Valuing Diversity in Recruitments

Faculty and MPP Hiring in the CSU

Presented by Academic Human Resources and Systemwide Professional Development
Overview

- Affirmative Action in the CSU
- Affirmative Action Plans and Placement Goals
- Recruitment Best Practices
- Your Questions
  - Pre-recruitment
  - Recruitment
  - Screening and Selection
Proposition 209 enacted in 1996...

Forbids preferential treatment based on race, sex, color, ethnicity or national origin in public education, employment and contracting

Exempts actions which must be taken to establish or maintain eligibility for federal funds
Which of the following statements is TRUE regarding the CSU’s Affirmative Action obligation?

A. CSU receives state funding and adherence to affirmative action is required.
B. CSU is required under Title 5 to comply with affirmative action guidelines.
C. CSU is a unique entity and is exempt from affirmative action.
D. CSU has federal contracts and must maintain an Affirmative Action Program at each campus.
Nondiscrimination: The Concept

Consistent application of facially neutral employment policies and practices that are job related and consistent with business needs
Nondiscrimination Applies To...

- Salary Administration
- Recruitment Activities
- Accessibility
- Training Opportunities
- Hiring
- Terminations
- Promotions
- Layoff
- Demotions
- Transfers
- Terminations
Basic tenet: Absent discrimination, implementing an Affirmative Action Program over time leads to a workforce that mirrors the diversity in the qualified labor pool.

Affirmative Action Program comprises:
- Statistical analyses to help monitor nondiscrimination
Affirmative Action Program Requirements

- Analysis of the percentage of women and minority employees by job groups
- Comparison of campus workforce demographics to demographics of the labor pool
- Placement goal for each job group where campus workforce demographics are below those of labor pool
- Good faith efforts to reach placement goals by making all aspects of the Affirmative Action Program work
**Statistical Portion of AA Plans**

1. **Job Groups**
2. **Availability**
3. **Workforce**
4. **Compare**
5. **Determine Underutilization**
   - Availability % is Greater than CSU/Campus workforce
     - Yes
     - No underutilization
     - No
6. **Set Goals**

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The placement goal for the group that is underutilized is set equivalent to its availability percentage.
Which of the following may be required in an affirmative action program?

A. Setting quotas
B. Hiring less qualified or unqualified candidates
C. Establishing preferential treatment for women, minorities or individuals with disabilities
D. Setting goals

Pop Quiz #2
What are Placement Goals?

- Goals are developed for each job group where campus workforce demographics fall below the labor pool.
- Goals are flexible targets – *not quotas*.
- Presidents/Provosts/Deans/Other MPPs with hiring responsibility develop action oriented programs to help the university meet its hiring goals.
Role of Deans/Other Administrators

- Set the culture to attract a diverse faculty, staff and student body
- Monitor progress toward achieving diversity expectations and initiatives
- Review position announcement and recruitment plans
- Proactively encourage women and minorities to serve on search committees
- Stay informed of placement goals for your school
- Ensure search committees’ screening decisions stay true to position announcements
- Seek guidance from HR/EEO
Questions?

Type them in the Q&A pod
Recruitment Best Practices

- Composing the Search Committee
- Developing Position Announcements
- Widespread Advertising
- Inclusive Recruitment & Proactive Outreach
- Effective Screening
- Conducting Reference Checks
- Recommendations & Appointment
For faculty searches, know the Collective Bargaining Agreement (CBA)

Encourage the appointment of a diverse search committee

Ensure search committees receive appropriate training

Department under-utilization, if any

Availability of women and minorities in the field

Methods for recruitment and advertising

Criteria to be used in selecting candidates

Be aware of conflicts of interest

Composing the Search Committee
Developing Position Announcements

- Use PA to highlight campus strengths and CSU mission
- Write PA to meet business needs & obtain broad applicant pool
- PA must have “equal opportunity employer” tagline or similar statement
Developing Position Announcements

Be aware of PA boundaries when establishing position qualifications.

