What Would You Do? Play Along As We Address Applicant Issues

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Agenda

- **Introduction to Audience Response System**
- **Sourcing/Talent Communities**
- **Pre-Screening Questions**
- **Evergreen & Parent Requisitions**
- **Applicant Disposition Coding**
- **Staffing Agencies**
- **Auditing Your Recruitment Practices**
- **Questions**

Audience Response System Instructions

- **All questions are multiple choice. Choose ONE answer.**

- **Select the number on your keypad that corresponds with your answer.**

- **If you want to change your answer prior to the end of the polling time, select a new answer to overwrite your old one.**

- **The results are 100% anonymous. We are not keeping track of who has which keypad to associate an answer with a person.**
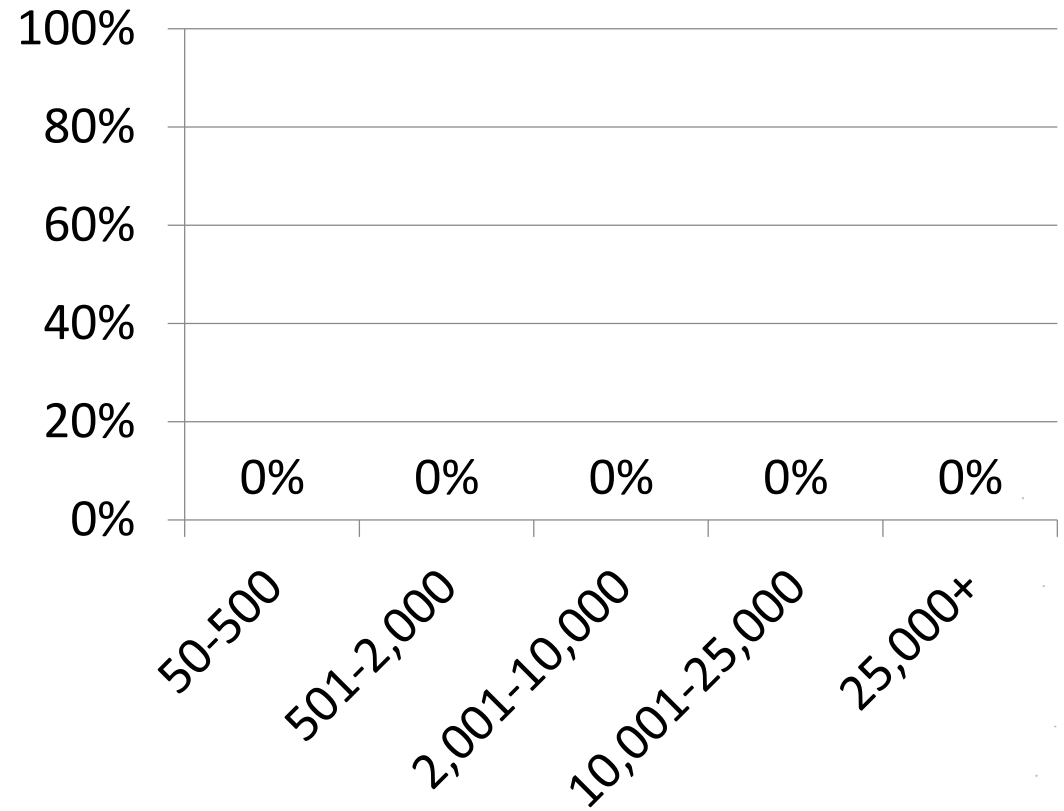
Contractor Size

