

Mixing It Up for Hiring Velocity

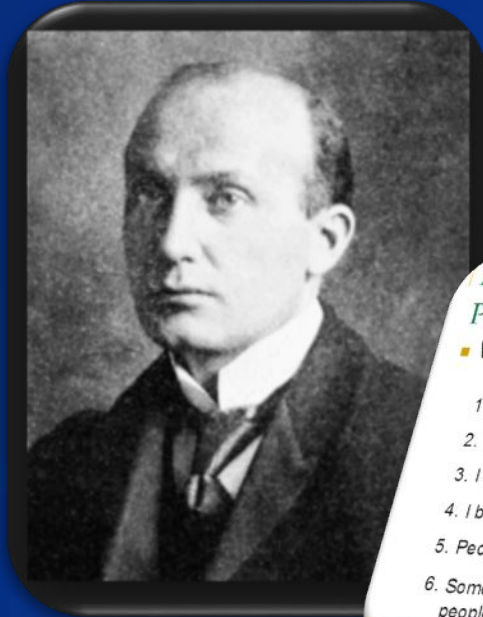


Diana L. Ferguson

VP, Talent Acquisition
OppenheimerFunds

A Brief History

In the Beginning (1917)...



History of Psychometrics: Personality Testing

■ Woodworth

Test Item

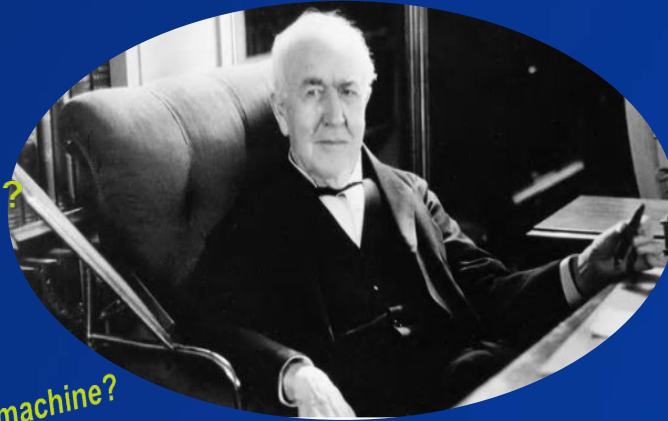
1. I wet the bed.
2. I drink a quart of whiskey each day.
3. I am afraid of closed spaces.
4. I believe I am being followed.
5. People are out to get me.
6. Sometimes I see or hear things that other people do not hear or see.

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
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Per 427 - Cal State Northridge



The First Structured Job Interview is Created (1921)



What war material did Chile export to the Allies during the war?

What is the name of a large inland body of water that has no outlet?

Who was Bessemer and what did he do?

Who was Hannibal?

Who invented logarithms?

Where is the Imperial Valley and what is it noted for?

Where do we get prunes from?

What is the highest rise of tide on the North American Coast?

Who composed "Il Trovatore"?

What states produce phosphates?

What city in the United States leads in making laundry machines?

What is the weight of air in a room 20 by 30 by 10?

Who reached the South Pole?

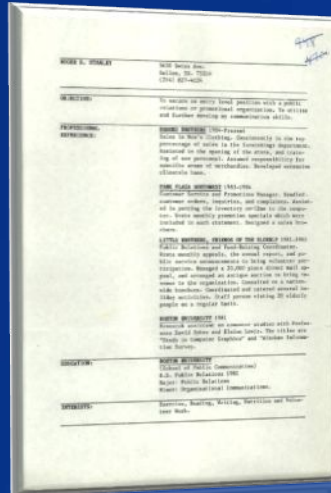
Recruitment Emerges(1940's)



Resumes (1950's - 2019)



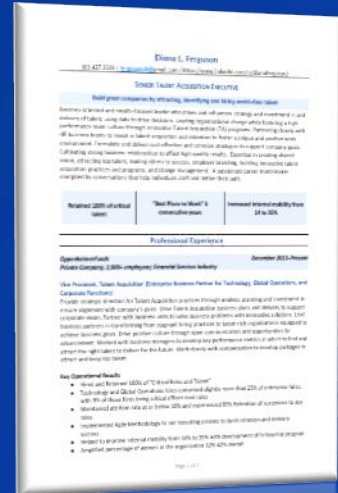
1960's



1980's



2000's



2019

Social Media (2000's)

2003



2005



2006:



So, What's the Problem?

