

## GOOD FAITH EFFORTS

### Sec. 46a-68-92

An agency has demonstrated good faith efforts when it has engaged in the initiatives articulated in subsections (a) to (d), inclusive, of this section:

a) Promoted equal opportunity to achieve a workplace that is free of discrimination

- 1) Communicate the agency's commitment to equal employment opportunity and affirmative action to all employees

**CCSU's Effort:** Employees are notified via email of CCSU's commitment to affirmative action and equal opportunity. The Affirmative Action Plans is available on the University's web site, offices (Office of Diversity and Equity; President's Office, Human Resources, Provost) and two copies of the AAP plan are placed in the CCSU library. Administrators were provided with an Executive Summary of the AAP that outlines the university achievement and hiring, promotions and programmatic goals for the 2016 plan year. Every search committee attended the required search charge meeting where EEO and affirmative action were addressed. (See internal communications section).

- 2) Ensure that employees are aware of nondiscrimination policies and procedures; post policies in a visible location

**CCSU's Effort:** On April 7, 2016 an annual letter was emailed to employees notifying them of nondiscrimination policies and procedures, of the plan's availability and encouraged them to review and comment on the plan. Employees with limited access to email were provided a hard copy of the notice. Additionally copies of the *Nondiscrimination and Anti-Harassment Policies, Complaint Procedures and On-campus and Community Resources* booklets were provided at New Student and Employee orientations, diversity, Title IX and sexual harassment trainings; and the booklets were placed in several offices and buildings, e.g. ODE, Human Resources, and Student Affairs. More than 7,500 booklets containing the nondiscrimination and anti-harassment policies and complaint procedure were distributed to students, faculty and staff.

- 3) Ensure that departmental processes, procedures, and systems are nondiscriminatory and free of bias

**CCSU's Effort:** University and departmental policies and procedure are continually reviewed by the administrators in the area, the Office of Diversity and Equity and the Office of Human Resources. Every employee is asked to attend an annual Title IX training session; policies and procedures are distributed. As indicated in the Internal Communications section of the plan, the CDO provided Title IX (sexual harassment prevention) training for newly hired supervisory employees. Also, CCSU developed and implemented a Title IX training which includes sexual harassment, sexual violence, and stalking and intimate partner violence to the campus.

- 4) Evaluate supervisors for making good faith efforts in equal employment opportunity and affirmative action; document in performance appraisals

**CCSU's Effort:** Supervisors are evaluated on an annual basis.

- 5) Ensure that reasonable accommodations are made for disabled employees

**CCSU's Effort:** The reasonable accommodations procedures are posted on the ODE website and employees are provided with the reasonable accommodations to perform their essential job functions. During the reporting period, the following activity occurred to ensure that employees with disabilities were accommodated:

- In response to a White male faculty employee's request different modes of alternative course delivery were explored, which resulted in this employee being able to teach on-line courses;
- Signage related to a male or female restroom was modified to a single use restroom signage;
- Finally, a ground breaking ceremony was recently held to completely renovate and improve the accessibility of two buildings that will increase the accessibility. The renovation is scheduled for completion in 2018.
- A White female employee with a physical disability or impairment requested reasonable accommodations for the two science labs she assigned to teach classes. These labs now have wider walkways, lower tables with laboratory equipment and desks to work on as well as greater accessibility to her labs.

6) Take appropriate and timely action when there has been an allegation of sexual harassment

**CCSU's Effort:** Each year employees receive notice of the University's Grievance Procedure. All complaints filed, including those related to sexual harassment, were fully investigated and resolved within the required ninety-day (90) timeframe established in the procedure.

7) Provide training to employees to enhance their knowledge of non-discrimination

**CCSU's Effort:** At least eleven (11) three-hour diversity sessions were provided which focused on the law/policies, ADA, and a protected class, e.g., LGBT, religion, race and color. Title IX and Sexual harassment training are also provided online. In addition to the Title IX and sexual harassment online trainings, at least one three-hour Title IX session and three one-hour training refresher sessions are provided each month on different days and times to allow for full participation.

Employees (ODE, Student Conduct, Police, and members of the SART committee) providing direct services to employees and students are provided additional in-depth training on issues related to Title IX and nondiscrimination. For example this past year, the SART Team including investigators, received training on sexual offenders trauma based responses, mental health and the impact of alcohol drug use in intimate partner relationships and sexual violence.

See the internal and external communications, and the goals analysis sections for detailed information and number served during this plan's time frame.

b) Developed recruitment strategies that ensure opportunities for all qualified applicants, including underutilized groups

1) Identify affirmative action placement goals for all job openings.

