



ATS Musical Chairs Stop the Music

Presented by:

Tim Trittin, PHR

Diversity and Compliance Director

JobTarget

Nicolas Paul

Director of Compliance

Kairos Services, Inc.

Tim Trittin

Tim Trittin is the Diversity and Compliance Director at JobTarget, a recruitment advertising company with 1,000+ small to Fortune 500 clients/companies.

Tim's expertise is in OFCCP compliance as it relates to outreach, talent acquisition, data management, and ATS implementation and reconfiguration to ensure compliance. Through the years Tim has worked with small and Global 500 Federal Contractors, helping them achieve OFCCP compliance through a common sense business centric approach. Tim's enthusiasm for compliance and exceptional customer service has helped the program almost quadruple in size since 2015.

Prior to starting his human resources and compliance career, Tim served 8 years as a Combat Engineer with the U.S. Army Reserves.



Nicolas Paul

Nicolas Paul, Director of Operations for Kairos Services, Inc., is responsible for directing Kairos' staff in the preparation and implementation of Affirmative Action Programs as well as providing technical assistance to Kairos clients.

Prior to joining Kairos, Mr. Paul served as a team and squad leader with Special Operations' 3rd Ranger Battalion, 75th Ranger Regiment in Operation Enduring Freedom in Afghanistan and Operation Iraqi Freedom. Speaking from his first-hand experience as a disabled combat veteran, Mr. Paul regularly presents compliance strategies to Federal Contractors covering new and forthcoming regulatory changes at local, regional and national ILG Conferences. Mr. Paul graduated Summa Cum Laude from the University of Texas at Dallas.



Disclaimer

The content provided herein by is for informational purposes only and not a substitute for professional advice. You should seek independent advice from a proccessional before acting upon any opinion or information contained in this presentation.



Applicant Tracking System

Definition & Purpose

Internet Definition - An applicant tracking system (ATS) is a software application that enables the electronic handling of recruitment needs. An ATS can be implemented or accessed online on an enterprise or small business level, depending on the needs of the company and there is also free and open source ATS software available. An ATS is very similar to customer relationship management (CRM) systems, but are designed for recruitment tracking purposes. In many cases they filter applications automatically based on given criteria such as keywords, skills, former employers, years of experience and schools attended.

The principal function of an ATS is to provide a central location and database for a company's recruitment efforts. ATSs are built to better assist management of resumes and applicant information. Data is either collected from internal applications via the ATS front-end, located on the company website or is extracted from applicants on job boards...

Our Definition - A software application that allows the electronic processing of certain recruitment functions, and enables employers to more efficiently handle and track the recruitment, selection and hiring process.



Learning Objectives

- Discover the key reasons contractors change applicant tracking systems
- Learn how to evaluate your current applicant tracking system to determine if it is meeting your organization's needs.
- Understand what to consider when the decision is made to change your ATS
- Gain a better understanding of the steps needed to effectively select and launch a new ATS
- Understand your responsibilities when working with the ATS provider during and after implementation



In Session Handouts

- **Handout 1 – ATS Gap Analysis Template**
- **Handout 2 – New ATS Implementation Checklist**
- **Handout 3 – Website *Compliance* Checklist**
- **Handout 4 – Reference Library and Access URL**





Why Do Contractors Change Applicant Tracking Systems?

Why Do Contractors Change Applicant Tracking Systems?

- Review of case study data
- Review of survey data

- There is no single applicant tracking system solution



Why Do Contractors Change Applicant Tracking Systems?

Reporting

- **Compliance reporting not sufficient or customizable**
 - Cannot report on certain steps within the applicant tracking system
 - Inability to track jobseeker's status^R accurately
 - Inability to track gender, race, veteran status, disability status, and recruitment source
- **Additional reporting does not meet the contractor's needs, and/or cannot be customizable for recruiting purposes**
 - Reports such as time to fill, interview to hire ratios, cost per hire are missing, insufficient or cannot be customized

Superscript "R" indicates additional support information for term or topic can be found in the online reference library.

