Designing An Effective Hiring Process

@marisabrandt
marisa.brandt@whcc.com
https://www.linkedin.com/in/marisabrandt

- **Why** change?

- A **better** way

- Getting **started**

- The **fine print**

According to the U.S. Bureau of Labor Statistics, technical job openings continue to outpace the number of job-seekers.

Replacing supervisory, technical, and management personnel can cost from **fifty to several hundred percent** of the person's salary.

Society for Human Resource Management, *Recruitment and Selection Presentation* (2008)

WHY CHANGE?

"The important thing to remember is that **hiring a bad person** is **more expensive** and **wastes more time** than **waiting** for a good person."

Laurie Voss, *COO npm*

"More than 90% of all computer technology patents issued in the U.S. since 1980 have been granted to men only. Yet **mixed gender patents are cited 26% to 42% more** than any single gender patent."

Who Invents IT? An Analysis of Women's Participation in Information Technology Patenting

The most ethnically & racially diverse companies **outperform their less-diverse counterparts** by 35%.

McKinsey & Company, *Diversity Matters* (2015)

It's not that I'm lazy...
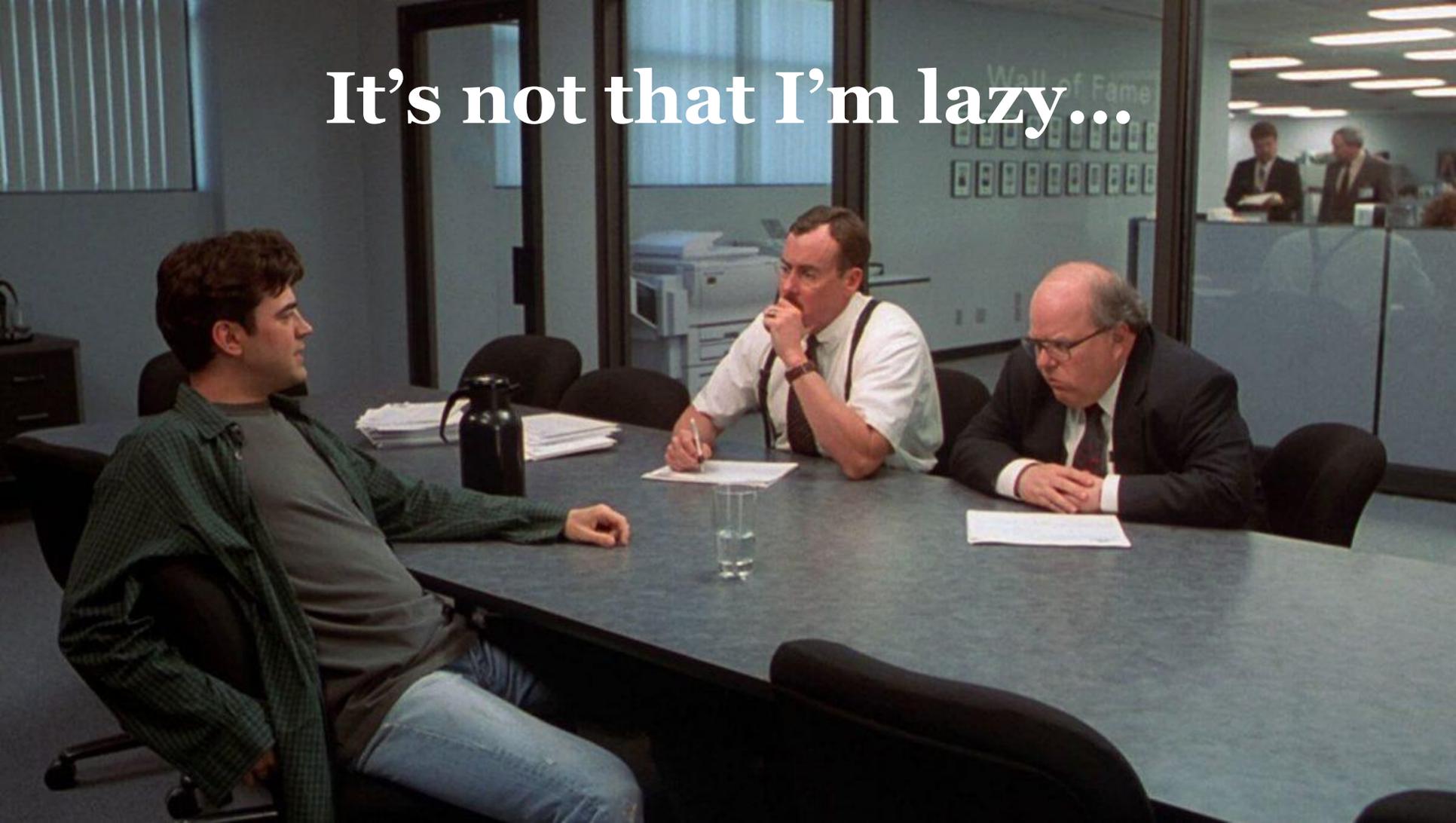
A BETTER WAY

- Develop clear, written **criteria**

- Ask a consistent set of **questions**

- Use a **rubric** to evaluate responses

- Have a **core group** of interviewers

"While unstructured interviews consistently receive the highest ratings for perceived effectiveness from hiring managers, dozens of studies have found them to be among the **worst** predictors of actual on-the-job performance."

Iris Bonet, "How to Take the Bias Out of Interviews," *Harvard Business Review* (2016)

GETTING STARTED

FIGURE OUT WHAT'S MOST IMPORTANT FOR THE ROLE

BASED ON THIS

- **WRITE AN INTERNAL JOB DESCRIPTION**
- **WRITE AN EXTERNAL JOB POSTING**
- **WRITE QUESTIONS AND EVALUATION CRITERIA:**
  - **PRE-SCREEN**
  - **REFERENCES**
  - **IN-PERSON**

1. **PREBRIEF**
