IS YOUR APPLICATION TRACKING SYSTEM GOING TO COST YOU DURING YOUR NEXT OFCCP AUDIT?

NHRMA 2012 CONFERENCE

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AGENDA

- Welcome
- OFCCP focus
- Common pitfalls
- Top 5 things to review
- Analyzing applicant data
- Linking recruitment to AA goals
Audit Focus

- Adverse impact analysis
  - (37 possible ways to fail)
- Compensation (2% or $2,000)
- Disposition of candidates by stage
- Proper recordkeeping
- Disabled and veterans
- Tests
THE PERFECT STORM IS BREWING

- Proposed sweeping changes in legislation
  - Veterans
  - Persons with a disability
  - Compensation data collection
  - Scheduling letters
TRANSLATING AA REQUIREMENTS INTO RECRUITMENT REQUIREMENTS
AFFIRMATIVE ACTION REQUIREMENTS

Section 503

Executive Order 11246

VEVRAA/Section 4212

Recruitment
WHERE DOES THE OFCCP START?
WHO IS AN APPLICANT?

- Social Networking
- Resume databases
- Apply/ATS
- Interview
- Hire
INTERNET APPLICANT

1. Expression of interest received
2. Considered
3. Met basic qualifications
4. No voluntary removal
JOB SEEKER To NEW HIRE...

Record Keeping Requirements (keep resume and how the resume was received)

Job Seeker
- Has their resume on the Internet (posted to a job board, networking site, etc.)

Candidate
- Has had their resume viewed online by your company and meets the minimum qualifications
  AND/OR
- Has applied to a job at your company

Applicant
- Has applied online to company position
  AND/OR
- Has had their resume reviewed by your company and your company has spoken to them about the position

New Hire
- Has been interviewed for the position, accepted the offer and passed all pre-employment tests.

PINNACLE
AFFIRMATIVE ACTION SERVICES
COMMON PITFALLS
SKIMPING ON IMPLEMENTATION

- Accepting ATS vendor defaults
  - Disposition codes
  - Stages
  - Statuses
  - Many times companies don’t even know what half the values would ever be used for

Saving money now, can cost later....
NOT REEVALUATING PROCESS

- Not mapping recruitment process prior to implementing
- Taking an existing process designed to work without an ATS and recreate in the ATS
- Missing large gaps of the recruitment process because it was too difficult to capture manually or with last system.
INADEQUATE TRAINING

- Not training recruitment team on changes in process - just the technology
- Not clearly outlining what must be tracked
- Not considering the AA requirements and how the technology addresses them

No Data = No Defense
**RANKING & SCORING**

**Proceed with Caution**

- Using the screening tools to rank and score
  - Basic qualifications
  - Hiring managers preferences
- When is it a test?
  - If they can fail it; it is a “test” in the eyes of the OFCCP
ACCESSIBILITY

- Assuming it is your vendors problem
- Not testing for universal design
- No accommodation process
RESUME SEARCHES

- Ranking on preferred
- Not tracking: internal & external
- No Data Management Technique (DMT)
Unrestricted access to ATS can cause issues
- Creating applicants by reviewing resumes
- No disposition reasons applied
- Pre-selection
- Giving applicants to the recruiters to process hire
- If your recruiters won’t do it; they won’t!
TOP 5 THINGS TO REVIEW
DISPOSITION CODES

- Too many
- Too few for defense
- Not used to limit applicant pool
- Inconsistently applied
- Recruiters have their “favorite” codes
**Disposition Codes - Action**

### Audit
- Audit at least quarterly:
  - If used at all
  - Used in the right stages
  - Used to document withdraws
  - Basic Quals knocked-out

### Update
- Clear and concise by stage
- Breaks-down to 5 main groups:
  - Doesn’t meet Basic Qualifications
  - Candidate not interested
  - Company is not interested
  - Candidate declined offer
  - Hired
RECRUITMENT STEPS

- System processes the hire vs. applicants
- Cannot tell the story of recruitment process
- One size fits all
Recruitment Steps - Action

Audit

- Map out current recruitment process
  - Professional
  - High volume
  - Staffing firms
- Compare against the stages in ATS

Update

- Update stages to match process
  - Resume reviewed
  - Recruiter screen
  - Forwarded to the Hiring Manager
  - Hiring Manager interview
  - Tested
  - Offer extended (verbal and written)
  - Hired
APPLICANT HISTORY

- ATS vendor only provides as a custom report
- Home grown systems may not be logging the history
- Moving candidates straight from applied to hired
- Missing interviews (1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>)
- Only tracking an offer for hires
## Applicant History - Action

<table>
<thead>
<tr>
<th>Audit</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Number of applicants to hires</td>
<td>- Update recruitment process to require stages to be tracked</td>
</tr>
<tr>
<td>- Interviews to hire</td>
<td>- Train recruiters and hiring managers on the process</td>
</tr>
<tr>
<td>- Offer to hire</td>
<td>- Update reports to easily track</td>
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<td>- Applicants without a disposition</td>
<td></td>
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<tr>
<td>- Manual additions</td>
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</table>
DEFINITION OF AN APPLICANT

- Common ways to erode definition
  - Interview applicant prior to applying
  - Career events/Job Fairs
  - Referrals
  - Temp to perm

- Common ways to expand definition
  - Misclassify applicant (basic qualifications)
  - No or invalid DMT (auto screen on preferred)
### Definition of an Applicant - Action

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>Look for manual additions</td>
<td>Lock down the ability to manually add</td>
</tr>
<tr>
<td>Analyze referral applicant flow</td>
<td>Develop a referral process for recruitment</td>
</tr>
<tr>
<td>Career fairs</td>
<td>Update temp policy</td>
</tr>
<tr>
<td>Review temp to perm</td>
<td>Enable agency portal</td>
</tr>
<tr>
<td>Review agency candidates</td>
<td></td>
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JOB POSTINGS

- Many systems only track the external and internal postings
  - Major and niche job boards not tracked
- Not tracking what was posted
- Post and pray outreach
- Section 4212/VEVRAA


**JOB POSTINGS**

**Audit**
- Review posting data
  - What?
  - Where?
  - How long?
- Audit for Section 4212
- Do you have brick and mortar relationships

**Update**
- Update posting policy:
  - Minimum time
  - All external jobs
  - Specifics should be kept
- Verify that state/local agencies are receiving jobs
- Develop “low tech” relationships
How To Analyze Your Data
WHERE TO START?

- Review previous year’s data
  - Stage tracking, search logs, job postings
- Look for trends in the applicants
- Focus your analysis on the hires
  - If you don’t track it on your hires you won’t on the others!
TRACK YOUR STEPS
APPLICANT TO HIRE HEALTH
THE KEY IS TO LINK ATS TO AA GOALS
**Share AA Goals With Recruitment**

- If your recruiters don’t know; they can’t help
- Determine minimum outreach when a goal is present
- Update annually
LINK GOALS TO JOBS

- Hi-tech Option
  - Load directly into applicant tracking system
  - Load into a table as a separate sub-list and make it a required field

- Low-tech Option
  - Provide an excel pivot table
  - Provide a printed report with just problem areas
TRAIN RECRUITERS

- Goal versus Quota
- Outreach requirements
  - With a goal and without
- Company outreach efforts
- Recordkeeping
AUDIT

- Measure against goals to reassess outreach efforts
- Audit quarterly at a minimum
- Create a report that links goals to applicants
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Thank You