Evaluation of Meta's 2021 Interview Flows

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Meet the Team

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Executive Summary

Project Description

- Investigate Meta's interviewer supply and demand capacities for 2023
- Find unused interviewers to identify supply gaps and locate excess demand to recognize restraining Interview Assessment Roles (IARs)

Value From Project

- Increased visibility into the specialization of interviewers for each time zone
- Identified 9 supply gaps and 16 restraining IARs within the various interview flows

How the Meta Model Assesses Interview Flows

- Assesses 4 different types of interview flows by changing the weekly demand, interviews per week (1), and supply utilization for Meta interviewers within each flow.
- Uses the maximum weekly demand for each IAR. An IAR determines what an interviewer is certified to provide an interview in for a respective candidate.
- Prioritizes interviewers with the lowest total number of IARs prior to moving to the next higher number of IARs.
- Accounts for Interviewers who are not captured within the model based on equal importance for the Interviewer's IAR combinations: 2IAR through 10IARs.
- Any excess demand that exceeds a total capacity for an IAR within an interview flow results in a failure for that entire interview flow capacity.
- IARs are included in interview flows if they meet a 5% threshold for the demand of the entire interview flow based on the US West Coast.
- Time zones follow the same IARs as the US West Coast threshold. If the time zone does not have a valid supply for the interview flow it is not included in our insights.

Insights: North America

US West Coast: 4 Interview Flows

- Junior Talent & Generalist: Identified 1 supply gap for the *SW Screen and SW Technical IAR combination* and recognized that the flow is restrained by the *SW Behavioral* and *Design X IARs*. Interviewers are specialized broadly from 1 IAR to 8+IARs.

- Android: Recognized that the flow is restrained by the *Android Behavioral IAR*. Interviewers are specialized broadly from 1 IAR to 10+IARs.

- IOS: Identified 1 supply gap for the *iOS Phone Screen and iOS Technical IAR combination* and recognized that the flow is restrained by the *iOS Behavioral IAR*. Interviewers are specialized broadly from 1 IAR to 10+IARs.

- Management: Recognized that the flow is restrained by the *Design X (M) IAR*. This interview flow has limited flexibility with supply shifts as the interviewers are specialized broadly from 1 IAR to 10+IARs.

Insights: North America

US East Coast: 1 Interview Flow

- Management: Identified 1 supply gap for the *Technical (M) and Design (M) IAR combination* and recognized that the flow is restrained by the *Screen (M) IAR*. Interviewers are typically specialized in 1 to 3 IARs.

Canada: 3 Interview Flows: Junior Talent & Generalist, Android, & iOS

- All interviewers have **far exceeded capacity** compared to the 2021 maximum demand.

Insights: Europe

UTC+0 (the United Kingdom & Ireland): 2 Interview Flows

- Junior Talent & Generalist: Identified 2 supply gaps for the *SW Technical* and *Design X* IAR and recognized that the flow is restrained by *SW Behavioral*. Interviewers are typically specialized in 1 or 2 IARs.

- Management: Identified 1 supply gap for *Technical (M)* and recognized that the flow is restrained by *Behavioral (M)* and *Design X (M) IARs*. Interviewers are typically specialized in 1 to 4 IARs.

Insights: Europe

UTC+1 (France, Germany, Switzerland, & Netherlands): 4 Interview Flows

- Junior Talent & Generalist: Identified 1 supply gap for the *SW Screen and SW Technical IAR combination* and recognized that the flow is restrained by *Design X*. Interviewers are typically specialized in 1 to 5 IARs.
- Android: Recognized that the flow is restrained by *Android Technical*. Interviewers are typically specialized in 1 to 5 IARs.
- IOS: Recognized that the flow is restrained by *iOS Design*. Interviewers are typically specialized in 1 to 5 IARs.
- Management: Recognized that the flow is restrained by *Design (M).* Interviewers are typically specialized in 1 to 4 IARs which makes this flow more flexible to demand changes as there is less specialization.

Insights: Asia

UTC+2 (Israel): 1 Interview Flow

- Junior Talent & Generalist: Identified 1 supply gap for the *SW Screen and SW Technical IAR combination* and recognized that the flow is restrained by the *SW Behavioral* and *Design X IARs*. With fewer interviewers than the US West Coast, this flow is not as flexible to demand shifts that strain the flow.

UTC+8 (Singapore): 2 Interview Flows

- Junior Talent & Generalist: Has **far exceeding capacity** compared to 2021 maximum demand. Interviewers are typically specialized in 1 to 2 IARs.

- Management: Very few interviewers spread from 1 IAR to 5 IARs which makes this flow susceptible to sudden demand shifts. Recognized that the flow is restrained by *Behavioral (M)*.

Value

- Increased visibility for interviewer specialization by identifying specific IAR combinations from 1 IAR to 10 IARs to better understand the Meta interviewer pool within each time zone.

- Evaluated 17 interview flows under various changes to demand and supply shifts to model the flexibility of each flow and their restraining IAR(s).
  - Identified 5 interview flows that could not meet the forecasted 50% increase in 2021 demand for 2023 with a 90% supply utilization.

- Identified 9 supply gaps that can be prioritized first for Brian's training efforts to increase efficiency within their respective interview flows.

- Recognized 16 restraining IARs that should be prioritized in Brian's efforts to retain interviewers and increase weekly interview capacity.

