



Self-Monitoring Best Practices

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Agenda

- Mid-Year Review
- Outreach and Recruitment
- Applicant Management
- Policies, Procedures, and Postings
- Accommodation
- Compensation
- Communication
- Questions

Mid-year Review

Mid-Year Review

- Progress toward goals
- Impact Ratio Analysis
 - Hires
 - Promotions
 - Terminations

Outreach and Recruitment

Outreach and Recruitment

- Include all groups
 - Minorities
 - Females
 - Individuals with Disabilities
 - Veterans
- Evaluate effectiveness, make changes
- Track and document
- Verify contacts with organizations

Poll Question 1—Outreach/Recruitment

How does your organization track and evaluate Outreach and Recruitment efforts?

1. Spreadsheet or other manual tracking
2. Online tool or system
3. Combination of methods
4. Not sure

Outreach and Recruitment Effort Tracking

Date Contacted	Name of Agency or Organization	Contact Name	Phone Number	Email Address	Targeted Group	Evaluation
1/15/18	Society of Engineering for Women	Samantha Smith	(123)456-7890	Samantha.smith@womeneng.com	Females, Minorities, IWDs, PVs	Collaborating with this organization puts out name out to the community and we will continue working with them.
2/22/18	University of MD	Joe Williams	(987)654-3210	Joe.williams@umd.edu	Minorities, Females, IWDs, PVs	Participated in job fair that was worthwhile because it was well attended. We are already scheduled to participate again next year.
3/16/18	HireHeros	Andrew Thomas	(800)654-9876	Andrewt@hireheros.org	PVs, IWDs, Minorities, Females	Contacted Andrew to establish a relationship. The organizations seems to have a lot to offer for our outreach goals and we will participate in the next job fair.

Outreach and Recruitment

- Third Party Recruitment
 - Track race, gender, disability, and protected Veteran status
 - Monitor activity
 - Provide applicant data
- Temporary Agency to Regular Employee
 - Pool of temporaries considered
 - Document criteria used

Outreach and Recruitment

- Unions
 - Annual letters requesting support for EEO/AA program
 - Bid changes
- Review internal processes
 - Transfers
 - Promotions

Outreach and Recruitment

- Job description review
 - Positions description
 - Worker specifications
 - Postings
- Review assistance provided to community organizations
 - Open houses, job fairs

Applicant Management

Applicant Management

- OFCCP's focus area
 - Generates the most conciliation agreements with financial payouts
- Maintain accurate data
- Identify trends in the data

Applicant Management—Definition of an Internet Applicant

Submits

- Electronic expression of interest through internet or related electronic data technology

Considered

- By the contractor for a particular position

Possesses

- The basic qualifications for the particular position

Interested

- Does not withdraw at any point prior to being made an offer

Applicant Management—Sample Dispositions

Selection Process Step	Disposition Reason
Phone Screen	Rejected after screen—not best qualified (education)
Phone Screen	Rejected after screen—not best qualified (experience)
Interview	Rejected after Interview—not best qualified skills
Hiring Manager Review	Rejected by Hiring
Hiring Manager Review	Manager following HR Review—not best qualified (may want to include sub codes to specify education/experience/skills)
Offer Extended	Not Hired—background check
Offer Extended	Did not show for first day

Applicant Management

- No evergreen or pool requisitions
- Record retention for walk in applicants
- Handling unsolicited résumés, applications for ***any job***
- Who is responsible?

Applicant Management

Review formal applicant processes for each position:

- Interview Structure
- Questions
- Testing etc.
- Physical Requirements
- Credit Checks, Criminal Background
- Citizenship
- Military Record
- Bargaining Agreement
- Seniority

Applicant Management

Recordkeeping

- Expressions of interest
- Disposition codes
- Database searches
- Interview notes
- Manager notes
- Final disposition

Accommodations

Accommodations

- Ensure alternate method for application
- Process for responding to accommodation requests from applicants
- Ensure no retaliation or discrimination in selections
- Reasonable accommodation language on online applications

Accommodation

- Tracking accommodations requested by applicants and employees
- Records of accommodations granted
- Records of accommodations denied
- Employment status of individuals who requested accommodations

Poll Question 2—Accommodations

How does your company track and maintain records of accommodation requests and results?

1. Spreadsheet or manual tracking
2. Database
3. It is up to the individual receiving the request to keep a file or log
4. Not sure
5. We are not tracking this information

Accommodations Log

Date of Request	Employee Name	Job Title	Nature of Accommodation (including length of time required)	Support Documentation		Determination
				Requested	Received	
3/2/18	Craig Stewart	Mechanic	Bench needed to perform specific tasks for 3 months	3/3/18	3/6/18	Granted
4/27/18	Kate Johns	Admin Assistant	Special keyboard for as long as in the job	4/28/18	4/30/18	Granted

Policies, Processes, Postings, and Communication

Policies, Processes, and Postings

- Review of personnel procedures
- Voluntary self-identification process
- Review of mental and physical job requirements
- AA/EEO Policy with top executive support
- Pregnancy leave/maternity
- Family Medical Leave Act
- Religious observance and accommodation

Communication

- Managers and Supervisors should be aware of the goals
- Keep staff informed of development of affirmative action area
- Training on proper interview questions
- Document selection/non-selection decisions
- Publicize hires, promotions, special programs
- Communicate policies to employees
 - Means of communication? Staff meeting, orientation, written, newsletter, company handbook, CBA

Compensation

- Review compensation process, documentation, and policies annually
- Under Attorney-Client Privilege, review compensation for disparities that could be attributed to:
 - Race
 - Ethnicity
 - Gender
- Make adjustments to unexplained pay disparities

Other Good Faith Efforts

Other Good Faith Efforts

- On-the-job training
- Career counseling and assistance
- Performance reviews
- EEO is the Law Poster
- Reasonable Accommodation on online applications
- EO/AA tagline
- ESDS listings
- Purchase order statement
- Vendor letter requesting support for EEO/AA program

Other Good Faith Efforts

- Solicit voluntary self-id information of applicants and employees
- Maintain accurate personnel action records
- Ensure the Uniform Guidelines on Employee Selection Procedures are followed
- Develop and implement action-oriented programs
- Document all outreach communication and activities
- Comply with record retention requirements
- Report subcontracts and executive compensation

Questions