

Applicant Workflow

A Step-by-Step Guide for Disposition of Applicants

Accurate applicant records contribute to institutional success.

For both compliance reasons and effectively diversifying our workforce, maintaining accurate and descriptive applicant data is critical for institutional success. Under federal regulations, we are required to maintain and analyze applicant data to ensure equal opportunity and demonstrate good-faith efforts. As part of our commitment to inclusive excellence, accurate data can drive future decisions and evaluate our recruitment and selection activities.

Keeping accurate applicant records allow CU Boulder to measure success.

The recruitment and selection process of future employees takes a lot of time and effort. With that in mind, we want to be able to measure the effectiveness of those recruitment efforts in obtaining a qualified and diverse pool. Whether it is determining our return on investment on specific recruitment activities or identifying where in the process we were successful or not in advancing applicants, we rely on accurate data to provide meaningful metrics in evaluating our efforts, so we can make adjustments where needed. For example, accurate applicant data can show where our best qualified applicants are coming from by looking at source applicants applied from and where they ended up. We can determine if the \$2,000 (example) spent on a specialized recruitment yielded good applicants or not. Or, was personal invitations to apply from a hiring member more productive?

Analyzing applicant data periodically allows CU Boulder to measure if we are truly attracting qualified diverse applicants and what, if any, barriers may exist in our selection process. For instance, let's say minority applicants apply at a rate we expect from the additional advertising and outreach efforts made, but very low were asked for an interview and none were given an offer. We can investigate further whether it was truly due to the minorities applied were less qualified or performed worse on an interview. Perhaps, the results of the search lends itself to determine if there are any unconscious bias at work during the resume review stage or interview since there is much research out there that suggests how much of a role that plays in the selection process, regardless of best intentions to be fair and equal.

With proper record keeping, we can more easily identify high potential applicants who may be a good match with future vacancies. For example, say there were applicants not selected for interview because of experience, but a similar position requiring less experience becomes available. You can easily identify those applicants who had the other qualifications, but lacked the necessary experience in the previous search who still would be a good candidate for new position.

Keeping accurate applicant records allows CU to meet federal regulations and avoid risk.

CU Boulder is an affirmative action/equal opportunity employer which receives over \$259 in federal funding. To keep and potentially increase our federal contracts, CU Boulder must comply with federal

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regulations to ensure equal opportunity and maintain a compliance affirmative action program. A major part of the affirmative action program is to ensure CU Boulder is engaging in effective outreach programs to attract and employ qualified minorities, women, veterans, and individuals with disabilities. In addition, our selection process must be free of unlawful discrimination that not only can have a negative impact on our compliance initiatives, but can led to potential lawsuits and greatly damage our reputation as a diverse and inclusive employer. Thus, it is the applicant record-keeping documents that serve as evidence to support our outreach activities and can serve to protect the campus in the event a discrimination case is made.

As a federal contractor, CU Boulder is vulnerable to random audits of our compliance efforts by the Department of Labor. During an audit, a considerable amount of time and inspection is given to our applicant records to ensure we are compliant and maintaining our records as required by the federal government. The most frequent citation of violations of federal contractors have been in record-keeping requirements of applicant data, especially since 2005 when the federal government required we comply with the “internet applicant” rule. To avoid the cost associated with the violations in both time and resources with the potential financial remedy, it is important CU Boulder has complete and accurate data.

What is required?

It is crucial through the recruitment process that applicants are correctly moved through the stages of consideration and they are dispositioned when no longer considered for employment by selecting the most accurate reason why they are no longer considered, i.e. (**STAGE: Under Review, STATUS: Not Selected – REASON: Less promise as a teacher**). Previously, we required a completed **search summary** be sent to the Affirmative Action Officer, which contained justification of the hire and list of finalists. By implementing the practice of using correct disposition codes within the search, the **search summary** will no longer be required.

The best practice is to perform the action as soon as a decision is made on the applicant. Waiting to disposition all applicants later in the process can take more time and jeopardize the accuracy of the records. **We will require all applicants are dispositioned within 30 days of the conclusion or the search.** The Affirmative Action Officer will run reports monthly as needed for affirmative action plan analyses and reviews.