Next Steps

- Create personalized models for each time zone based on a minimum 5% threshold for that respective time zone: Hard Effort
- Optimize our model by personalizing percentages of IAR utilization outside of our model based on 2021 IAR utilization of interviewers: Medium Effort
- Improve our model by ranking our newly found restraining IARs prior to non-restraining IARs: Hard Effort

Lessons Learned

- Be comfortable working with ambiguity and adapt as issues come up
- Make assumptions when necessary to come to a final recommendation
- Be creative and consistently try to look at the problem in a different way
- Use the Pit of Despair as a reset point to re-evaluate the problem

Executive Summary

- Developed a model that prioritizes IAR combinations to show supply capacity constraints and demand thresholds to test the flexibility of each interview flow.

- Provided 17 unique insights detailing various supply gaps and restraining IARs from the Meta interview flows across 6 different time zones.

Thank you, Brian!

Sincerely from Jiaxin, Kaydee,
Pearson and Robert

Q&A

Appendix

The Meta Model

Finding Interviewer Assessment Role Capacity

	Interviewer ID Update	AI Design	Android Behavioral	Android Design	Android Phone Screen	Android Technical	Arbiter- M2+	Behavioral (M)	Design (M)	Design X	Design X (M)
2											
3	200532								1		
4	200538							1			
5	200738										
6	200754										
7	200792			1			1		1		
8	201662							1			
9	201810										
10	201832										
11	201836							1	1		1
12	201848								1	1	
13	201950										
14	201988										
15	202210										
16	202244			1		1					
17	202300							1			
18	202332								1	1	1
19	202346							1	1		
20	202484										
21	202502							1			
22	202538								1	1	1
23	202574										
24	202646			1		1			1		
25	202676										

Interviewer is certified in Design X (M) among others

Interviewer is certified in both SW Behavioral and SW Technical interviews

Interviewer only has 2 certificates

=IF(AND(Sheet1!AA3=1,Sheet1!AD3=1,COUNT(Sheet1!B3:AF3)=2),1,0)

Sum of interviewers who match this criteria

B	C	D	E	F
132	114	1976	132	32
W B + SW T	SW S + SW B	SW S + SW T	SW B + SW T	SW S + Des X	SW T
0	0	0	0	0	
0	0	0	0	0	
0	0	0	0	0	
0	0	0	0	0	

- Exported a classification matrix for each interviewer to understand which of the 31 interviews they are certified to give. The method used for each time zone.
- Created a conditional statement to pull the total capacity of interviewers who are only certified in specific IARs that are relevant to our interview flows.

Meta

Supplying Demand through Interviewer Assessment Role Combinations – 1 IAR through 4 IARs

	Demand	1IAR Supply
SW Screen	1271 /	627

	Demand	1IAR Supply
SW Behavioral	617 /	247
SW Technical	1302 /	1007
Design X	182 /	64

	Excess Demand
SW Screen	644 /
SW Behavioral	370 /
SW Technical	295 /
Design X	118 /

The interview flow for Junior Talent & Generalist. Junior Talent is shown in purple, and Generalist is shown in both purple and red

Excess demand from the IAR's maximum weekly demand subtracted from the 1 IAR supply

All possible 2 IAR combinations within the interview flow

All used supply either meets excess demand or is below if there is not enough available

Supply gap

	Excess Demand	Used Supply
SW Screen	644 /	644
SW Behavioral	370 /	145
SW Technical	295 /	295
Design X	118 /	50

2IAR Combo		Used Supply	Available Supply
SW S + SW B	SW Screen	103 /	103
	SW Behavioral	0 /	
SW S + SW T	SW Screen	541 /	1778
	SW Technical	295 /	
SW S + Des X	SW Screen	0 /	29
	Des X	29 /	
SW B + SW T	SW Behavioral	119 /	119
	SW Technical	0 /	
SW B + Des X	SW Behavioral	26 /	26
	Des X	0 /	
SW T + Des X	SW Technical	0 /	21
	Des X	21 /	
		Used Supply	Total Supply
		1134 /	2076

	Excess Demand	Used Supply
SW Screen	0 /	0
SW Behavioral	225 /	178
SW Technical	0 /	0
Design X	68 /	22

Not all supply is being met due to supply gap

Model continues to 3 IAR combinations for 2 of the 4 IARs with excess demand

- Pulls the maximum weekly demand from 2021 for each IAR.
- Uses 1 IAR supply from each IAR prior to moving on to the 2 IAR supply combinations.
- The entire model uses automated formulas to meet demand with available supply.
- Continues the water flow process to 4 IAR combinations, or until all excess demand is met.

Meta

Estimating Interviewer Assessment Role Capacities that are not included in Model

Classifies whether the interviewer has the certificate and matches the number of IARs requested. Sums the total at the top

=IF(AND(Sheet1!AC3=1,COUNT(Sheet1!B3:AF3)=1),1,0)

	C	D	E	F	G	H	I	J	K	L	M	N
227	697	2211	384	107	61	33	20	7	0	1	3521	3521
ne Screen	SW S 1 IAR	SW S 2IAR	SW S 3IAR	SW S 4IAR	SW S 5IAR	SW S 6IAR	SW S 7IAR	SW S 8IAR	SW S 9IAR	SW S 10IA	SW S Sum	SW S Total
0	0	0	0	0	0	0	0	0	0	0		0
0	0	0	0	0	0	0	0	0	0	0		0
0	0	0	0	0	0	0	0	0	0	0		0

We have classified all 3,521 interviewers certified in SW Screen

We have not accounted for 80 interviewers who have 2 IARs and are certified in SW Screen