How many U.S. employees are in your workforce?
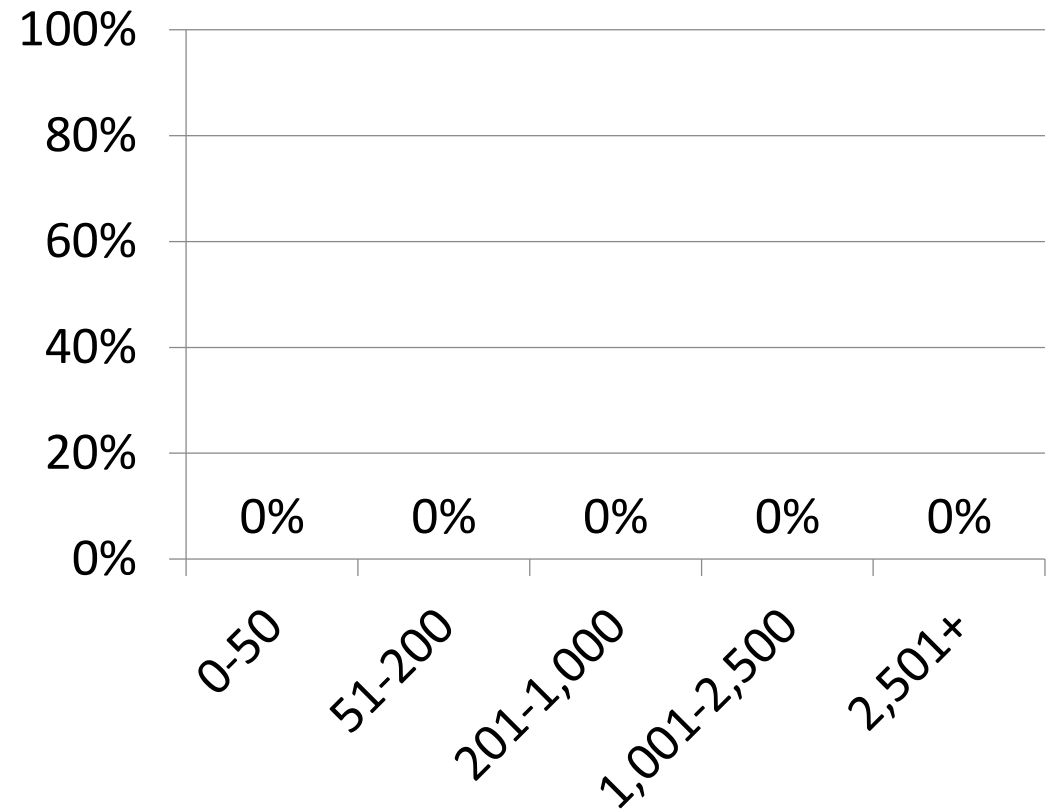
1. 50-500

2. 501-2,000

3. 2,001-10,000

4. 10,001-25,000

5. 25,000+

Annual Hiring Activity

Approximately how many hires are made each year?

1. 0-50

2. 51-200

3. 201-1,000

4. 1,001-2,500

5. 2,501+

Sourcing/Talent Communities

Sourcing/Talent Community

- **Database of job candidates that are identified through various means, such as social media, referrals, proactive sourcing efforts, or prior expressions of interest**
  - **May include current, past, and retired employees**
- **Talent pools are targeted groups of candidates that are available because they are already pre-screened, pre-assessed, and potentially ready to work for the company**

Sourcing/Talent Community

Your Talent Acquisition team has started a new effort to proactively identify candidates who are a good fit for future openings in your company. They place these candidates in a Talent Community database. What do you advise your TA team about recordkeeping for these candidates?

1. Collect EEO data as soon as sourcing begins.

2. Place candidates in your ATS and follow your normal procedures on when to collect EEO data.

3. Maintain a separate Talent database and do not collect EEO data from these candidates until they apply for a specific position.

4. Stop the practice immediately because the company's practice is to only consider those who apply for a specific position.

