



CSU

The California State University

Faculty and MPP Hiring in the CSU ^{to}

Valuing Diversity in Recruitments

Presented by Academic Human Resources and Systemwide Professional Development

Overview

Affirmative
Action in the
CSU

Recruitment
Best Practices

- Pre-recruitment
- Recruitment
- Screening and Selection

Affirmative
Action Plans
and Placement
Goals

Your
Questions

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.

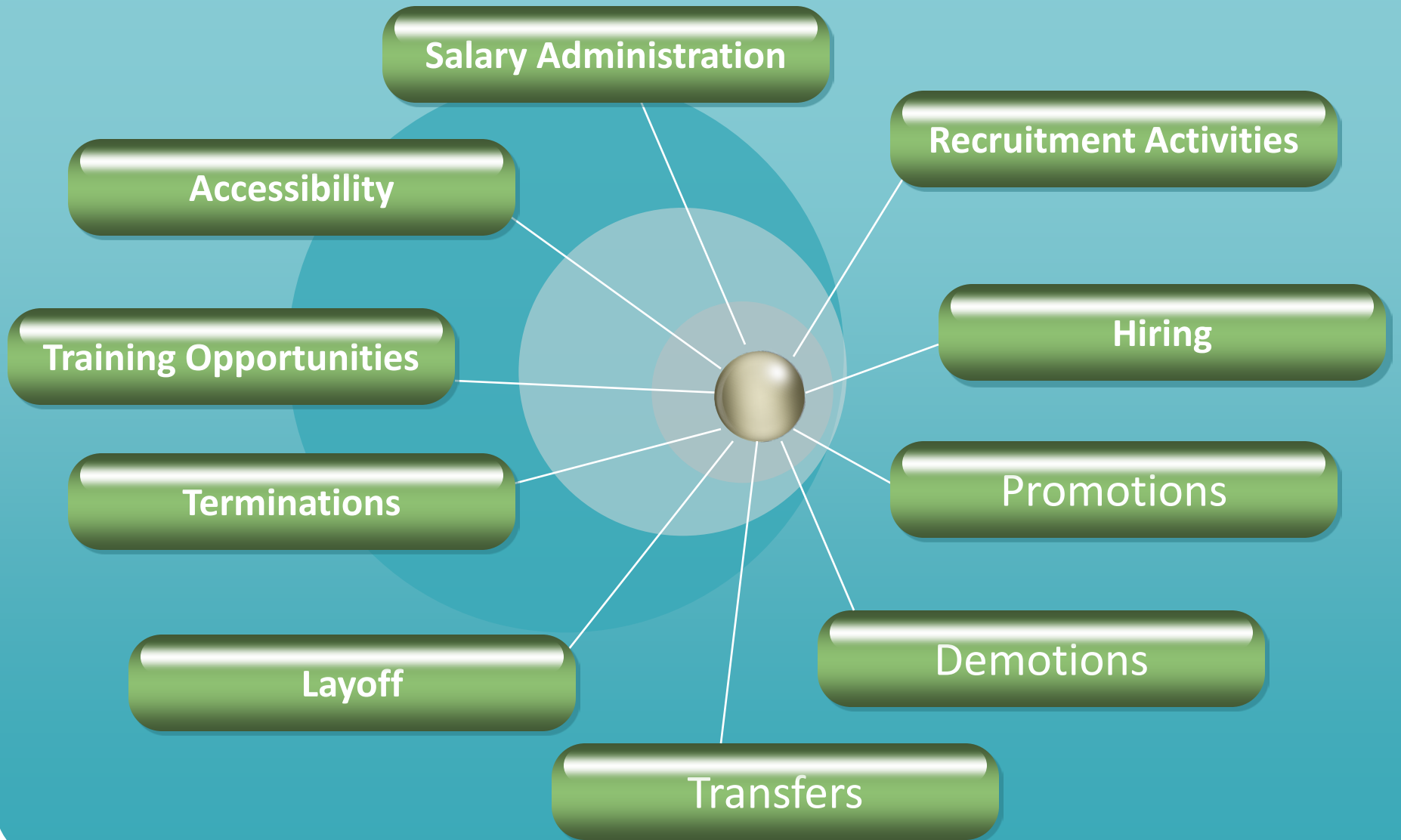
Nondiscrimination: The Concept



Nondiscrimination

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

Nondiscrimination Applies To...