There are 135 interviewers that are useable for SW Screen interviews and not accounted for in our model each week

Outside 4 IAR Supply & Demand Utilization: Follows Uniform Distribution

	% available	50%	33%	25%	20%	17%	14%	13%	11%	10%	
		2IAR	3IAR	4IAR	5IAR	6IAR	7IAR	8IAR	9IAR	10IAR	Total
SW Screen	Available	1990	346	96	55	30	18	6	0	1	2542
	Accounted	1910	182	11	0	0	0	0	0	0	2103
	Useable	40	54	21	11	5	3	1	0	0	135
SW Behavioral	Available	408	280	161	94	66	31	15	6	2	963
	Accounted	248	178	11	0	0	0	0	0	0	437
	Useable	30	34	38	19	11	4	2	1	0	139
SW Technical	Available	1998	369	131	72	41	26	14	5	2	2658
	Accounted	1918	190	11	0	0	0	0	0	0	2119
	Useable	40	59	30	14	7	4	2	1	0	157
Design X	Available	104	101	67	40	32	19	12	5	2	382
	Accounted	76	50	11	0	0	0	0	0	0	137
	Useable	14	17	14	8	5	3	2	1	0	64

50% likelihood for an interviewer with 2 IARs to give an interview in SW Screen. 40 interviewers are assumed useable of the 80 available and not accounted for

- Returns how many interviewers have specific certification in an IAR matched with their total number of IARs.
- Accounts for all interviewers we did not include in the model, multiplied by the likelihood they would be able to give an interview that week in their IAR based on their total number of IARs.
- Each IAR is assumed equal likelihood of being utilized each week.

Meta

Identifying Supply Gaps for Policy Recommendations & Excess Demand for Interviewer Capacity Limitations

There is still excess demand in SW Behavioral and Design X

2IAR Combo		Used Supply		Available Supply		Excess Demand		Used Supply
SW S + SW B	SW Screen	103	/	103	SW Screen	0	/	0
	SW Behavioral	0	/		SW Behavioral	225	/	178
SW S + SW T	SW Screen	541	/		SW Technical	0	/	0
	SW Technical	295	/	1778	Design X	68	/	22

Only 836 of 1,778 interviewers are being utilized each week under maximum 2021 demand set to 180% and supply set to 90%

Hard coded cells that can be changed to test sensitivity of interview flows

2023 Demand:	180%	*100% shows 2021 Demand
Interviews per Interviewer:	1	
2023 Interviewer Supply:	90%	*100% shows 2021 Full Supply

Demand not met from the model

Supply that is outside the model

	Excess Demand		Available Supply	FINAL DECISION Excess Remaining?
SW Screen	0	/	135	Success
SW Behavioral	170	/	139	Fail
SW Technical	0	/	157	Success
Design X	71	/	64	Fail

Junior Talent & Generalist interview flow fails due to SW Behavioral and Design X at 180% demand

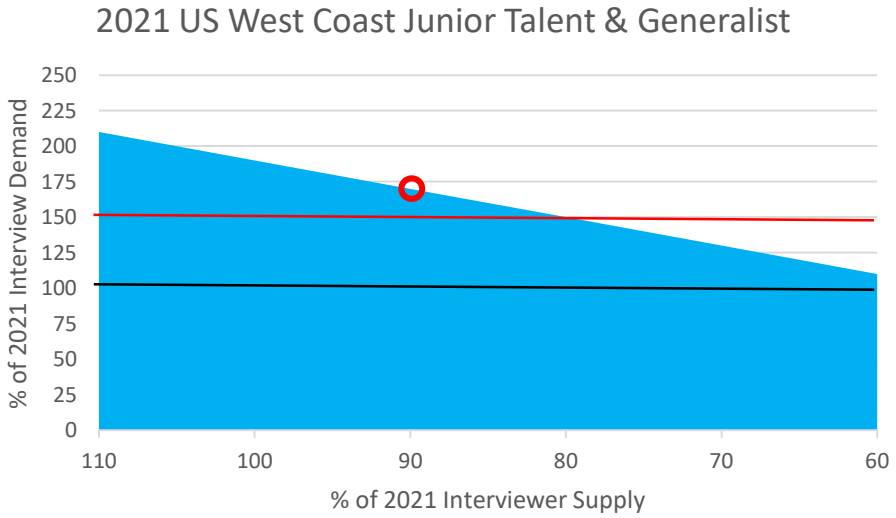
- Supply gaps are identified when there is still excess demand in an interview flow and there are a significant number of interviewers not being utilized within that flow.
- Interview flows fail when the excess demand from the model cannot meet the available supply of interviewers that are not accounted for within the model.
- A failure in any given IAR results in a failure for the interview flow at the supply and demand level.

