

# Division of Administration & Finance Report

Training to ensure equitable searches and processes to increase URM candidates in search pools for staff positions

- Existing Staff HR business processes are designed and employed to ensure a diverse approach to recruitment for staff and MPP positions:
  - Process designed to hire the most qualified candidate in a given pool
  - Checks and balances built in to standard process to ensure equitable hiring:
    - Diversity composition of each pool reviewed prior to closing application period
    - Committee approach utilized for all staff and MPP recruitments
    - Process requires position specific weighted selection criteria to be developed and submitted to Staff HR prior to job being posted for application
    - Process requires set position specific interview questions to be developed and submitted to Staff HR prior to job being posted for application
    - Applications and resumes undergo a standard review by professional recruiters in Staff HR, to ensure minimum qualifications are met before being provided to the hiring department for review Staff HR works with various stakeholders to focus on attracting diverse candidate pools
  - Staff HR works with various stakeholders to focus on attracting diverse candidate pools through outreach efforts such as directed communication regarding job openings to targeted affinity groups, email list-servs, professional conferences and other professional organizations.

- Staff HR partners with an outside agency that helps place advertisements within the most relevant and appropriate employment forums, when a hiring campus department seeks to expand the scope of diversity in a particular candidate pool.
- Education and guidance for leaders of hiring departments:
  - Staff HR conducts recruitment-focused unconscious bias training for all campus managers
- Ensuring pay equity related to searches and all classification and compensation actions:
  - Our basic approach to ensuring pay equity is to follow our normal compensation guidelines, which are based on a review of education and work experience for a given employee or group of employees.
    - [Administrative Guidelines: Compensation—Bargaining Unit Employees](#)
    - [Administrative Guidelines: Compensation—Management Personnel Plan Employees](#)
  - Staff recruitments:
    - All salary requests are reviewed for new hires. Requests above the salary range midpoint for that position are identified and the hiring department is advised of an equity issue.
  - MPP recruitments:
    - Staff HR conducts a salary study for all MPP recruitments and places the job in a subrange based on equity. Administrative guidelines for MPP hiring are then adhered to, in order to prevent pay equity issues.
    - [Administrative Guidelines: Recruitment, Selection, and Appointment of Management Personnel Plan \(MPP\) Employees](#)

Progress on enhancing holistic professional development for employees around diversity, equity and anti-racism

- Staff HR facilitates training for multiple cohorts of campus managers and bargaining unit leads each year, around critical human resources topics that pertain to effective leadership of employees
  - These programs include:
    - HR Essentials for Managers is comprised of eight workshops geared towards MPPs, with the topics of diversity, equity and unconscious bias incorporated throughout the series.
    - HR Essentials for Leads is comprised of nine workshops designed for bargaining unit leads, which offers five campus specific supervision workshops and four CSU specific leadership workshops, with the topics of diversity, equity and unconscious bias incorporated throughout the series.
- Staff HR continues to provide development opportunities to campus staff and MPP employees on a systemwide level, through participation in programs such as the CSU Leadership Academy and the CSU Leadership Development program, which is a nine-workshop program designed for both aspiring and acting leaders.
- Staff HR continues to focus on providing self-directed learning resources for staff around the topic of unconscious bias, which includes specific e-learning courses on CSU Training and LinkedIn Learning, Ted Talks, the Harvard Implicit Associations Assessment link, and other Articles and resources.
- Staff HR contracted with the NeuroLeadership Institute (NLI), to facilitated comprehensive implicit bias and anti-racism training for all CSULB MPPs, in an effort to strengthen our campus culture and the communities we serve.

- Staff HR is a partner and campus stakeholder in numerous compliance training offerings, which are driven through the campus learning management system (CSU Learn). These compliance trainings touch on diversity, equity and anti-racist topics for all levels of campus staff and MPP employees.

Enhance regularized training and periodically utilize 360 evaluations for managers

- Regularized training for staff and MPPs has been greatly augmented through the availability of online training resources, and the implementation of remote instructor led training brought on by the recent pandemic.
  - Staff HR continues to expand campus-wide training offerings for staff and MPPs by integrating the use of online training resources into the variety of development offerings.
    - CSU Training has greatly expanded the availability of training resources for staff and MPPs, providing synchronous and asynchronous training options, as well as numerous self-education resources.
    - LinkedIn Learning also provides a wealth of available development options for staff and MPP employees.
- Staff HR continues to incorporate the collection of full circle feedback in its recommendations for the managerial performance evaluation process.
  - Managers are trained to solicit feedback from all appropriate stakeholders in the current MPP performance review process, which does not formally include a traditional 360-degree evaluation tool.
  - Staff HR has helped specific campus departments deploy a management development strategy on occasion, which incorporated the use of a 3rd party 360-degree evaluation tool to measure the performance of specific managers.

## Identify Better ways to prepare staff

- Staff HR continues to offer staff participation in the Road to Success Academy, which is an enhanced training program for frontline staff, comprised of seven interactive workshops, all specially designed to prepare staff employees for success in their current roles and ready them for future opportunities.
  - Staff HR created the content for this program internally, with goal of providing campus staff with better preparation for success in their current and potential future roles.
- Staff HR hosted a series of development and wellness workshops as part of the LifeMatters program in partnership with our campus employee-assistance program provider, Empathia.
- Staff HR has championed the Insights Discovery program across campus for the past 6 years, serving as a tool to create a common language amongst staff and MPPs, in an effort to provide a foundation for more effective and efficient communication.
  - This program enables individuals to maximize their strengths, and find ways to connect and partner with people who have differing perspectives and work habits.
  - Understanding communication styles helps develop a greater understanding for diverse approaches.
  - Communication is a key component in preparing staff for success in their roles and helping to ready them to become the campus leaders of the future.
- Various campus stakeholders have incorporated notice of campus and CSU-wide job postings into regular periodic communications that are circulated to campus staff and MPPs.
  - [CSULB Staff & MPP Job Opportunities](#)
  - [CSU Careers](#)
- The Staff HR classification and compensation team continues to manage a number of business processes to support

advancement and growth for staff and MPPs in their current roles.

- Employees can collaborate with their appropriate administrator and/or Staff HR to discuss options such as in-range progressions or classification reviews, as their position and assigned duties evolve.
- Classification and Compensation