Affirmative Action: The Concept

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

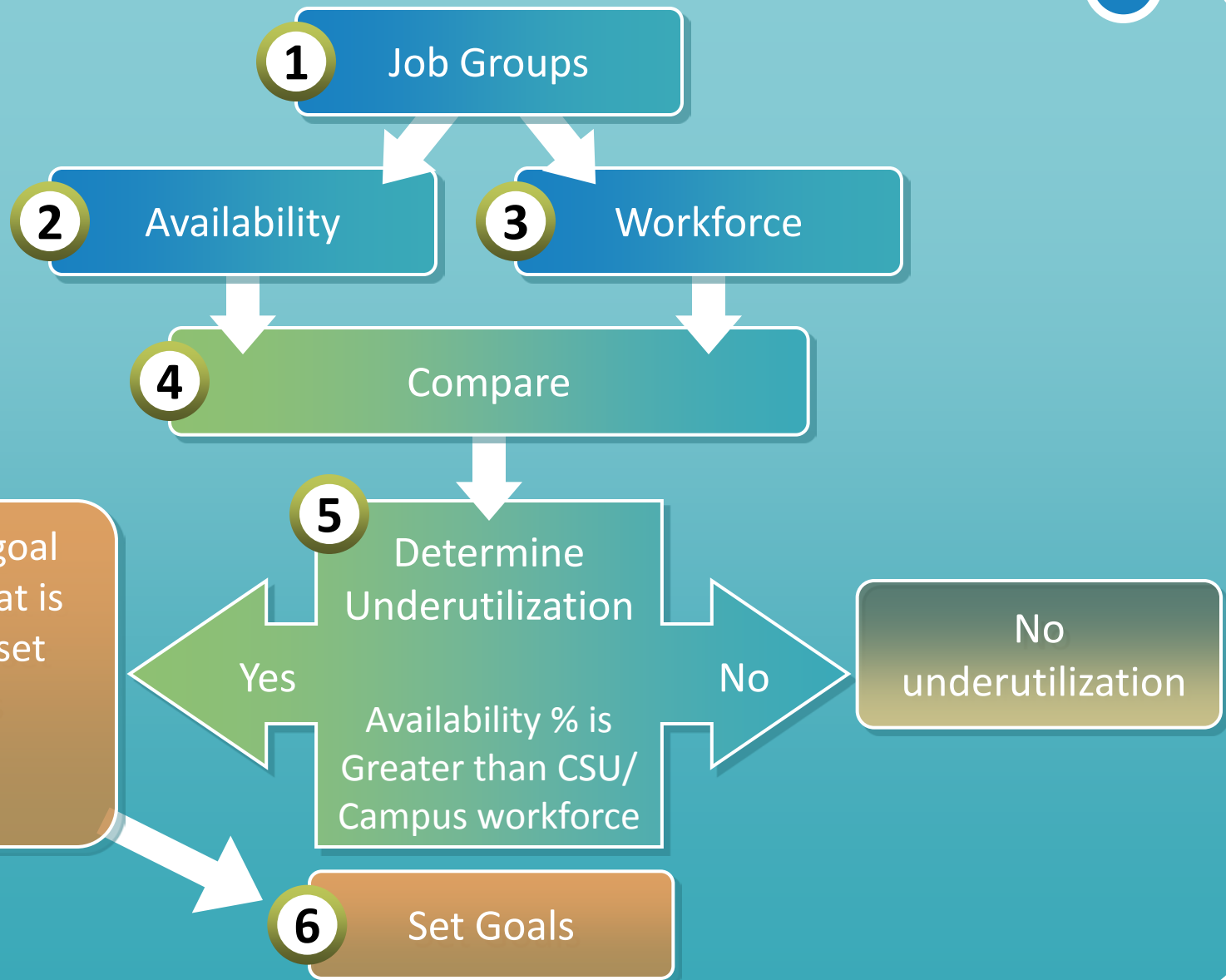
Comparison of campus workforce demographics to demographics of the labor pool

