

Battling Biases and Bottlenecks in Recruiting Using Data Science and Decision Science

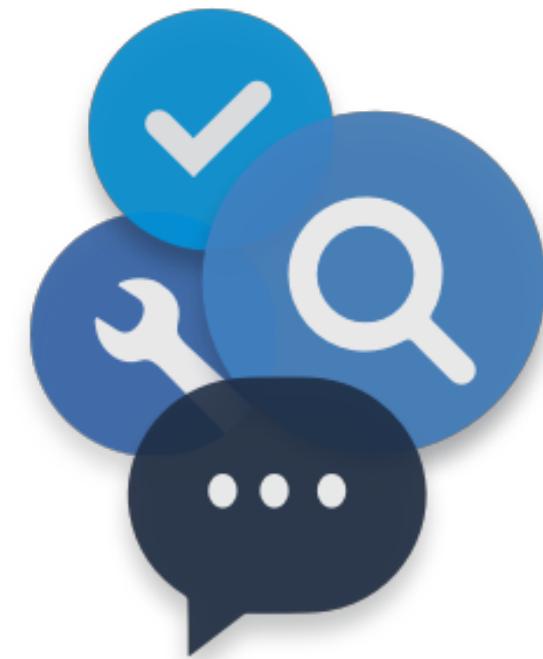
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TapRecruit

tapRecruit.co

<http://bit.ly/egg-2018>

TapRecruit uses NLP to understand and organize natural language career content

Smart Editor for JDs



Data-driven suggestions on both the content and language use in job descriptions.

Pipeline Health Monitoring



Analytics dashboards to help diagnose quality and diversity issues in talent pipelines.

Salary Estimation



Data-driven salary estimates based on a job's requirements rather than just title and location.

28

Job will perform poorly

This job scores **lower than 95%** of **Junior Accounting** jobs in **Los Angeles, CA**



- Add preferred qualifications
- Add more "you" statements
- Perks included
- Equal opportunity statement is included

Neutral



Senior Finance Analyst

TapRecruit - Los Angeles

\$76,300 BETA
\$65,200 \$98,600

TapRecruit is looking for a smart, detail-oriented person to serve as a senior financial analyst. This person will be responsible for supporting the company's FP&A requirements. Responsibilities will include working on TapRecruit Entertainment Group's FP&A model, supporting analysis for long term planning options, tracking key business operational metrics and producing monthly financial/operational reports. The role will require strong organizational skills to help manage the senior managers across the department and evaluate/implement management. This is a dynamic role that serves the finance department of Finance and will routinely interface with TapRecruit's top management. This is an ideal position for an individual who has gained strong accounting firm and now seeks to apply those skills to a fast-growing entrepreneurial company. Strong quantitative and excel financial modeling skills are a must. The ideal candidate must be comfortable in a dynamic start-up environment, will bring energy and passion to everything he/she does, and will not be afraid to roll up his/her sleeves to tackle challenging analytical assignments.

Language that emphasizes an "intense" or "confusing" environment is known to deter qualified candidates.

Delete

This job is full-time, based in Los Angeles. We offer competitive compensation and stock option program.

Language matters in job descriptions

Same title,
Different job

Finance Manager
Kraft Foods
Junior (3 Years)
No Managerial Experience

Finance Manager
Roche
Senior (6-8 Years)
Division Level Controller
Strategic Finance Role
MBA / CPA

- ✓ Same Title
- ✗ Required Experience
- ✗ Required Responsibility
- ✗ Preferred Skill
- ✗ Required Education

Different title,
Same job

Performance Marketing Manager
PocketGems
Mid-Level
Quantitative Focus
iBanking Expertise
Data Analysis Tools (SQL)
Consulting Experience Preferred
MBA Preferred

Senior Analyst, Customer Strategy
The Gap
Mid-Level
Quantitative Focus
Finance Expertise
Relational Database Experience
External Consulting Experience Preferred
BA in Accounting, Finance, MBA Preferred

- ✓ Required Experience
- ✓ Required Skills
- ✓ Required Experience
- ✓ Required Skills
- ✓ Preferred Experience
- ✓ Preferred Education

HEURISTIC 1:

Inflating job titles improves
applicant pool quality

The growth and impact of inflated titles

In data science, not SE

+30%

'Senior Data
Scientist'

+10%

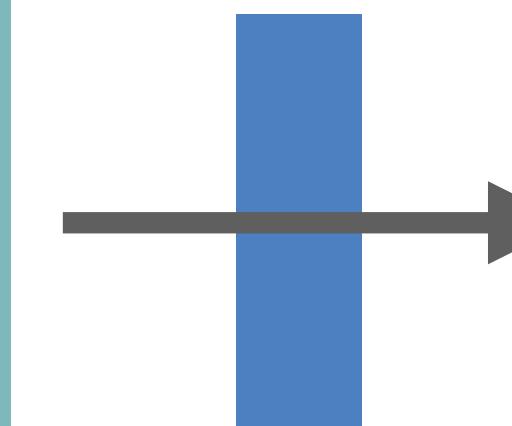
'Senior Software
Engineer'

