2021 Affirmative Action Plan Training for Departmental Administrators

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Template to be modified for each School/College/Area

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Massachusetts Institute of Technology

Agenda

- AAP at MIT - Overview
- Placement Goals and How to Address Them
- DLC Administrators' Responsibilities

[No notes for this page]

Affirmative Action at a Glance (part 1)

- In order to **address long-standing inequities**, it's not enough just to try to act without bias; rather**, proactive steps** (affirmative actions) are required to **ensure equal employment opportunities**.
- Federal contractors are required annually to **plan and carry out Affirmative Actions** to provide equal opportunities
- Affirmative Action plans are required to address equal opportunities based on:

  Sex

  Ethnicity/race

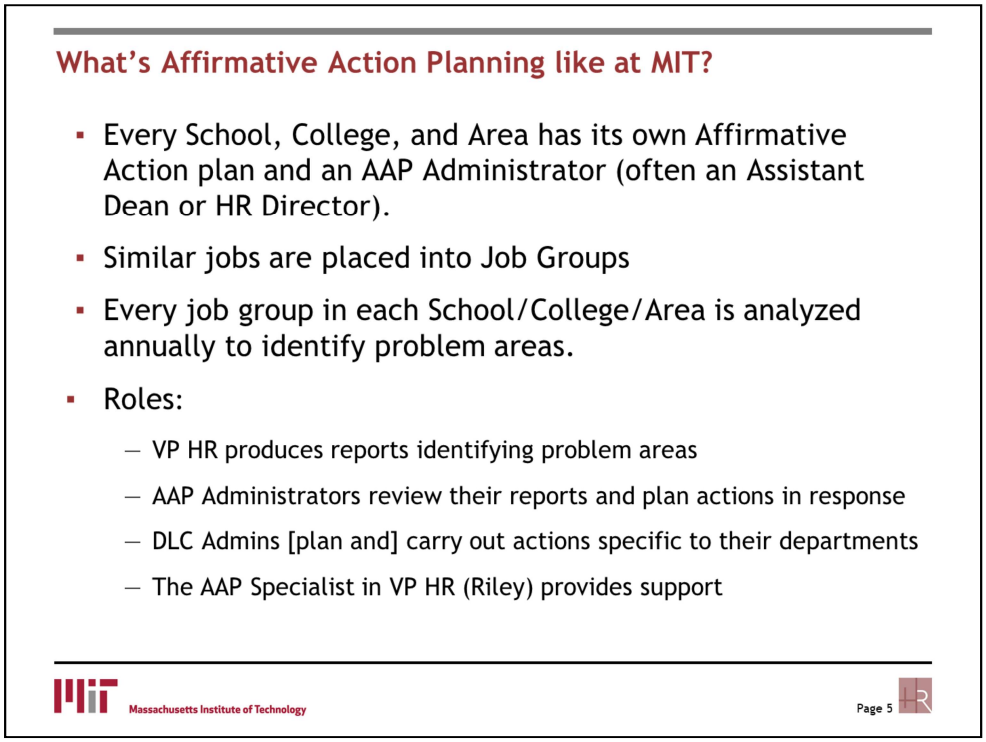
  Veteran status

  Disability status

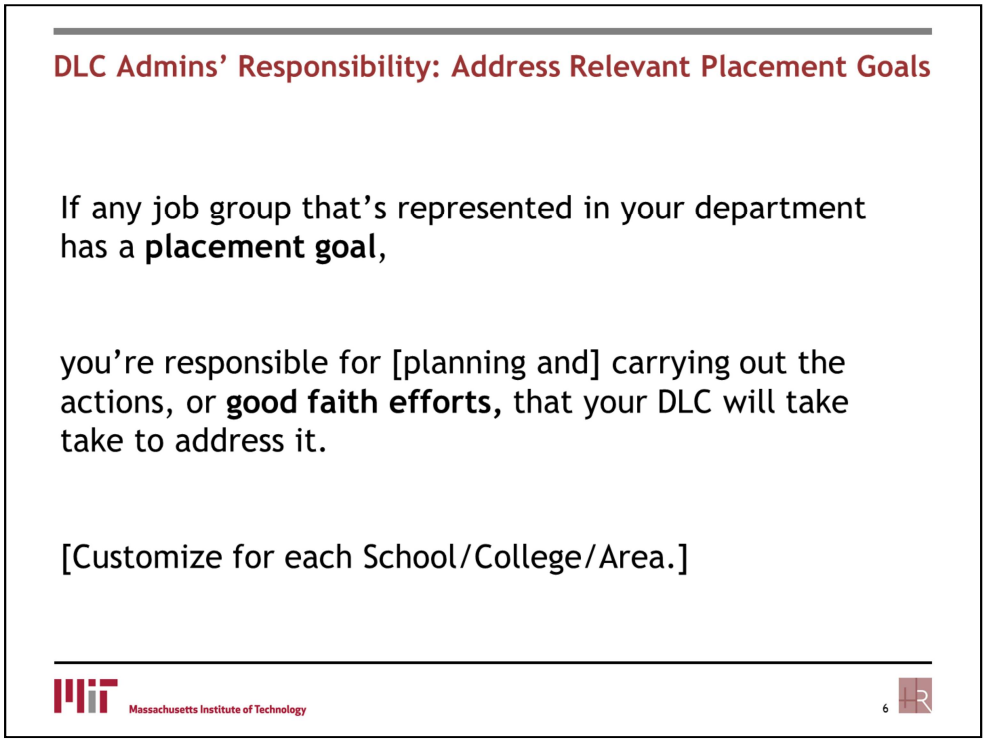
For today, we're going to address only women and minorities.