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



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

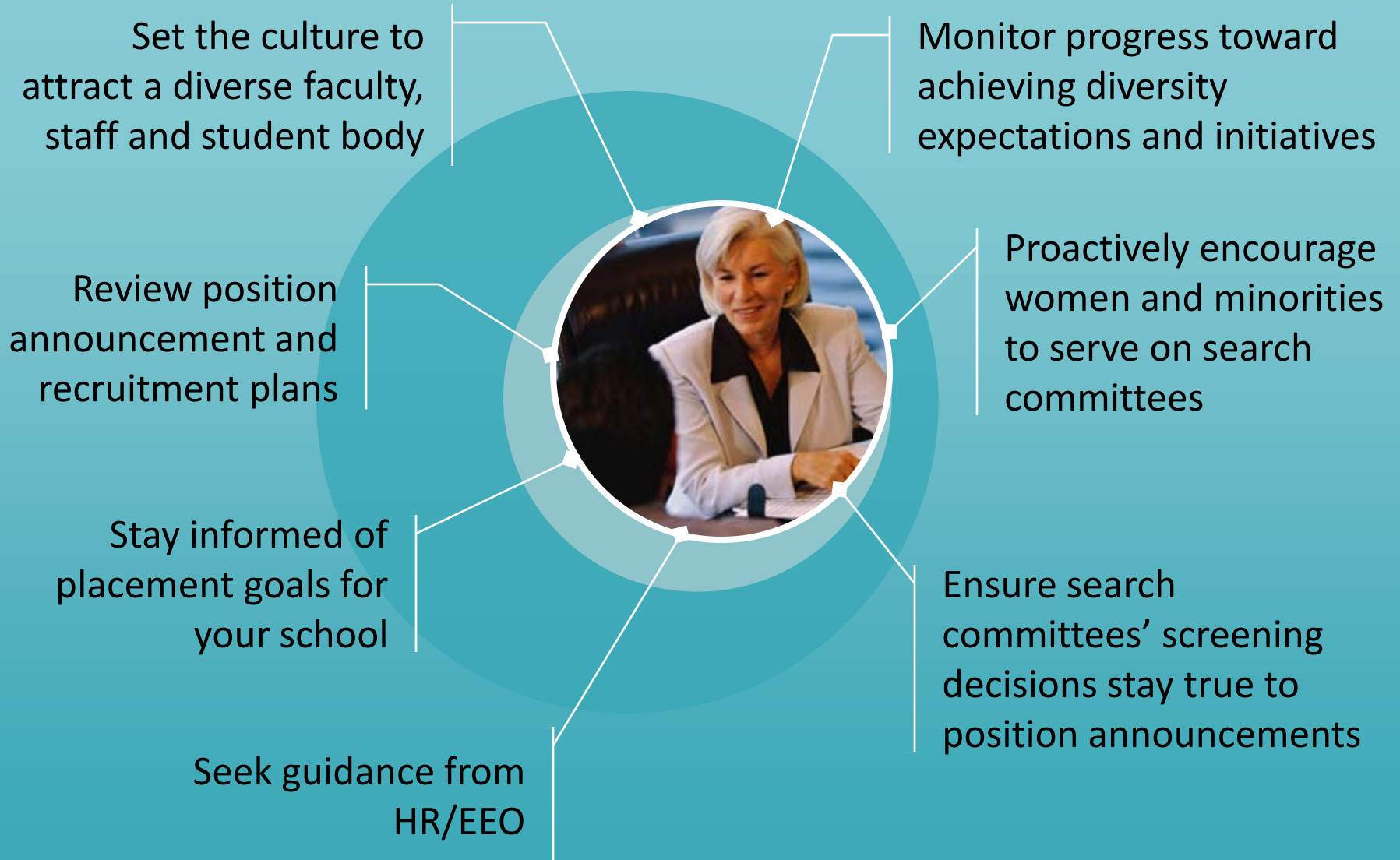
What are Placement Goals?

