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TEMPO's Applicant Tracking System

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Problem Statement

TEMPO, the South Carolina State Government's Temporary Employment Services, was established in 1999 by the Budget and Control Board's Division of Human Resources. TEMPO's purpose is to assist State agencies with temporary staffing needs in positions such as: Administrative/Clerical, Data Entry, Financial/Accounting, Customer Service, Records Management, Postal Services and Supply Services. TEMPO handles all aspects of screening, interviewing, hiring, paying, terminating, and replacing temporary workers. TEMPO provides highly qualified, well trained employees and serves as an excellent recruitment and pre-hire performance screening tool for State agencies. Since the program began in 1999, over 200 TEMPO employees have been placed in permanent FTE State positions.

Currently, TEMPO has a paper laden, non electronic recruitment and hiring process. TEMPO applicants submit paper applications through mail, fax or in person. There is no way to electronically fill out and submit the TEMPO application online, so the paper applications are normally handwritten. TEMPO recruiters manually sort and screen paper applications to determine who will be placed in an applicant pool for future placement consideration. Applications are sorted and filed in file cabinets based on their corresponding status: Placement Consideration, Not Considered for Placement, Active, Inactive/Eligible for Replacement, and Inactive/Ineligible for Replacement.

The State of South Carolina has been using an E-Recruitment system for the central jobs site, www.jobs.sc.gov, since September 2007. Applicants are able to apply online

through one central site for a State Government position. State agencies have access to candidates who have been electronically screened as having the necessary skills for a specific job vacancy. In addition, the E-Recruitment system enables state agencies to search through a pool of applicants to match job skills with job specifications. I think TEMPO's recruitment and hiring process should be consistent in offering an electronic way to submit an application, and also a more efficient way to screen eligible candidates from the application pool. Applicants should be able to apply online and select a specific Job Category (Data Entry, Customer Service, Admin/Clerical, etc...) for which they would like to be considered. TEMPO recruiters would have the capability to electronically screen applications and use the Job Category function to locate possible candidates, based on the job order request. Due to an increase in the popularity and need for technology, an applicant tracking system, that includes electronic receipt of applications and limited screening capability, will attract more eligible candidates to apply and improve the services that TEMPO provides to SC State agencies.

Data Collection

Human Resources technology has evolved over the past five years. Every Human Resources activity, from posting of job to hiring an employee, is becoming heavily dependent upon technology and the Internet. TEMPO should meet the demands and needs of the evolving workforce. An applicant tracking system would result in a positive response from the public. Applicants will appreciate the new, convenient way of electronically submitting an application. The number of applications received is

expected to increase, which will result in creating a larger pool of higher qualified candidates.

Due to budget restraints, monetary resources are very limited. Executive Management would not be able to spend a lot of money on purchasing an applicant tracking system for TEMPO. We must research and analyze the costs of several different vendors to find the price that most closely fits in with our budget.

TEMPO provides temporary placement services to State agencies on a consistent basis. We manage an average of 40 employees in each payroll period. The TEMPO staff currently consists of three employees: two recruiters and one payroll/time administrator. Normal day to day operations would need to be maintained throughout the entire process of implementing an applicant tracking system. Due to a shortage in staff, the time needed to analyze, implement, and evaluate this type of system would be limited.

For full consideration and approval from Executive Management, we would have to prove a fundamental business need for a new applicant tracking system, and meet all South Carolina State requirements. Understanding the critical needs for the system helps to ensure the right product is selected. There are many applicant tracking systems, both commercially and homegrown, that offer different types of services. Based on our business requirements, budget and needs analysis, we will compare the pros and cons of several vendors before making a final decision.

When an organization adds, deletes, and/or makes changes to a major business process or practice, they must take into consideration and identify their stakeholders.

TEMPO's stakeholders are South Carolina State agencies, the public, TEMPO employees, and TEMPO staff. How will this change affect them? Are they supportive of this change? Their input is fundamental to successfully implementing an applicant tracking system and meeting the business needs and requirements.