The Importance of Affirmative Action Compliance

- Not only does Affirmative Action support the Institute's own diversity values, but…
- MIT is due for an OFCCP audit of our Affirmative Action plans soon. Any negative findings could lead to
  - Bad publicity
  - Fines and increased oversight
  - Ultimately, loss of government contracts.

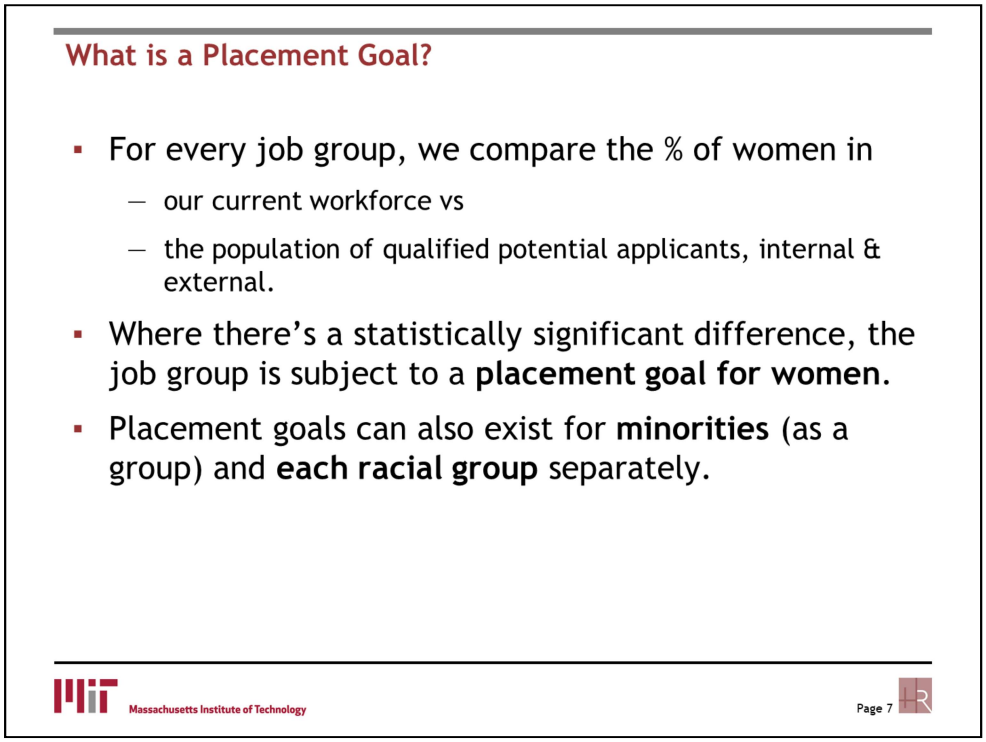


- Job groups are created across the whole Institute. Not every School/College/Area has employees in every job group.
- [Each School/College/Area has its own way of defining the role of DLC Admins. In some cases, the AAP Administrator provides each DLC's Administrator with the actions they should carry out. In other cases, each DCL Administrator determines the actions they'll carry out and submits those plans.]