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



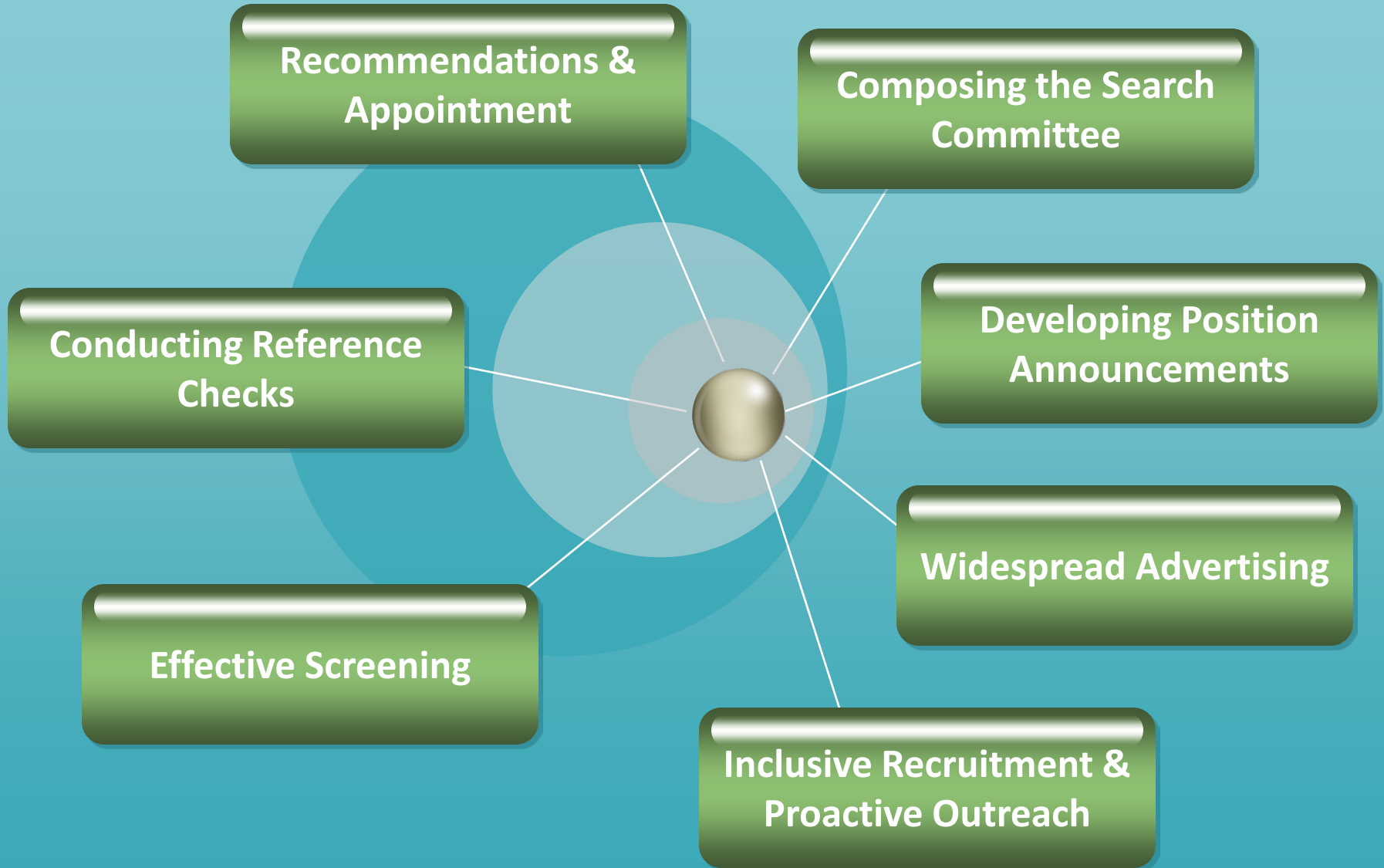


Questions?



Type them in the Q&A pod

Recruitment Best Practices



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

III. CHANGES IN RESPONSIBILITIES

Office of the Chancellor
California State University
Human Resource Services

HRS Use Only:

___ MPP Code ___ Exempt or Non Exempt
___ Spv If Exempt (check one):
___ Mgt Ex ___ Ad ___ LP ___ CP ___ CE ___
___ Class. Rev.

POSITION DESCRIPTION

Note: A current and accurate Position Description is required for each staff position, and must be on file in HRS. The Position Description should be completed with the assistance of the incumbent. After completion, the Position Description should be reviewed, signed and dated by the employee, the supervisor, and the appropriate Vice Chancellor prior to submission to Personnel Services.

Please check one: NEW POSITION ___ EXISTING POSITION ___

Date:
Department:
Incumbent:
Current
Classification
Working Title
Time Base:
Supervisor:
Supervisor's Title:

I. PURPOSE OF POSITION:
State the basic purpose of the position in one or two specific statements.

II. MAJOR RESPONSIBILITIES:
Clearly list the major responsibilities in descending order from the most important to the least important. Indicate approximate percentage of time spent in each.

Responsibility	% Of Time

III. MAJOR RESPONSIBILITIES:

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

30 day minimum for national search

Advertise widely

National publications, Disciplinary Journals

Websites

Sending PA to minority-serving institutions

Sending PA to doctorate-granting institutions in the discipline

- Chronicle
- Women in Higher Education
- Diverse Issues in Higher Education
- Hispanic Outlook

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

Inclusive Recruitment & Proactive Outreach Cont'd.

