

CONDUCTING EFFECTIVE SEARCHES FOR FACULTY AND STAFF JOB OPENINGS PART ONE

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PART ONE TOPICS

- Being Part of the UA Family
- Non-Discrimination, Affirmative Action and Equal Employment Opportunity Laws, and UA's Affirmative Action Program
- Basic Guidance and Principles for Searches



BEING PART OF THE UA FAMILY

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UA FAMILY

- Every hire is critical and adds to our organization's culture.
 - They become part of the UA Family.
- Hiring the wrong person can damage the University's culture.
- All hires should reflect our organization's culture because:
 - Employees become an ambassador for our Institution.
 - Culture fit is the glue that holds an organization together.
 - Poor culture fit can cost an organization between 50-60% of the person's annual salary (SHRM).
 - Employees need to reflect or be able to adapt to UA's culture, core beliefs, mission, vision, capstone creed and strategic plan.



OUR STRATEGIC GOALS

- UA includes diversity as an important aspect of its strategic goals:
 - Provide a premier undergraduate and graduate education that offers a global perspective and is characterized by outstanding teaching, high-quality scholarship and distinctive curricular and co-curricular programs.
 - Enrich our learning and **work environment by providing an accepting, inclusive community that attracts and supports a diverse faculty, staff** and student body.
 - Provide opportunities and resources that facilitate work-life balance and **enhance the recruitment and retention of outstanding faculty and staff.**
- Read more about [UA's Mission, Vision, Core Values and Strategic Goals](#).
- Read about [UA's Strategic Plan: Advancing the Flagship](#).



WHY DIVERSITY RECRUITMENT IS IMPORTANT

- **Recruiting diverse faculty and staff is essential to our sustainability**—for your department and for UA—for the following reasons:
 - Having diverse staff enables us to understand and meet the needs of people from diverse perspectives, and creates an atmosphere that supports positive relationships and communications.
 - Different backgrounds and perspectives lead to a variety of ideas, knowledge, and ways of doing things.
 - By ensuring that your team includes staff from various social and cultural backgrounds, you will widen the range of perspectives, knowledge, and approaches from which decisions are made.
 - By building **a reputation for valuing differences**, we can attract talented employees who know that we will appreciate and utilize the skills, backgrounds, perceptions, and knowledge they bring to the table.
 - This leads to greater commitment and higher productivity.
 - By making diversity recruitment deliberate, we can bring in employees who might not otherwise consider UA, and who can enrich and broaden our community.



DIVERSITY AND YOUR OWN STAFFING NEEDS

- Before embarking on a recruitment effort, consider the diverse perspectives you wish your team to include and any challenges you might face in recruiting the right staff.
- Here are some things to think about to help you find the right person for the job:
 - **Understand what constitutes diversity.** Diversity is a broad concept that implies inclusion of the many characteristics that differentiate us from each other.
 - **Finding the right fit.** “Fit” does not mean hiring someone who is the same as your existing staff.
 - **Recognize your own biases, both conscious and unconscious.** We all have certain leanings or preferences—often called biases—and often we are not even aware of them.
 - **Evaluate the diversity of your current team.** Take stock of the characteristics currently represented on your staff. Ask yourself these questions:
 - What are the diversity strengths in my department?
 - How can I build on those strengths?
 - What are the diversity challenges in my department?
 - How can I address those challenges?
 - **Include Human Resources or Office of Academic Affairs (OAA) in your planning.**
 - Before launching a search, discuss your hiring goals with your HR, OAA, and/or your [Affirmative Action Coordinator](#).



Non-Discrimination, Affirmative Action and Equal Employment Opportunity Laws, and UA's Affirmative Action Program

PROHIBITION OF DISCRIMINATION

- [Equal Employment Opportunity Commission \(EEOC\)](#) is the federal agency responsible for enforcing federal laws that make it illegal to discriminate against an applicant or employee because of the person's protected status
- It is important to review and understand the [various types of discrimination prohibited](#) by the laws enforced by the EEOC.
- Discrimination in hiring occurs when an applicant is treated less favorably than other similarly-situated applicants under the same or similar circumstances on the basis of a prohibited status (age, race, national origin, religion, disability, veteran status, sex [including gender identity, gender expression, sexual orientation, and pregnancy], or genetic information).
- For more information on prohibited practices in job advertisements, recruitment, application and hiring, pre-employment inquiries, etc. review the [EEOC's Prohibited Employment Policies/Practices](#).