Hypothesis: Amplifying Signal and Reducing Noise

Applicants



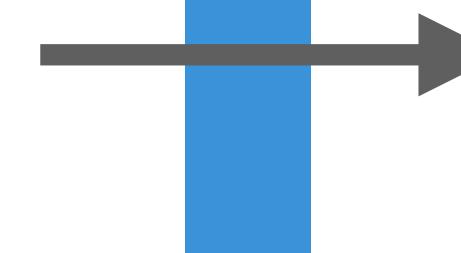
Large applicant pool



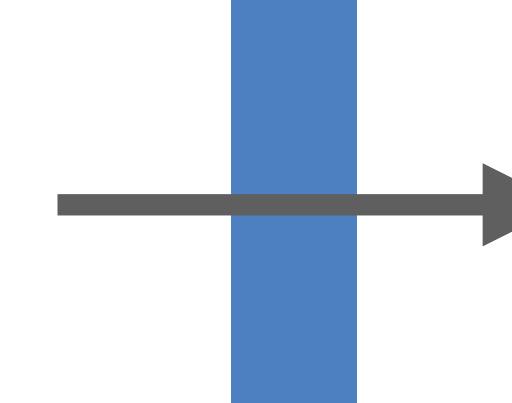
Few qualified candidates

Senior Filter

Applicants