Sourcing/Talent Community

Chart showing four categories all at 0%:
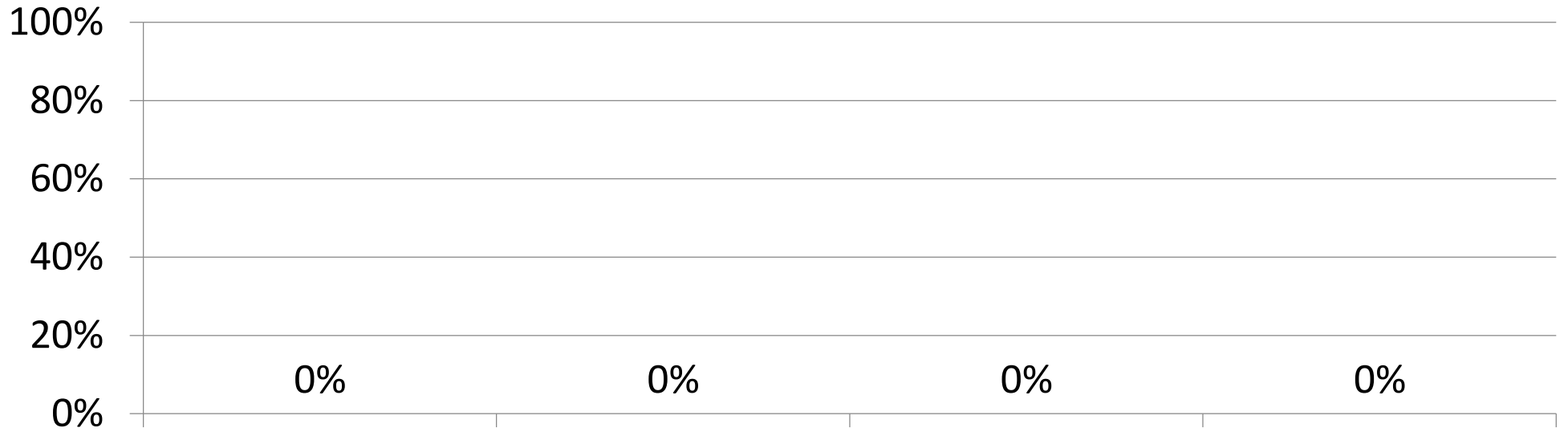
Collect EEO data as soon as sourcing begins.	Place candidates in your ATS and follow your normal procedures on when to collect EEO data.	Maintain a separate Talent database and do not collect EEO data from these candidates until they apply for a specific position.	Stop the practice immediately because the company's practice is to only consider those who apply for a specific position.
0%	0%	0%	0%

Sourcing/Talent Community

- **Best practice is to maintain a separate talent database and invite candidates to apply for specific positions**

- **Decide whether and when you will collect EEO data for talent community candidates**
  - May depend on whether you are pre-screening candidates for particular skills sets before jobs are available

- **Be consistent – require all sourced candidates to go through same process to apply for a specific job**
  - Automate invitation to apply to new openings
  - Strategically disposition candidates who are not interested in ATS
    - Did not complete application process
    - Withdrawal
    - Presumed disinterest

- **Automate recordkeeping of any talent database searches**

Pre-Screening Questions

Pre-Screening Questions

- **Automated online process used to conduct preliminary screens on candidate pools**

- **Usually used at very beginning of hiring process**

- **Can be used different ways**

  - **Knock-out questions: if candidate answers question incorrectly, automatically removed from further consideration**

