

Technical Assistance Guide on Accessible E-Recruiting for People with Disabilities

A Corporate Partner Benefit of the
National Business & Disability Council (NBDC)
at The Viscardi Center

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National Business & Disability Council (NBDC) at The Viscardi Center: Accessible E-Recruiting for People with Disabilities

The National Business and Disability Council (NBDC) at The Viscardi Center is pleased to share with its corporate partners the following technical assistance guide, *Accessible E-Recruiting for People with Disabilities*. This technical assistance guide provides useful information about the employment of people with disabilities, via electronic recruitment strategies, as well as any potential legal ramifications.

Technology is driving today's talent acquisition, and increasingly the online strategy is attempting to leverage social media, which is often inaccessible. According to the U.S. Department of Labor's Deputy Secretary Chris Lu, "Inaccessible technology prevents people with disabilities from applying and interviewing for jobs, and limits the talent pool for employers."¹

The Partnership on Employment & Accessible Technology (PEAT) published a groundbreaking report on the implications of inaccessible E-recruiting. Key findings from PEAT's survey include the following:²



Source: PEAT

To download the PEAT report, go to <http://peatworks.org/content/erecruiting-accessibility-report>.

Disclaimer...

The technical assistance guide is not intended to provide legal advice to NBDC corporate partners, but rather to share relevant information, resources and tools. The content herein does not serve as an endorsement of any commercial product or service, but rather an outlet to share information and opinions about accessible information and communication technologies.

¹ U.S. Department of Labor, "DEPARTMENT'S NEW WEB TOOL HELPS EMPLOYERS, RECRUITERS ENSURE ACCESSIBILITY OF ONLINE APPLICATIONS, RECRUITING SYSTEMS FOR JOB SEEKERS WITH DISABILITIES," March 23, 2016; available from <https://www.dol.gov/newsroom/releases/odep/odep20160323>.

² Partnership on Employment & Accessible Technology (PEAT), "eRecruiting & Accessibility: Is HR Technology Hurting Your Bottom Line?," 2015; available from <http://peatworks.org/content/erecruiting-accessibility-report>.

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What is E-Recruiting?

Background & History



E-recruiting is the process whereby potential candidates are recruited and hired for positions, using online resources, particularly the Internet. Employers have increasingly leveraged the Internet to reach as many job seekers as possible, while saving on recruitment costs. E-recruiting involves finding prospective candidates, assessing their skills, interviewing, and hiring them for a particular job that meets an employer’s specific need. Completing this process ensures that the talent recruitment is done more effectively and efficiently.³ E-recruiting allows candidates and recruiters to gain quick and easy access to employment information, as well as a way to track, update, and evaluate candidates for positions.

In addition, since job seekers can take part in the recruitment process directly from an employer’s website; it allows hiring managers to easily track the number of jobseekers that are applying for certain positions at a company; and it broadens the talent pool of candidates. The website itself is considered to be an essential element of the E-recruiting process because it provides essential information about applying for positions online.⁴

³ E-Recruitment (accessed July 11, 2016); available from <http://businessjargons.com/e-recruitment.html>

⁴ E-Recruitment (accessed July 11, 2016); available from <http://businessjargons.com/e-recruitment.html>

Behind the Numbers

The Partnership on Employment and Accessible Technology (PEAT) - which is funded by the U.S. Department of Labor's Office of Disability Employment Policy (ODEP) - conducted a survey of people with varying disabilities about their experiences using E-recruiting tools.⁵ A 17-question online survey was developed and distributed to people with varying levels of disability about their experiences searching for jobs online, submitting applications, and completing pre-employment testing. The survey was administered at conferences, through social media, and via direct contact with disability advocacy groups, as well as being posted on the PEAT website from August 2014 until July 2015.⁶

There were a total of 427 people with disabilities who took part in the survey. The survey revealed the following:

- 82% of all respondents have applied for a job online or assisted someone with applying for a job online within the past three years.⁷
- 46% rated their last experience applying for a job online as "difficult to impossible." Of those, 9% were unable to complete the application and 24% required assistance from the employer maintaining their application.⁸
- Of those applicants who required assistance from the employer, 58% were still unable to finish the application.⁹
- 67% have been asked to complete pre-employment assessments or testing for a job opportunity. Of those, 22% were unable to complete testing and 19% required assistance.¹⁰
- 50% of respondents have used social media as part of their job search process; of those, 40% experienced accessibility or usability issues, such as features they could not access at all or that were not user-friendly.¹¹

According to the Pew Research Center 54% of Americans use the Internet to research available jobs and nearly 45% apply for jobs online. Among the general population the use of social media for recruitment has grown 54% in the past five years. A recent study by the Society for Human Resource Management (SHRM) found that 84% of organizations are now recruiting on social media. These statistics are extremely important for millennials who engage in online recruitment often using a smart phone or tablet device. 53% of 18 to 29-year-olds have applied for jobs online.¹²

⁵ eRecruiting & Accessibility: Is HR Technology Hurting Your Bottom Line?: A Report on PEAT's 2015 Research Findings (accessed July 11, 2016); available from <http://www.peatworks.org/content/erecruiting-accessibility-report>

⁶ eRecruiting & Accessibility: Is HR Technology Hurting Your Bottom Line?: A Report on PEAT's 2015 Research Findings (accessed July 11, 2016); available from <http://www.peatworks.org/content/erecruiting-accessibility-report>

⁷ eRecruiting & Accessibility: Is HR Technology Hurting Your Bottom Line?: A Report on PEAT's 2015 Research Findings (accessed July 11, 2016); available from <http://www.peatworks.org/content/erecruiting-accessibility-report>

⁸ eRecruiting & Accessibility: Is HR Technology Hurting Your Bottom Line?: A Report on PEAT's 2015 Research Findings (accessed July 11, 2016); available from <http://www.peatworks.org/content/erecruiting-accessibility-report>

⁹ eRecruiting & Accessibility: Is HR Technology Hurting Your Bottom Line?: A Report on PEAT's 2015 Research Findings (accessed July 11, 2016); available from <http://www.peatworks.org/content/erecruiting-accessibility-report>

¹⁰ eRecruiting & Accessibility: Is HR Technology Hurting Your Bottom Line?: A Report on PEAT's 2015 Research Findings (accessed July 11, 2016); available from <http://www.peatworks.org/content/erecruiting-accessibility-report>

¹¹ eRecruiting & Accessibility: Is HR Technology Hurting Your Bottom Line?: A Report on PEAT's 2015 Research Findings (accessed July 11, 2016); available from <http://www.peatworks.org/content/erecruiting-accessibility-report>

¹² 13 Recruiting Stats HR Pros Must Know in 2016 (accessed August 5, 2016); available from <http://www.careerarc.com/blog/2016/01/13-recruiting-stats-hr-pro-must-know-2016/>

Influence of E-Recruiting Amongst People with Disabilities

The results of the PEAT survey reveals the importance of creating E-recruiting tools and an online process that is accessible and allows all individuals regardless of disability to take part in the recruitment process in order to obtain gainful employment.

Accessible E-recruiting refers to technology products and environments that are usable by all people, to the greatest extent possible, regardless of a disability or functional limitation. Accessible E-recruiting tools are built-in and should not require adaptation in order to be used by people with disabilities. For example, greater accessibility is gained by eliminating time blocks for completing the application process; offering the ability to adjust font size; and giving all applicants - regardless of disability - the ability to access accessibility features that will enable them to participate in the recruitment process.¹³

Issues affecting all applicants include confusing instructions on a website, an account sign-up that is difficult to navigate, and document upload tools that “time out” without warning. If employers ensure that such issues are addressed, more people with and without disabilities can engage in and benefit from E-recruiting.¹⁴ The Society for Human Resource Management reports that 46% of organizations expect to spend more on HR technology in 2016, as compared to 2015, and it is therefore even more important that E-recruiting tools are accessible to all perspective and future job applicants.¹⁵