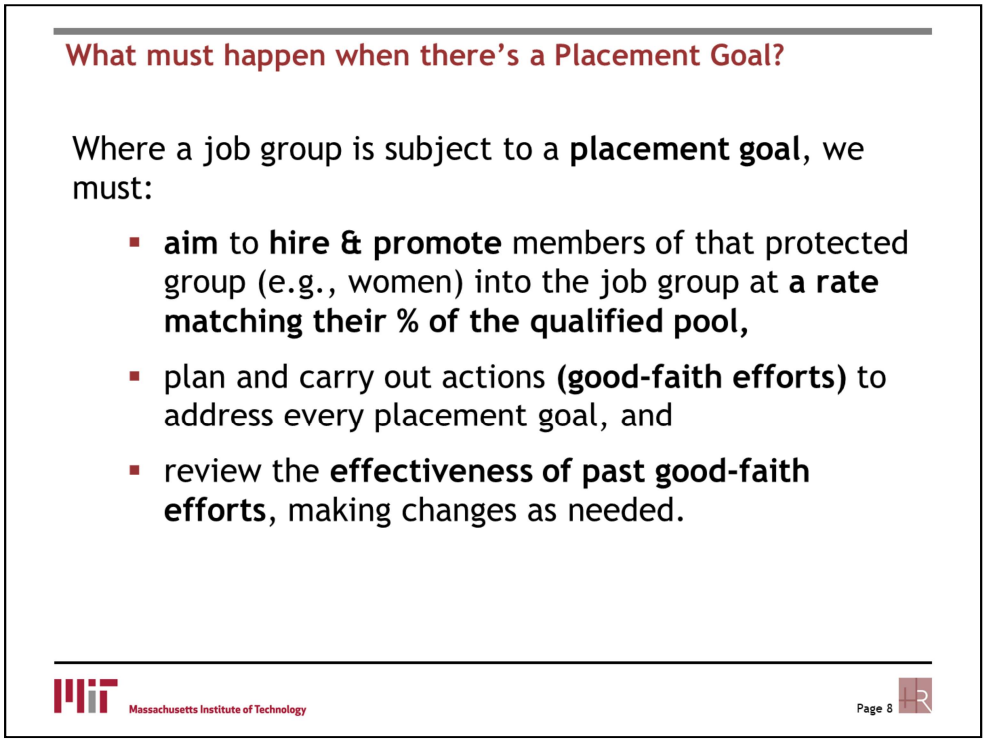
We're about to define these terms.

On a later slide, you'll be able to see which placement goals are relevant to your DLC.



The population of qualified potential applicants is a combination of some or all of the following:

- MIT employees in "feeder" job groups, who could be promoted into the job group
- People in the relevant geographic area who indicated in the last US Census that their occupation falls into this job group
- Recent recipients of relevant degrees



It's not in "good faith" to repeat the same, ineffective actions year after year.

How can you help ensure Placement Goals are meaningful?

- Encourage your employees to self-identify in Atlas "About Me"
  - This ensures accurate demographics in the internal pool of qualified potential applicants.
  - Let's get "credit" for the diversity we have – and ensure that we invest our efforts where there are true gaps.
  - This applies to disability and protected-veteran status, as well as race.

Self-identification is optional.