  - **Rank or score all candidates based on certain specified criteria**

  - **Gather more information about candidates, but all candidates move forward regardless of answer**
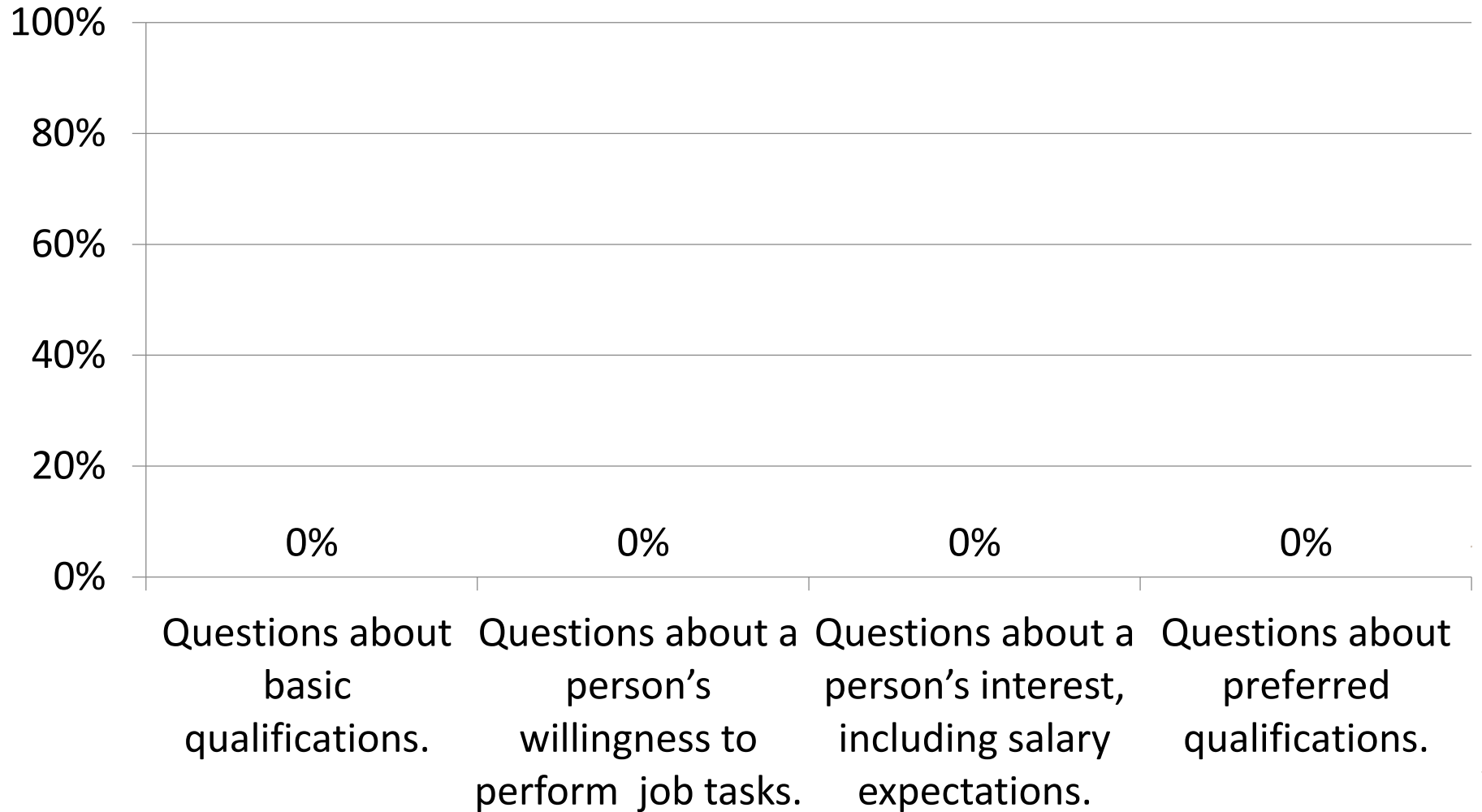
Pre-Screening Questions

Your Talent Acquisition team is developing pre-screening questions for entry-level jobs. Which of the following question types do you tell them to avoid?

1. Questions about basic qualifications.

2. Questions about a person's willingness to perform job tasks.

3. Questions about a person's interest, including salary expectations.

4. Questions about preferred qualifications.

Pre-Screening Questions

Pre-Screening Questions

- Follow a strategic process using the elements of the Internet Applicant Rule
  - Step 1: Assess candidate willingness to do job tasks
  - Step 2: Ask questions that allow candidates to remove themselves from consideration
  - Step 3: Assess basic qualifications (only those requirements that are objective and noncomparative)
- Tailor to the job – this may mean different questions for different jobs, job families, etc.
  - TIP: If you want to use the same prescreening questions, do not ask about basic qualifications.
- Be consistent – don't change from opening to opening for same job

Pre-Screening Questions Don'ts

- Do not ask for preferred qualifications (in online ATS, has been considered, is an applicant if meets willingness and basic qualification questions, even if recruiter never opens)

- Do not ask about ability (ability is not the same as willingness and may get to disability issues)

- Be careful using a system that ranks, scores, or stacks candidates (could be seen as a test that must be validated)

- Do not reject candidates as "overqualified" in prescreen (same reasoning as first)

Evergreen and Parent Requisitions

Evergreen and Parent Requisitions

- **<u>Evergreen Requisitions</u>:** A requisition that is continually open and collecting resumes/applications from job seekers. Hires are made directly from requisition.