EEO/AFFIRMATIVE ACTION REQUIREMENTS

- [Office of Federal Contract Compliance and Programs \(OFCCP\)](#)
 - Enforces, for the benefit of job seekers and wage earners, the contractual promise of **affirmative action** and **equal employment opportunity** required of eligible federal contractors
- As an eligible **federal contractor**, UA is required to comply with equal employment opportunity laws, develop affirmative action programs and maintain specific information about the recruitment process, applicants and hires
 - The University’s hiring/recruitment process **MUST** be followed, including all required documents sent to the HR Service Center, for UA to meet its OFCCP compliance obligations
 - Failure to comply could have costly implications for UA
 - Federal compliance audits – not “if” but “when”



EEO REQUIRED BY OFCCP

- Equal employment opportunity (EEO) means that all individuals must be treated **equally** in all employment decisions at all stages of the recruitment process.
- Each applicant must be evaluated solely on the basis of their **ability to perform the duties** of the position **without** regard to race, color, religion, sex, national origin, age, disability, protected veteran status, sexual orientation, or gender identity.



AFFIRMATIVE ACTION REQUIRED BY OFCCP

- **Affirmative action** requires that additional efforts be made to increase employment opportunities for women and minorities.
- Affirmative Action also requires an employer to demonstrate a **good faith effort** to recruit, employ and advance in employment qualified individuals with disabilities and protected veteran status.
- These efforts may include **expanded efforts in outreach and recruitment** to increase the pool of qualified women, minorities, individuals with disabilities and veterans.



UA's Equal Opportunity, Non-Discrimination and Affirmative Action Policy Statement

- **Non-Discrimination Statement:** UA prohibits discrimination on the basis of genetic or family medical history information, race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, pregnancy, age, disability, protected veteran status or any other legally protected basis in admission or access to, or treatment of employment in, its programs and services.
 - Access the [Equal Opportunity Programs website](#) for reporting channels and resources related to discrimination.
 - Access the [UAct website](#), which includes FAQs and other information on how to report an incident.
- **Anti-Retaliation Statement:** Employees/applicants shall not be subjected to harassment, intimidation, threats, coercion, discrimination, reprisals and/or adverse actions because they have engaged in, or may engage in filing a complaint of unlawful discrimination, participating in an investigation, opposing any unlawful discrimination or exercising any other right protected by EO, affirmative action or UA policy.
- **Affirmative Action Program:** UA takes affirmative action to recruit, employ, and advance women, racial and ethnic minorities, qualified individuals with disabilities and protected veterans.
- Visit the [Equal Opportunity, Non-discrimination and Affirmative Action Policy](#) to view the full policy details.



UA AFFIRMATIVE ACTION PROGRAM: PLACEMENT GOALS AND BENCHMARKS

- As part of its affirmative action program, the University annually conducts a workforce analysis. It sets:
 1. Annual **placement goals** for women and minorities whenever the number of women and minorities estimated to be available for a particular job group is less than the number actually employed by UA in that job group
 2. A **7% utilization goal for individuals with disabilities** in every job group
 3. A **[hiring benchmark for protected veterans](#)**, which is the national percentage of all veterans in the civilian labor force
- The University engages in **good faith efforts** to reach its annual goals and benchmarks and it annually monitors its progress
- Good faith recruitment efforts should specifically target outreach to identified groups with placement goals, ensuring a diverse pool of applicants



UA AFFIRMATIVE ACTION PROGRAM: EFFORTS TO MEET PLACEMENT GOALS

- Where placement goals have been identified, HR communicates with hiring managers associated with applicable job postings
- When placement goals exist, a hiring manager is never expected or authorized to hire a less qualified person
- Placement goals are not quotas, which are forbidden
 - A quota is defined as a “program in which a certain fixed number or proportion of opportunities are reserved exclusively for certain minority groups”
- HR staff are available to further explain the process and provide hiring managers venues in which to advertise job postings to maximize a diverse pool of applicants