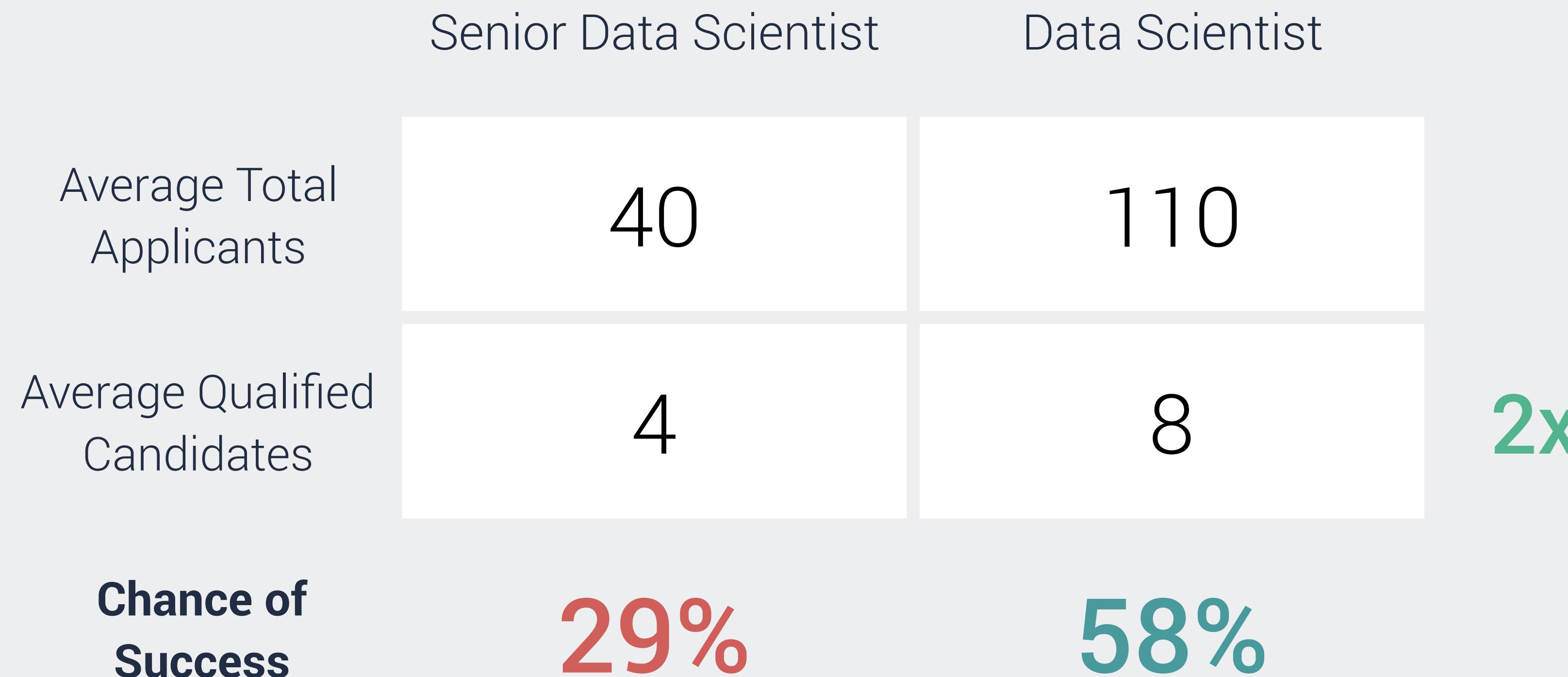


Smaller applicant pool

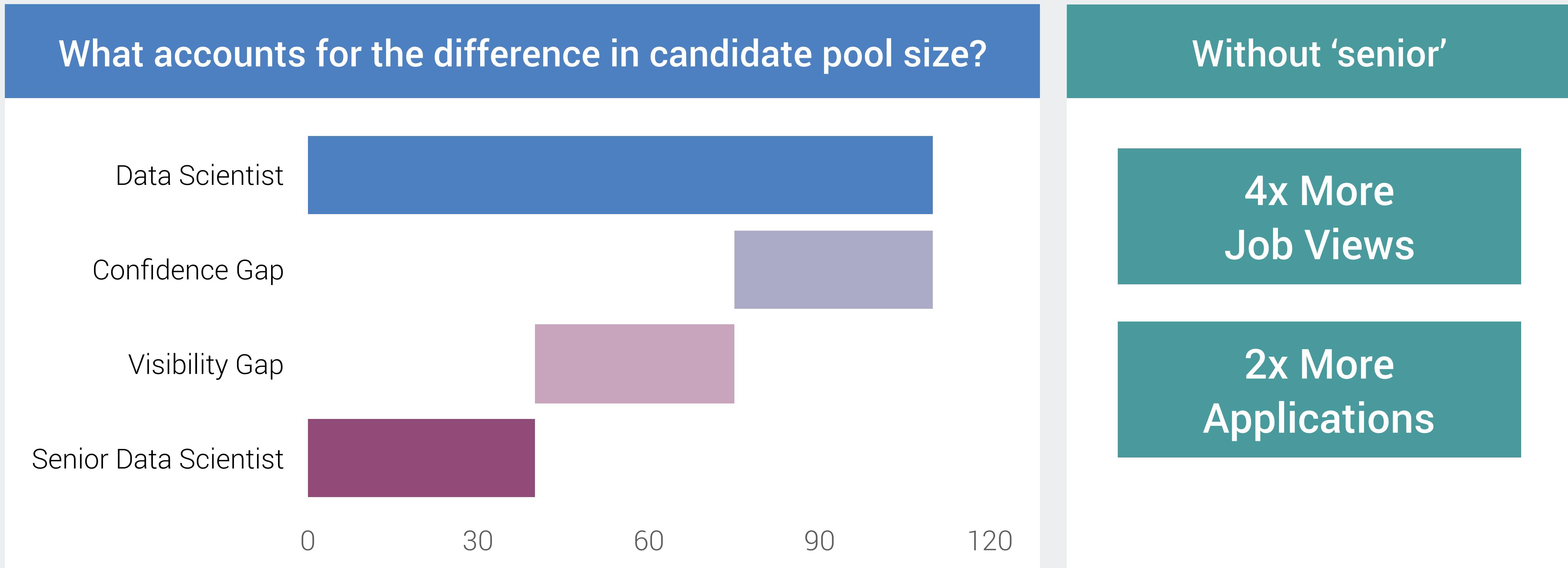


More qualified candidates

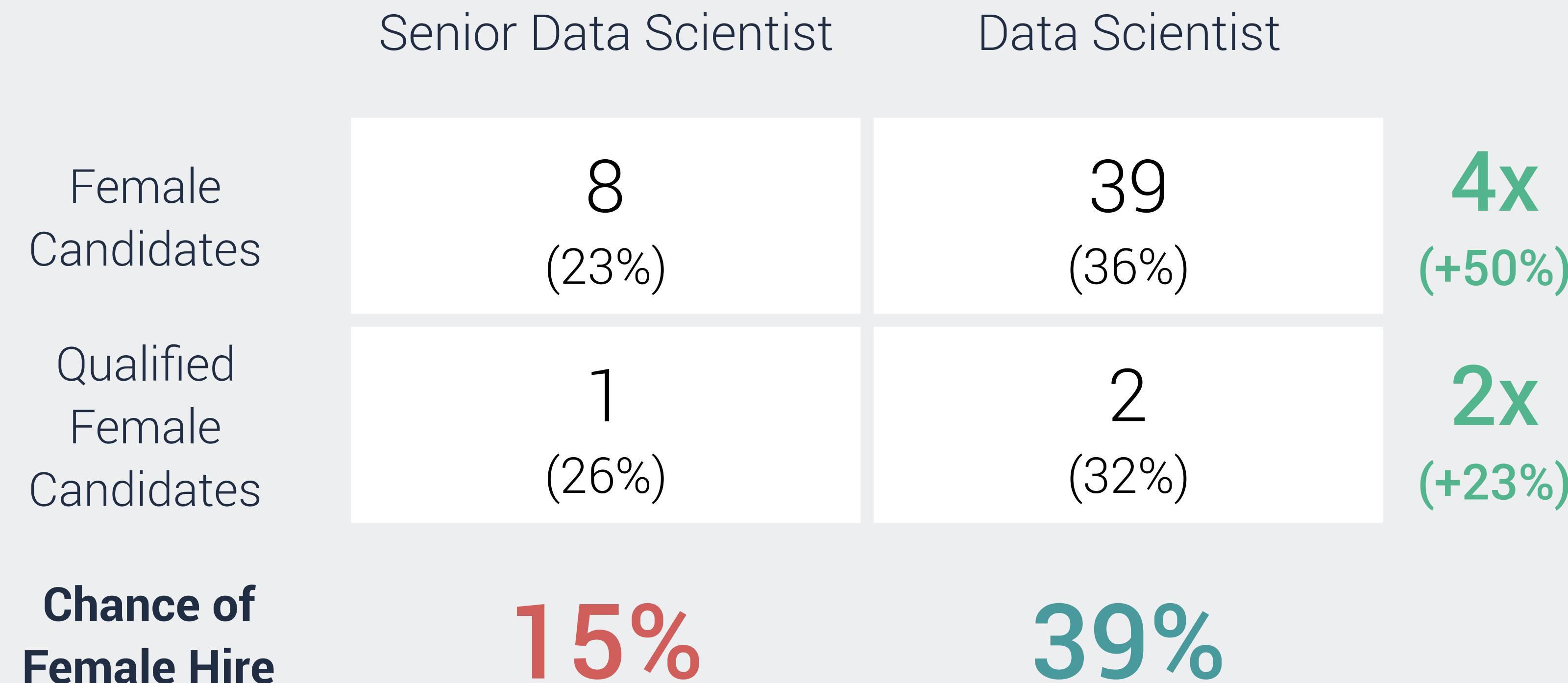
Title inflation does not live up to its promise