¹³ eRecruiting & Accessibility: Is HR Technology Hurting Your Bottom Line?: A Report on PEAT's 2015 Research Findings (accessed July 11, 2016); available from <http://www.peatworks.org/content/erecruiting-accessibility-report>

¹⁴ eRecruiting & Accessibility: Is HR Technology Hurting Your Bottom Line?: A Report on PEAT's 2015 Research Findings (accessed July 11, 2016); available from <http://www.peatworks.org/content/erecruiting-accessibility-report>

¹⁵ eRecruiting and Accessibility (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/erecruiting-accessibility>

E-Recruiting & Employment of People with Disabilities

Making E-Recruiting Accessible to People with Disabilities

E-recruiting tools give hiring managers the power to hire from the best talent pool and improves a company's diversity and growth potential. If a company's E-recruiting tools are not accessible to those with disabilities, it simply will not be able to effectively tap into this talent pool. There are several steps you can take to make sure that E-recruiting tools are accessible.¹⁶

One of the first platforms a company should test for accessibility is whether its pre-employment process is accessible to people with disabilities. Pre-employment testing could involve anything from testing an applicant's knowledge and skills to evaluating personality traits to fit a position.¹⁷



These are a few simple steps that can help ensure that a company's E-recruiting tools are accessible:

- Hiring managers should eliminate "timeout" sessions by using default time settings that allows applicants to elect for extra time before being "timed-out" of the system.¹⁸
- Adjust color contrast to high so that applicants with vision related disabilities have an easier time seeing the content on the screen.¹⁹
- Ensure electronic forms have appropriate labels associated with the section needed to be filled-out by the applicant.²⁰
- Use alternative text for images so that they can be more readily described for applicants with vision disabilities.²¹
- Create descriptive links that tell the applicant exactly where they're going to go (e.g., "submit your response here" instead of just putting a web address.²²
- Add synchronized captions, or subtitles, to the videos posted on a company's recruitment site.²³
- Add audio descriptions to your videos, or provide a link to a video transcript.²⁴
- Ensure that applicants can do absolutely everything necessary in the system without the use of a mouse.²⁵

¹⁶ eRecruiting and Accessibility (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/erecruiting-accessibility>

¹⁷ Is Your Pre-Employment Testing Accessible?: Tips and tricks for employers and their tech teams (accessed August 8, 2016); available from <http://www.peatworks.org/talentworks/resources/pre-employment-testing>

¹⁸ Is Your Pre-Employment Testing Accessible?: Tips and tricks for employers and their tech teams (accessed August 8, 2016); available from <http://www.peatworks.org/talentworks/resources/pre-employment-testing>

¹⁹ Is Your Pre-Employment Testing Accessible?: Tips and tricks for employers and their tech teams (accessed August 8, 2016); available from <http://www.peatworks.org/talentworks/resources/pre-employment-testing>

²⁰ Is Your Pre-Employment Testing Accessible?: Tips and tricks for employers and their tech teams (accessed August 8, 2016); available from <http://www.peatworks.org/talentworks/resources/pre-employment-testing>

²¹ Is Your Pre-Employment Testing Accessible?: Tips and tricks for employers and their tech teams (accessed August 8, 2016); available from <http://www.peatworks.org/talentworks/resources/pre-employment-testing>

²² Is Your Pre-Employment Testing Accessible?: Tips and tricks for employers and their tech teams (accessed August 8, 2016); available from <http://www.peatworks.org/talentworks/resources/pre-employment-testing>

²³ Is Your Pre-Employment Testing Accessible?: Tips and tricks for employers and their tech teams (accessed August 8, 2016); available from <http://www.peatworks.org/talentworks/resources/pre-employment-testing>

²⁴ Is Your Pre-Employment Testing Accessible?: Tips and tricks for employers and their tech teams (accessed August 8, 2016); available from <http://www.peatworks.org/talentworks/resources/pre-employment-testing>