My data/gathering methods were:

1. Track the number of TEMPO applications received by mail, fax and in person in the past 90 days. This data will be obtained from TEMPO recruiters, and will stand as a comparison to the expected number of applications received electronically.
2. Cost and time to create an electronic application tracking system. This data will be obtained by researching and analyzing project plans and implementations of other applicant tracking systems.
3. Research and analyze surveys and reviews of previous and/or current users of applicant tracking systems.
4. Interview TEMPO recruiters for their analysis of the current recruitment and hiring process and system, and how an applicant tracking system would fit the business needs and requirements.
5. Create a survey for current TEMPO employees asking their opinion on the current application process, and also their thoughts on an electronic system.
6. Create a survey for current TEMPO applicants asking their opinion on the current application process, and also their thoughts on an electronic system.

Data Analysis

Number of Applications Received

From October 2011 to January 2012, TEMPO received a total of 53 paper applications. 43% were brought in physically by the applicant, 32% were mailed in, and 25% were faxed to the office. **(Appendix 3-A&B)** These numbers are expected to double after implementation of an applicant tracking system. In July 2009, the TEMPO office moved from a central downtown location to the Northeast side of Columbia. Before the move, we received an average of 100 applications per month, due to the convenient location. When our location changed, the number of paper applications has drastically decreased. Applicants are more likely to apply when there is an easy, quick and electronic way to submit an application. When asked if they thought it would be beneficial for TEMPO applicants to be able to apply online, a current TEMPO employee responded and said, "Initially, I did not consider applying because the process was not paperless, but in spite of this, one day when I had time, I decided to complete and fax the application anyway. If TEMPO wants to attract more technically skilled candidates, the agency should consider the methods by which those candidates would apply."

TEMPO Staff Analysis

Initially, my project idea was based around a complete E-Recruitment system for TEMPO, which would support our staff from receipt of application to hire and coincide

with TEMPO's service and recruitment process. I envisioned a replica of NEOGOV, the statewide E-Recruitment system.

After discussing this idea with TEMPO recruiters, I realized that it may be impossible to create a full E-Recruitment system that would totally support TEMPO's services and processes. TEMPO needs an electronic applicant tracking system, which would allow electronic receipt of applications and limited screening capability.

The NEOGOV E-Recruitment system is job vacancy driven. State agencies post job vacancies and receive applications based on the requirements and qualifications for that specific job vacancy. TEMPO's current applicant system does not involve job postings. It is an on-going process that is driven by job order requests for temporary assistance. Applications are received at all times, reviewed and stored in a general applicant pool. In NEOGOV, State agencies develop specific agency questions and/or supplemental questions that are tailored to fit individual job duties. These questions are used to screen and filter eligible candidates based on their answers to these questions. TEMPO's current applicant system does not relate to one set of specific job duties, so there are no job specific and/or supplemental questions on the application.

After analyzing the pros and cons of a full E-Recruitment system for TEMPO, I decided to change the scope of my idea by focusing only on electronic receipt of applications with limited screening capability.

TEMPO Employee Survey

A survey was created and sent out to current TEMPO employees to get their opinion of the current recruitment and hiring process, and their thoughts on the need for an electronic application system. The survey was sent to 59 employees. We received 27 responses. Based on analysis of the responses, it seems that most TEMPO employees are satisfied with the current recruitment and hiring process, but they also feel that it would be beneficial for applicants to be able to apply online. **(Appendix 1-A&B)** When asked why an electronic application would be beneficial for TEMPO applicants, most of the responses referred to technology, convenience and accessibility. **(Appendix 1-C)**

TEMPO Applicant Survey

A survey was created and sent out to TEMPO applicants to get their opinion of the current recruitment and hiring process, and their thoughts on the need for an electronic application system. The survey was sent to 32 applicants. We received 16 responses. Based on the analysis of the responses, it seems that most TEMPO applicants are also satisfied with the current process, but they are definitely supportive of allowing applicants to submit applications electronically. **(Appendix 2-A&B)** When asked why an electronic application would be beneficial, most of the applicant responses also referred to technology, convenience and accessibility. **(Appendix 2-C)**

Reviews and Cost/Time for Implementation of Applicant Tracking Systems

There are numerous vendors that offer applicant tracking systems with many different features and services. The demand and need for candidate management systems is increasing day by day. According to TechTarget CIO/IT Strategy Media, it is estimated that roughly 50 percent of all mid-sized companies and almost all large corporations use some type of applicant tracking system.