Meta

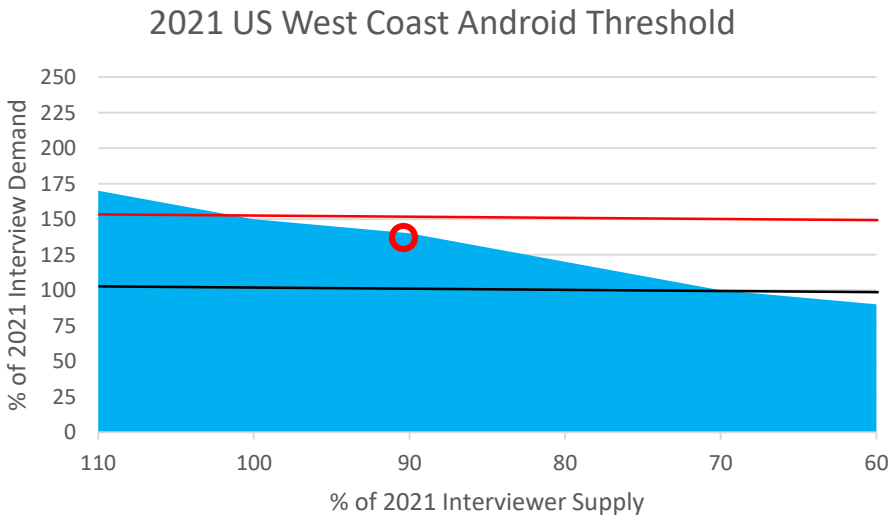
Sensitivity Analysis for Interview Flows by Time Zone

- Red Circle indicates a 90% interviewer supply capacity
- Red Line indicates a forecasted 50% increase in 2021 max demand
- Blackline indicates the 2021 max demand

US West Coast (CA & WA)

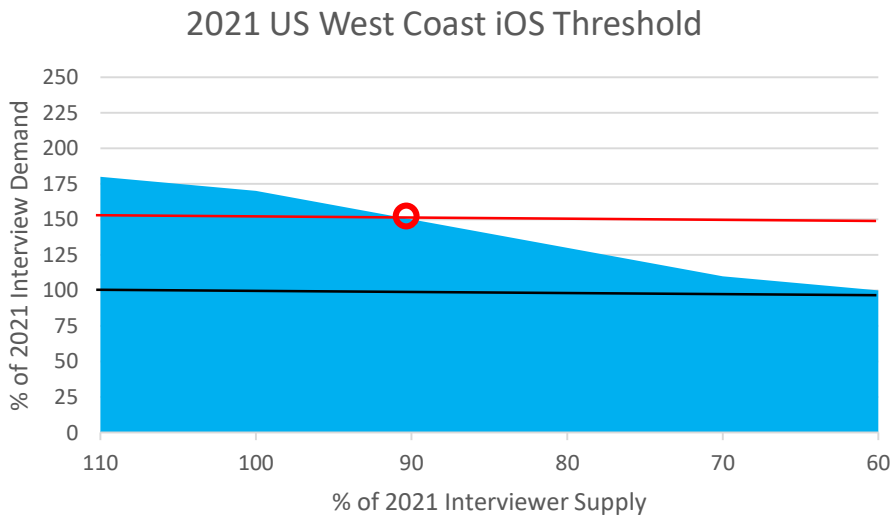


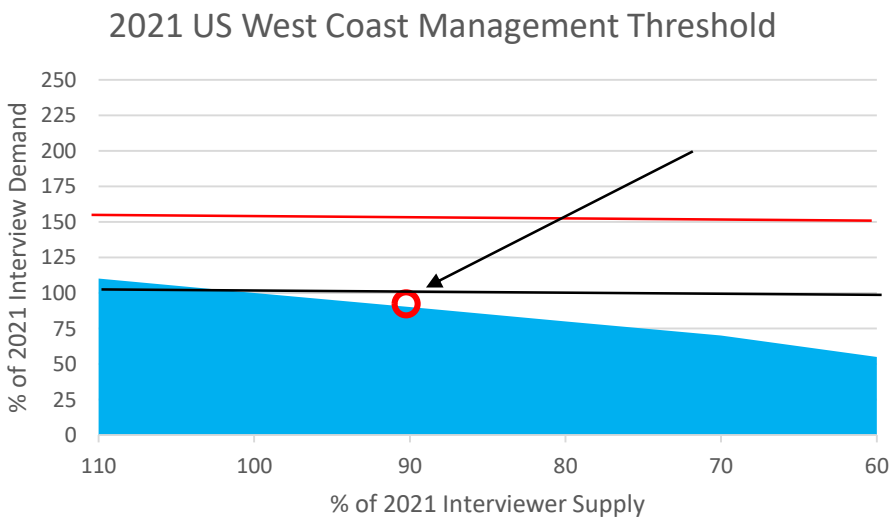
- The 90% capacity of interviewers exceeds the forecasted 50% increase in demand for 2023.



- The 90% capacity of interviewers is slightly below the forecasted 50% increase in demand for 2023.
- Android Behavioral interviews should be prioritized to increase capacity constraints.

US West Coast (CA & WA)