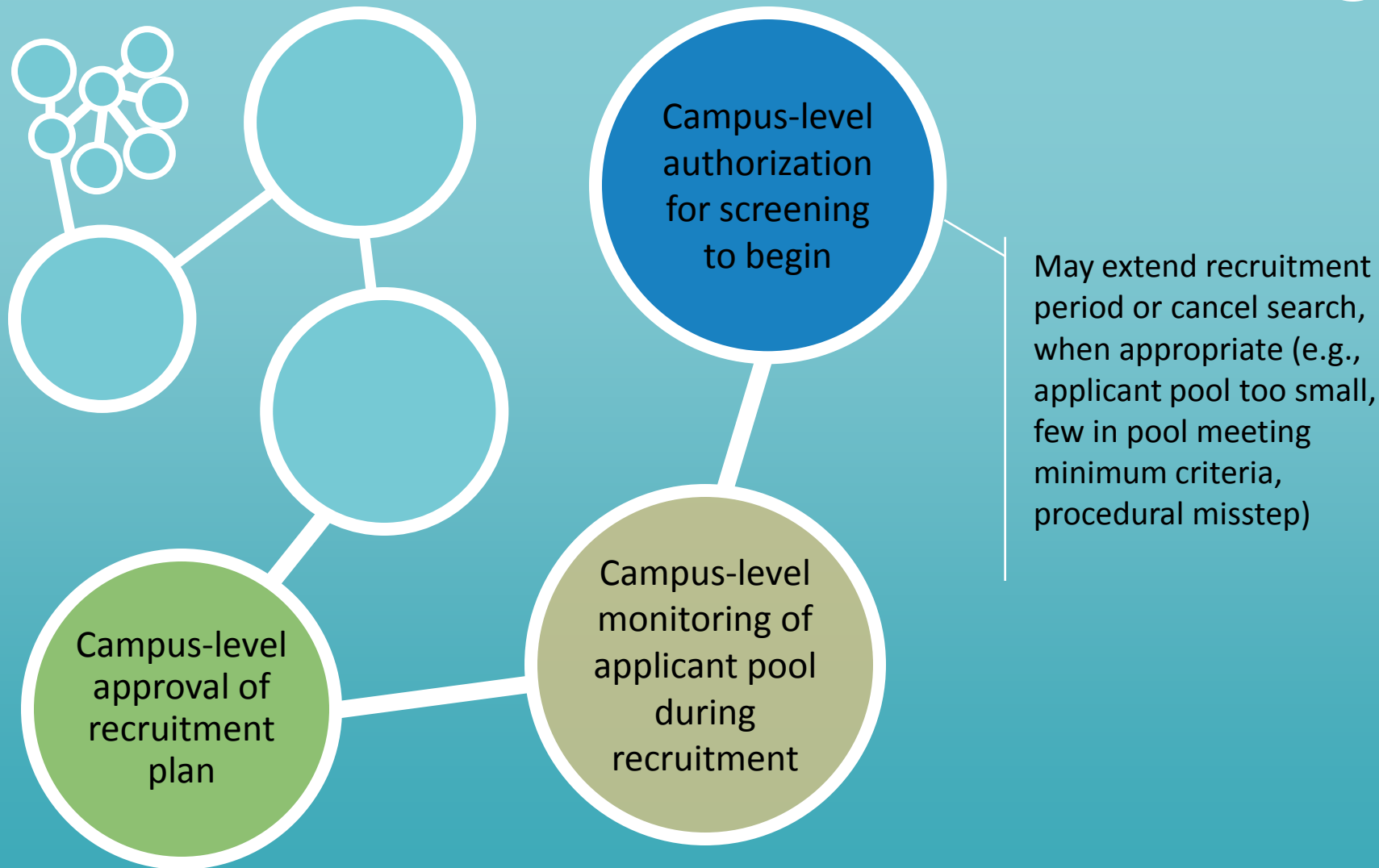


Networking
with other
colleagues

Attending
academic or
professional
conferences or
seminars

Networking with
professional
organizations
within discipline

Inclusive Recruitment & Proactive Outreach Cont'd.



