Presenters

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Agenda

- Why is the applicant status so important?
- The Internet Applicant Rule
- How is applicant data used?
  - OFCCP Compliance Reviews
  - Hiring Process Step Analysis
- Common issues related to applicant tracking
  - Understanding when to use a status (Handout)
  - Communication issues
  - Others? (Open Discussion)
- Resources
  - EOP model tracking tool
Why are applicant statuses important?

- As a federal contractor UVA must track its hiring activity consistent with the regulations enforced by the Office of Federal Contract Compliance Programs (OFCCP)
- A primary area of analysis is understanding who “applies” for our positions compared to who is hired
- Specific attention is given to impact ratios between males and females as well as non-minorities and minorities
- The larger the size of your applicant pools, just like with any large group, the more likely you are to be able to find differences between those groups that are “statistically significant”
- Accuracy is our friend!
The Internet Applicant Rule

- The OFCCP has specific criteria for who is ultimately an applicant for reporting and analysis purposes.
- Because UVA accepts applications electronically through Jobs@UVa the OFCCP “Internet Applicant Rule” dictates who is deemed a “legitimate applicant.”
- So what does the rule state??...
<table>
<thead>
<tr>
<th>The Internet Applicant Rule</th>
<th>One</th>
<th>An individual submits an expression of interest (application form) through the internet or related electronic technologies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Includes all applications made through Jobs@UVa which are completed and submitted. An “incomplete” application wouldn’t qualify.</td>
</tr>
<tr>
<td></td>
<td>Two</td>
<td>The individual is considered for employment in a particular position</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Consider means you actually review the substance of the application information compared to the minimum qualifications of the position</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Protocols set in advance can be used to manage the # of applications considered.</td>
</tr>
<tr>
<td></td>
<td>Three</td>
<td>The individual’s application information demonstrates that the person meets the minimum qualifications for the position</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The minimum qualifications must be established in advance and included in the posting.</td>
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<tr>
<td></td>
<td></td>
<td>The qualifications must be 1) non-comparative; 2) objective; and 3) job related/relevant</td>
</tr>
<tr>
<td></td>
<td>Four</td>
<td>The individual does not remove themselves from the selection process prior to receiving an offer of employment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>In addition to an active withdrawal (express statement during a phase of the process or selecting “withdraw” in Jobs@) an applicant can “passively” withdraw through 1) non-responsiveness when multiple attempts are made to contact the applicant; 2) declining an interview; and 3) not showing up for a scheduled interview</td>
</tr>
</tbody>
</table>
How is applicant data used?

- Applicant data is submitted to OFCCP in the context of a compliance review and the counts of applicants are compared to “new hires”
- If there are statistically significant differences in those impact ratios UVA completes a review of the selection process at each step (recruitment, basic screening, preferred screening, interview, reference checks, final selection)
- Pools for internal movements such as promotions must also be available for review if requested
What is an applicant status/disposition?

An applicant disposition or status should explain:

- If the applicant was minimally qualified for the position to which they applied
- How far into the hiring process an applicant progressed
- The reason an individual was not considered for interview
- The reason an individual that was interviewed was not selected for hire
- The reason an individual who was interviewed was ultimately selected for hire
## Impact Analysis Example

<table>
<thead>
<tr>
<th>Without Accurate Statuses</th>
<th>With Accurate Statuses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>100 Applicants</strong></td>
<td><strong>100 Applicants (50/50)</strong></td>
</tr>
<tr>
<td>- 50 Male</td>
<td>- <strong>Non-Responsive</strong></td>
</tr>
<tr>
<td>- 50 Female</td>
<td>- 1 Male</td>
</tr>
<tr>
<td><strong>20 Hires</strong></td>
<td>- 10 Females</td>
</tr>
<tr>
<td>- 15 Males (30%)</td>
<td><strong>Applied post-selection</strong></td>
</tr>
<tr>
<td>- 5 Females (10%)</td>
<td>- 2 Males</td>
</tr>
</tbody>
</table>

**Impact Ratio = -2.49 SD**

<table>
<thead>
<tr>
<th></th>
<th><strong>20 Hires</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- <strong>Declined an offer</strong></td>
<td>- 5 Females</td>
</tr>
</tbody>
</table>

**Impact Ratio = .68 SD**
Cost of a finding...

- $300K at Lund Boat Co. for alleged discrimination against 185 female applicants
- $325K at Meyer Tool for alleged discrimination against 60 African-American applicants
- $550K at Leprino Foods for alleged discrimination against 253 minority applicants
- $2M at Baldor Electric for alleged discrimination against 795 female and minority applicants
- $3M at FedEx for alleged discrimination against 21,635 applicants (males, females, African-Americans, Whites, Native Americans, Hispanics, and Asians)
Understanding Applicant Statuses

- All parties connected to hiring need to understand the applicant statuses, when to use them, and why they are important including:
  - Hiring Managers/Officials
  - Search Committee Chairs
  - Search Committee Members
  - Departmental HR Officers
  - All Jobs@UVA Users
Applicant Statuses

- Does not meet qualifications – (send email and no email)
  - Minimum (system generated)
  - Required
- Not selected for Interview – send email and no email
- Declined Interview – contact with applicant
- No Show for Interview – no contact with applicant
- Withdrawal - No Interest
- Applied Post Selection
Communication

- Open communication between the hiring manager/search chair and HR users throughout the entire search process

- Stay up to date on applicant statuses during the search and not at the end of the search

- Open Discussion
EOP Model Tracking Tool
Questions

- EOP Website:  
  www.virginia.edu/eop  
  (Go to Employment Equity at UVA)

- HR Website:  
  www.hr.virginia.edu  
  (Go to Hiring Manager Toolkit)