- **<u>Parent Requisitions</u>:** A requisition used to fill multiple openings. Each candidate is hired to his/her own individual requisition number for other tracking purposes. In the applicant flow these selections appear as 1:1s.

- **Typically used for certain types of jobs:**
  - Highly populated
  - High turnover
  - Mission-critical
  - Hard to fill
  - Entry level
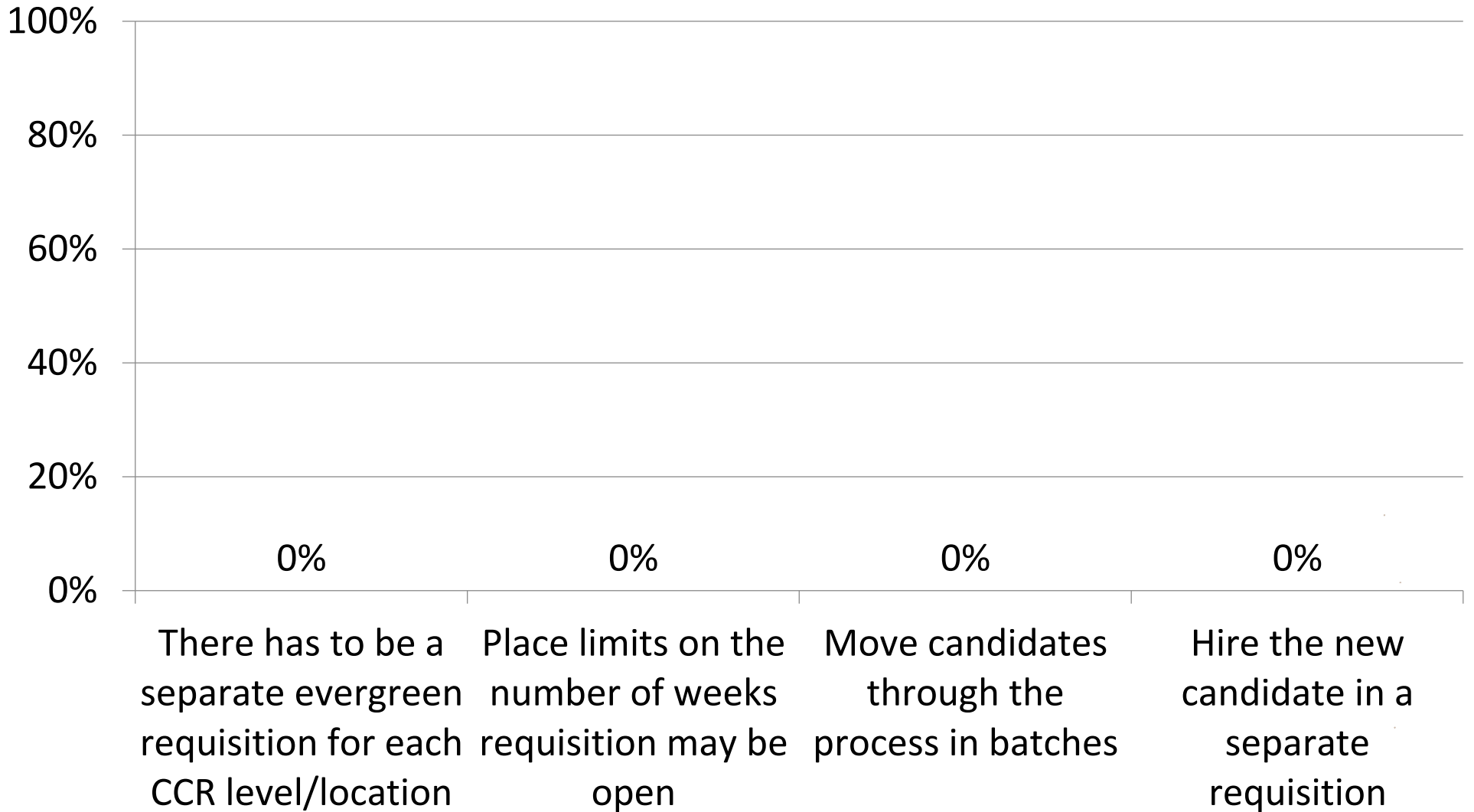
Evergreen Requisitions