²⁵ Is Your Pre-Employment Testing Accessible?: Tips and tricks for employers and their tech teams (accessed August 8, 2016); available from <http://www.peatworks.org/talentworks/resources/pre-employment-testing>

Talent Sourcing and E-Recruiting for Employees with Disabilities

As an employer, there are multiple ways that a company or business can choose to post positions online. This can be accomplished directly from a company's website or through various social media platforms. To attract the best talent pool, including individuals with disabilities, it's important to create job descriptions that are written in plain language and can be easily understood. This will ensure that individuals with cognitive disabilities will have a better understanding of the job and its responsibilities. In addition, rather than having the applicant create a resume from scratch allow the applicant to upload their own resume.²⁶

There are some simple steps that allow a company to attract the best applicants with disabilities suited for their positions.

- Provide an alternative for applicants who may have technical difficulties or require additional assistance.²⁷
- Provide spelling and grammar tools.²⁸
- Include built-in text to speech capabilities so that applicants with vision or other disabilities can have relevant recruitment information from the company's website read aloud.²⁹
- Offer accommodations such as offering an interpreter for an applicant who is deaf or electronic documents in alternative formats such as Braille for an applicant who is blind.³⁰



Digital Interviews for Perspective Employees with Disabilities

A 2015 survey conducted by Korn Ferry, demonstrated that 71% of employers use real-time video interviewing and 50% use video interviews as a way to narrow the candidate pool.³¹ Digital interviewing proves to be more cost effective for both job applicants and the employer, as the applicant eliminates the need for travel and the employer spends less time on scheduling needs.

For applicants with disabilities, the accessibility options widen with opportunity to conduct digital interviews. For example, applicants with hearing disabilities have the ability to interact with a perspective employer in real-time with the option of having closed captions that enhances their ability to interact during an interview. Employers who focus on not only providing digital interviews but also enhancing an applicant's experience, will be able to attract the best talent among those with disabilities.³²

²⁶ Talent Sourcing (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/make-your-tools-accessible/talent-sourcing>

²⁷ Talent Sourcing (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/make-your-tools-accessible/talent-sourcing>

²⁸ Talent Sourcing (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/make-your-tools-accessible/talent-sourcing>

²⁹ Talent Sourcing (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/make-your-tools-accessible/talent-sourcing>

³⁰ Talent Sourcing (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/make-your-tools-accessible/talent-sourcing>

³¹ Ensuring Accessible Digital Interviews: An Employer Tip Sheet (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/resources/interviews>

³² Ensuring Accessible Digital Interviews: An Employer Tip Sheet (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/resources/interviews>

In order to enhance the digital experience for applicants with disabilities, it important to:

- Ensure that considerations are made for possible lag times in communication.
- Ensure proper lighting by facing the front of the light.³³
- Be sure that text-based subtitles in real-time are offered to translate what the interviewer is saying.³⁴
- Always ask the applicant what form of communication he or she prefers before conducting a digital interview.³⁵

E-Recruiting Best Practice Tools

Having the right E-recruiting tools to diversify your talent pool and include applicants with disabilities means investing in accessible products to start with. Investing in accessible software is important for any business or company that wants to diversify its talent pool and ensure a successful E-recruitment process for its applicants. Businesses should consider purchasing online job banks and portals, applicant tracking systems and pre-employment screening tools.³⁶ More importantly, companies need to ensure that they are working with accessible technology providers especially if they have implemented Software as a Service in their HR technologies budget.³⁷ It is important for companies to work only with service providers that produce the accessibility product they need. This will ensure that a business will have the right accessibility expertise at their request. Companies that want to enhance their E-recruitment efforts to attract applicants with disabilities should focus on building collaborative relationships with technology providers as part of their strategic plan.³⁸ Companies need to always seek feedback on how well E- recruiting tools work by requesting a Voluntary Product Accessibility Template (VPAT), which is applicable to federal agencies. It often indicates how well the product complies with accessibility guidelines.³⁹

