

DO THE RIGHT THING: A CHECKLIST FOR MANAGERS AND SUPERVISORS

Good Faith Efforts are specific actions that employers can take to fulfill their EEO/AA responsibilities. Examples of “good faith efforts” follow:

General: To promote equal opportunity and achieve a work place that is free of discrimination.

- Communicate your commitment to EEO/AA to all employees.
- Ensure that employees are aware of nondiscrimination policies and procedures; post policies in a visible location.
- Ensure that departmental processes, procedures, and systems are nondiscriminatory and free of bias.
- Process and/or maintain EEO/AA records in accordance with established procedures.
- Evaluate supervisors for making good faith efforts in EEO/AA; document in performance appraisals.
- Ensure that reasonable accommodations are made for disabled employees.
- Promote staff development.
- Take appropriate and timely action when there’s been an allegation of sexual harassment.
- Attend workshops to enhance your knowledge in this area (see workshop selections on page 14).

Recruitment: To ensure opportunities for all qualified applicants, including underutilized groups.

- Identify affirmative action placement goal(s) for all job openings.
- Contact the Employment Analyst, Outreach Coordinator, or Technical Recruiter to develop a general and targeted recruitment strategy, including a strategy for internal campus recruitment, as soon as you know of vacancy.
- Develop a contingency plan if the initial recruitment effort does not bring in a sufficiently diverse pool.
- Allow sufficient time, including extension of recruitment, to recruit a diverse applicant pool (a two week time period may not be enough).
- Conduct department-level targeted recruitment for all job openings in which there is underutilization.
- Design customized flyers and letters to invite applicants.
- Send out flyers and letters announcing the job before the job is posted in the Job Listings to give campus staff organizations time to post and disseminate information to their members.
- Ensure that outreach efforts also encourage qualified applicants with disabilities and covered veterans.
- Use the Supplemental Mailing List and Inreach Recruitment List of Campus Staff Organizations for targeted recruitment efforts (contact your employment analyst or see the Additional Resources: Recruitment Resources packet at <<http://hrweb.berkeley.edu/aaeeo/cuaaplan.htm>>).
- Indicate the affirmative action placement goal(s) on the Job Vacancy Listing (JVL) Form (see the Additional Resources: Recruitment Resources packet at <<http://hrweb.berkeley.edu/aaeeo/cuaaplan.htm>>).

Selection: To hire the most qualified applicant using a fair and nondiscriminatory process.

- Review the selection process to ensure that it treats each applicant fairly and consistently. Consult with your Employment Analyst.
- Review the interview format and questions for possible bias. Consult with a diverse group of individuals, your Employment Analyst, or the Staff Affirmative Action Office.
- Ensure that reasonable accommodations are made to applicants needing them.

- If using a group interview process, create a diverse selection panel. Contact your Employment Analysts and/or members from campus staff organizations to serve on panel.
- Assess all applicants using the same selection criteria.
- Consider all skills that qualify the applicant, including experience with actual tasks as well as transferable skills, when reviewing job applications.
- Interview as many applicants as possible to increase opportunity.
- Use competency-based interviewing techniques.
- Eliminate interview questions that are not job related. Keep written records of all applicants interviewed and be certain that the information recorded relates to the individual's ability to perform the duties.
- Check references *after* the interview and ask job-related questions about the applicant's skills, knowledge, and abilities to do the job. Document questions and answers.
- Be consistent with reference checks. Weigh information received consistently for all applicants.
- Give all applicants an opportunity to address any negative feedback from reference checks.
- Ensure that selection panel members discuss the impact of common biases such as stereotyping, unsubstantiated first impressions that may influence a decision, and assessments based on different "comfort levels" with people of dissimilar groups.
- Document the selection process fully. Retain all records (interview questions/notes, reference check questions/notes, and the completed Interview Data Form).
- Attend the Competency-based Interviewing workshop.

Promotional/Development Opportunities: To make career development and promotional opportunities available to interested and qualified employees, including minorities and women.

- Consider using departmental resources to create staff internships.
- Allow staff to apply for staff internships.
- Encourage staff to participate on departmental and campus committees to enhance development.
- Inform all staff of internal staff development and promotional opportunities.
- Promote and support employee training and development for all employees.
- Encourage employees to develop career plans and acquire training to enhance knowledge and skills.
- Provide mentoring on the job to enhance upward mobility.

Reclassifications: To ensure fairness and nondiscrimination in the reclass process.

- Ensure that all employees understand the reclassification process and the criteria for reclasses.
- In assessing reclassifications, consider if others in similar job classifications who may be interested in upward mobility have access to higher level duties and/or training to develop competencies.
- Determine whether certain jobs lead to reclasses more than others, and who has access to those jobs.
- Review your department's history in terms of reclassifications and its impact on different groups. Note patterns, trends, or areas of concern, particularly for minorities and women.

Terminations: To ensure fairness and nondiscrimination in the termination process.

- Explore other alternatives (retraining/reassignment) before making a decision to terminate.
- Document the rationale and process for each termination and ask your Employee Relations Specialist or the Staff Affirmative Action Office to review.
- Review the unit's history in terms of terminations and its impact on different groups. Note patterns, trends or areas of concern, particularly for minorities and women. Consult with the Staff Affirmative Action Office.