UA AFFIRMATIVE ACTION PROGRAM: ANALYSIS OF PERSONNEL ACTIVITY

- Annually, UA analyzes its prior year's personnel activities in all stages of its employment process (applicant flows, hires, promotions, terminations) to determine whether impediments to equal employment opportunities exist
- In all instances it is important for the search committees, hiring departments, and managers to be able to articulate the legitimate, non-discriminatory reasons for the hiring decision
- It is imperative that reasons for all personnel decisions be timely and accurately documented in our paper and electronic files. This includes:
 - Accurate use of disposition codes (not hired reasons)
 - Accurate explanations for selecting the person hired over the other applicants



UA AFFIRMATIVE ACTION PROGRAM: DISPOSITION CODES (NOT HIRED REASONS)

- Disposition codes are important for UA to comply with the OFCCP regulations, which mandate the maintenance of certain records, including the disposition of each application.
- Disposition codes identify why the applicant did not advance in the search process.
- Accurate disposition codes should be entered at each stage of the hiring process.
- When properly selected, the disposition code should enable UA to:
 - Accurately reflect the applicant pool
 - Know when applicants exited the applicant pool
 - Know why applicants exited the applicant pool



UA AFFIRMATIVE ACTION PROGRAM: DISPOSITION CODES (NOT HIRED REASONS)

- It is important for search committee members and hiring managers to be aware of UA's disposition codes in the faculty and staff hiring systems.
- Precise disposition codes are critical to ensuring that UA's annual analysis of its hiring decisions is accurate; **inaccurate codes may subject UA to sanctions** in an OFCCP audit or EEOC investigation or create legal issues for UA in litigation arising out of a particular hiring decision.
- **Accurate disposition codes help protect** the individuals participating in the hiring process by documenting that the hiring decision was based on a legitimate, non-discriminatory reason and not based on an applicant's protected status.
- **DO NOT use the same code for all applicants**



BASIC GUIDANCE AND PRINCIPLES FOR SEARCHES

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UA's COMMITMENT TO DIVERSITY IN EMPLOYMENT

- Recruit and hire the **most qualified** applicants.
- Recruit, retain and develop a **diverse** qualified workforce
- Comply with EO/AA policies and principles and state and federal laws.
- Hold each individual with authority to hire accountable for recruitment, retention and development of a diverse workforce.
- Apply UA's policies consistently.
- Treat applicants consistently at each stage of the hiring process.



POLICIES & RESOURCES FOR **STAFF** EMPLOYMENT

- [PageUp System Training](#)
- [Staff Recruitment Process](#)
- [Recruitment Resources](#)
- [Hiring Manager's Toolkit](#)
- [UA Employee Handbook and HR Policy Manual](#)



POLICIES & RESOURCES FOR FACULTY EMPLOYMENT

- [UA Faculty Hiring System Manual \(PeopleAdmin\) – Creating a Requisition](#)
- [Managing Applications and Hiring Applicants](#)
- [Temporary Academic Appointment Instructions](#)
- [SACS 18-Hour Rule](#)
- [Official Transcript Policy](#)
- [Supplemental Academic Appointments](#)
- [Supplemental Pay Hiring Proposal Instructions](#)
- Additional Faculty Hiring Resources can be found on the home screen once you [login to PeopleAdmin](#)



FAILED SEARCHES

- The search process seeks to identify the **most qualified** person possible for the position with the intent that this person will go on to be very successful at UA for years to come.
- A successful search may come up empty, but a failed search is one in which the **WRONG** person was hired.



CONSEQUENCES TO HIRING THE WRONG PERSON

- Less Productivity
- Compromised Quality of Work
- Affects Employee Morale Negatively
- Lost Time to Recruit and Train Another Worker
- Harmful Effects to Reputation of Organization
- Cost to Recruit and Train Another Worker
 - The U.S. Department of Labor estimates that the average cost of a bad hiring decision can equal **30% of the individual's first year potential earnings** (U.S. Department of Labor, 2003).
 - Replacing supervisory, technical and management personnel can cost from **50 percent to several hundred percent of the person's salary** (Society for Human Resource Management, Recruitment and Selection Presentation, 2008).



KEYS TO SUCCESSFUL SEARCHES

- Consider what you really need in the position you are filling
 - Essential Functions of the Job
 - Required Qualifications
- Think about ways to embed diversity as an intellectual/academic component of the job
- Partner with HR (Staff) and OAA (Faculty) to identify and attract the strongest pool of applicants
- Utilize resources listed on UA's [Equal Opportunity Programs \(EEO\) website](#)