Hello
my name is

BAD HIRE

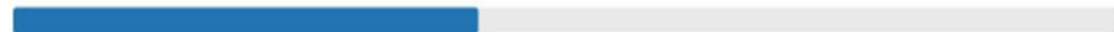
WHERE TRADITIONAL INTERVIEWS FAIL



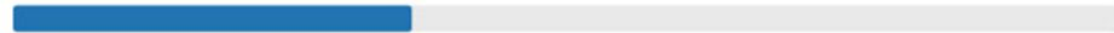
63% | Assessing candidate soft skills



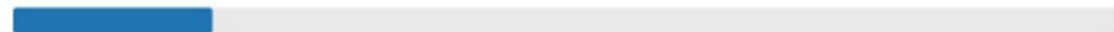
57% | Understanding candidate weaknesses



42% | Bias of interviewers



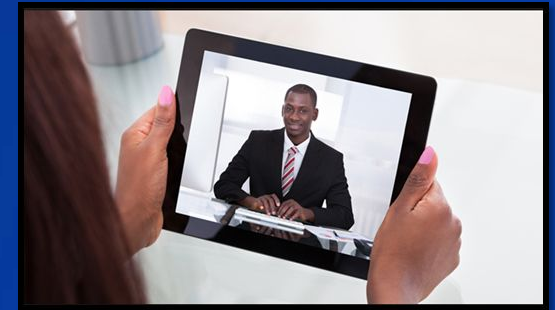
36% | Too long of a process



18% | Not knowing best questions to ask

What Can We Do?

- Job Auditions
- Low Pressure Environment
- Virtual Reality
- Augmented Reality
- Video Interviews





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“The secret of my success is that we have gone to exceptional lengths to hire the best people in the world .”

Steve Jobs
Chairman, CEO and co-founder
Apple



“

“Acquiring the right talent is the most important key to growth. Hiring was – and still is – the most important thing we do.”

Marc Benioff
Chairman, co-CEO and Founder
Salesforce



“

“I’ll be frank, I had a suspicion we were going to waste everyone’s time and end up not hiring anyone... Brian hasn’t been here even a year, but to date remains one of my top performers...”

Adam Sterkowicz
Solutions Engineering Manager



Fears

1. Not personally screening the candidates before bringing them on site like we typically do. Large time commitment for a handful of people
2. The nontraditional interview would scare off good candidates
3. A completely different process from traditional interviewing. I think my biggest fear was if we would get quality candidates into the process.

Surprises:

1. It was extremely efficient. How appreciative the candidates were for the unique interview experience.
2. We were able to determine that a few candidates would not be a good fit for our company by how they interacted with others during the interview (very controlling and not team players)
3. It was fun, and the candidates themselves also enjoyed the process over traditional interviewing.
4. I would have eliminated the candidate we selected in the traditional interview process

Insights

1. His unconventional thinking, his ability to listen to others and capitalize on ideas heard from the team, while delivering on a common goal, which would not be possible had the candidates not been given individual and collective paired team assignments.
2. How they work with others. How they react to change (because we swapped partners in our last scenario mid-way through).
3. Biggest insight was the ability to truly observe how the candidates worked with others – in 1st round with other candidates, and in 2nd round directly with an existing team member.

Final Thoughts

1. Given an opportunity, I'd love to continue using this interviewing technique over our existing one as I believe all of the above details are added on benefits to the extremely compressed interviewing time frames and a significant reduction in the amount of effort spent by the management team in interview preparation.
2. This allowed us to interview a larger number of people to try to identify the right candidate so that we only had to do 2-3 one on one interviews. This was a big time saver.
3. Cody has brought in a new level of energy to the team, infecting everyone with an eagerness to learn and appreciate the work we're doing.
4. If you haven't tried it and are hesitating, just "run the experiment!"

Q&A

Choose Your Adventure Bingo Number

Select

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