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



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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

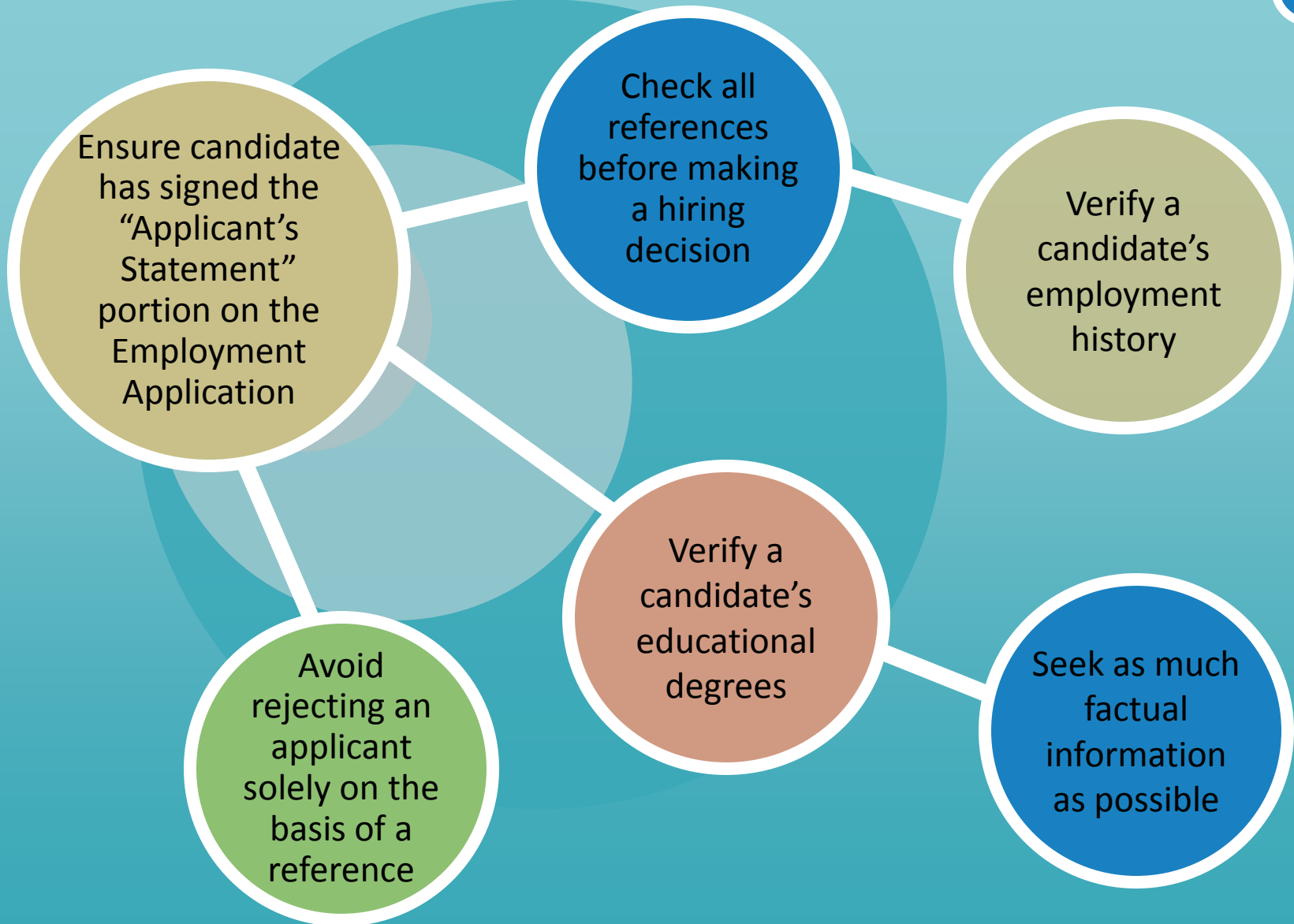
All members of SC should participate in all stages of process

If SC member misses a visit, consider recusal from vote

Document reasons for rejecting candidates



Reference Checks



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.

In Considering a Candidate, Should The SC Say...



We are more comfortable with Candidate B, he seems more approachable

Candidate C's pedagogy research will provide for a more well-rounded department

We should pick Candidate A, he/she is a liberal of the 60's and that could invigorate our Department

I think Candidate C's personal hobbies are a better fit with our Department



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

<http://www.calstate.edu/EO/EO-883.pdf>

❖ HR Letter 2006-03, Employment Application Information

<http://www.calstate.edu/HRAdm/2006pages/2006hrmemo.shtml>

❖ HR Letter 2005-10, Background Checks

<http://www.calstate.edu/HRAdm/2005pages/2005hrmemo.shtml>

❖ Examples of permissible and impermissible employment questions from DFEH

<http://www.dfeh.ca.gov/publications/publications.aspx?showPub=9>



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