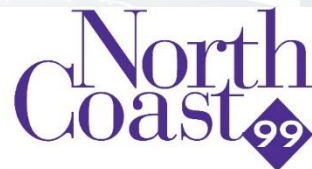
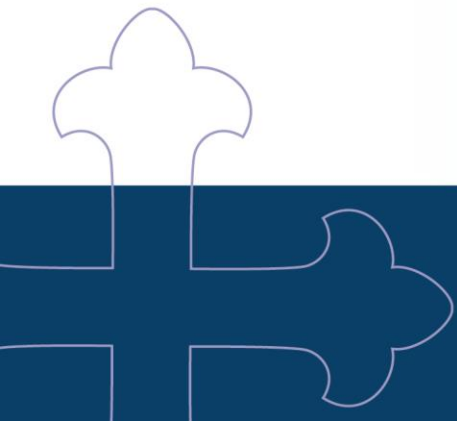


# Understanding the Affirmative Action Process at JCU

Human Resources Department



HONORING 99 GREAT WORKPLACES  
FOR TOP TALENT IN NORTHEAST OHIO



# Objectives

## **I. What is Affirmative Action**

- Legal Basis
- Practice

## **II. 2015 Affirmative Action Underutilization Data Summary**

## **III. Strategic University AA Initiatives**

- Applicant Tracking
- Employment Process
- Search Committee Training
- Recruitment

## **IV. Proposal**

# What is Affirmative Action

- **Actions** designed to ensure equal employment opportunity.
- Includes **policies and programs** in which an organization actively engages in an effort to improve opportunities for historically excluded groups.
- Contains **diagnostic components** that include quantitative analyses designed to evaluate the composition of the workplace and compare it to the composition of relevant labor pools.

# What is Affirmative Action

**“Take affirmative action  
to ensure that applicants are  
employed and that employees  
are treated during employment  
without regard to their  
race, creed, color,  
or national origin.”**

**- John F. Kennedy**





# Legal Basis for Affirmative Action

- There are numerous federal and state legislative acts, as well as executive orders, which prohibit discrimination in the workplace.
  - Title VII of the Civil Rights Act of 1964
  - Executive Order 11246 (1965)
  - Title IX of the Education Amendments of 1972
  - Section 503 of the Rehabilitation Act of 1973, as amended
  - Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA)
  - Age Discrimination in Employment Act of 1975

# Legal Basis for Affirmative Action

- Presidential Executive Order 11246, signed in 1965, creates non-discrimination and affirmative action obligations for federal contractors.
- Federal contractors who have contracts in excess of **\$50,000** or more are required to develop a written affirmative action plan as a condition to receiving federal dollars.
- Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA) and the Rehabilitation Act require non-discrimination and affirmative action for veterans and individuals with disabilities.
- The Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) is the federal agency that enforces compliance with the Executive Order.

# Affirmative Action in Practice

Diversity & JCU Strategic Plan  
Hiring for mission

*“John Carroll University welcomes all expressions of **diversity** that are in keeping with the Ignatian tradition of fostering an inclusive, compassionate, and respectful environment for our students, faculty, staff, administrators, and guests.”*

# Affirmative Action in Practice

- Affirmative Action helps John Carroll University meet the goals in its Strategic Plan by recruiting a more diverse workforce and considering hiring strategies for disciplines in which certain groups are underrepresented in that job category.
- Human Resources regularly reviews its workforce by job category to determine if our current representation of the following categories is comparable to the available relevant labor pool.
  - **gender**
  - **minority status**
  - **disability status**
  - **veteran status**



# Affirmative Action in Practice

- If the University's current workforce in a job category does not reflect the available pool of candidates, placement goals are established for those job categories and disciplines to:
  1. encourage recruitment and outreach efforts, and
  2. to help measure the effectiveness of these efforts.
- **Goals are targets, not quotas**, and represent the good faith efforts of JCU in trying to address the gap between our labor force and the available pool.

