COMMONWEALTH OF

PENNSYLVANIA

ADVERSE IMPACT

MONITOR

REFERENCE GUIDE

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Success KEYS:

* + Please read completely through the appropriate instructions at least one time prior to beginning a specific process, it will make the journey to completion smoother.
  + Remember, when printing reports, there are often a variety of options; check them carefully.

ADVERSE IMPACT MONITOR

INTRODUCTION

What is an adverse impact monitor?

Adverse Impact Analysis is a series of calculations that measures selection rates in employment decisions. Adverse Impact occurs when the selection rates for females, minorities, or other protected groups are substantially different from the selection rates for males, non-minorities, or other unprotected groups.

Remember that you are comparing hires for a position against the pool for that position, so you must have the total number of males, females, whites, and minorities for each hire and for the pool of applicants for that hire.

The same holds true for promotions and terminations. You must have the total number of males, females, whites, and minorities for each promotion/termination and for the pool considered for the promotion/termination.

TRANSACTIONS

In Adverse Impact Monitor, a **transaction type** is a particular type of personnel transaction for which adverse impact is being monitored. A **personnel transaction** is an event that occurs as the result of an employment decision, such as a decision about whom to hire, whom to terminate from employment, whom to promote, or whom to transfer. Monitor considers each of these types of events to be a different transaction type.

When Monitor prepares an adverse impact analysis, it does so separately for each transaction type defined for a facility. All of the Monitor screens and reports display the currently selected facility and transaction type. When you exit Monitor, it remembers the facility and transaction type you last worked with and automatically selects them when you start Monitor again.

Before using the program to load data or prepare an adverse impact report, you can select a different facility or transaction type to work with. As you enter and change data in Monitor, the program updates **only** the work files for the currently selected facility and transaction type.

In analyzing adverse impact, Monitor performs calculations differently depending on whether a transaction is classified as favorable or unfavorable. A **favorable transaction** is one in which people benefit from being selected (for example, hires and promotions). An **unfavorable** transaction is one in which people do not benefit from being selected (for example, terminations). When working with transaction types, be sure each is given the correct classification.

Before starting to enter personnel transaction data, be sure to select a transaction type that has the appropriate source of data: either **Summary** or **Detail**.

If your data are already available in summary form, you may want to select a transaction type whose source of data is **Summary**. You can then display the Summary Data windows, where you enter transaction data that have already been summarized by specific time periods and by division, department, job group, job title, and/or optional "Other" fields. For example, to perform an analysis by job group and also by job title, you would enter summary data for each job group/job title combination.

If you want to enter detailed transaction data and have Monitor summarize them for you, select a transaction type whose source of data is **Detail**. You can then display the Jobs window, where you enter information about each job vacancy for which an employment decision was made and define the specific steps involved in making the decision. On the Applicants window, you then enter information about each applicant in the vacancy's selection pool, as well as the decisions that were made about applicants at each step. You can then perform a steps analysis which analyzes adverse impact at every step in the decision process.

**Summary Transaction Types**

The **Hires and Offers** (Analysis by Race and Sex) transaction type is used to analyze the rate at which female and minority applicants were either hired or given offers for employment.

The **Promotions** (Analysis by Race and Sex) transaction type is used to analyze the rate at which females and minorities were selected for promotion from the pool of incumbent employees who were considered.

The **Selections** (Analysis by Race and Sex) transaction type is used to analyze the rate at which females and minorities were hired or given offers for employment from the mixed pool of incumbent employees and outside applicants who were considered for the position.

The **Terminations** (Analysis by Race and Sex) transaction type is used to analyze the rate at which females and minorities were selected for termination from the pool of incumbent employees who were considered.

The **Terminations** (Analysis by Age Only) transaction type is used to analyze the rate at which people over the age of 40 were selected for termination from the pool of incumbent employees who were considered. Note: The OFCCP does not require that you perform an adverse impact analysis by age. However, this transaction type is useful for evaluating the impact of certain employment decisions, such as reductions in force on older employees.

**Detail Transaction Types**

The **Offers** (Analysis by Race and Sex) transaction type is used to analyze the rate at which female and minority applicants were either hired or given offers for employment. This transaction type is set up for entry of detail data.

The **Promotions** (Analysis by Race and Sex) transaction type is used to analyze the rate at which females and minorities were selected for promotion from the pool of incumbent employees who were considered. This transaction type is set up for entry of detail data.

The **Selections** (Analysis by Race and Sex) transaction type is used to analyze the rate at which females and minorities were hired or given offers for employment from the mixed pool of incumbent employees and outside applicants who were considered for the position. This transaction type is set up for entry of detail data.

Where does the data come from?

The data comes from the Equal Employment Review Certificate (EERC) form. When you receive a completed EERC form, enter the data directly into the AI Monitor.

Multiple Hires for the same job vacancy must be recorded in the same entry. If you enter a separate record for each individual hired for the same vacancy, the results will be skewed, and account for more people than the actual pool of applicants. (For example, they hire 5 clerk typists, and the total applicant pool from which they hired the 5 clerk typists is 32. Make certain you put all 5 hires in the same entry, otherwise you might show 5 hires with an applicant pool of 160.)

ADVERSE IMPACT MONITOR

STEP-BY-STEP INSTRUCTIONS

**Before You Begin:**

Be sure Adverse Impact Monitor version 5 is installed on your computer. Contact the BEEO if you have any problems.

**Step 1: Start AI Monitor**

Click **Start**->**Programs->PRI AAP->Adverse Impact Monitor 5**

The Welcome window will be displayed

Click **OK** to exit from the Welcome window

**Step 2: Define a Facility**

A facility is the organizational unit (agency, department, region) for which you are preparing an AAP. Each facility must be defined by providing it a name and a specification of where files related to that name should be stored.