Jobs with inflated titles are hit twice



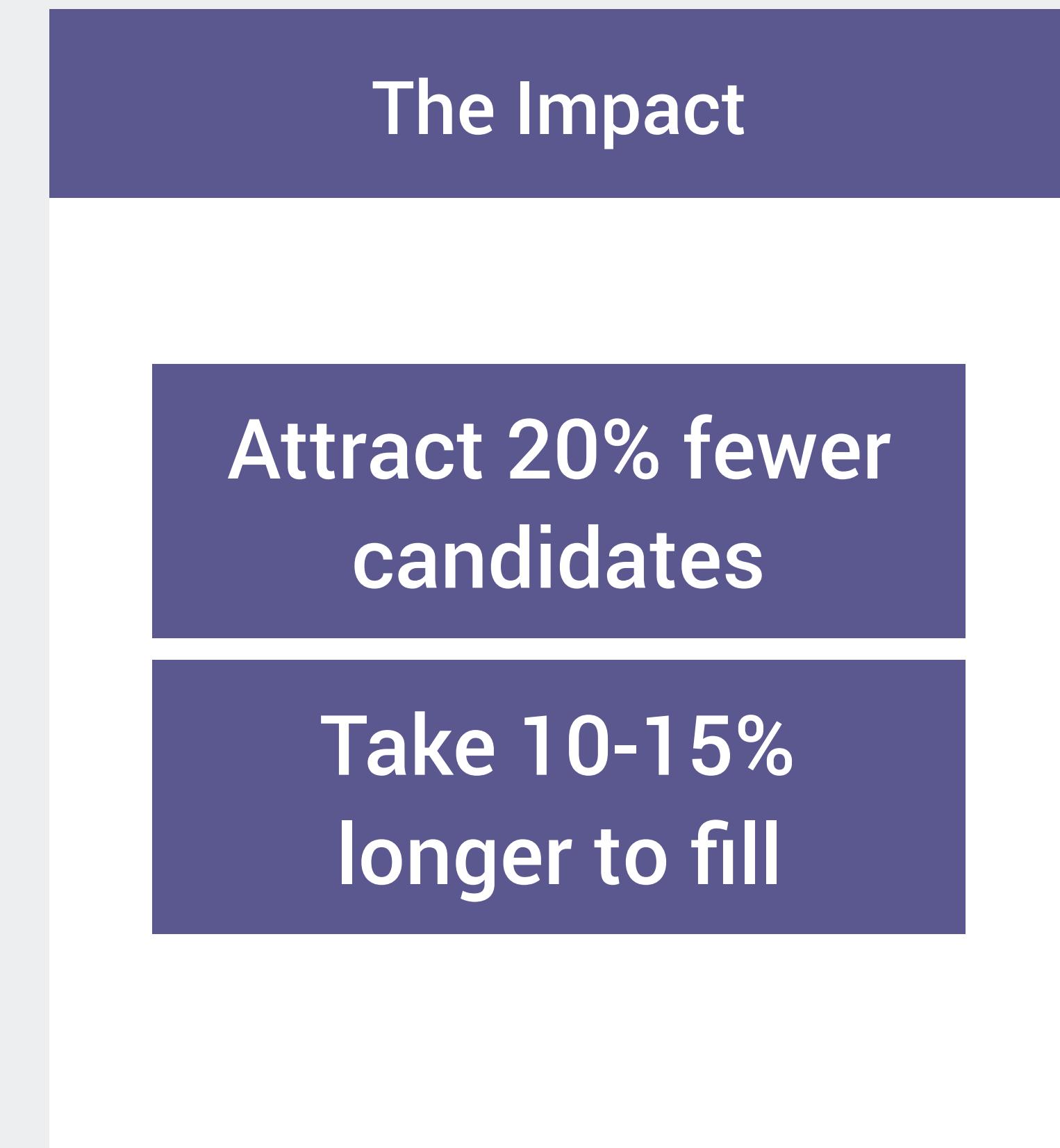
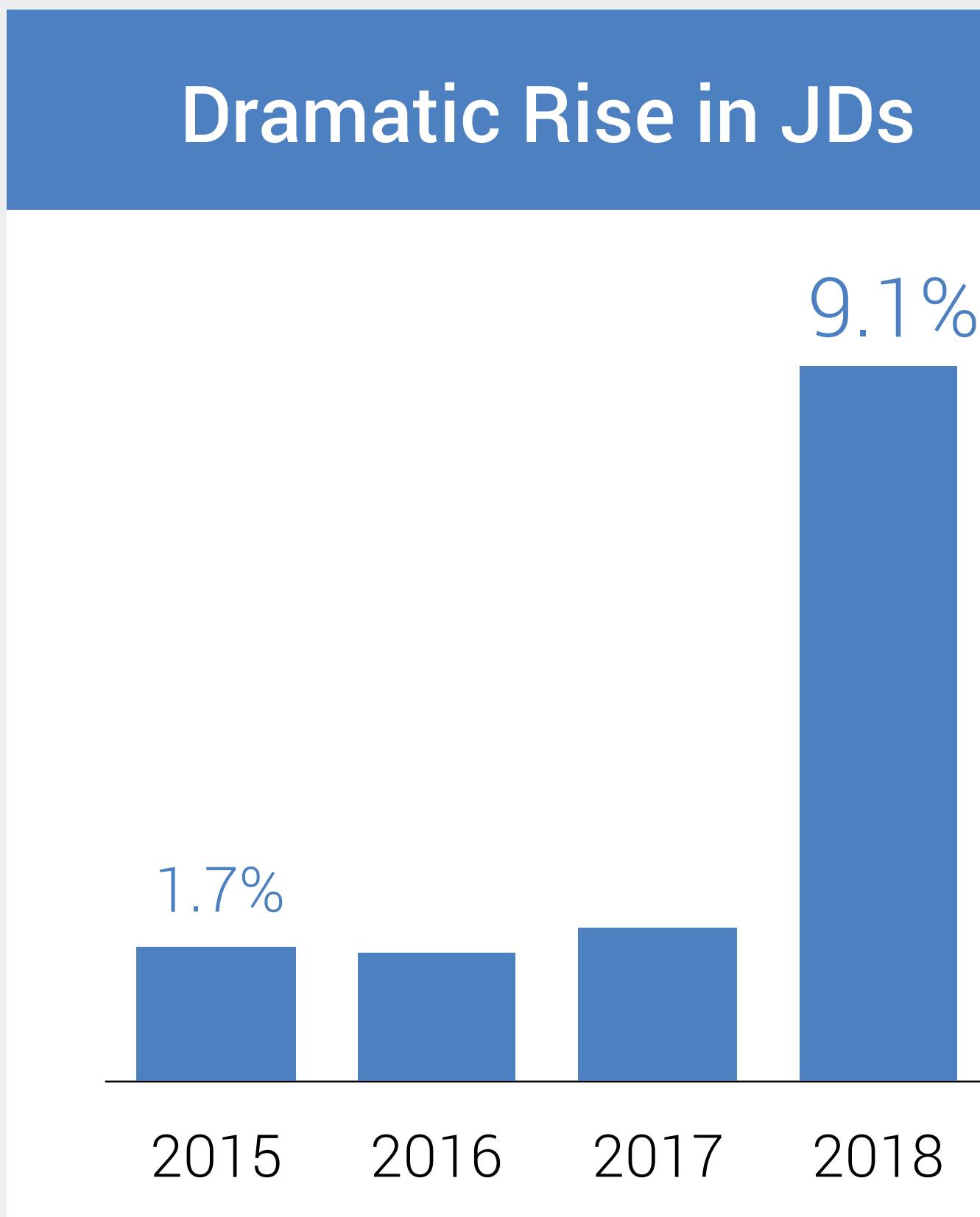
Jobs with inflated titles attract fewer women



HEURISTIC 2:

Its all about the money

The paradox of the 'competitive salary'



62% of jobseekers consider
perks and benefits critical
factors in deciding on jobs

but few companies mention their perks and benefits

F500 + Public Co.