Why Do Contractors Change Applicant Tracking Systems?

Training Difficult for New Users

- Training webinars and/or training materials complex
- System not intuitive to non-technical users

Flexibility

- **Flexibility with Workflows for End-Users**
 - No ability to change the master workflow from jobseeker intake to hire
 - No ability to change workflows by requisition
 - Little or no ability to have secondary applications
- **No or little flexibility in adding or creating documents in the process**
 - May want to add terms of use documents, background release forms, or other required documents



Why Do Contractors Change Applicant Tracking Systems?

Limited Integration with Systems

- **Internal systems where an integration may be needed or wanted**
 - Human Resource Information System (HRIS)
 - Onboarding system
 - Payroll system
 - Performance Management System
- **Vendor systems where an integration may be needed or wanted**
 - Background check vendor
 - Reference check vendor
 - Compliance vendors
 - Job boards, job aggregators and social media





Why Do Contractors Change ATS Systems?

Jobseeker experience

- Inability to upload jobseeker data from social media or resumes
- High jobseeker drop-offs rates
- System is slow
- Extra long application, with no way to change it
- System is not mobile friendly
- No branding throughout the application

Messages 4:02 PM 84%

Search for Employment Opportunities

Search Job Postings

Job Category:

Enter search words or phrases separated by commas:

Location:

City:

Requisition Number:

Number of Results per Page:

[click here to submit a general application.](#)

Previous Visitors

If you have previously applied for jobs with us, you may log in here to update your profile, apply to additional jobs, and perform other actions.

(Reminder: Your Username is your Email Address.)

Username (Email Address):

Password:

[Click here if you need a password reminder.](#)

If you experience performance issues with this job board, you may be using an unsupported browser. Please switch to Microsoft Internet Explorer, and place your computer in Compatibility View to correct. In Internet Explorer, users can do this by selecting: Tools > Compatibility View settings and adding "recruitingcenter.net".

You may also need to add the following URLs as trusted sites:
"https://www4.recruitingcenter.net/", "https://www5.recruitingcenter.net",
"https://www7.recruitingcenter.net".

To add URLs as trusted sites in Internet Explorer, users can do this by selecting: Tools > Internet Options > Security tab > click on "Trusted sites" > "Sites" button > add each URL separately in the "Add this website to the zone" field, click on the "Add" button > then click the "Close" button. Check your help files if this path is not available in your browser.



Evaluating Your Current Applicant Tracking System

Evaluating Your Current ATS

Compliance

• **Reporting**

- Do your current reports ensure proper compliance^R
- Do the canned/default reports satisfy your needs?
- Are you able to create custom reports?
- Can reports be easily exported in a usable format? Does the information reported export matching requisition ID, names, job codes, etc.?

• **Data collection**

- Does the system ask for and collect race^R, gender^R, veteran/disability^R status, and recruitment source from jobseekers?
- Are the questions asked in compliant with the regulations?

Superscript "R" indicates additional support information for term or topic can be found in the online reference library.



Evaluating Your Current ATS

Compliance (cont.)

- **Disposition codes**

- Are you able to add or deactivate disposition codes^R?
- Are you able to add customized disposition codes at certain stages in the jobseeker lifecycle?

- **Status codes**

- Are you able to add or deactivate status codes^R?
- Are you able to add customized status codes at certain stages in the jobseeker lifecycle?

- **Templates in the application**

- Can you add templates and/or ad hoc information into the application to ensure OFCCP, state, county and city compliance?

Superscript "R" indicates additional support information for term or topic can be found in the online reference library.



Evaluating Your Current ATS

Compliance (cont.)

- **Careers site (if run by the ATS provider)**
 - Are you able to add documents and custom language (EEO is the law poster^R, Pay Transparency Nondiscrimination Provision^R, reasonable accommodation statement^R, etc.) to the careers site?