Your recruiting team uses evergreen requisitions for Call Center Representatives (CCR). What would be the most important strategy you would want to implement before continuing to use evergreen requisitions?

1. There has to be a separate evergreen requisition for each CCR level/location
2. Place limits on the number of weeks requisition may be open
3. Move candidates through the process in batches
4. Hire the new candidate in a separate requisition

Evergreen Requisitions

Chart showing four categories each at 0%:
- There has to be a separate evergreen requisition for each CCR level/location: 0%
- Place limits on the number of weeks requisition may be open: 0%
- Move candidates through the process in batches: 0%
- Hire the new candidate in a separate requisition: 0%

Evergreen/Parent Requisitions

- Do not hire for multiple plan locations or job levels from same requisition

- Place limits on number of days/weeks requisition may be opened

- Place requisition on hold and then reopen

- Move candidates through process in batches

- Use available information, such as date applied, to create pools

- Monitor for patterns, such as consistent favored or non-favored group across plans

Applicant Disposition Coding
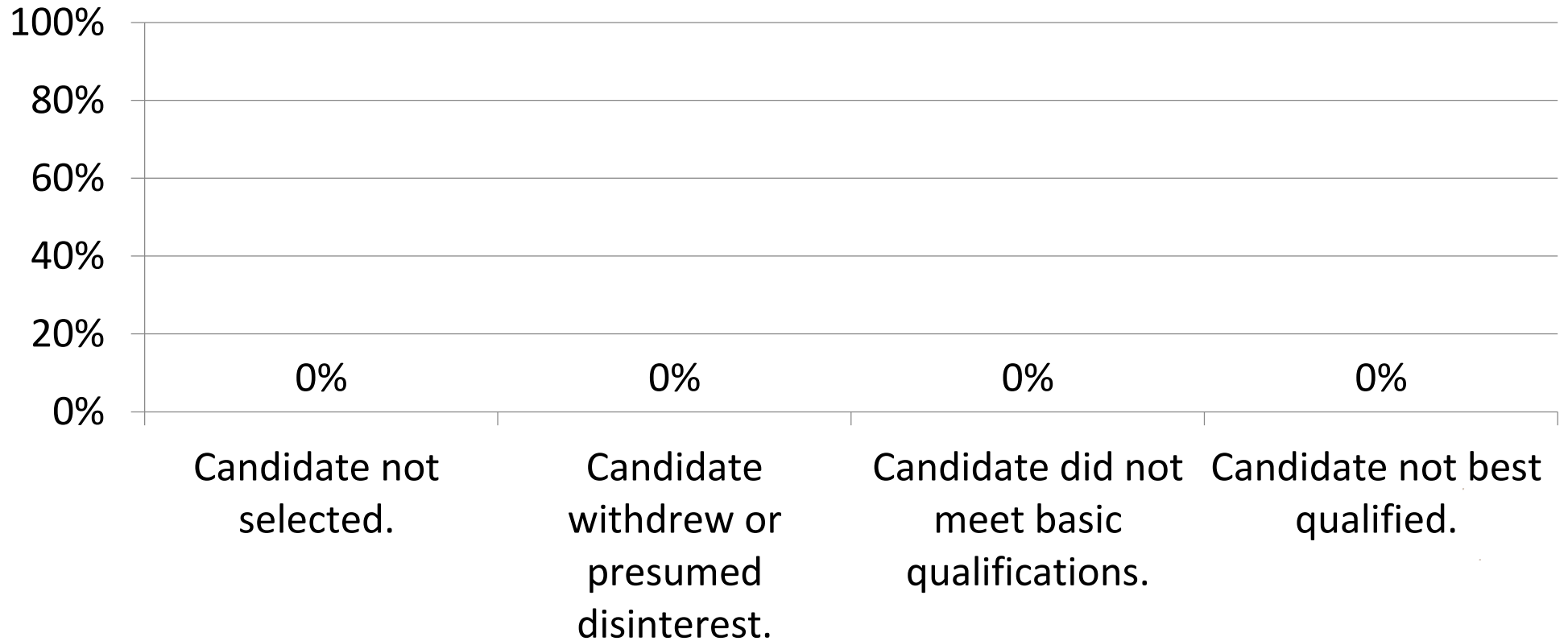
Applicant Disposition Coding