**CCSU's Effort:** The CDO or designee met with all search committees seeking to fill unclassified as well as classified vacancies to discuss various aspects of the search procedures, these discussions included recruitment strategies which are tailored specifically to each position being recruited for. Every search committee was notified of the affirmative action goals for their specific position and they were also informed of the university's commitment to affirmative action and equal opportunity. At the beginning of every search, the search chair received written notice of the goals and a summary of the university process as well as a copy of the *CCSU Search and Hiring Manual*.

Recruitment strategies designed to ensure opportunities for all qualified applicants are integrated throughout the entire employment process. The University's recruitment plan is designed to secure ongoing relationships and develop additional recruiting sources while cultivating recruitment programs, as required by the regulations.

- 2) Make efforts to attract a large and diverse pool of qualified applicants, particularly inclusive of groups associated with affirmative action recruitment goals.
- 3) Develop a contingency strategy if the initial recruitment effort does not bring in a sufficiently diverse pool.
- 4) Contacting special interest organizations, groups and individuals.
- 5) Or other means of outreach utilized to hire goal candidates.

**CCSU's Effort:** The University advertises its job opening in a variety of publications; this plan year it placed ads in at least ninety-three (93) publications and listed positions with a variety of discipline related list serves. When the applicant pool is small or does not reflect the diversity of the availability of work force, the search is extended and other recruitment sources are identified. In some cases, faculty searches with small applicant pool or with no goal candidates are considered "failed" and a new search is conducted the following year.

Five (5) searches "failed" during the reporting period and resulted in a decision being made to extend them or to start a new search. See external communication and goal analysis sections.

Although the University was unable to achieve all of its affirmative action goals for this reporting period, it should be noted that our extensive recruitment efforts led to three (3) new hires which occurred after the reporting period ended.

In the Executive/ Administrative category a Black female candidate was hired as the Director of Student Wellness Services. In addition, in the Professional category two (2) Black females were hired, one as a CSU Administrative Assistant (management confidential) and another as a Residential Director. Recruitment for these positions started during the plan period, had the start date for two (2) of the hires occurred by August 5, 2016, this would have led to additional goal achievement in these categories. All of these hires will be reported in the 2017 Affirmative Action Plan.

c) Ensured a fair and nondiscriminatory selection process

- 1) Review the selection process to ensure that it treats each applicant fairly and consistently.
- 2) Review the interview format and questions for possible bias.
- 3) Ensure that reasonable accommodations are made for applicants.
- 4) If using a group interview process; create a diverse selection panel.
- 5) Assess all applicants using the same selection criteria.
- 6) Consider all skills that qualify the applicant, including volunteer and professional experience.
- 7) Interview as many applicants as possible to increase opportunity.
- 8) Keep written records of all applicants interviewed and be certain that the information recorded relates to the individual's ability to perform the duties.

- 9) Ensure that selection panel members are aware of 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.

- 10) Document the selection process fully. Retain all records.

**CCSU's Effort:** Each search committee must include at least one minority search member and almost all are gender inclusive. The CDO ensured that whenever possible search committee members were diverse in both gender and race as this is an important component of the university's recruitment strategy. In the unclassified search committees, thirty (30%) percent of the search committee members were people of color; eighteen (18%) of search committees chairs were people of color. Once the search committee has evaluated the applicant pool, the Office of Diversity reviews all the finalists and goal candidates that are no longer being considered using the same criteria. Additionally, a random selection of non-goal candidates are also reviewed. Normally ten or more candidates are interviewed for most positions; in some cases over thirty (30) candidates have been interviewed to achieve diversity of finalist pool. All search records (applicant materials, AAP forms including how applicants are assessed; copies of emails are maintained for a period of three years. For additional information see internal communications, applicant flow and goal analysis sections.

- d) Provided career development opportunities to all interested and qualified employees, with emphasis on those groups found to be underutilized in the workforce

- 1) Encourage staff to participate on agency committees to enhance development.
- 2) Inform all staff of internal staff development and promotional opportunities.
- 3) Promote and support employee training and development for all employees.
- 4) Provide career counseling.

**CCSU's Effort:** All employees are encouraged to participate in the university-wide committee, as well as departmental or office committees. All employees are required to attend diversity, Title IX (including sexual harassment training as well as job specific training. Human resources, various departments, AAUP and SUOAF assist employees through funding and support staff development and training. Staff development and training opportunities are announced to all staff. (See internal communications and career mobility sections)

All positions are posted on the university website and posted on job opportunities boards for employee without computer access. Additionally some collective bargaining agreements such as, SUOAF require that all their positions be posted internally before they are permitted to be posted externally.

Career counseling is available from the Office of Human Resources, Office of Diversity and Equity and supervisors. (See career mobility section)

- e) Nothing in this section shall be construed to absolve an agency of its obligations under sections 46a-68-78, 46a-68-79, 46a-68-80, 46a-68-81, 46a-68-85, 46a-68-87, 46a-68-89, and 46a-68-90 and 46a-68-92 of the Regulations of Connecticut State Agencies.