Ease of Use

- **Can you easily find information in the system?**
- **Can others easily be trained on the system?**
- **Are self-service changes in the system easy?**
- **Can you easily and quickly move through the system with little lag or redundancy?**

Superscript "R" indicates additional support information for term or topic can be found in the online reference library.



Evaluating Your Current ATS

Integration

- Do you need your ATS to be integrated with additional internal and/or external systems?
 - HRIS, Payroll, Onboarding, etc.

Pricing

- Can you afford your current ATS? Do you have more budget to upgrade or add-on?
- What is the 'true' cost of your current ATS provider? Do you feel the cost is a good value?

Social Media and Job Boards

- Does the system satisfy your social media and job board needs?

Mobile Capability

- Easy mobile apply

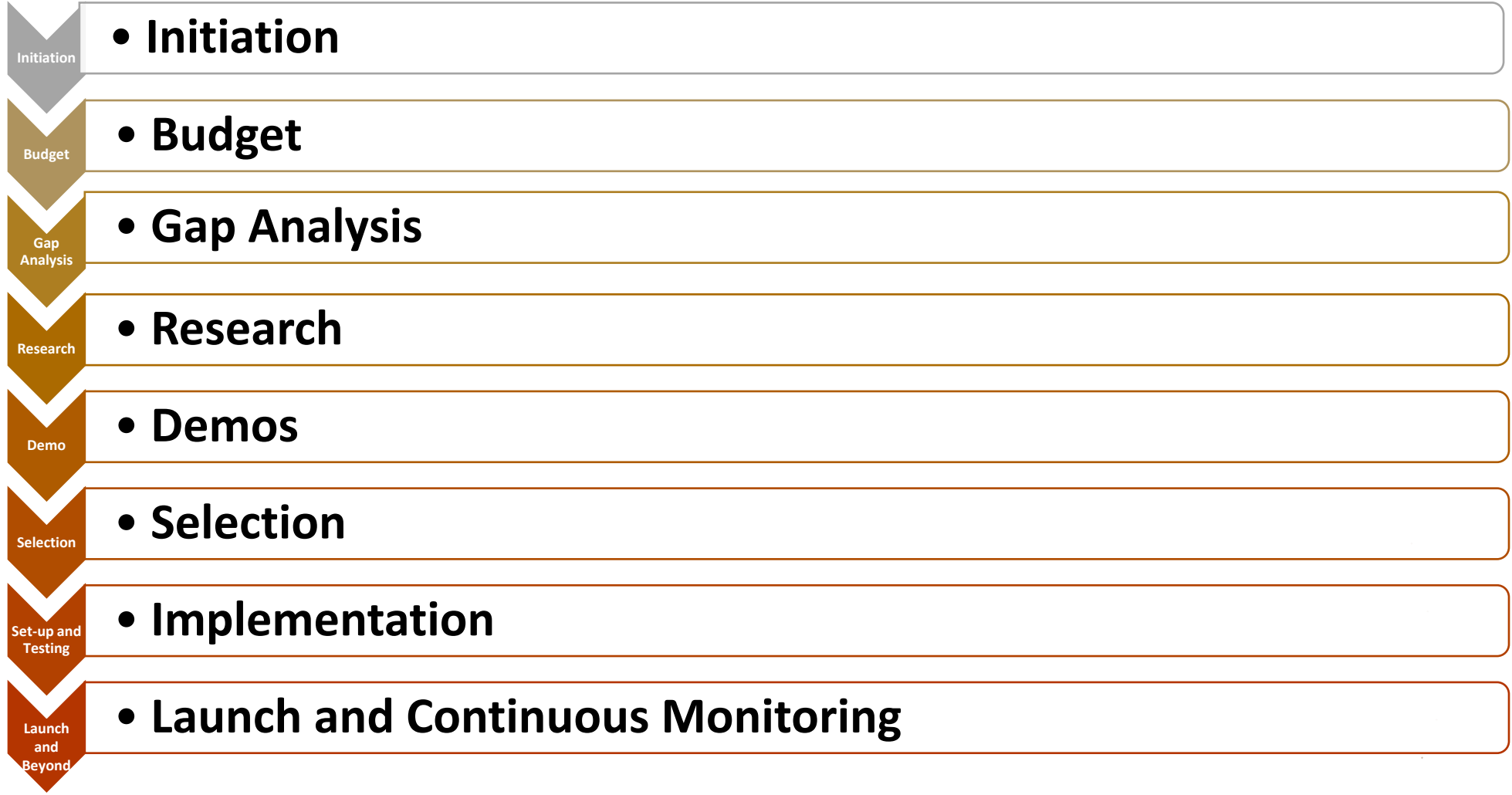




SALSA
Strategy, Access, & Leadership in San Antonio



From Initiation to Launch and Beyond



Initiation

An ATS Change has Been Requested by a Department or Individual

- **Talent Acquisition and/or Human Resources**

- Easier to use
- Integration with other systems
- User friendly interface
- Better customer service
- Enhanced jobseeker experience
- Etc...

- **Finance/Accounting/Payroll**

- Integration with other finance systems
- Cost

- **Compliance**

- Meet federal, state, county and/or city compliance needs



Initiation

An ATS Change has Been Requested by a Department or Individual (cont.)

- **I.T.**
 - Meet company or contract security compliance needs
 - Integration with other systems
- **HRIS**
 - Integration with other systems
- **Operations/Hiring Managers**
 - Ease of use
 - Access to enter requisitions and/or to see jobseekers that applied



The Budget

Make the Case for the Proper Budget

- **Who controls and has influence over the budget within your department and your organization?**
 - Speak with your department head, and/or an influential executive, to have them assist you persuading others
- **Cost saving with a new ATS?**
 - Savings on the actual system costs
 - Savings on labor over your current system
 - Cost of customization
 - Cost of ‘custom reporting’ resulting from customization (if required)
- **Fill open positions quicker**
- **Reduce risk/better compliance**
- **Enhanced company branding**



The Budget

Once a Budget is Established

- **Can the budget be sustained year-over-year?**
 - Do you have the ability to sign a multiple year agreement?
