Designing An Effective Hiring Process

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- 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.

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.”

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*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%.

It’s not that I’m lazy...
- 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.”

GETTING STARTED
Figure out what's most important for the role based on this.

1. Prebrief
2. Interview
3. Decide!
4. Revise

- Write an internal job description
- Write an external job posting
- Write questions and evaluation criteria:
  - Pre-screen
  - References
  - In-person
- 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

Length & complexity of job posting

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.”

<table>
<thead>
<tr>
<th>Q1: Our monitoring system indicates an important web server has crashed, and no one is around to help you. What would you do?:</th>
<th>Below expectations</th>
<th>Acceptable</th>
<th>Above expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action oriented; communicates effectively</td>
<td>Blank, vague, or indicates that they would report the problem to someone else but has no additional steps</td>
<td>Has more than one of the following: * reports issue in some way * describes steps to gather information * describes criteria used to assess problem</td>
<td>Systematic approach to investigating the problem AND inform interested parties of the issue</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>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?:</th>
<th>Below expectations</th>
<th>Acceptable</th>
<th>Above expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situational adaptability/Nimble Learning</td>
<td>Blank, vague, or dismisses the situation (e.g. “I just turn those issues over to another department”)</td>
<td>Describes resources they would use to answer their questions OR details an approach to solving the root issue</td>
<td>Demonstrates resourcefulness in solving the root issue and expresses enthusiasm for learning/challenges/growth</td>
</tr>
</tbody>
</table>
**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.

<table>
<thead>
<tr>
<th>Notes:</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Below Expectations</td>
</tr>
<tr>
<td>Response may include the following (check the applicable):</td>
</tr>
<tr>
<td>□ Vague, doesn’t address question, or fails to provide specific example</td>
</tr>
<tr>
<td>□ Doesn’t accept personal responsibility or places blame</td>
</tr>
<tr>
<td>□ Poor follow-up and/or no action taken to alleviate situation</td>
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<tr>
<td></td>
</tr>
</tbody>
</table>

*Response may include the following (check the applicable):*
<table>
<thead>
<tr>
<th></th>
<th>Resume</th>
<th>Screen</th>
<th>General Interview</th>
<th>Technical Interview</th>
<th>Reference Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intellectual Curiosity</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Growth Mindset</td>
<td></td>
<td>✔</td>
<td></td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>Interest in Learning</td>
<td></td>
<td>✔</td>
<td></td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>Problem Solving</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Coding Skills</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
<td>✔</td>
</tr>
</tbody>
</table>
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
- Develop clear, written **criteria**
- Ask a consistent set of **questions**
- Use a **rubric** to evaluate responses
- Have a **core group** of interviewers
Thank you!

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https://www.linkedin.com/in/marisabrandt
Management communities online


**Engineering Management:** [https://engmanagers.github.io/](https://engmanagers.github.io/)

Job posting analysis tools

**Joblint:** [https://joblint.org/](https://joblint.org/)

**Textio:** [https://textio.com/](https://textio.com/)

Resources for reducing bias in hiring

**Project Include:** [http://projectinclude.org](http://projectinclude.org)

**NCWIT:** [https://www.ncwit.org/resources/ncwit-tips-writing-better-job-ads](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...)