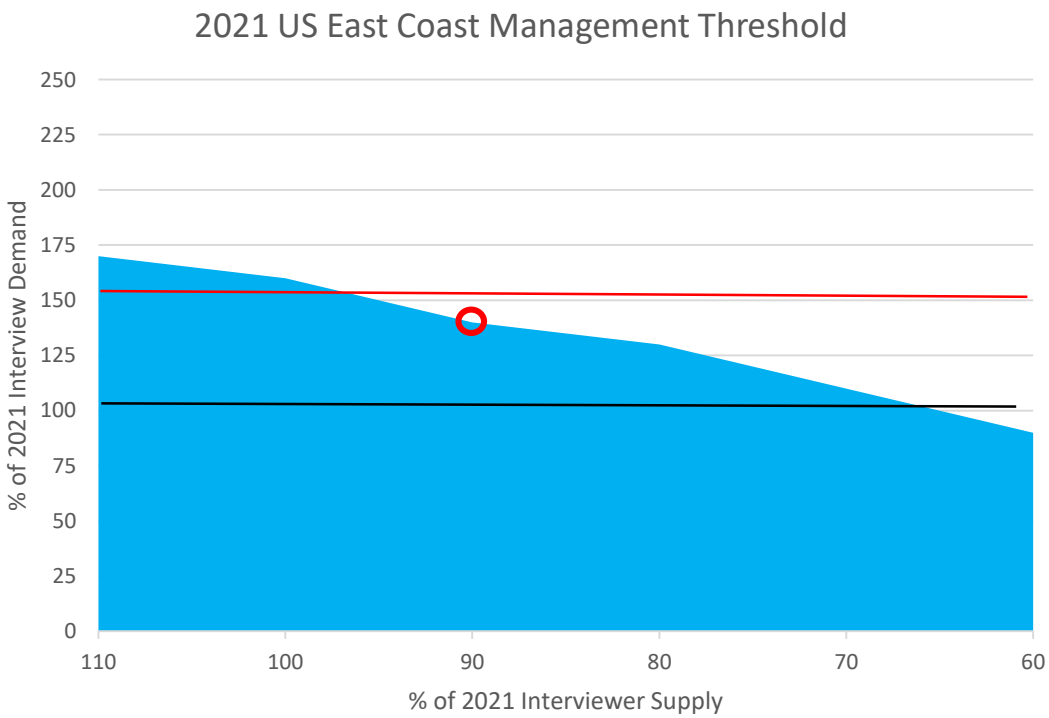




- The 90% capacity of interviewers meets the forecasted 50% increase in demand for 2023.
- iOS Behavioral interviews should be prioritized to increase capacity constraints.

- The 90% capacity of interviewers is below the forecasted 50% increase in demand for 2023.
- Limitations of the model are caused by:
  - Prioritized ranking affecting the restricting IAR, Design X (M).
  - The broad specialization of IARs not captured in our model understate the available supply for IARs.

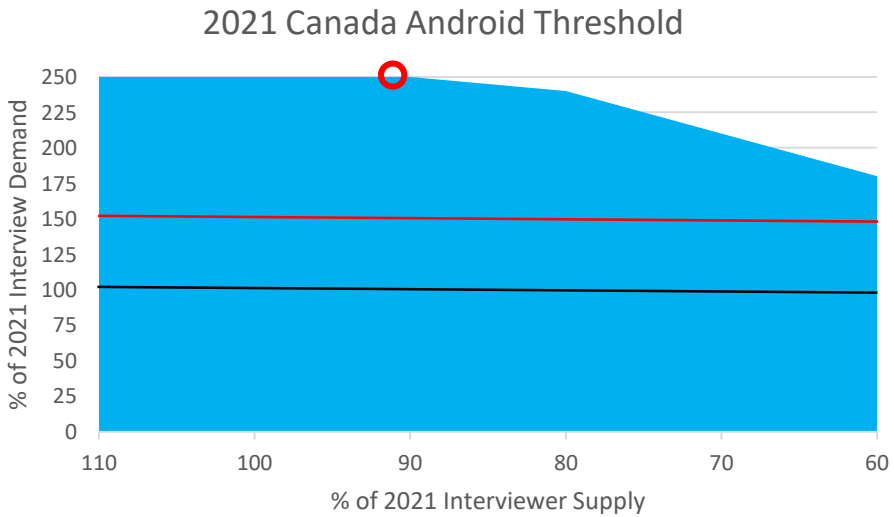
US East Coast (NY, PA, MA, & DC)