I've researched, analyzed and compared reviews and cost/time of implementation of products offered by four vendors: Hirebridge LLC, iapplicants, CATS, and A(n)ts.

(Appendix 4-A &B) Based on these comparisons, I've chosen A(n)ts as the best solution and vendor for TEMPO's business needs and requirements. All of the vendors offered similar features, but the cost of the A(n)ts system was the selling point.

A(n)ts is a free, web-based and open source applicant tracking system that offers a technological solution to managing large pools of applicant information with ease.

- Cost: FREE
- Organize large database of candidates
- Manage and track applications by status (Active, Inactive, Placement Consideration, etc...)
- Organize by years of experience and specialization
- Automated workflow
- Automated email notifications
- Collaborate with notes, files and uploads
- Option to assign applicants to recruiters and interviewers

- Advanced filter and search features
- HTTP Basic Authentication Support and Security
- Advanced reporting capability

A(n)ts provides a demo that gives an hands on experience of all features and services, and confirmation that this system will fit in with TEMPO's business needs and requirements. **(Appendix 5)**

Implementation Plan

Action Steps

- Present to upper management for approval and support
- Designate a Go-Live Date
- Create an Implementation Timeline
- Designate Access Roles and Security
- Installation and Set-Up
- Training/Demo for TEMPO Staff
- Communication to Stakeholders (Public, Current TEMPO Employees, and Agency Contacts)

Timeframes and Cost

- Cost: FREE
- 2 Months for Full Implementation (Upper management proposal to Go Live Date)

Potential Obstacles

- Upper management approval
- Time restraints

Evaluation Methods

- Compare the number of applications received before and after implementation of the applicant tracking system.
- Get input from TEMPO staff on how the new system has improved their current processes. Has the average time to fill a job request decreased? Are the new screening tools more efficient and user friendly? Has the amount of paper applications decreased? Is the new recruitment process more organized?
- Survey all TEMPO applicants to get input on the efficiency of the new electronic application system.
- Survey State agency contacts to get input on improvement of the services TEMPO provides.

Summary

Technological advances in Human Resources have tremendously increased the need for electronic applicant tracking systems. These systems allow corporations to efficiently manage large applicant pools and select highly qualified and skilled workers.

TEMPO's current recruitment and hiring process is not aligned with the new era of

technology. Electronic receipt of applications and screening capability will make TEMPO more marketable and competitive within the State of South Carolina.

Appendix One

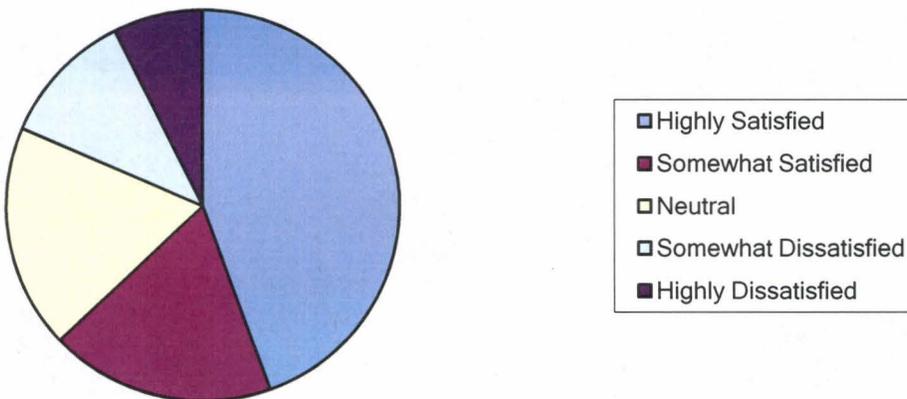
TEMPO Employee Survey

Section A

Currently, TEMPO applicants submit paper applications through mail, fax or in person. If you had to submit a TEMPO application today, how satisfied would you be with the current application process?

Answer Options	Response Percent	Response Count
Highly Satisfied	44.4%	12
Somewhat Satisfied	18.5%	5
Neutral	18.5%	5
Somewhat Dissatisfied	11.1%	3
Highly Dissatisfied	7.4%	2
<i>answered question</i>		27
<i>skipped question</i>		0

Currently, TEMPO applicants submit paper applications through mail, fax or in person. If you had to submit a TEMPO application today, how satisfied would you be with the current application process?

