

Santa Clara University

Office of Affirmative Action

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Value Diversity · Respect Difference · Be Inclusive

Equal Opportunity

As we strive to achieve the University's commitment to an inclusive environment, we must be accountable for ensuring that our programs and initiatives support our commitment to equal opportunity, diversity and inclusion.

Key drivers include:

- Leadership
- Recruitment and retention
- Communication
- Analysis and reporting

Affirmative Action Program

- **An affirmative action program is a management tool designed to ensure equal employment opportunity. 40 C.F.R § 60-2.10(a).**
 - **Premise: absent discrimination, the University's workforce over time will reflect the gender, racial and ethnic labor pools from which it recruits and selects.**
- **An affirmative action plan is the diagnostic component of an affirmative action program, which includes several statistical analyses.**
- **Components of an Affirmative Action Program include: internal auditing and monitoring systems to measure progress and examination of employment decisions, including hiring, to evaluate the impact of these programs on women and minorities.**

DEFINITION OF AN APPLICANT

- The individual submits an expression of interest in, or applies for, an open position in accordance with the application procedures stated in the job posting or announcement.
- The individual's expression of interest indicates that he or she possesses the basic qualifications for the position for which he or she applied.
- The University considers the individual for employment in the position for which he or she applied.
- The individual at no point in the selection process prior to receiving an offer of employment from the University removes him or herself from further consideration or otherwise indicates that he or she is no longer interested in the position.

FORMS



- **Pre-Hire**
 - Voluntary Disclosure Form (Self ID form)
- **Search Forms**
 - Applicant Flow Log
- **Post Offer Forms**
 - Veterans ID form
- **Must keep documentation for 2 years. (Federal record keeping purposes only)**

A Few Thoughts About Effective Searches

- 1. Is the search committee diverse?**
- 2. Before drafting the job announcement:**
 - Were department needs identified broadly?
 - Were the characteristics of a successful candidate determined? What about candidates with non-traditional career paths?
 - How long should the position be posted given the competitive nature of the job market?
 - Does the job announcement reflect the University's commitment to equal opportunity?
 - Does the announcement reflect the essential functions of the position?
 - Will job announcement help you hire the best qualified candidate for the position?

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3. What is the recruiting strategy?

- How will the strategy attract a diverse applicant pool, including women and minorities? (Please remember that we may seek candidates with diversity skills and experience but employment decisions may never be based on race, ethnicity, gender or other protected status.)
- Does the strategy include proactive networking year round?
- Where will the job announcement be posted?

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4. **Was a template for screening applications developed and used so that everyone is treated fairly?**
5. **For initial interviews?**
6. **For on-campus interviews?**
 - While written evaluations of candidates are encouraged, notes must be based on the candidate's professional experience, not personal characteristics.
 - Were the questions focused on the candidate's professional experience and skills? Ability to work, or experience working with, a diverse community?

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- 7. Please remember that inclusion and retention efforts always begin with the candidate's first contact with the University.**
- Was the candidate extended a warm welcome?
 - Was there follow-up with applicants after on-campus interviews?
 - What is the on-boarding plan for the successful candidate?
 - Does the plan provide for a professionally and personally supportive environment for your new colleague?