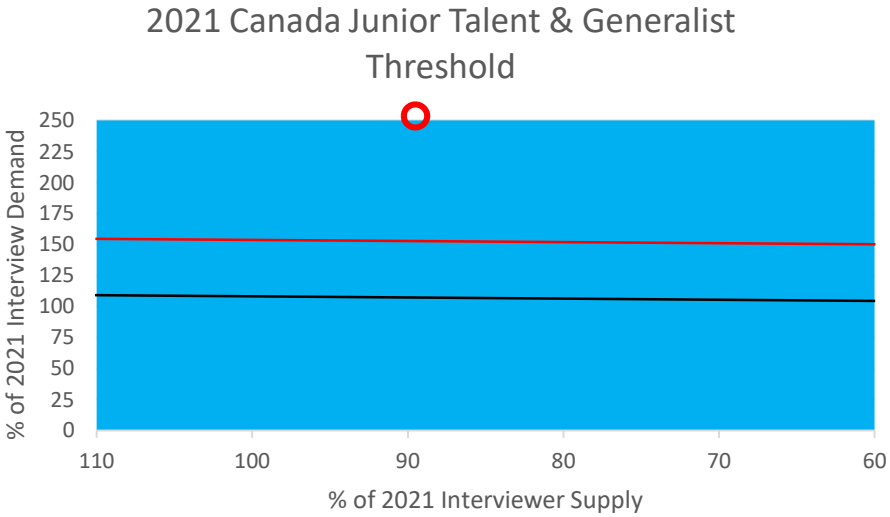


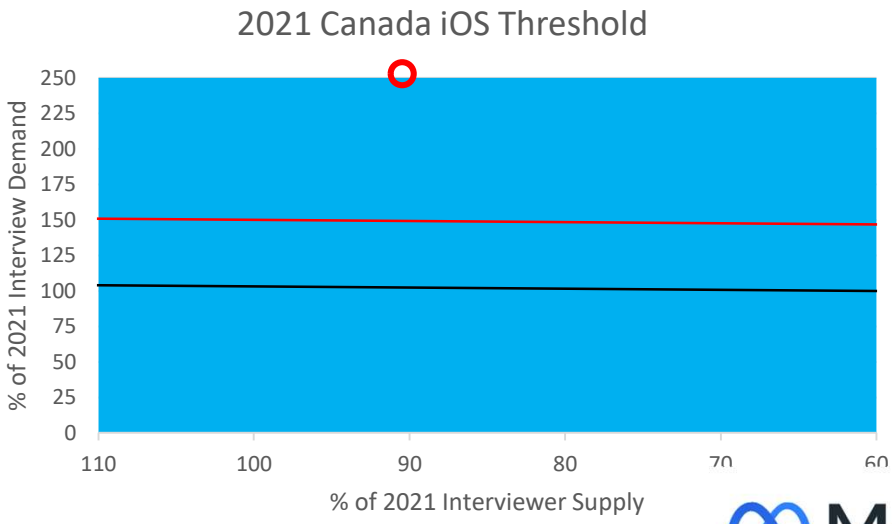
- The 90% capacity of interviewers is slightly below the forecasted 50% increase in demand for 2023.
- Screen (M) interviews should be prioritized to increase capacity constraints.

Canada

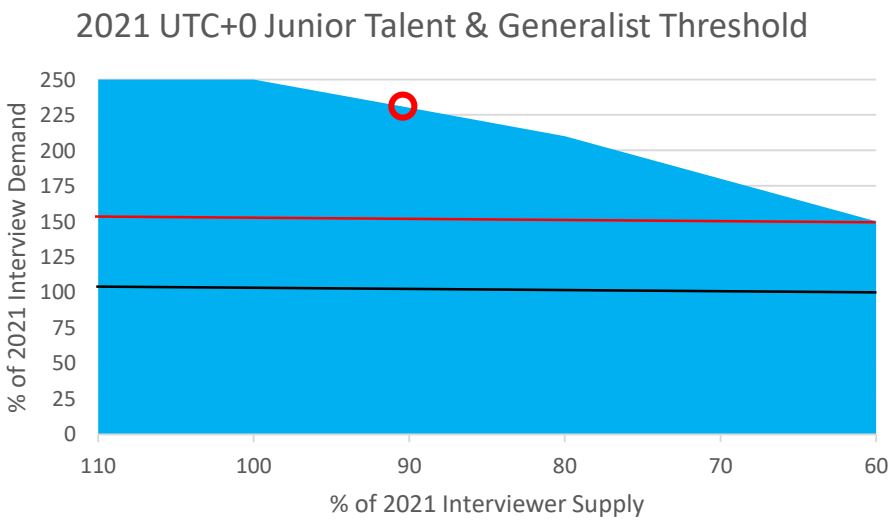
- All interview flows show that 90% capacity of interviewers far exceeds the forecasted 50% increase in demand for 2023.



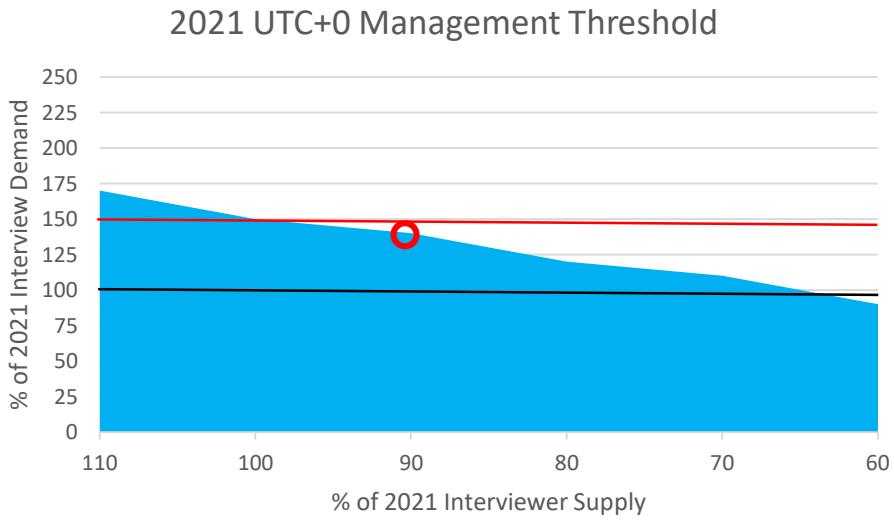




UTC+0 (United Kingdom & Ireland)

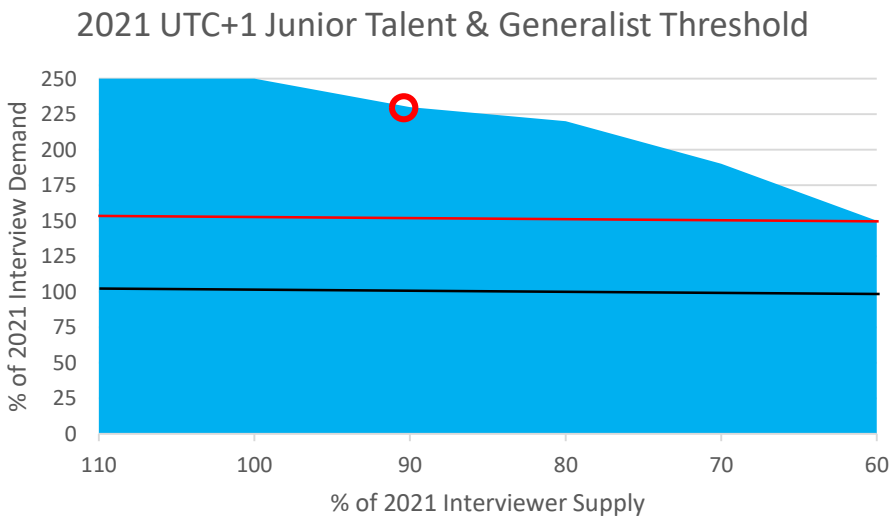


- The 90% capacity of interviewers exceeds the forecasted 50% increase in demand for 2023.