2. **INTERVIEW**
3. **DECIDE!**
4. **REVISE**

- Job **outcomes**

- Ability to **learn**

- **Future** ability

- **Skills** vs specific experience

- Relative **importance**

"I can't believe what a bunch of nerds we are. We're looking up "money laundering" in a dictionary."

Peter Gibbons, *Office Space*

"Clarifying **skill set** and role is important so **everyone is looking for the same** type of candidate."

Elad Gil, *How to Recruit and Hire When You Need to Move Fast*

Required Qualifications:

● BA/BS degree in MIS, computer science or a related field and 2 years of progressively more responsible professional experience in related IT areas OR a combination of education and progressively more responsible professional work experience in an area closely related to this position totaling 4 years.

● Experience with Linux as a server operating system.

● Experience with Solaris as a server operating system.

● Demonstrated understanding of fundamental aspects of the system administration process (i.e., planning, implementation, testing, maintenance, etc.).

● Experience with scripting languages (e.g. Perl, shell, Python, etc.).

Preferred Qualifications:

● Strong interpersonal communication skills. Ability to translate user needs into technical requirements and convey technical solutions in terms users can understand.

● Ability to work independently on specific tasks. In addition, work in a team environment on projects.

You have:

- A combination of education, training, and experience equivalent to a Bachelor's and 2 years relevant work history;
- Experience and proficiency in supporting Linux and a strong desire to keep learning;
- A demonstrated commitment to promoting diversity in the workplace;
- Excellent collaboration skills;
- The ability to work independently to define and complete projects;
- Energy and enthusiasm for taking on new opportunities and challenges;
- An ability to build strong relationships with stakeholders and deliver effective solutions.