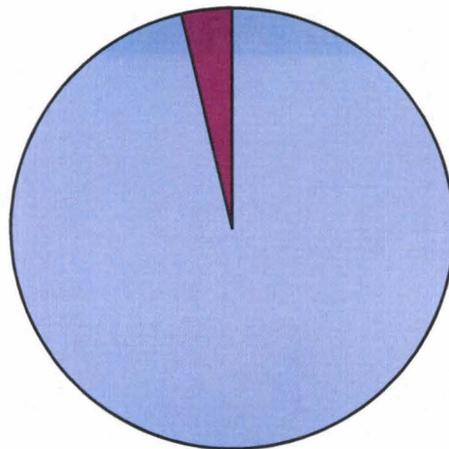


Section B

Do you think it would be beneficial for TEMPO applicants to be able to electronically submit an application?

Answer Options	Response Percent	Response Count
Yes	96.3%	26
No	3.7%	1
<i>answered question</i>		27
<i>skipped question</i>		0

Do you think it would be beneficial for TEMPO applicants to be able to electronically submit an application?



Section C

Do you think it would be beneficial for TEMPO applicants to be able to electronically submit an application? If YES, why?

1. It is more efficient and expeditious to be able to submit an application electronically
2. We can submit a State Application on line and to submit the TempO Application on line would be great.
3. Because of mordern technology today.
4. They can do it at home
5. Easier to submit application.
6. More effecient use of time.
7. More convenient
8. It is convenient to have access to an application online because you generally have your resume, references, etc. online. It's convenient and saves time when you are applying for a job. An applicant is more likely to complete an application online than on paper.
9. I think it will speed up the process.
10. It would be more convenient and it would cut down on the amount of papers.
11. quicker, more convienient
12. Easier application process, less paperwork for both applicant and TEMPO
13. possibly keep cost down.
14. Office location is not as easily accesible as in the past.
15. More convenient, if applicant has internet access
16. Ease of completing application.
17. Because it seems to be the wave of the future.
18. It makes the process a lot smoother and easier for the applicant.
19. It would speed up the process plus the sender would get a confirmation.

20. I am a technically inclined professional and extremely versatile. I am fortunate to have many work opportunities. Initially, I did not consider applying because the process was not paperless, but in spite of this one day when I had time I decided to complete and fax the application anyway. If TEMPO wants to attract more technically skilled candidates, the agency should consider the methods by which those candidates would apply.
21. To allow for searchable fields in the areas of education, skills, previous employers, etc., all of which are requested by hiring managers.
22. We live in a world where we live our lives electronically. It's easier and more efficient.
23. Easier to access.

Section D

Do you think it would be beneficial for TEMPO applicants to be able to electronically submit an application? If NO, why?

1. I prefer the fax.

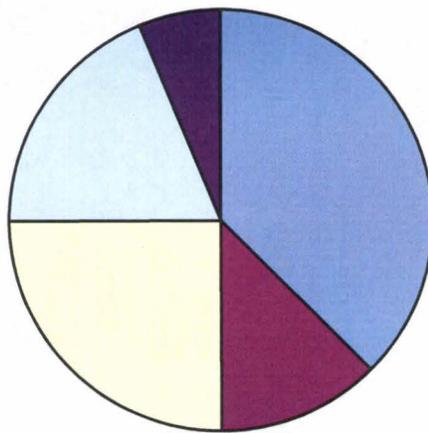
Appendix Two-TEMPO Applicant Survey

Section A

Currently, TEMPO applicants submit paper applications through mail, fax or in person. How satisfied were you with the current application process?

Answer Options	Response Percent	Response Count
Highly Satisfied	37.5%	6
Somewhat Satisfied	12.5%	2
Neutral	25.0%	4
Somewhat Dissatisfied	18.8%	3
Highly Dissatisfied	6.3%	1
<i>answered question</i>		16
<i>skipped question</i>		0

Currently, TEMPO applicants submit paper applications through mail, fax or in person. How satisfied were you with the current application process?