Ensure PA reflects the department’s needs; be aware of effect of factors such as advertised rank, required degrees, etc. on the pool.

Consider how PA criteria “required/preferred” can be measured.

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Inclusive Recruitment & Proactive Outreach

Goal: to obtain broad, deep, diverse pool

Advertise widely

- National publications, Disciplinary Journals
  - Chronicle
  - Women in Higher Education
  - Diverse Issues in Higher Education
  - Hispanic Outlook

- Websites
  - CSU Careers
  - Southern California Higher Education Recruitment Consortium
  - Minority & Women Doctoral Directory

30 day minimum for national search

Sending PA to minority-serving institutions

Sending PA to doctorate-granting institutions in the discipline
Networking with other colleagues

Attending academic or professional conferences or seminars

Networking with professional organizations within discipline
Inclusive Recruitment & Proactive Outreach Cont’d.

- Campus-level approval of recruitment plan
- Campus-level monitoring of applicant pool during recruitment
- Campus-level authorization for screening to begin

May extend recruitment period or cancel search, when appropriate (e.g., applicant pool too small, few in pool meeting minimum criteria, procedural misstep).
Which of the following publications have been commonly used by the CSU to conduct national searches?

- A. HigherEdjobs.com
- B. The Chronicle of Higher Education
- C. Hispanic Outlook
- D. Diverse Issues in Higher Education
- E. Women In Higher Education
- F. All of the above
- G. None of the above

Pop Quiz #3
Questions?

Type them in the Q&A pod
Applicant Screening

- Screening criteria developed and articulated in advance
- Screen applicants according to qualifications established in PA
- Ensure all applicants (including internal) receive same/equivalent treatment at each stage
- Utilize job-related interview questions
- Avoid illegal interview inquiries
Which interview question is *NOT* appropriate?

A) Do you have a legal right to work in the United States?

B) Can you perform the duties and responsibilities outlined in the position description?

C) Are you married and if offered employment, will your spouse be relocating with you?

D) Have you been convicted of a crime which is related to the position you are seeking with the CSU?
Applicant Screening Cont’d.

- Use on-campus visits to recruit and evaluate candidates
- Treat applications confidentially until finalists are identified
- All members of SC should participate in all stages of process
- If SC member misses a visit, consider recusal from vote
- Document reasons for rejecting candidates
Reference Checks

Ensure candidate has signed the “Applicant’s Statement” portion on the Employment Application

Check all references before making a hiring decision

Verify a candidate’s employment history

Verify a candidate’s educational degrees

Seek as much factual information as possible

Avoid rejecting an applicant solely on the basis of a reference
Recommendations & Appointment

Search committee should provide an analysis of the strengths and weaknesses of all finalists who would be acceptable for the position.

Clearly define who can discuss issues such as salary, service credit, start-up, etc., with candidate.

For 12-month appointments, outside chairs, etc., appointment letter should define terms, evaluation, renewal, etc.
<table>
<thead>
<tr>
<th>Opinion</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Candidate B</td>
<td>More comfortable, approachable</td>
</tr>
<tr>
<td>Candidate C</td>
<td>Pedagogy research, well-rounded department</td>
</tr>
<tr>
<td>Candidate A</td>
<td>Liberal of 60's, invigorate Department</td>
</tr>
<tr>
<td></td>
<td>Candidate C's personal hobbies fit Department</td>
</tr>
</tbody>
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Resources

- Office of Equity and Diversity – administers campus affirmative action program, provides training on equal opportunity/affirmative action issues, monitors faculty search processes, conducts investigation of discrimination complaints

- System-wide nondiscrimination & affirmative action policies and procedures are available at
  http://www.calstate.edu/HR/er_aa.shtml
Resources

The CSU nondiscrimination & AA guidelines

❖ HR Letter 2006-03, Employment Application Information

❖ HR Letter 2005-10, Background Checks

❖ Examples of permissible and impermissible employment questions from DFEH
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