16%

Unicorns

18%

Startups

40%

One weird perk that attracts great candidates!

The rise of unique P&B

BUSINESS

Happy Workers, Richer Companies?

There is a free lunch in economics, after all. Companies with perks like complimentary meals clearly outperform competitors in the stock market.

DEREK THOMPSON JUL 28, 2014

Companies offering unique perks to attract millennials



FINDING A JOB

13 Companies as Amazing as Apple (and Hiring Now!)

P&B that actually resonate

Medical Insurance

401k

Paid Family Leave

Phrasing matters

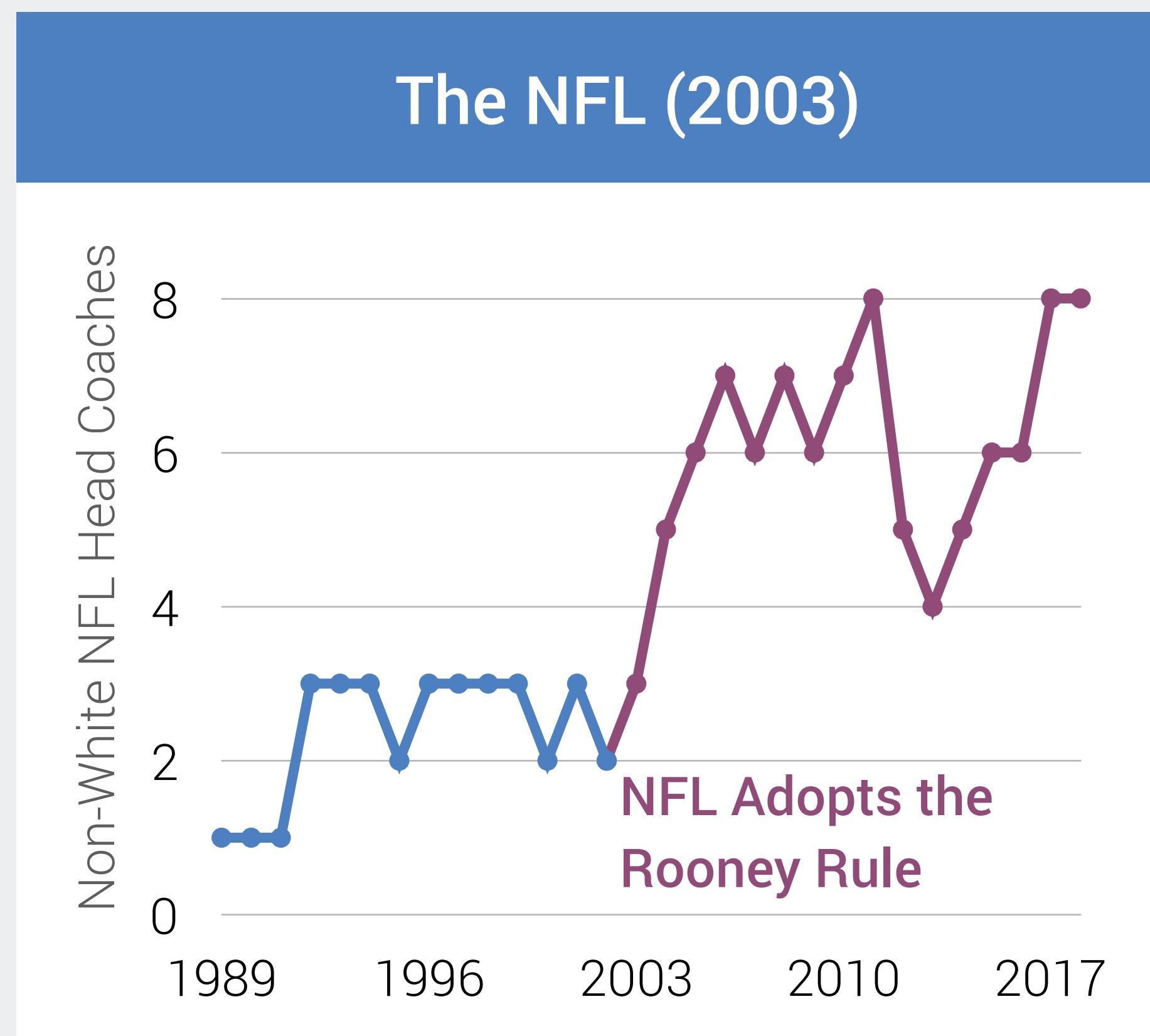
Paid Time Off

Unlimited Vacation

HEURISTIC 3:

Diversity can be ‘hacked’

The Rooney Rule combats lack of representation



Big Tech (2016)

Facebook is using the same approach the NFL took to increase diversity in the league

Richard Feloni Jan. 24, 2016, 10:35 AM

SILICON VALLEY

After Amazon Adopts Rooney Rule, Black Lawmakers Call for More Diversity in Tech

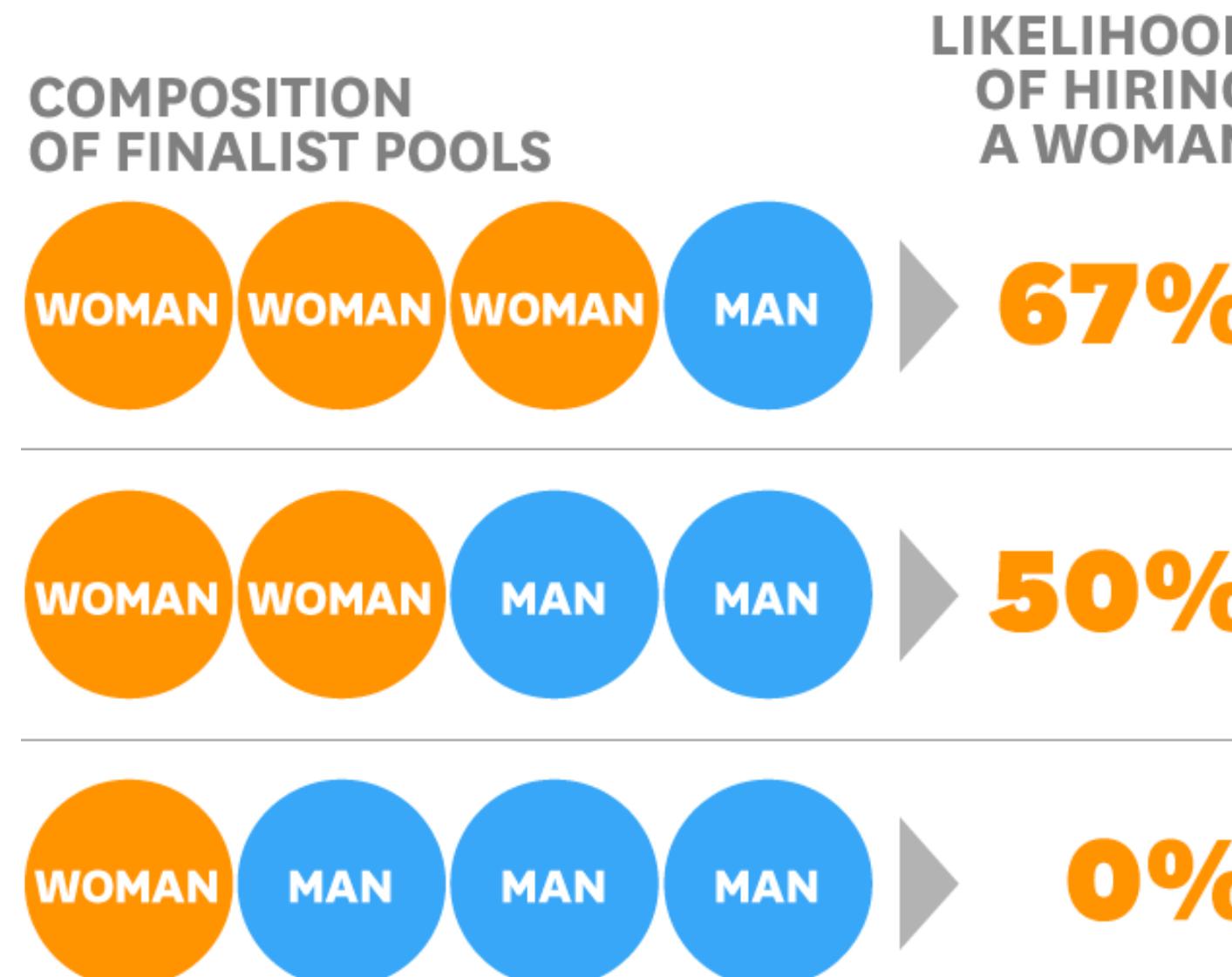
Tech Accountability Caucus co-chair says congressional hearings, meetings can help keep pressure on Silicon Valley