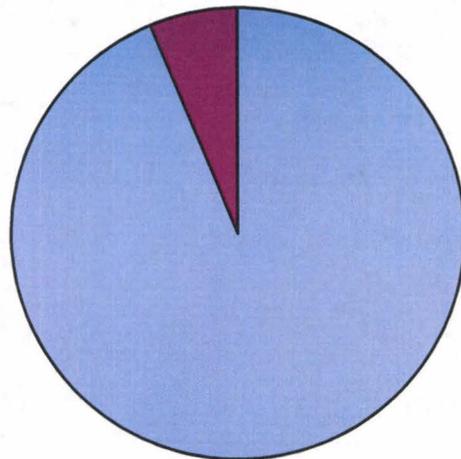
- Highly Satisfied
- Somewhat Satisfied
- Neutral
- Somewhat Dissatisfied
- Highly Dissatisfied

Section B

Do you think it would be beneficial for TEMPO applicants to be able to electronically submit an application?

Answer Options	Response Percent	Response Count
Yes	93.8%	15
No	6.3%	1
<i>answered question</i>		16
<i>skipped question</i>		0

Do you think it would be beneficial for TEMPO applicants to be able to electronically submit an application?



Section C

Do you think it would be beneficial for TEMPO applicants to be able to electronically submit an application? If YES, why?

1. An electronic application process would help eliminate issues caused by applicants' ineligible handwriting and generate an automatic confirmation of receipt of the application.
2. Yes, it would be extremely convenient and fast.
3. had to travel to find a fax
4. More applications can be reviewed via Optical Scanner to eliminate unqualified candidates.
5. Online is faster and easier.
6. It will be easier
7. More updated system is needed.
8. It would make completion of the application easier. Also, a typewritten application will be easier to read, etc. It would also cut down on the cost of paper, if applications are electronically filed.
9. many people have given up land lines and the ability to fax then becomes online or an email send to fax.
10. More convenient
11. To upload is so much easier
12. I think it would be beneficial to potential applicants that have an access to a computer. The current application process is also beneficial for applicants that do not have access.
13. Perhaps I would receive acknowledgement of receipt of my application?
14. some don't have a printer but they could email

Section D

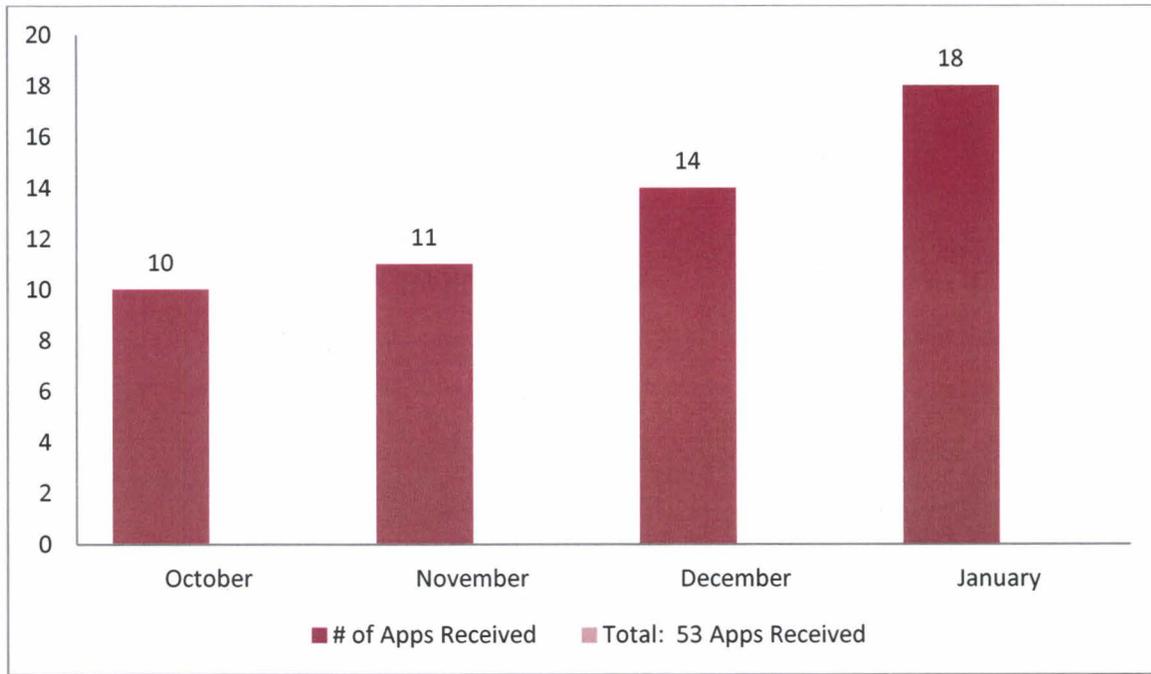
Do you think it would be beneficial for TEMPO applicants to be able to electronically submit an application? If NO, why?