- **Does Finance need flexibility on payment terms?**
 - Do they need to spread out payments or can they pay one lump sum?
- **If you free up funds from somewhere else, can you apply them to the new ATS?**
- **Can the ATS budget be increased if your organization grows?**
- **Will there be a cost to transfer your historical jobseeker data from your current ATS?**



SALSA
Strategy, Access, & Leadership in San Antonio



In-depth Gap Analysis^R

Requirements, Needs and Wants

- **Requirements**

- Ability to collect data
- Proper reporting
- Jobseeker tracking
- Satisfies all other compliance requirements
 - Dispositioning, disability/veteran status, etc.

- **Needs**

- What is missing from your current ATS that is needed?
 - Integration with other systems, friendly user interface, etc.

- **Wants**

- What would be really nice for the new ATS to do?
 - Extract information from social media or resumes
 - Allow easier communication between hiring managers and talent acquisition
 - Etc.



SALSA
Strategy, Access, & Leadership in San Antonio



The Research

Ask for Recommendations

- **Speak with co-workers and industry colleagues and explain what you need in your new ATS**
- **Consult with your Affirmative Action Advisor(s)**
- **Consult with experts that specialize in applicant tracking systems**
- **Do exhaustive independent research**
 - Google research
 - Recommendations from LinkedIn groups



Demonstrations

The Introduction and Initial Demonstration

- **Have your initial questions ready before the demonstration**
 - Pricing and payment terms
 - Service order and terms & conditions
 - May want to get a sample of the service order and terms & conditions for your legal, contracts and/or finance departments to review
 - Customer service support
 - Average length of open ticket
 - Average type of client
 - Security on the system and backup of data
 - What is included and where would there be extra charges?
 - Is the system able to input historical data? If yes, in what format? How long does the system store historical information?
- **Initial demonstration**
 - Have them walk you through processes
 - Creating, opening and closing a requisition
 - Positioning jobseekers
 - Jobseeker apply to hired
 - Social media apply
 - Jobseeker application process
 - Running a reports
 - Does the system seem intuitive?
 - Manager view
 - Access to sensitive information from manager view, talent acquisition, and human resources



Demonstrations

The Introduction and Initial Demonstration (cont.)