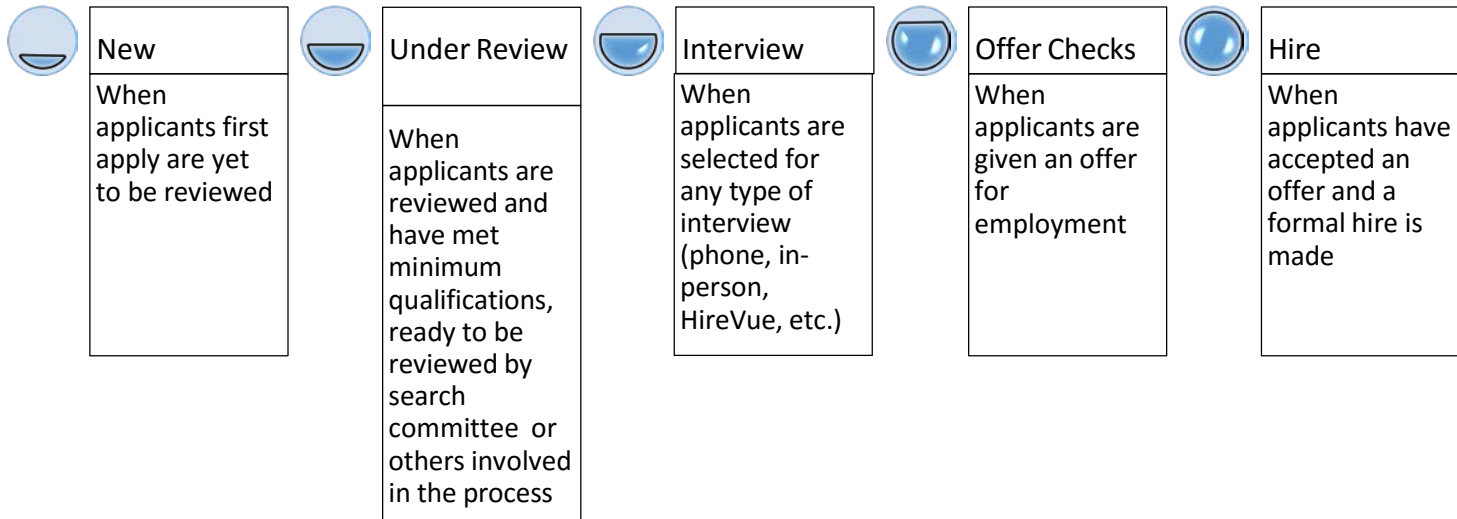
Purpose of this guide.

The purpose of this guide will serve as process flow on how to choose a final disposition for applicants during the recruitment that have NOT been hired. For each of the following stages, we will describe when to use a specific disposition to identify applicants that no longer are considered.

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The five stages in the recruitment process flow for applicants



Stage: New

Applicants or job seekers whom have not fully been considered for position.

Applicants whom are either no longer considered or haven't been considered in this stage should be designated the following final disposition codes (*otherwise choose met minimum qualifications and move them to the next stage*):

NOT SELECTED:

Does not meet minimum qualifications applies for job seekers whom lacks the stated experience, education, skills/competencies required for the position. It is important to be consistent in using this selection when evaluating an individual and to choose the best reason why qualification was not meet (it's possible more than one applies). **NOTE: It is important for compliance purposes to identify these job seekers as such since in required applicant reports, they are not to be included within the analysis.**

Position was cancelled applies to all applicants in this stage if the search has been cancelled.

Duplicate candidate applies to applicants whom applied more than once for the same requisition.

Not eligible to work in this country applies to applicants whom would not be eligible to be employed due to citizen, residential, or immigration reasons.

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Unsatisfactory employment record applies to applicants whom are not eligible for rehire due to previous work history, typically CU work experience.

Application received past priority date applies when applicants have submitted their application material after full consideration date and the evaluation process of the existing pool of applicants have begun. This code should be used when they have not been reviewed. If they have been reviewed and then determined not to be considered, move them to the UNDER REVIEW stage and disposition them accordingly.

APPLICANT WITHDREW:

In most cases, candidates will self-select out of consideration later in the process, when they have been reviewed. However, if prior to being reviewed or if they were never reviewed and the candidate notifies the search they no longer wish to be considered, then indicate so by using the most likely reason if it is given. If it is not, there is a code for “no reason given”.

Stage: Under Review

All applicants reviewed and meeting minimum qualifications should be moved into this stage. Within this stage, reviewers will determine which applicants should be asked for letters of recommendations (faculty) and selected for interviews. All other applicants should be dispositioned as not selected or applicant withdrew.

NOT SELECTED:

Less relevant experience applies to applicants whom lack the type or length of experience when compared to others more qualified.

Less relevant skills/competencies applies to applicants whom lack the skills or competencies needed for the position when compared to other more qualified.