The Viscardi Center
Document Accessibility Remediation Services
Service helps businesses modify digital content to be accessed by
people who utilize a screen reader and have limited motor skills.
<http://www.viscardicenter.org/services/document-accessibility.html>

³³ Ensuring Accessible Digital Interviews: An Employer Tip Sheet (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/resources/interviews>

³⁴ Ensuring Accessible Digital Interviews: An Employer Tip Sheet (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/resources/interviews>

³⁵ Ensuring Accessible Digital Interviews: An Employer Tip Sheet (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/resources/interviews>

³⁶ Buying Accessible eRecruiting Products (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/erecruiting-accessibility/buying>

³⁷ Buying Accessible eRecruiting Products (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/erecruiting-accessibility/buying>

³⁸ How to Talk to eRecruiting Technology Providers About Accessibility: An Employer Tip Sheet (accessed August 11, 2016); available from <http://www.peatworks.org/talentworks/resources/erecruiting-providers>

³⁹ How to Talk to eRecruiting Technology Providers About Accessibility: An Employer Tip Sheet (accessed August 11, 2016); available from <http://www.peatworks.org/talentworks/resources/erecruiting-providers>

E-Recruiting & Social Media

Accessibility of Social Media Tools



Social media can help employers leverage the best talent. However, companies should ensure that their social media tools are accessible to applicants with disabilities. Today, many jobs are continuously advertised on Twitter, Linked-in and many other social media platforms. Applicants including those with disabilities are often accessing various forms of social media using an electronic device such as a tablet or smart phone.⁴⁰ This means that it's important that accessibility is built in to ensure that individuals with disabilities can navigate the site and be able to access the information they need when applying for a job

through social media.⁴¹ Businesses should understand that social media can be leveraged in many ways and knowing what preferences meet your applicants' needs allows a company to better understand how specific media channels can meet the needs of applicants with specific types of disability.⁴²

Potential Pitfalls of Social Media Tools

Applicants often use social media to conduct a job search, however, many indicate that they have had difficulties pertaining to accessibility when using social media sites. One of the most common problems that applicants run into is an image with no alternative text or description.⁴³ This makes it difficult for applicants with sight related disabilities to get accurate information on a recruiting site especially if they are using assistive technology such as a screen reader. Applicants using social media to apply for jobs often encounter websites with inaccessible video with no closed captions.⁴⁴



Adding audio descriptions and closed captions will ensure that those with hearing and vision related disabilities would be able to effectively access social media platforms for recruiting purposes. Providing technical support is another way to ensure that applicants with disabilities can have accessibility issues addressed when applying for jobs online.⁴⁵ Businesses using social media as its primary means of online recruitment, should consider diversifying its platforms to accommodate the needs of applicants with specific disabilities and ensure equitable recruiting practices.⁴⁶ Many experts including, Debra Rue of Global Disability Solutions points out, "Social media has to be accessible or we continue to widen the Digital Divide."

⁴⁰ Accessible eRecruiting Using Social Media: An Employer Tip Sheet (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/resources/social-media>

⁴¹ Accessible eRecruiting Using Social Media: An Employer Tip Sheet (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/resources/social-media>

⁴² PEAT Blog : PEAT Talks Recap: Social Media & Job Recruiting (accessed July 11, 2016); available from <http://www.peatworks.org/blog/2016/jul/peat-talks-recap-social-media-job-recruiting%E2%80%93leveling-%E2%80%9Cplaying-fields%E2%80%9D>

