all levels, in all job categories

# 5 CCR § 53001 Definitions

- **Job Categories:** executive/administrative/managerial, faculty and other instructional staff, professional non-faculty, secretarial/clerkical, technical and paraprofessional, skilled crafts, and service and maintenance
- **Monitored Group:** each self-identified race, ethnicity (including SOGI/non-binary options), gender, and ability status group

# 5 CCR § 53001 Definitions

- **Underrepresented Group (underutilization):** any monitored group for which the percentage of persons from that group employed by the district in a job category is below eighty percent (80%) of the projected representation for that group and job category
- **Adverse Impact:** disproportionate negative impact to a group protected from discrimination...arising from the effects of an employment practice as determined according to a valid statistical measure



# Section Two Availability and Utilization

# External Availability Data

- 5 CCR § 53003(c)(9): community college districts shall utilize data available from reliable public and private sources to determine, whether monitored groups are underrepresented within district job categories

# External Availability Data

- Recommended Sources
  - District Student Population
  - Current U.S. Census Labor Market and Regional Population Estimates
  - Projected Future Labor Market and Regional Population Estimates
  - Targeted Regional Recruitment Areas
  - Historical Applicant Location Population Estimates
  - Recent college graduate demographic data

# External Availability Data

- Accessing External Data Sources
  - District Student Population
    - local data reporting or CCCCO MIS DataMart (<https://datamart.cccco.edu/datamart.aspx>)
  - Current U.S. Census Labor Market and Regional Population Estimates
  - Targeted Regional Recruitment Areas
  - Historical Applicant Location Population Estimates
  - Recent college graduate demographic data
    - See the “Updated 2026 EEO Longitudinal Data Guide” (<https://www.cccco.edu/About-Us/Chancellors-Office/Divisions/Institutional-Effectiveness/EEO-Equal-Employment-Opportunity>)
  - Projected Future Labor Market and Regional Population Estimates
    - Locally-determined

# Availability & Utilization Analysis

- Underutilization Analysis tool demonstration
- Identifies potential underutilization by race, ethnicity, and gender identity with required job categories
- Allows for multiple availability sources to be blended into a single availability estimate
- Useful for comparative analysis of potential recruitment strategies
- **Availability is an estimate suggesting what could be, not what is or what should be**



# Section Three

## Longitudinal Data Collection and Analysis

# Longitudinal Applicant Data Collection

- Understand your application system's capabilities for capturing information on applicants and each phase of the screening and selection process
- Configure system to capture data necessary for longitudinal hiring and phase analyses
- **Train staff to enter applicant and process information accurately and consistently**
- Understand how data can be retrieved from your application system

# Longitudinal Applicant Data Collection

- Data integrity is the foundation of meaningful EEO analyses. Key considerations include:
  - How do we categorize positions and hiring opportunities
    - Requisitions, departments, job titles, etc.
  - How do we document the phases in our selection process?
  - How do we document accurate, consistent candidate dispositions?
  - How and when is demographic information solicited?
  - Who has access to applicant data?

# Longitudinal Applicant Pool Analysis

- Evaluates the race, ethnicity, and gender identity composition of applicant pools and new hires over a defined time period
- Identifies potential adverse impact in applicant pools and hiring decisions
  - Longer time periods may reveal broad patterns and systemic concerns
  - Analyses of shorter periods may reveal isolated concerns and emerging trends

# Longitudinal Hiring Analysis

- Longitudinal Analysis – Hiring tool demonstration
- Identifies potential *adverse impact*
- Allows for multiple levels of analysis – Required job categories, districtwide hiring patterns, hiring within a department, disaggregated groups of similar jobs, individual jobs, etc.
- Useful for comparative analyses between defined periods of activity (e.g. between academic years)
- Frequency of analysis determined by volume of hiring activity

# Longitudinal Hiring Process Phase Analysis

- Evaluates the race, ethnicity, and gender identity composition of selections at each phase of the screening and selection process
  - Identifies potential *adverse impact* at each decision point
  - May reveal consistent patterns and systemic concerns (e.g. females held to higher qualification standards to be interviewed)
  - Analyses of disaggregated job groups may reveal focused issues within a specific department or area (e.g. Hispanic applicants rarely interviewed for management positions)

# Longitudinal Hiring Process Phase Analysis

- Longitudinal Analysis – Hiring Process Phase Analysis tool demonstration
  - Identifies potential *adverse impact* within phases of the process
  - Allows for multiple levels of analysis – Required job categories, districtwide hiring patterns, hiring within a department, disaggregated groups of similar jobs, individual jobs, etc.
  - Useful for comparative analyses between defined periods of activity (e.g. between academic years)
  - Frequency of analysis determined by volume of hiring activity



# Section Four

## Interpreting Analysis Results

# Interpreting EEO Data Analysis Results

- Analyses provide data, we interpret meaning
- Factors to consider
  - Consistency of results
  - Composition of jobs in aggregated analyses
  - Magnitude of statistical probability
  - Correlation versus causation
  - Explanatory variables and spurious relationships

# Interpreting EEO Data Analysis Results

- Opportunities to improve versus potential discrimination
- Consistency of findings between utilization, hiring, and phase analyses
- Is there an apparent story? Example #1
  - Asian underutilization compared to labor market availability
  - Application rates for Asian applicants match availability, but hired at a significantly lower rate than other race/ethnicity groups
  - Asian applicants are screened out before the 1st interview at a significantly higher rate than other race/ethnicity groups
  - *Potential barrier to employment – selection criteria for initial interviews and hiring committee evaluations*

# Interpreting EEO Data Analysis Results

- Is there an apparent story? Example #2
  - Application rates for Black applicants exceed availability
  - Black applicants hired at a significantly higher rate than White applicants, resulting in adverse impact
  - Black underutilization compared to labor market availability; White overutilization compared to availability
  - Focused recruitment efforts to attract qualified Black applicants implemented
  - *Adverse impact against White applicants is result of successful focused recruitment efforts to address underutilization*



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Thank you!

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