Within the Monitor program, Click the ‘**Facility**’ button (near top right of window)

Click **ADD** (near bottom right of window). Monitor will automatically create a new numbered facility.

*Enter the following information regarding the new facility:*

Facility Name – Enter a name for the Monitor that you will be creating

AAP Date – Enter the date of your AAP (default is today’s date)

Work Folder – Use the default work folder provided by Monitor

Backup Folder – It is recommended that a backup of your Monitor be made to a network drive. Discuss with IT Support the best location on your system for this backup.

Facility Code for Imports – This field will remain blank

Click on **Transaction** button (near top right of window) a message will be displayed indicating that the folder does not exist.

Click **Yes** to create the work folder and continue.

**Step 3: Select a Transaction Type**

From the Transaction-View All tab, you will select the type of personnel transaction you want to analyze.

Select the **Selections**, **Mixed Pool**, and **Summary** line

Click the **Summary Data** button at the top left of the window

**Step 4: Add Summary Data**

Click the **View One** tab

Click the **Add** button at the bottom right

Enter the summary data for the following fields:

Job Group Code (press Enter to move between fields)

Job Group Name

Job Title

Department

Other 1 (as applicable)

From Date (use the latest approval date)

To Date (same date as above)

Under Hires and Offers/Selections, enter number of males and/or females; enter numbers for each represented race, for those who have been hired for this position.

Under Applicants/Pool, enter number of males and/or females; enter numbers for each represented race, for all those who have applied and interviewed for this position.

Click the **Add** button to add data for another job title

Click the **View All** tab when you have entered all job titles

**Step 5: Edit Summary Data**

From the **View All** tab, click on the line to change

Click the **View One** tab

Change the desired information

Click View All tab to see changes

**Step 6: Sort Summary Data**

Click the **Sort** Button

Click the **>** button to add a sort criteria

Click the **<** button to remove a sort criteria

Under the Sort by column, use the double arrow to change sort order

Select **OK** to return to View All

Note: You can also sort from the **View All** tab by double clicking on a column header. To move columns within the window, click on the column header to be moved and drag it to the desired location.

**Step 7: Global Changes**

Only use this function if there is a need to change an entire field. By using this function, you will change every record that has the data criteria you select.

Click the **Change** button

Click the **>>** button for the field you want to change

Make your changes under the **New** column

Click **OK** to save this change and return to the View All screen

Note: Mixed & Upper buttons will make global text case changes to the old data only.

**Step 8: Delete Summary Data**

Click the line you want to delete, and click the View One tab

Click the **Del/Undel** button and the “Record Deleted” message will appear

To remove the deletion, click the **Del/Undel** button, and the “Record Deleted” message is removed

Click the View All tab

An easy way to delete a record is to click in the rectangle to the left of the first column. This changes the box color to black, indicating it is a record to be deleted. If you change your mind, click the rectangle again, and the black box is removed.

Note: The deletion will not be permanent until you leave the Summary data and click on the Results tab. At that point, a message will pop up asking if you want to delete the selected records.

**Step 9: Reports - Calculate 80% Impact Ratio Analysis (IRA)**

Click the **Results** button

Click on the **80% IRA** report you want to run:

**(v. Minority Total/All Others) by Job Group**-Compares the minority total group to whites, and each race/ethnic group to all others (i.e. - blacks to non-blacks, Hispanics to non-Hispanics, whites to non-whites, etc). Note: This is not a commonly run report.

**(v. Most Favored) by Job Group**-Compares each race/ethnic group to the most favored group. Monitor defines the most favored group as the race/ethnic group with the highest selection rate. Note: This is more the commonly used report.

Any additional report you want to create for your agency. For example, (Race v. Most Favored) by Facility (or Bureau, or Division) and Job Group. (See Step 10)

Note: If you want to suppress information on non-protected groups, Click the **Advanced** button in the lower right hand corner, check the box ‘For non-protected groups, suppress all information’, click **OK.**  However, this is not recommended as it prevents you from viewing areas where you are making an effort not to hire whites/males.

Click the **View All** tab to display the results

Click **No** to the message stating that you changed one or more report options

Follow these steps to perform any of the other pre-defined reports

Note: Only use the 80% IRA reports, not Standard Deviation.

Click the **Print Options** tab

Select **Cover Page**, **Summary Results**

Check ‘Print reports without interruption’

Under Results to Print, select **All**

Under Global Options, select **Print Race/Ethnic Breakdowns on Reports and Print Page Numbers, and Date** (Time is optional)

Click the **Print** icon (near the top right of the window)

Click **OK** to begin printing

**Step 10: Create a New Report**

Click the **Report Options** tab

Click the **Add** button

In the Name field, type the name of the report (i.e. - 80% IRA (Race v. Most Favored) by Division)

In the **Sort and Summarize by** box, click **Job Group** and click the **>** button. With **Job Titled** highlighted, click the **>** button again. These are the main fields we want to sort by

Under Select a Test for Adverse Impact, click **80% IRA\***

To view the new report, click the **View All** tab

**\***Note:

**80% IRA – Race v. All Others** - Compares the minority total group to whites, and each race/ethnic group to all others (i.e. - blacks to non-blacks, Hispanics to non-Hispanics, whites to non-whites, etc)

**80% IRA – Race v. Most Favored** - Compares each race/ethnic group to the most favored group. Monitor defines the most favored group as the race/ethnic group with the highest selection rate.

**80% IRA – Race v. Whites** – Compares each race/ethnic group to whites, regardless of which group has the most favored selection rate.

**Step 11: Exiting Adverse Impact Monitor**

*When you have completed working with Adverse Impact Monitor:*

Click **File**, then **Exit**

Click **Yes** when asked if you want to back up your data.