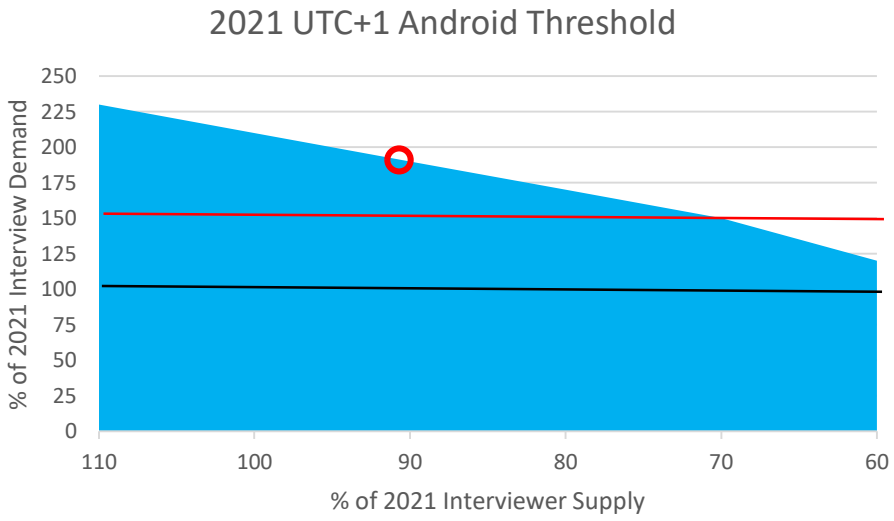


- The 90% capacity of interviewers is slightly below the forecasted 50% increase in demand for 2023.
- Behavioral (M) and Design X (M) interviews should be prioritized to increase capacity constraints.

UTC+1 (France, Switzerland, Netherlands, & Germany)

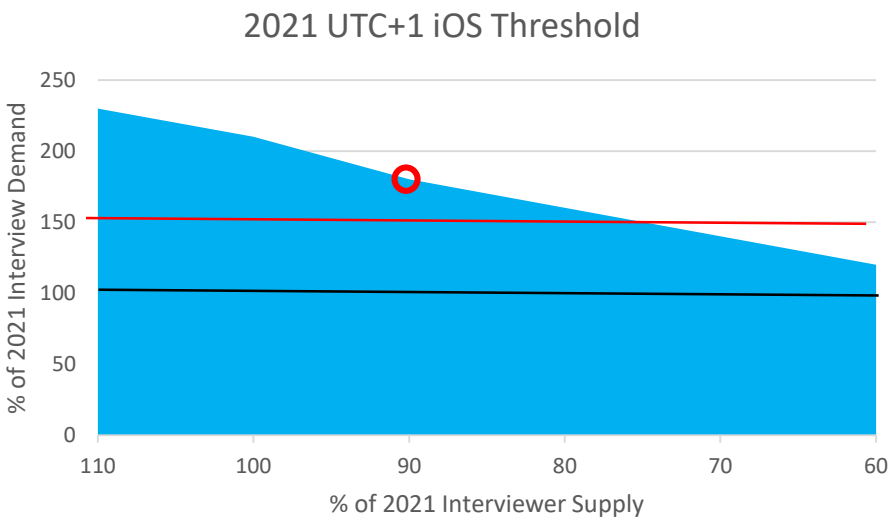


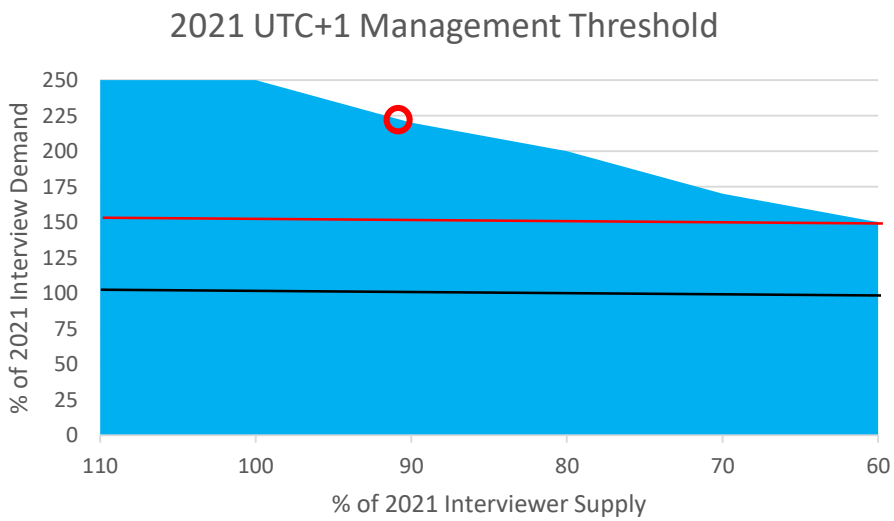
- The 90% capacity of interviewers far exceeds the forecasted 50% increase in demand for 2023.