Qualified people who will apply (vertical axis) vs. Length & complexity of job posting (horizontal axis)
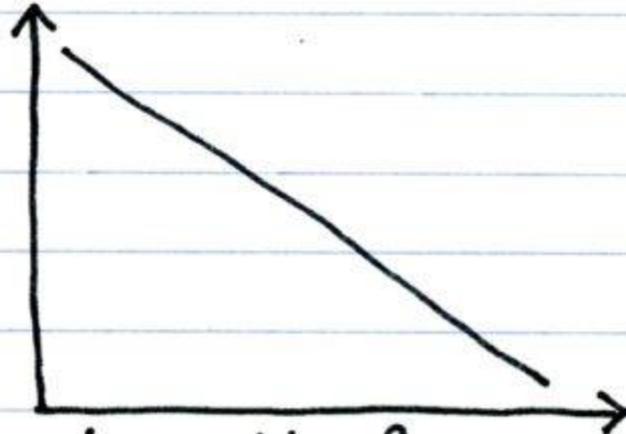
Behavioral-style interview questions "are more valid and accurate for making personnel decisions" than other types of questions.

Alonso & Moscoso, "Structured Behavioral and Conventional Interviews"

Tell me about a time when...

"Invest in tools that have been shown to **predict future performance.** On the top of your list should be **work-sample tests** related to the tasks the job candidate will have to perform."

Iris Bonet, "How to Take the Bias Out of Interviews," *Harvard Business Review* (2016)

	Below expectations -1	Acceptable 0	Above expectations 1
Q1: Our monitoring system indicates an important web server has crashed, and no one is around to help you. What would you do?: ***Action oriented; communicates effectively***	Blank, vague, or indicates that they would report the problem to someone else but has no additional steps	Has *more than one* of the following: * reports issue in some way * describes steps to gather information * describes criteria used to assess problem	Systematic approach to investigating the problem AND inform interested parties of the issue
Q4: Have you ever been asked to do something work-related that you didn't know how to do or was outside the scope of your job? If so, what happened?: ***Situational adaptability/Nimble Learning***	Blank, vague, or dismisses the situation (e.g. "I just turn those issues over to another department")	Describes resources they would use to answer their questions *OR* details an approach to solving the root issue	Demonstrates resourcefulness in solving the root issue and expresses enthusiasm for learning/challenges /growth

Ensures accountability: *Holding self and others accountable to meet commitments.* **[Corwin]**

Question: Describe a time you were charged with independently managing a number of priorities and were unable to follow through on all commitments.

Notes:

❏ Below Expectations	❏ Meets Expectations	❏ Exceeds Expectations
Response may include the following (check the applicable): ❏ Vague, doesn't address question, or fails to provide specific example ❏ Doesn't accept personal responsibility or places blame ❏ Poor follow-up and/or no action taken to alleviate situation	Response may include the following (check the applicable): ❏ Addresses question with detail and provides specific example ❏ Recognizes failure and acknowledges personal responsibility ❏ Acceptable follow-up; takes action to make the most of the situation ❏ Acts with clear sense of ownership	Response may include the following (check the applicable): ❏ Illustrates key takeaways/lessons learned ❏ Makes changes to avoid similar failures in the future

	Resume	Screen	General Interview	Technical Interview	Reference Check
Intellectual Curiosity		✔	✔	✔	
Growth Mindset			✔		✔
Interest in Learning			✔		✔
Problem Solving		✔	✔	✔	
Coding Skills	✔	✔		✔	✔

The Fine Print

- Hiring committee
  - Same for all candidates
  - Represents different perspectives
- Basic screen (optional)
- Screener questions - answers anonymised
  - Use a rubric to evaluate screener responses
- Resume review
- Interviews with consistent questions and a rubric
- Evaluate & adjust

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THANK YOU!

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Resources

Management communities online

Rands: http://randsinrepose.com/welcome-to-rands-leadership-slack/
Engineering Management: https://engmanagers.github.io/

Job posting analysis tools

Joblint: https://joblint.org/
Textio: https://textio.com/

Resources for reducing bias in hiring
Project Include: http://projectinclude.org
NCWIT: https://www.ncwit.org/resources/ncwit-tips-writing-better-job-ads

(and if you're not familiar with it, the movie *Office Space* is a classic for a reason...)