PINTEREST

What Pinterest is learning from the Pittsburgh Steelers about diversity

Real world implications of the Rooney Rule

Finalist Pools vs Hiring Decisions



Candidate Backlash



Eddie F of the Boyz
@Aisha(CG)

Hiring managers and search committees: stop asking POC to apply to your jobs so you can have a diverse pool IF you already have folks in mind for the job. We DO NOT exist to make your search viable. We want to work, get paid, and support users in real and substantial ways

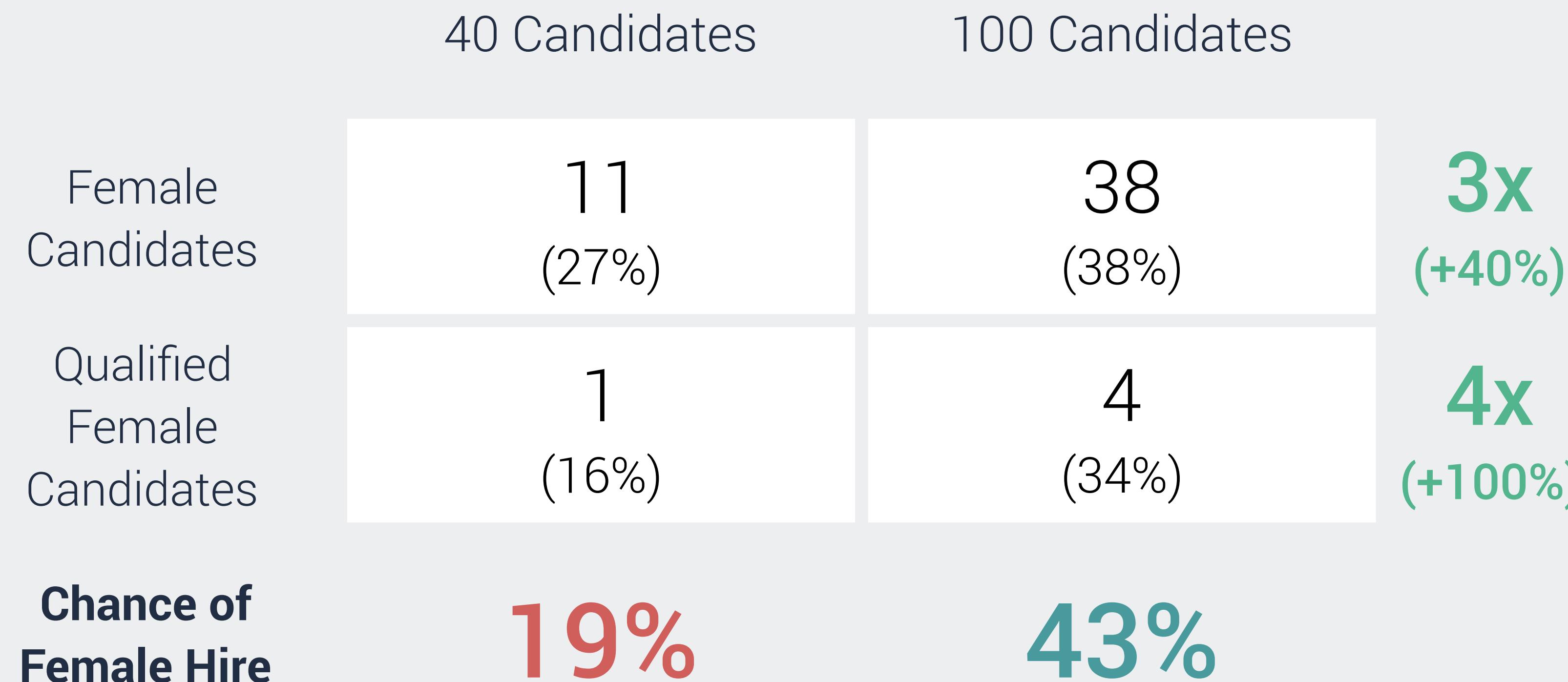


EricaJoy
@EricaJoy

Speaking from the perspective of a hiring manager: ~~100~~
Speaking from the perspective of a Black woman who has better things to do with her time than be the Rooney Rule candidate in a sham of a recruiting process: ~~100~~~~100~~~~100~~

Ref: Johnson, Heckman & Chan, HBR 2016.

Representative candidate pools drive fairer outcomes



HEURISTIC 1:

Job title inflation improves applicant pools

- Title inflation decreases signal with no change to noise
- The double-whammy of the visibility and confidence gaps

HEURISTIC 2:

Its all about the money

- Competitive salary makes you uncompetitive
- The ‘boring’ benefits are not boring to candidates

HEURISTIC 3:

Diversity can be hacked

- Representative candidate pools -> representative workforces

Thank you EGG Conference!

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