Which of the following disposition codes should you train your recruiters to use first, when applicable?

1. Candidate not selected.
2. Candidate withdrew or presumed disinterest.
3. Candidate did not meet basic qualifications.
4. Candidate not best qualified.

Applicant Disposition Coding

100%
80%
60%
40%
20%
0%

0% 0% 0% 0%

Candidate not selected.

Candidate withdrew or presumed disinterest.

Candidate did not meet basic qualifications.

Candidate not best qualified.

Applicant Disposition Coding

- Strategic disposition codes state the <u>reason</u> the <u>candidate</u> "fell out" and <u>when</u>

- Use Internet Applicant Rule to train recruiters about how to use disposition codes:

Never Considered

Withdrew

Presumed Disinterest

Did not Meet Basic Quals

Did not Meet Preferred Quals
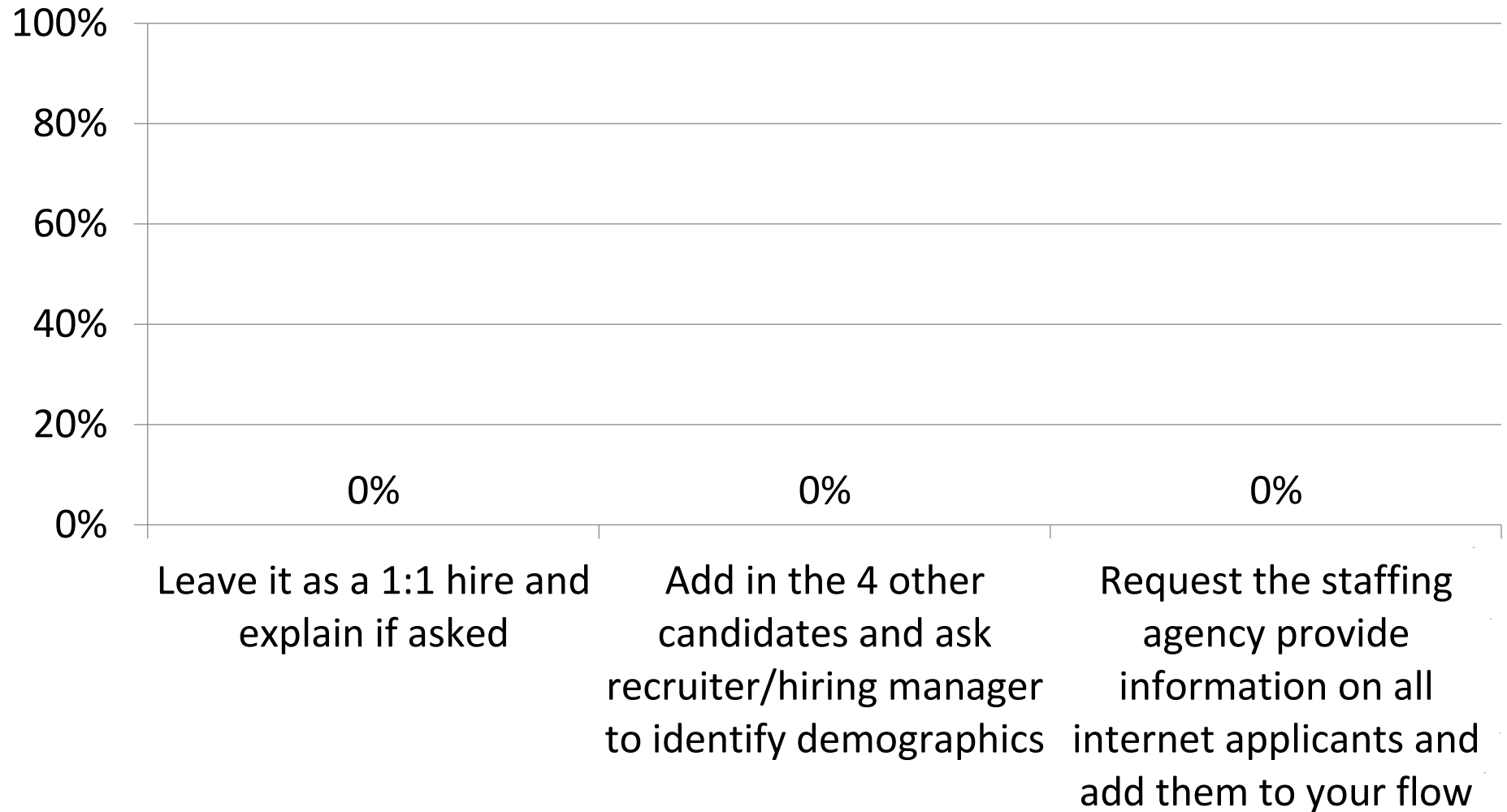
Staffing Agencies

