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:
  - Conduct good faith efforts (GFEs) geared towards goals and benchmarks.
  - Document the efforts being conducted. (Please use the GFE spreadsheet.)
  - Analyze the effectiveness of the efforts in addressing underrepresentation.
  - If efforts are not working to meet goals/benchmarks, 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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Recruitment Plan Assistance

Staff Positions

- Illinois Human Resources (IHR) Talent Center of Expertise is available to assist with developing recruitment plans for staff positions.
- For civil service positions, please work with your assigned Matrix Team Lead.
- IHR also offers programs that help applicants with finding employment, including mock interviews and resume workshops.
- In addition, there are specialized positions available through programs including the Supported Employees Program, Diverse Interns and College to Work.
- To contact this unit, please email IHR-General@illinois.edu.

Faculty and Specialized Faculty

- For recruitment plan assistance, please reach out to Faculty Affairs in the Provost Office for guidance.

Good Faith Effort Resources

Please refer to the Search Process Toolkit for the following resources:

- Good Faith Efforts Spreadsheet Example
- Good Faith Efforts Spreadsheet Template
- Custom Applicant Source Job Aid – How to track where applicants found out about position
- Diversity of the Pool and Source Report Job Aid
- Applicant Demographics by Source Code and Diversity of the Pool Report Access

When determining a score for good faith efforts, the following questions can be considered:

- Did the activities for this source during the evaluation period attract qualified applicants?
- Did the activities for this source during the evaluation period result in hiring qualified individuals?
- Did the activities for this source during the evaluation period expand the organizations outreach to individuals?
- Did the activities for this source during the evaluation period increase the organization’s capacity/capability to include individuals?

If you have any questions about affirmative action requirements, tracking or evaluating good faith efforts, please contact OAE at accessandequity@illinois.edu or 217-333-0885.

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How to Complete the Good Faith Efforts Spreadsheet

Please complete the GFE spreadsheet, using the guidance below:

A. **Requisition ID:** Each vacancy has a unique 7-digit ID number (can be found in announcement)
B. **Title:** For civil service positions, please use the “classification” (i.e., do not use the working title)
C. **Activity Type:** Use the drop-down menu in the spreadsheet to select the activity type
D. **Source Name:** Name of the organization, business, group, social media group, listserv, etc.
E. **Date of Effort:** Enter the date the GFE occurred
F. **Score:** Rank the good faith effort on a scale of 1-5:
   1. **Poor:** highly likely the source will not be used again, or source was not effective
   2. **Fair:** likely the source will not be used again, or source was probably not effective
   3. **Average:** source may or may not be use again or unsure if source was effective
   4. **Great:** likely the source will be used again, or source was probably effective
   5. **Excellent:** highly likely the source will be used again, or source was effective

For columns G – P, enter Yes/No to indicate if the effort was geared towards that demographic:

G. **Minorities**
H. **Asian**
I. **Black**
J. **Hispanic/Latina/o**
K. **Native American**
L. **Pacific Islander**
M. **Two or More**
N. **Female**
O. **Individuals with Disability (IWD)**
P. **Veteran**

Q. **Location:** Always enter “Urbana” – this is the location of the Affirmative Action Plan
R. **Recruiter Name:** Name of person completing the spreadsheet
S. **Job Group (optional):** Include if you know the job group; otherwise OAE will complete field
T. **Activity Contact Name:** Name of person contacted at organization, business, etc.

Include at least one contact method (If you are unable to obtain both, enter N/A in the missing one):

U. **Activity Contact Email:** Email of the contact at organization, business, etc.
V. **Activity Contact Phone Number:** Phone number of the contact at organization, business, etc.
Examples of outreach and recruitment efforts, include, but are not limited to:

Posting to Job Boards
- Examples of online job boards can be found at: Recruitment Sources.

Collegiate Outreach
- Make connections at junior colleges
- Connect with potential applicants through college career centers
- 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
- Recruit through Handshake, an online recruitment site for higher education students and alumni
- 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 the position being filled

Networks
- Reach out to your Matrix Team Lead in Illinois Human Resources
- Reach out to your college’s Senior Diversity Officer
- Use social media (i.e., LinkedIn, Facebook, Twitter) to share the announcement with personal contacts or through professional organization pages
- Connect with 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
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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 places of worship, religious organizations or other spiritual centers