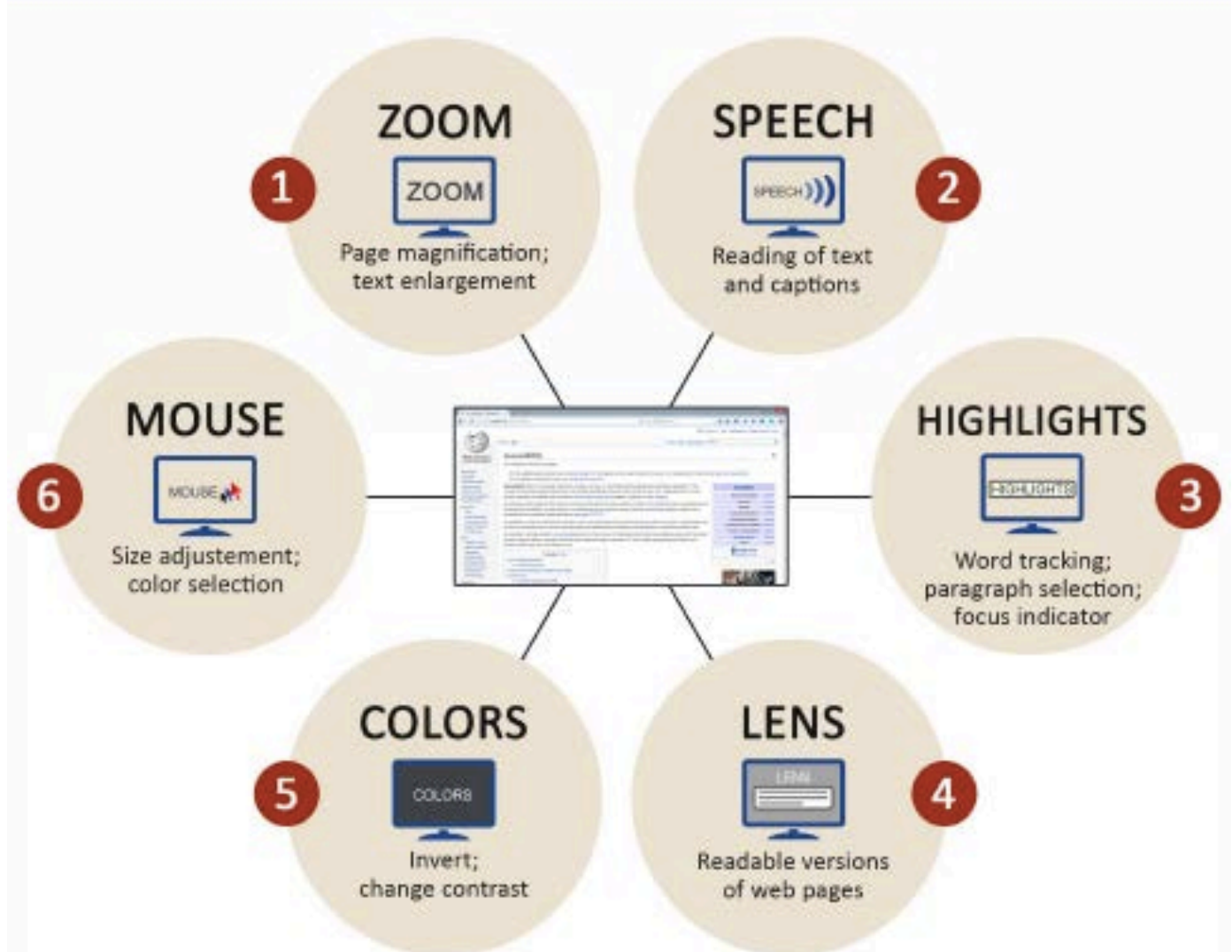
⁴³ Accessible eRecruiting Using Social Media: An Employer Tip Sheet (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/resources/social-media>

⁴⁴ Accessible eRecruiting Using Social Media: An Employer Tip Sheet (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/resources/social-media>

⁴⁵ Accessible eRecruiting Using Social Media: An Employer Tip Sheet (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/resources/social-media>

⁴⁶ PEAT Blog : PEAT Talks Recap: Social Media & Job Recruiting (accessed July 11, 2016); available from <http://www.peatworks.org/blog/2016/jul/peat-talks-recap-social-media-job-recruiting%E2%80%93leveling-%E2%80%9Cplaying-fields%E2%80%9D>

 **6 WAYS TO MAKE ANY WEBSITE
MORE ACCESSIBLE**



These features *complement* WCAG accessibility guidelines
and websites design to make *any* website more usable.