- The 90% capacity of interviewers exceeds the forecasted 50% increase in demand for 2023.

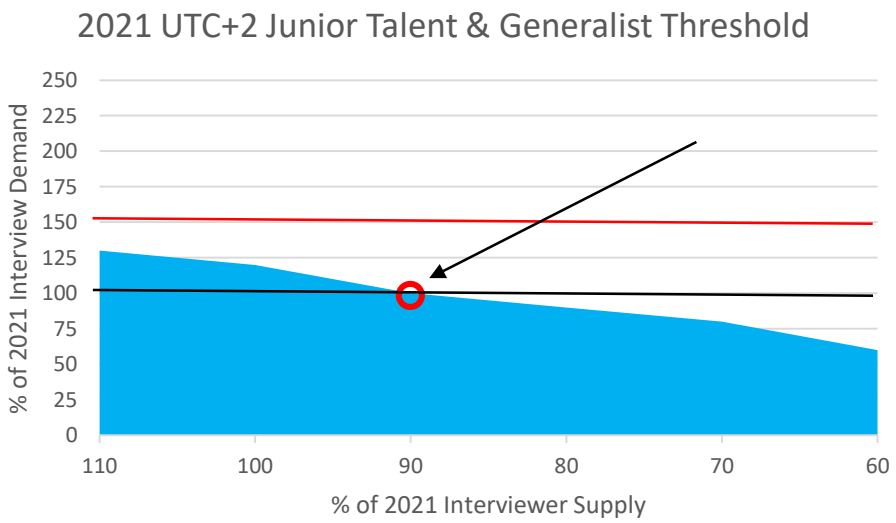
UTC+1 (France, Switzerland, Netherlands, & Germany)



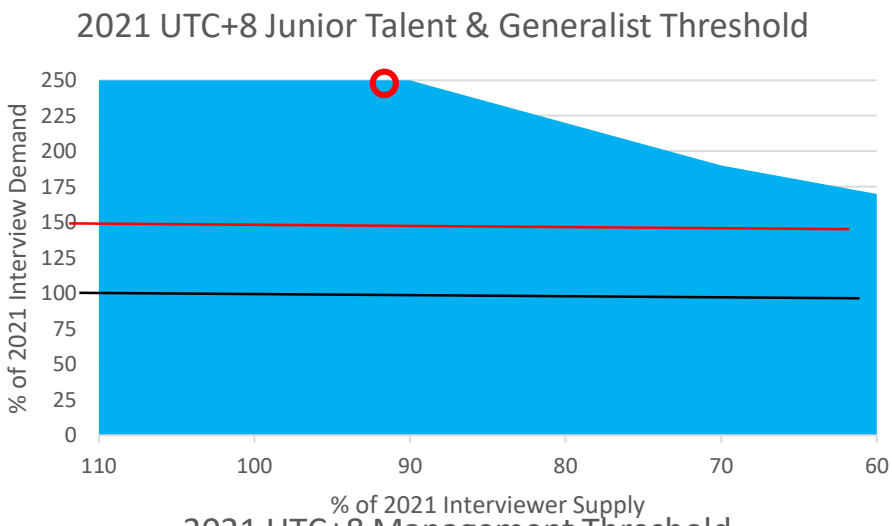


- The 90% capacity of interviewers exceeds the forecasted 50% increase in demand for 2023.
- The 90% capacity of interviewers far exceeds the forecasted 50% increase in demand for 2023.

UTC+2 (Israel)



UTC+8 (Singapore)

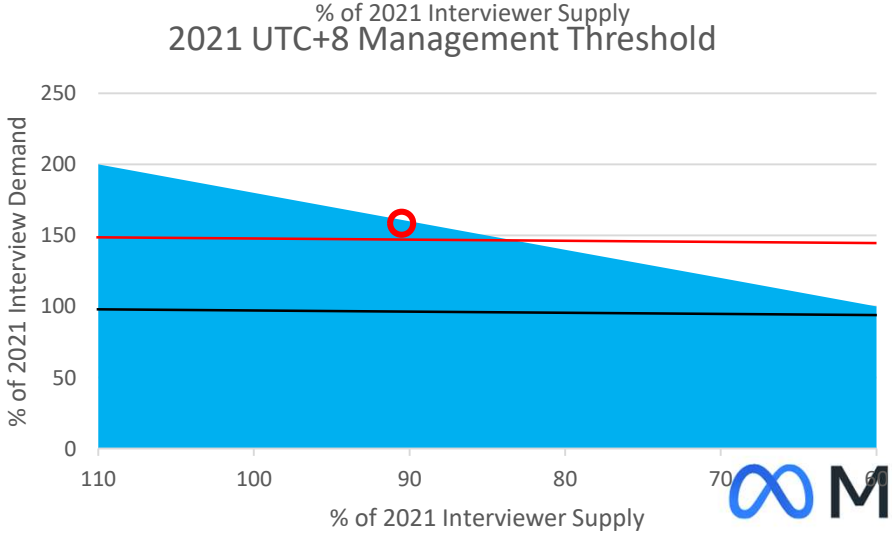


UTC + 2 (Israel)

- The 90% capacity of interviewers is below the forecasted 50% increase in demand for 2023.
- Limitations of the model are caused by:
  - Prioritized ranking affecting the restricting IAR, Design X.

UTC + 8 (Singapore)

- Junior Talent & Generalist capacity far exceeds forecasted demand and Management capacity meets forecasted demand. Prioritization of Behavioral (M) will increase capacity constraint.



Meta