1. The opportunity to be seen in person and match a face to a resume is more beneficial than an electronic resume.

Appendix Three

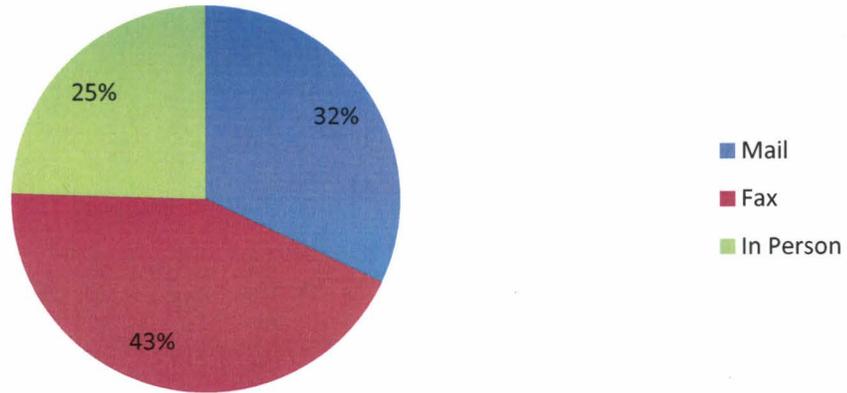
Number of Paper Applications Received

Section A



Section B

**Paper Applications Received
October 2011 to January 2012**



Appendix Four

Applicant Tracking System Reviews and Comparisons

Section A

<u>Vendor</u>	<u>Estimated Cost</u>	<u>Electronic Receipt of Apps</u>	<u>Screening Capability</u>	<u>Manage and Track Apps by Status</u>	<u>Security Features</u>
A(n)ts	FREE	✓	✓	✓	✓
Hirebridge	\$1200 per year	✓	✓	✓	✓
iapplicants	\$700 to \$1500 per year	✓	✓	✓	✓
CATS	\$1200 per year	✓	✓	✓	✓

Section B

CATS

"I use the hosted version. Screens are clean and easy to use. You have the ability to post opening from the system into your website with ease. Reporting features are useful. It's so nice to have all my recruitment info in one spot with easy access. This software is worth a look. Also it OPEN SOURCE."

"I'm glad someone has exposed these guys. I launched my commercial ATS around the same time (or a little before) CATS was launched. They have an inferior product on an inferior platform and were purposefully deceitful in their marketing. Other vendors have also called them out. You do get what you pay for and since they really are not Open Source, you are paying for it."

"We were doing paper applications....it was just so much work. We can check candidate applications whenever we want by the click of a button.... It really has sped up the hiring process....workflow wise...easier...it only takes 15 minutes."

A(n)ts

"Hi Everyone...am a new entrant to the A(n)TS zone and have successfully installed it on my web domain. The only issue is configuring EMAIL settings. Although I followed the instructions and changed parameters as given, the USER that I create does NOT receive any email and therefore unable to sign in after resetting password."

"I kept on looking for E-recruitment Software, ofcourse open source and finally I have decided to work on [Ants](#) - an open source Applicant Tracking System. Although I need to customize it a lot. Its simple and built on PHP and MySQL."

"Easy installation!"

Hirebridge

"Hirebridge Recognized Among Top Applicant Tracking System Software Providers By Workforce Management Magazine"

"Hirebridge Empowers Hebco To Go From 2 to 250 Candidates In Hours, Not Weeks"

"Hirebridge is applicant tracking made easy."

iapplicants

"I have found tremendous value with the iApplicants™ system. The system shortens the hiring process dramatically and saves us valuable time and resources."

"I would recommend using the iApplicants™ System to anyone who wants to make things easier for themselves."

"We would be hard pressed to find anything but positives regarding iApplicants™! We look forward to continued use of the system, and cannot imagine returning to paper-based applications."

Appendix 5, pages 25-31 has been removed from the online version due to personal information.

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