Legal Ramification for Inaccessible E-Recruiting

What Does the Law Say?

Under title II and title III of the Americans with Disabilities Act (ADA) the rule entitled, “Nondiscrimination on the Basis of Disability: Accessibility of Web Information and Services of State and Local Governments” states the following, “State and local governments must make services, programs, or activities offered to the public via the Web accessible to individuals with disabilities. The ADA requires that State and local governments to provide qualified individuals with disabilities equal access to their programs, services, or activities unless doing so would fundamentally alter the nature of their programs, services, or activities or would impose an undue burden.”⁴⁸ This mandate ensures that State and local governments provide qualified individuals with disabilities equal access to their programs, services, or activities that take place over the Internet. It guarantees that all members of the public can access websites including accessibility considerations for recruiting sites that are owned by the local, state and federal governments.⁴⁹

Cases

The National Federation of the Blind (NFB) vs. U.S. Dept. of Health and Human Services (HHS)

- The lawsuit charges the U.S. Department of Health and Human Services (HHS) through its sub-agency, the Centers for Medicare and Medicaid Services (CMS), and its CMS sub-contractors, with systemically violating the civil rights of blind Medicare recipients. In particular, three Medicare recipients indicated that they faced or have been at risk for loss of benefits and healthcare disruption due to receiving denial letters provided in inaccessible formats that did not allow them to properly exercise their appeal process.
- Charges were filled in February 2016 with the District Court, District of Massachusetts, Western Division. The action seeks to require HHS to provide blind individuals meaningful and equally effective access to their Medicare information, as required by Section 504 of the Rehabilitation Act of 1973, CMS regularly communicates information to blind persons via inaccessible print and electronic formats which they cannot read. The National Federation for the Blind has indicated that appropriate auxiliary aids and services should be provided for customers who are blind including digital navigable formats that are readily more accessible to customers with vision impairments. This case is still being litigated in the courts.

⁴⁸ Department of justice (DOJ): Office of Information and Regulatory Affairs; Office of Management and Budget; Executive Office of the President (accessed August 11, 2016); available from <http://www.reginfo.gov/public/do/eAgendaViewRule?pubId=201604&RIN=1190-AA65>

⁴⁹ Department of justice (DOJ): Office of Information and Regulatory Affairs; Office of Management and Budget; Executive Office of the President (accessed August 11, 2016); available from <http://www.reginfo.gov/public/do/eAgendaViewRule?pubId=201604&RIN=1190-AA65>

⁵⁰ NFB and Disability Advocates Charge Federal Health Agency With Civil Rights Violations (accessed August 11, 2016); available from <http://dredf.org/2016/02/10/nfb-disability-advocates-charge-federal-health-agency-civil-rights-violations/>

Bank of America vs. Jessie Lorenz

- In May 2016 Jessie Lorenz, a visually impaired individual, who currently has a mortgage with Bank of America, and routinely uses www.bankofamerica.com to conduct financial transactions finalized a settlement negotiation with Bank of America after collaboratively working to improve the accessibility and usability of their mortgage documents online. The importance of this case was that ultimately no lawsuit was filed and as a result, Bank of America will continue to enhance its accessibility initiative by using WCAG 2.0 as the standard for its web and mobile content. Bank of America set itself apart by proving that they are willing to put the needs of their customers on the forefront. It's important to note that the settlement negotiation, does not require Bank of America to admit a violation of ADA laws but focuses rather on reaching a resolution that meets the needs of their customers.