- **Questions during the initial demonstration**
 - What is customizable and what is hardcoded
 - Can you add documents?
 - If yes, where is it allowed and where isn't it not?
 - Are additional forms in HTML format, PDF, text, popups, etc.?
 - Can you change workflows?
 - If yes, can this be done per requisition or just on the master template?
 - Disposition codes
 - Can you add and change disposition codes?
 - How many disposition codes are allowed?
 - Reporting
 - Can you create your own custom reporting by time, requisition ID, etc.?
 - Does the reporting pick-up custom fields?
 - Are reports exported easily? In what format?
- Is the system mobile friendly (if applicable)



Demonstrations

- Reporting in a usable format



SALSA
Strategy, Access, & Leadership in San Antonio



2017 General Employee - Microsoft Excel

Employee ID	AAP Plan Name	Physical Location of Employee	Zip Code of Physical Location	Physical Location Code	Current Status	Last Name	First Name	Gender	Race	Disability	Protected Veteran	Type of Protected Veteran	Department	Original Hire Date	Re-Hire Date	Most recent Position Entry date	Termination Date	Type of Employee	Supervisor Employee ID	Exempt or Non-Exempt	

Demonstrations

Final Demonstrations – final two to three ATS providers

- **Ask the ATS provider to have an implementation expert available during the final demo**
- **What stakeholders^R may be interested in the final demo**
 - Talent Acquisition
 - Human Resources
 - Affirmative Action Advisor(s)
 - I.T.
 - HRIS
 - Accounting/Finance
 - Hiring Managers
- **Have the attendees ask their own questions during the final demo**

Superscript "R" indicates additional support information for term or topic can be found in the online reference library.



The Selection Process

Your Top Two ATS Providers Have Been Selected

- **Pricing**

- Ask for final pricing with the features you want
- Ensure the cost of additional/ongoing support is included – often an expensive oversight when calculating cost (think new regulations/changes to regulations)

- **References**

- Ask for references, ideally from similar industries

- **Request a test environment/sandbox**

- Give access to Talent Acquisition team, Human Resources, Affirmative Action Advisor(s), etc.
- Run and export reporting
- Test the customization
- Add jobseekers and run them through the process
- Complete a jobseeker application
- Add documents
- Adjust workflows



SALSA
Strategy, Access, & Leadership in San Antonio



The Selection Process

Final ATS Provider Determined and Selected

- **Do you need final approval?**
 - Get buy-in from stakeholders that can influence and support you
 - Have your business case fine tuned
 - Why does your organizations need this ATS?
 - Is there a cost savings?
 - The new system is cheaper?
 - Will there be labor savings long-term?
 - Does it integrate with other systems?
 - Will it give the jobseeker a better experience?
 - Will it help fill open positions faster?
- **Get the final service order submitted to Contracts and Finance**



S A L S A
Strategy, Access, & Leadership in San Antonio



Implementation

Understand the Expectations

- **Timelines and milestones**
 - What is the 'go-live' date?
- **Data transfer from your previous ATS**
- **Your responsibilities**
 - Who in your organization will be responsible for what
- **What is the ATS provider's responsibility? What do they need from you?**

System Set-Up

- Create and/or input templates
 - Standard requisition/job posting templates
 - Confirmation emails to jobseekers once applied
 - Phone screen invites
 - In-person interview invites
 - Offer letters
 - Rejection emails
 - Onboarding documents



Implementation

System Set-Up (cont.)