Less relevant education applies to applicants that do not seem to have the sufficient level or quality of education obtained when compared to others. *Be mindful when selecting this as a disqualifier that biases or assumptions about the school is not overshadowing the consideration of the applicant.*

Poor references applies when references or knowledge of previous work history is undesirable and fails to demonstrate the applicant will perform well in the position.

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Not eligible to work in this country applies to applicants whom would not be eligible to be employed due to citizen, residential, or immigration reasons.

Unsatisfactory employment record applies to applicants whom are not eligible for rehire due to previous work history, typically CU work experience.

Assessment results applies to applicants that does not meet assessment requirements to perform the functions of the position successfully or as successfully as other applicants. *Be mindful assessments are considered “tests” and must be job-related and validated as per federal regulations.*

Lower quality publication record (Faculty) applies to applicants when their publication record doesn't not favorable compare to other applicants and is relevant to the job requirements.

Lower promise as a teacher (Faculty) applies to applicants whom lack credentials as a teacher when compared with other more qualified applicants.

Field specialization does not match departmental needs (Faculty) applies to applicants whom lacks the specialization being sought by the department.

Less potential for independent funding (Faculty) applies to applicants whom lacks experience or ability to secure independent funding as needed by the position.

APPLICANT WITHDREW:

The disposition codes for applicant withdrew are consistent with all the stages. Similar to the new stage, the most common reason an applicant would withdraw would most likely fall under: accepted offer from another employer, counter-offer from current employer, or not interested in the position. However, please use the best matched reason given, if any. There is also a code for no reason given that can be used.

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Stage: Interview

All applicants selected for an interview, which can include, phone-screening, HireVue, video, or in-person. There are statuses along the way to navigate the applicant through the number and type of interview being conducted. Once the applicant is deemed no longer considered and will not be given an offer, including self-selecting out, use the following codes:

NOT SELECTED:

[THE SAME CODES THAT APPLY FOR THE PREVIOUS STAGE APPLY HERE, PLEASE USE THE BEST MATCH POSSIBLE.](#)

APPLICANT WITHDREW:

Prior to receiving an offer, if an applicant withdraws from the process, they are technically not considered an applicant and that information is valuable for a variety of reasons. In addition, the more detail we can capture on why an applicant no longer wants to consider CU Boulder or the position, the better we are at directing future recruitment activities. In addition to the standard codes used in previous stages, please select the best match if known:

<p><u>Accepted another offer...</u> for when an applicant has taken another position or has decided not to leave their current employer.</p>	<p><u>Not willing to relocate</u> for applicants whom choose not to leave their current place of residency.</p>
<p><u>Not willing to travel</u> for applicants whom choose not to travel as part of the position as required.</p>	<p><u>Due to spousal employment condition</u> for applicants whom no longer wish to be considered since their spouse/partner may not find suitable employment.</p>
<p><u>Compensation package</u> when an applicant decides the salary or overall compensation of the position is not suitable.</p>	<p><u>Applicant determined cannot be successful in the job</u> when an applicant discloses no further interested due to their inability to successfully perform the duties of the position.</p>
<p><u>Unable to contact</u> when no further communication can be made of the applicant, such as not returned calls, e-mails, etc.</p>	

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Stage Offer Checks:

All applicants who have been *extended an offer of employment* will move into this stage. Depending upon the position and the requirements, pre-employment conditions may apply prior to the hire being finalized. The conditions **must** be job-related. For those situations where the applicant is not hired and they choose not to decline (withdrew), use the following codes:

NOT SELECTED:

<u>Failed employment test</u> applies when an applicant fails a background test, which can be a drug or physical test.
<u>Failed driving test</u> applies when an applicant fails a mandatory driving test.
<u>Failed criminal check</u> applies when an applicant fails the criminal background check.
<u>Failed education check</u> applies when an applicant's degree information is incorrect and not confirmed.
<u>Failed financial check</u> applies when an applicant fails a credit report when financial history is relevant.

APPLICANT WITHDREW:

[THE SAME CODES THAT APPLY FOR THE PREVIOUS STAGE APPLY HERE, PLEASE USE THE BEST MATCH POSSIBLE.](#)

ONCE AN APPLICANT IS HIRED AND PROCESSED THROUGH THE ONBOARDING PROCESS, PLEASE MAKE SURE THE REQUISITION IS CLOSED AND ALL APPLICANTS ARE DISPOSITIONED WITHIN 30 DAYS.

For more information, contact:

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