

Good Faith Efforts

Good Faith Efforts Overview

- As a federal contractor, the University of Illinois is required to take affirmative action to ensure equal opportunities for employment, without regard to race, color, religion, sex, national origin, disability, sexual orientation, gender identity or status as a protected veteran.
- One aspect of the affirmative action plan involves developing targets or objectives that can be used to measure progress towards achieving equal employment opportunity. When there is underrepresentation of faculty and staff in a particular job group a goal for women and/or minorities is established. In addition, the Office of Federal Contract Compliance Programs establishes a utilization goal for individuals with disabilities and a hiring benchmark for protected veterans. As a university we must conduct good faith efforts to address goals and benchmarks.
 - Please refer to the [Placement Goals Dashboard](#) to determine if there is a goal or benchmark for your vacancy.
- We are required to:
 - Document the good faith efforts (GFEs) conducted. (Please use the [GFE spreadsheet](#).)
 - Analyze the effectiveness of the efforts in addressing underrepresentation.
 - If efforts are not working to meet goals, we must try different efforts to address the underrepresentation.
- Recruitment and outreach are critical in ensuring a diverse pool of candidates. Search committees must do more than simply issue a position announcement and wait to receive applications. **All members should be actively involved in recruitment and outreach!**
- Examples of online job boards can be found at: [Recruitment Sources](#).
- While posting to job boards can be helpful, some of the best candidates may not be checking job boards. We strongly encourage search teams to conduct personal/direct outreach and the good news is, this type of recruitment may include many free options. For examples of outreach and recruitment ideas, please refer to the end of this document.
- For non-exempt civil service positions, GFEs are conducted by IHR and the department is not required to make additional efforts. However, if feasible, it is considered best practice to conduct GFEs for all positions.

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How to Use the Good Faith Efforts Spreadsheet

Please complete all fields of the [GFE spreadsheet](#), using the guidance below:

A. Requisition ID

- Each vacancy has a unique 7-digit ID number
- This ID number can be found in JDX or Cornerstone

B. Date of Effort

- Please enter the date the GFE occurred
 - i. If you spoke to or emailed someone, list the date this happened
 - ii. If you posted the announcement, list the date it was posted

C. Description of Effort

- Please enter a brief description of the GFE
- Examples include but are not limited to:
 - a. Sent to university webmaster's listserv
 - b. Contacted Champaign Disabled American Veterans
 - c. Posted with Diverse Issues In Higher Ed

D. Contact Information (name, email, phone, etc.)

- Please enter the contact information for the GFE
 - a. If you called someone, please list that person's name and phone number
 - b. If you emailed someone, please list that person's name and email address
 - c. If you sent an email to a listserv, please enter the listserv's email address

E. Evaluation

- Answer to the best of your ability, given the information you have available
 - a. It is recommended that you contact the college HR person who has access run a diversity of the pool report for your vacancy, to assess if outreach efforts were successful in recruiting a diverse pool of applicants. This can be checked before the close date to help determine if the search close date may need to be extended, and additional outreach conducted.
 - b. In addition, if source codes were used during recruitment, a report can be ran that will show where applicants found out about the vacancy.

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- Some example evaluation statements could include, but are not limited to:
 - a. Received several applications that were referred from this source and will continue to use the source in the future.
 - b. After posting we discovered this listserv is not a good contact for the areas of interest needed for this position.
 - c. Tweet had 47 impressions and 12 engagements. Unclear impact on number of applications. We will continue to use it because it is a free source.
 - d. Per applicant source report, two applications came from this source.
 - e. The applicant pool was sufficiently diverse. We will continue using this source.
 - f. Unsure if this source was effective but will continue to be used in the future as it is important to stay connected with stakeholders in the field.

F. **Did you find this effort to be effective?** (Yes/No)

G. **Would you continue using this resource for future vacancies?** (Yes/No)

H. **Focus of Outreach** (Women, Minorities, Veterans, Individuals with Disabilities, All Demographics)

- For each good faith effort, please indicate if that effort was focused on recruiting women, minorities, veterans, individuals with disabilities or all demographics.

I. **Placement Goals for Vacancy** (Women, Minorities, Both Women & Minorities, No Goal)

- Please indicate if the vacancy being filled has a placement goal. This information can be found in the [Placement Goals Dashboard](#) or in the email from accessandequity@illinois.edu that was sent to the hiring manager and search committee (if applicable) after the position was posted to the job board.

Good Faith Effort Resources

Please refer to the [Search Process Toolkit](#) for the following resources:

- Custom Applicant Source Job Aid
- Good Faith Efforts Spreadsheet Example
- Good Faith Efforts Spreadsheet Template
- Diversity of the Pool and Source Report Job Aid
- Applicant Demographics by Source Code and Diversity of the Pool Report Access

If you have any questions, please contact OAE at accessandequity@illinois.edu or 217-333-0885

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Examples of outreach and recruitment efforts, include, but are not limited to:

Collegiate Outreach

- Make connections at junior colleges
- Connect with potential applicants through college career centers and handshake
- Reach out to campus cultural centers
- Connect with [minority serving institutions](#)
- Engage with candidates through [HBCU Connect](#) a group of students and alumni from Historically Black Colleges and Universities
- Invite individuals on campus for a lecturer series
- Contact women and minorities who have received significant grants or professional recognition and ask for the names of promising women and minority scholars
- Maintain close contact with graduates of the U of I and encourage them to apply or to contact their students/colleagues
- Email position announcements to graduate departments that are relevant to fields of study for position

Networks

- Use social media (i.e., LinkedIn, Facebook, Twitter) to share the announcement with personal contacts or through professional organization pages
- Reach out to alumni groups
- Share the announcement through email listservs
- Engage local and regional networks of people in related fields to see if they know of potential candidates
- Encourage colleagues who will be attending professional conferences to recruit for the position
- Work with HR staff to email job postings to professional journals, associations, online recruitment boards or electronic newsletters for diverse applicants in a particular field
- Ask members of the department to reach out to their professional networks, to see if they know of underrepresented individuals who may be qualified for/interested in position
- Reach out to your college's Senior Diversity Officer
- Reach out to your Talent Acquisition Team in IHR

Community Outreach

- Contact community organizations that support individuals with disabilities - [Directory of Centers for Independent Living and Associations](#)
- Engage with Regional Veterans' Employment Coordinators (RVEC)
- Reach out to community organizations that work with diverse audiences, which could include but is not limited to: Don Moyer Boys and Girls Club, The UP Center, United Way, Women's Club, YMCA, Public Libraries, etc.
- Connect with community members at your gym, daycare, or at community events
- Make connections at place of worship, religious organization or other spiritual centers