- **Company user set-up**
 - Jobseeker application set-up
 - Fields set-up and organization
 - Custom application fields, if needed
 - Upload or create custom templates for the application
 - Input standard knockout questions
 - Required forms
 - Vets Self ID form
 - Disability Self ID form
 - Race Gender Self ID forms
- **Create custom disposition codes**
- **Create custom status codes**
- **Create restriction for certain users**
 - Hiring Managers
 - Other users



Implementation

System set-up (cont.)

- **Create your changeable and static fields within the requisition template**
- **Create workflows**
 - Requisition approval
 - Applied to hired
 - Application process
 - Hiring approval
- **Reporting**
 - Create custom reports
- **Set-up Social media feeds and other sites (if applicable)**
- **Customize your careers page^R**
 - Your company data and language
 - Compliance posters
 - Logo
 - Social media



Implementation

Testing

- **Enter a few requisitions**
 - Does approval workflows work?
 - How do the requisitions display on the careers page?
- **Complete several jobseeker applications**
 - Have others within you organization complete an application and provide feedback
 - How is the flow?
 - How long did it take you?
 - Any glitches?
 - Any redundancies?
 - Does the jobseeker confirmation email work?
- **Reject jobseekers**
 - Rejected jobseekers in different stages using disposition codes
 - Do the rejection emails work?



Implementation

Testing (cont.)

- **Hire a few jobseekers and close out requisitions**
 - Does approval workflows work?
 - Does the offer letter template work?
 - Does the integration work with other systems?
 - Do requisitions close properly?
- **Reporting**
 - Run a report after a few test jobseekers are hired and requisitions are closed
 - Does the reporting show all the information needed, including custom fields?
 - Double check the data against information input into applications
- **User restrictions testing**
 - Do the restrictions work
 - Does the restricted user have enough access to be effective?
- **Final testing**
 - Test the final system with your Affirmative Action Provider(s) to ensure compliance.
 - This can save you a lot of additional work when reporting for AAPs is due and/or during a compliance audit
 - Test the final system with the talent acquisition team and other that will be using the system.



Implementation

Training

- **ATS provider training**
 - Does the ATS provide personalized live training?
 - Is there webinar trainings?
 - Are there step-by-step training manuals?
- **Training by your organization**
 - Create recorded trainings for all those that will have access
 - Training may be different for those that have different access levels
 - Create step-by-step training manuals based on access levels
 - Have ongoing/refresher training for all users



SALSA
Strategy, Access, & Leadership in San Antonio



Launch and Continuous Monitoring

Go Live and Beyond

- **Work closely with your ATS provider after launch**
 - Immediately report issues to the ATS provider after launch
- **Log and report ongoing issues and errors**
 - Regular and formal feedback on the ATS from users
 - Administrative users
 - General users (recruiters, human resources, etc.)
 - Hiring managers (if applicable)
 - Jobseekers once hired
- **Provide regular feedback to the ATS provider**
 - Issues and/or errors encountered by all parties
 - Enhancements you would like to see



Resource Library

- **Disability Self-Identification Form CC-305**
- **Disposition Codes List**
- **EEO Tagline for Job Ads**
- **Employment Agency Outreach Letter**
- **Pay Transparency Non-Discrimination Provision**
- **Race-Ethnic Identification**
- **Race-Gender Self-Identification Form**
- **Recruitment Letter to ESDS**
- **Semi-Annual Recruitment Source Letter**
- **Status Code List**
- **Veteran's Pre-Offer Self-Identification Offer**
- **Veteran's Post-Offer Self-Identification Offer**
- **Website Compliance Checklist**
- **Gap Analysis Template**
- **Individual with Disabilities Resources**
- **Veterans Resources**
- **State Workforce Agency Resources**
- **ATS Selection and Implementation Checklist**
- **Stakeholder Handout**
- **And more!**



SALSA
Strategy, Access, & Leadership in San Antonio