Staffing Agencies

Prior to submitting your AAP for audit, you see a 1:1 hire in your Executive job group and learn that the person was hired through a staffing agency. Your company interviewed 5 candidates before making a selection. How do you present the data?

1. Leave it as a 1:1 hire and explain if asked

2. Add in the 4 other candidates and ask recruiter/hiring manager to identify demographics

3. Request the staffing agency provide information on all internet applicants and add them to your flow

Staffing Agencies

0%	0%	0%
Leave it as a 1:1 hire and explain if asked	Add in the 4 other candidates and ask recruiter/hiring manager to identify demographics	Request the staffing agency provide information on all internet applicants and add them to your flow

Staffing Agencies

- OFCCP FAQ:

  OFCCP's recordkeeping rules, including the Internet Applicant Final Rule, require federal contractors and subcontractors to keep and maintain records regarding their selection process, including information about applicants and hires. **<u>The use of a recruiting firm in the hiring process does not relieve a contractor of its recordkeeping obligations</u>** under 41 CFR 60–1.12; **<u>the contractor will be held accountable if the specified records are not maintained.</u>**

Auditing Your Recruitment Practices

Audit Your Recruitment Tracking Practices

- **Know what data you need and how to retrieve it**

  - All applicants who applied during plan year?

  - Only requisitions opened during plan year?

  - Only data for jobs filled during the plan year?

  - What about internal selections?

  - Cancelled requisitions?

  - Requisitions with no hire?

- **Best Practice: Reverse Engineer Applicant Data**

  - Identify all hires first and then gather applicant pools that were considered for those selections

Annual Audits

- Map out current recruitment process on annual basis and update steps in ATS to reflect your actual process

- Evaluate use of data management techniques and ranking/scoring functionality

- Review prescreening questions to confirm they are valid and working as intended

- Use annual AAP data to evaluate use of disposition codes

Quarterly Checkups

- **Perform quarterly checks to confirm applicant data is being collected correctly**

  - How many candidates have unknown race, gender, IWD, or PV status?

  - Are requisitions with a hire still open?

  - Do all candidates have a step and status?

  - Do any requisitions have a 1:1 applicant to hire ratio?

Questions

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