EEO Data Workshop:
Collecting and Analyzing Employment Activity Data

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Agenda

- Introduction
- Legal Requirements and Definitions
- External Availability Data
- Utilization Analysis
- Longitudinal Data Collection
- Longitudinal Applicant Pool Analysis
- Longitudinal Hiring Process Analysis
- Interpreting Analysis Results
- Discussion

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Key Legal Requirements

5 CCR § 53003

- A process for gathering information and periodic, longitudinal analysis of the district's employees and applicants, broken down by number of persons from monitored group status, in each of the job categories listed in section 53004(a) to determine whether additional measures are required

- An analysis of the degree to which monitored groups are underrepresented in comparison to their representation in the field or job categories…**and whether or not the underrepresentation is significant**

- Methods for addressing any underrepresentation identified

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Key Legal Definitions

5 CCR § 53001

- **Adverse Impact**: a statistically-measured disparity in outcomes for applicants and employees based on race, ethnicity, and/or sex

- **Diversity**: the presence and inclusion of applicants and employees from a wide range of ethnic, racial, age, national origin, religious, gender, sexual orientation, ability, and socio-economic backgrounds

- **Equal Employment Opportunity**: all applicants and employees have a full and fair chance to compete for and enjoy the benefits of employment regardless of background; Districts identify and eliminate barriers to employment that are not job related and create an inclusive environment

- **Monitored Group**: each race, ethnicity, sex, and ability status group (e.g. male, female, Caucasian, African American, Hispanic, Asian/Pacific Islander, Native American, individual with a disability, etc.)

- **Underrepresentation**: a statistically measured disparity between the presence of a monitored group in the workforce and projected availability

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External Availability Data

- District Student Population
- Current U.S. Census Labor Market and Regional Population Estimates
- Projected Future Labor Market and Regional Population Estimates
- Targeted Regional Recruitment Areas
- Historical Applicant Location Population Estimates

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U.S. Census Estimates

- Guide to accessing U.S. Census population estimates:
  http://www.shastacollege.edu/Human%20Resources/Assets/Census%20Availability%20Guidance%2004032018.pdf

- U.S. Census Website:
  https://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t

Availability & Utilization Analysis

- <u>Availability Analysis tool demonstration</u>

- Identifies potential *underrepresentation*

- Allows for multiple availability sources to be blended into a single availability estimate

- Useful for comparative analyses between potential recruitment strategies

- **Availability is an estimate suggesting what could be, not what is or what should be**

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Longitudinal Applicant Data Collection

- Understand your application system's capabilities for capturing information on applicants and the hiring process

- **Train staff to enter applicant and process information accurately and consistently**

- Understand how data can be retrieved from your application system

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Longitudinal Applicant Data Collection

- Data integrity is the foundation of meaningful EEO analyses. Key considerations include:
  - How do we categorize positions and hiring opportunities
    - Requisitions, departments, job titles, etc.
  - How do we document the phases in our hiring process?
  - Do we document accurate, consistent candidate dispositions?
  - How and when is demographic information solicited?
  - Who has access to applicant data?

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Longitudinal Applicant Pool Analyses

- Evaluates the racial and sex composition of applicant pools and new hires over a defined time period

  – Identifies potential *adverse impact* in applicant pools and hiring decisions

  – Longer time periods may reveal broad patterns and systemic concerns

  – Analyses of shorter periods may reveal isolated concerns and emerging trends

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Longitudinal Applicant Pool Analyses

- <u>Longitudinal Analysis – Applicant Pool Composition tool demonstration</u>

- Identifies potential *adverse impact*

- Allows for multiple levels of analysis – District-wide hiring patterns, hiring within a department, disaggregated groups of similar jobs, individual jobs, etc.

- Useful for comparative analyses between defined periods of activity (e.g. between academic years)

- Frequency of analysis determined by volume of hiring activity

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Longitudinal Hiring Process Phase Analyses

- Evaluates the racial and sex composition of applicant pools and selections at each phase of the hiring process

  – Identifies potential *adverse impact* at each decision point

  – May reveal consistent patterns and systemic concerns (e.g. females held to higher qualification standards to be interviewed)

  – Analyses of disaggregated job groups may reveal focused issues within a specific department or area (e.g. Hispanic applicants rarely interviewed for management positions)

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Longitudinal Hiring Process Phase Analyses

- <u>Longitudinal Analysis – Hiring Process Phase Analysis tool demonstration</u>

- Identifies potential *adverse impact*

- Allows for multiple levels of analysis – District-wide hiring patterns, hiring within a department, disaggregated groups of similar jobs, individual jobs, etc.

- Useful for comparative analyses between defined periods of activity (e.g. between academic years)

- Frequency of analysis determined by volume of hiring activity

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Interpreting EEO Data Analysis Results

- Analyses provide data, we interpret meaning

- Factors to consider
  - Consistency of results
  - Composition of jobs in aggregated analyses
  - Magnitude of statistical probability
  - Correlation versus causation
  - Explanatory variables and spurious relationships

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Interpreting EEO Data Analysis Results

- Opportunities to improve versus potential discrimination

- Consistency of findings between utilization, applicant pool, and hiring process analyses

- Is there an apparent story? Example:

  – Asians are underrepresented compared to labor market availability

  – Asians are present in applicant pools but hired at a significantly lower rate than other applicants

  – Asians are screened out before the 1st interview at a significantly higher rate than other applicants

  – Potential barrier to employment – selection criteria for initial interviews and hiring committee evaluations

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Questions and Discussion

- Challenges to collecting data?

- Challenges to conducting robust EEO data analyses?

- Challenges to interpreting analytic results?

- Challenges to communicating results?

- Challenges to developing measures to improve on prior EEO performance?

- Challenges to building support for measures to improve?

- Other challenges?

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Thank You for Participating!

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