# Affirmative Action in Practice

- “Good faith efforts” must be demonstrated regarding recruitment efforts taken to increase placement in a job category of underutilized groups by **gender** and **minority status**
- “Engaged Outreach and Positive Recruitment” efforts must be demonstrated to recruit underrepresented **disabled** and **veteran** employees.
- Placement goals for gender and minority status are determined by the availability pool percentage for each job category.

# Affirmative Action in Practice – Individuals With Disabilities

- The Office of Federal Contract Compliance Programs (OFCCP) has recently set a national benchmark goal for every federal contractor such as JCU to attain **7%** representation of individuals with disabilities in each job group.
- OFCCP has also set a national benchmark goal for every federal contractor to attain **6.9 %** representation of protected veterans in the entire workforce.

# Affirmative Action Plan Data

## (Underutilization: Females & Minorities)

January 1, 2015 - December 31, 2015

Staff Females	Goals	Current Utilization	Example Positions	Female Applicants	Female Hires	Males Hires
Admin & Other Professionals	59.4%	50.0%	Coaches and Coordinators	550	6	19
IT Professionals	34.2%	18.2%	All IT Staff (non supervisors)	10	0	2
Library Professionals	79.7%	25.0%	Library Professionals (non supervisors)	0	0	0
Drivers	55.9%	33.3%	Drivers	7	2	0
Security	26.8%	12.5%	Police Officers, Sergeants	14	1	3
Other Service Workers	20.5%	0.00%	Guard House Attendants	0	0	1
Staff Minorities	Goals	Current Utilization	Example Positions	Minority Applicants	Minority Hires	Non-Minority Hires
Middle Management	20.3%	16.2%	Directors	24	0	2
Admin & Other Professionals	17.8%	10.8%	Coaches and Coordinators	256	5	20
Semi-Skilled Maintenance	7.2%	0.00%	Maintenance (Non Foremen)	15	0	1
Drivers	43.2%	22.2%	Drivers	16	1	1
Security	31.2%	0.00%	Police Officers	16	0	4
Other Service Workers	47.7%	33.3%	Guard House Attendants	0	0	1



# Affirmative Action Plan Data

(Underutilization: Veterans & Disabled)