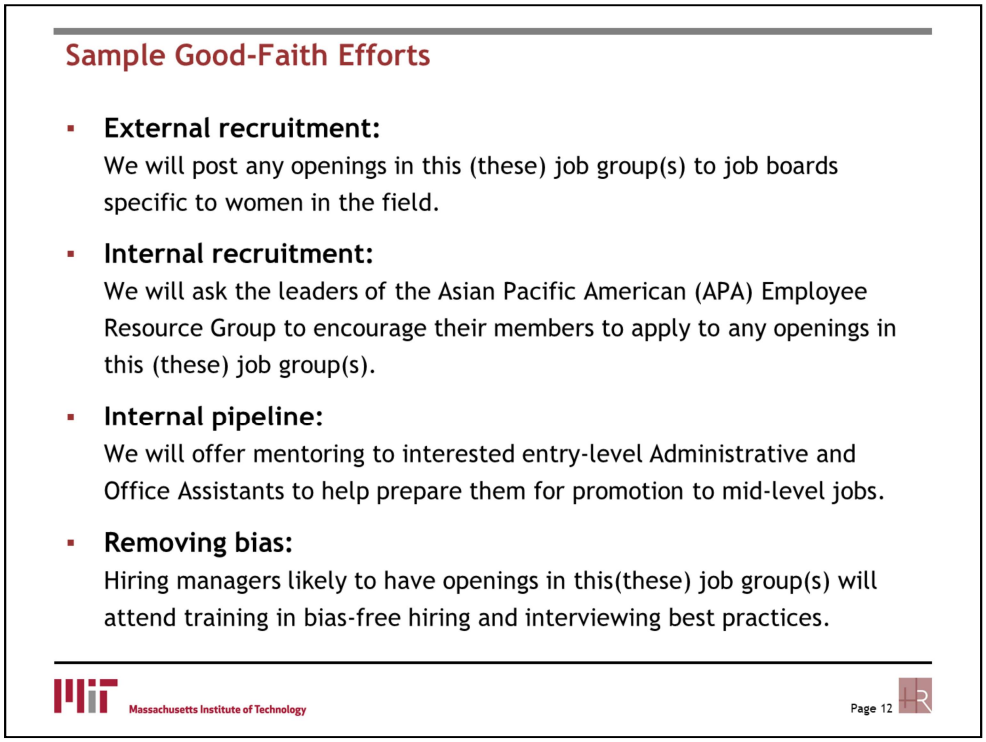
- We are required to take actions to make achieving the goal likely; we are not out of compliance if we fail to reach the goal.
- While you are probably aware of these points already, hiring managers and *their* higher-ups may not be, and since they're under great pressure to hire women and minorities, so they may misinterpret this as a mandate for preferential treatment.
- Parts of the Affirmative Action reports that we aren't discussing today will catch preferential treatment, by looking for disproportionate treatment of *either* sex and *any* race.

"Good Faith Efforts" to address a Placement Goal aim to:

- increase the number of qualified female or minority applicants (external and internal), e.g.,
  - Targeted advertising or recruitment at specific events
  - Outreach to Employee Resource Groups
  - Training programs for employees in promotable groups

- and/or remove bias from the hiring process, e.g.,
  - Training hiring managers
  - Removing identifying information from resumes

Good-Faith Efforts are *actions,* not *outcomes* (e.g., "Hire two women")



The most effective Good Faith Efforts address the specific situation. For instance,

- recruiting additional qualified women to apply will not help much if the hiring manager resists hiring someone who might need maternity leave, while
- training hiring managers won't help much if postings are not reaching qualified minorities in the field.

DLC Admins' Responsibilities for Good Faith Efforts (1)

1. Identify which of your School/College/Area's Placement Goals apply to your DLC
   - This is based on whether you have any employees in any of the Jobs in a Job Group.
   - You'll also need to know which jobs are included in each Job Group.
   - See the next two slides…

Placement Goals in [School/College/Area], w/the Relevant DLCs

Job Group		Sex	Race	Lab A	Lab B	Center C	Lab D	Dept E	Center F	Dept G	Lab H	Dept I	Dept J
3C	Acad-Resch (incl. Postdocs)	Women		X	X	X		X	X		X		
3T	Resch Sci, Eng, Assoc		Minorities, Asians	X		X		X	X		X		X
3U	Resch Spec, Tech Asst/Assoc	Women		X	X		X						
5T	Admin & Office Mid level	Women		X	X	X		X	X	X	X	X	X

- The following departments have no employees in any job groups that are subject to placement goals:
  - X Lab
  - Y Department
  - C Center

Jobs in each Job Group

- A list of job titles that fall into each Job Group is available in this Cognos Report at reports.mit.edu:

  Public Folders >

  School & Area Reports >

  HR >

  Community >

  Affirmative Action Jobs and Job Groups

- If you have trouble running this report, write to diversity-data@mit.edu

https://reports.mit.edu/cognos/cgi-bin/cognos.cgi?b_action=cognosViewer&ui.action=run&ui.object=%2fcontent%2ffolder%5b%40name%3d%27School%20%26%20Area%20Reports%27%5d%2ffolder%5b%40name%3d%27HR%27%5d%2ffolder%5b%40name%3d%27Community%27%5d%2freport%5b%40name%3d%27Affirmative%20Action%20Jobs%20and%20Job%20Groups%27%5d&ui.name=Affirmative%20Action%20Jobs%20and%20Job%20Groups&run.outputFormat=&run.prompt=true&ui.backURL=%2fcognos%2fcgi-bin%2fcognos.cgi%3fb_action%3dxts.run%26m%3dportal%2fcc.xts%26m_folder%3diA94A65CBC87E453AA3A6C0CFE31BCCA5