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Future Considerations for Online Recruiting

E- Accessibility Policy



Creating accessibility policy to be utilized within an organization is key to ensuring that prospective employees with disabilities feel welcomed to interact on a company's recruiting site. Understanding web accessibility and how it impacts perspective applicants with disabilities is important in adopting an e-accessibility policy.⁵² Web Content Accessibility Guidelines (WCAG) 2.0 covers a wide range of recommendations for making Web content more accessible. Following these guidelines makes content accessible to a wider range of people with disabilities, including blindness, low vision, deafness, hearing loss, learning disabilities, cognitive and motor related limitations. Following these guidelines will also make your Web content more usable to all users regardless of their disability. When designing an online recruitment site, it's best to review the information with a web accessibility expert to ensure that the businesses e-accessibility policy meets the needs of its customers and the business.⁵³

⁵¹ Bank of America Accessible Mortgage Information Agreement Violations (accessed August 11, 2016); available from <http://www.lflegal.com/2016/05/bankofamerica-mortgage-agreement/>

⁵² Adopting an Accessibility Policy: Which Laws and Standards Apply to Me and My eRecruiting Tools? (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/erecruiting-accessibility/policy>

⁵³ Accessibility Policy and Corporate Culture (accessed July 11, 2016); available from <http://www.peatworks.org/talentworks/resources/accessibility-policy>

Increasing the use of Online Recruiting

Increasing the use of online recruiting for people with disabilities means that employers should make a conscious effort to simplify the web navigation process. This could be as simple as using plain language or organizing important links to include descriptions so that a customer who is blind is able to fully access the information. While job seekers with disabilities want to be able to access information online, one of their biggest obstacles is being "timed-out" before they have completed the process.⁵⁴ Applicants with disabilities also indicate the overwhelming need for more awareness of accessibility on part of the employer especially as it relates to online social media platforms where jobs are often advertised. People with disabilities are not the only ones affected by inaccessible platforms.⁵⁵ Findings from a 2014 survey by the Partnership on Employment & Accessible Technology (PEAT) showed that "the present state of online job applications disappoints and even discourages the majority of candidates especially when navigating a recruitment site is found to be confusing and not user friendly. Addressing these issues by building accessibility from the start will help to resolve these issues."⁵⁶

Information and Resources on E-Recruiting

- Business Disability Forum: Barrier-free E-Recruitment
<http://businessdisabilityforum.org.uk/talent-recruitment>
- Demand-Side Employment Placement Models Employer Toolkit Accessible Recruitment Checklist
http://bbi.syr.edu/projects/Demand_Side_Models/docs/accessible_recruitment_checklist.pdf
- Job Accommodation Network (JAN)
<http://www.jan.org>
- National Collaborative on Workforce and Disability
<http://www.ncwd-youth.info/>
- Partnership on Employment and Accessible Technology
<http://www.peatworks.org/>
- Society for Human Resource Management (SHRM)
<http://www.shrm.org>
- TalentWorks
<http://www.peatworks.org/talentworks>
- The Global initiative for Inclusive ICT's-G3ict
http://g3ict.org/resource_center/e-Accessibility%20Policy%20Handbook
- The Viscardi Center
<http://www.viscardicenter.org/services/document-accessibility.html>
- U.S. Department of Labor (DOL)
<http://www.dol.gov>
- U.S. Equal Employment Opportunity Commission (EEOC)
<http://www.eeoc.gov>

⁵⁴ The Challenges of Applying for a Job Online (accessed July 11, 2016); available from <http://www.visionaware.org/blog/visually-impaired-now-what/the-challenges-of-applying-for-a-job-online/12>

⁵⁵ eRecruiting & Accessibility: Is HR Technology Hurting Your Bottom Line?: A Report on PEAT's 2015 Research Findings (accessed July 11, 2016); available from <http://www.peatworks.org/content/erecruiting-accessibility-report>

⁵⁶ eRecruiting & Accessibility: Is HR Technology Hurting Your Bottom Line?: A Report on PEAT's 2015 Research Findings (accessed July 11, 2016); available from <http://www.peatworks.org/content/erecruiting-accessibility-report>