January 1, 2015 - December 31, 2015

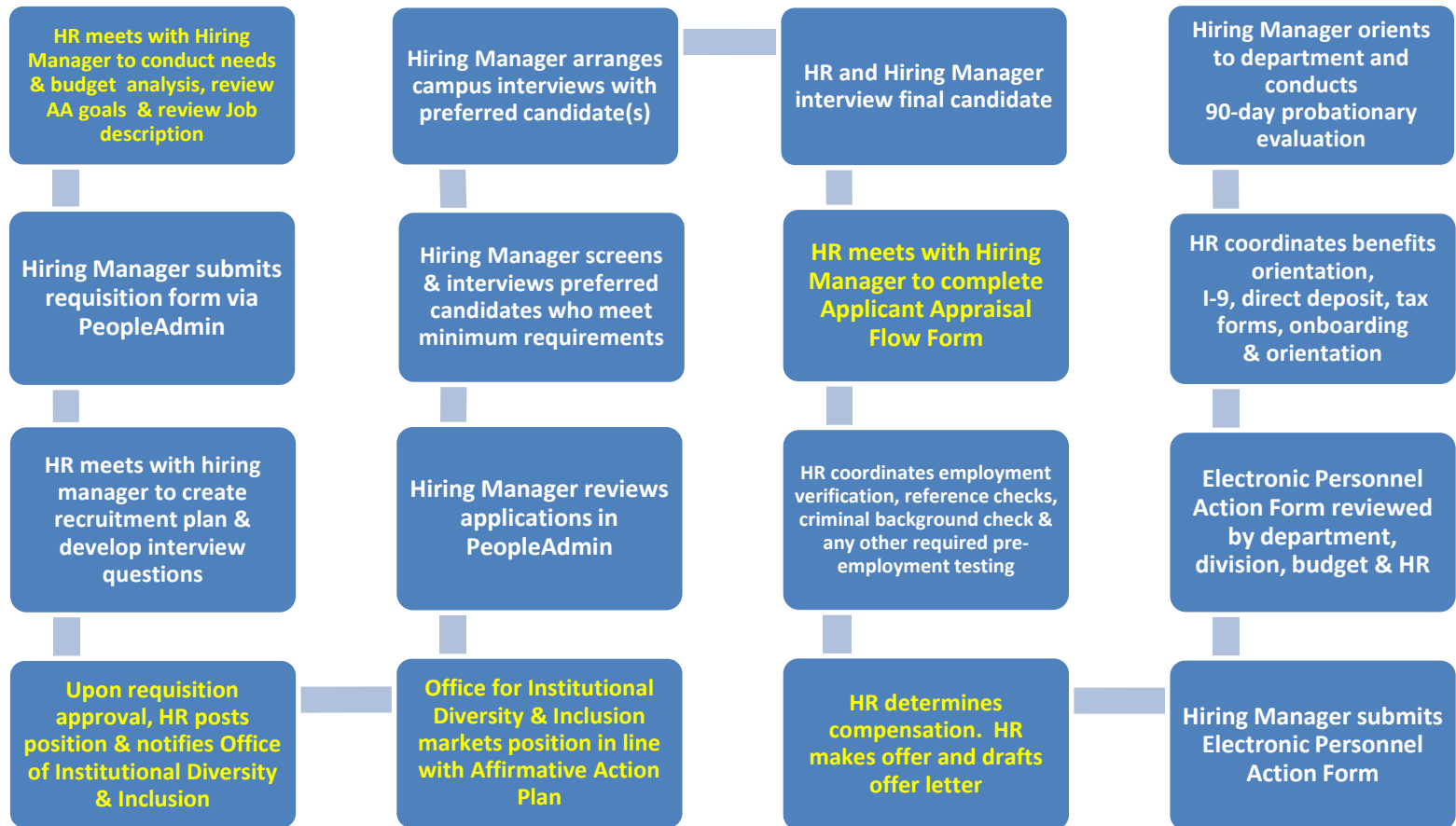
Veterans	Goal	Current Veteran Applicant %	Veteran Applicants	Veteran Hires	Non-Veteran Hires
Veterans	6.9%	0.1%	2	1	98
Disabled	Goal	Current Utilization	Disabled Applicants	Disabled Hires	Non-Disabled Hires
Upper Management	7.0%	0.0%	0	0	3
Senior Management	7.0%	2.6%	4	1	2
Middle Management	7.0%	4.5%	2	0	2
Supervisor	7.0%	0.0%	1	0	2
Researchers & Counselors	7.0%	0.0%	0	0	3
Library Professionals	7.0%	0.0%	0	0	0
Library Assistants	7.0%	0.0%	0	0	0
Other Clerical Staff	7.0%	4.8%	49	0	23
Skilled Maintenance	7.0%	0.0%	0	0	0
Semi-Skilled Maintenance	7.0%	6.3%	0	0	1
Other Service Workers	7.0%	0.0%	0	0	1

# Strategic University Initiatives

- Applicant Tracking System (January 1, 2016)
- New Staff Employment Process (February 1, 2016)
  - ✓ HR Consulting
  - ✓ Job Postings
  - ✓ Compensation Review
- Search Committee Training (August 26, 2016)
- Adverse Impact Analysis
- Ongoing Education & Training Series

# Strategic University Initiatives

## Staff Employment Process



# Proposal

- Leverage relationship with the **TAMS Group**: ongoing diversity recruitment assessment & support
  - Strategic Approach in line with University Strategic Plan
  - Partner with HR & Office for Institutional Diversity & Inclusion
  - Certified Diversity Recruiters
    - Gap identification and analysis
    - Branding & visibility
    - Strategic sourcing strategies
    - Job boards, data mining & posting
    - Relationship building and active recruiting
- Estimated Project Cost: \$10,000 (Mandel grant of \$4,000, with additional support coming from the Office for Institutional Diversity and Inclusion)