DLC Admins' Responsibilities for Good Faith Efforts (2)

[NOTE: This slide is included only if DLC Admins are asked to generate their own Good Faith Efforts]

2. Design Good Faith Efforts (GFEs) to address the relevant Placement Goals
   - Only one GFE is needed to cover all the potential job openings in the whole Job Group
   - One GFE may address more than one goal
   - Every placement goal must be addressed by at least one GFE.
   - Keep GFEs brief – no need for detail
     - Auditors will expect you to have carried out whatever you recorded, so leave yourself room to adjust the details as you carry out your plans.
     - 255 characters max

DLC Admins' Responsibilities for Good Faith Efforts (3)

3. Carry out the Good Faith Efforts [that your School/College/Area's AAP Admin specifies] to address the relevant Placement Goals
   - Where relevant, include these in the search plans for any openings in the Job Group.
   - Ensure that hiring managers are aware of all relevant Placement Goals and Good Faith Efforts
   - Continue working on these Good Faith Efforts until the next year's Placement Goals are announced

4. Before creating next year's GFEs in the Spring of 2022, we will ask you to update and document this year's GFEs
   - If you did have an opening in this job group, you'll provide some type of digital evidence that you took the action, such as an invoice, a copy of an ad, an email, a photo of a job-fair badge, etc.

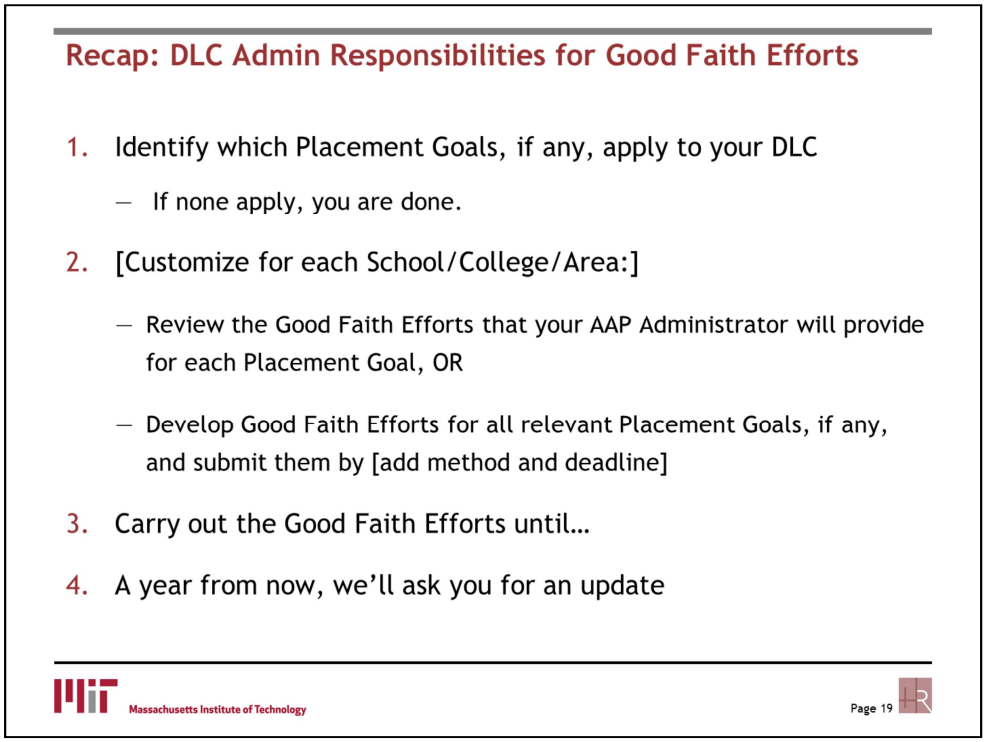
Resources from the VP of Human Resources

- See the "Hiring Process Overview" page on HR's website:

  https://hr.mit.edu/managers/hiring/process

  A few highlights include:

  - *Advertising and diversity outreach* section:
    - Diversity Posting Guide
    - Tips for outreach
  - *Screening, interviewing, and ensuring bias-free hiring decisions* section:
    - Courses on bias-free hiring and interviewing taught by Staffing Services



Remember: Keep the text for a GFE under 255 characters.

Thank you for your time and efforts

If you have questions or find problems, contact either

- [School/College/Area AAP Administrator] or
- Riley Hart and her colleagues at diversity-data@mit.edu