Interview Engineering: The science of predictive and fair hiring
Hello! I’m Lusen Mendel

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b) Negation $\neg P$

c1) Conditional $P \rightarrow Q$

d) Disjunction $P \vee Q$

c2) Conditional $P \rightarrow Q$, alternative notation
You source candidates

2

Interview Engineers conduct live technical interviews

3

You bring candidates onsite and make hires

4

Interviewing Infrastructure powers your hiring process with data and insight

5

Your process gets smarter and more predictive over time
Interviewers get better with practice
How many engineering hours do you spend per hire?
Average number of engineering hours per hire

75
How many onsites per offer?
Selective onsite to offer ratio

23:1?
Simplistic onsite to offer ratio 23:1?
Average onsite to offer ratio

5:1?
Desired onsite to offer ratio

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<th>Fast track</th>
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Today’s agenda

Data Insight #1: Funnel metrics

Data Insight #2

How to make predictive hiring decisions

How to ask relevant questions

Questions
Interviewers get better with practice
Clap if you don’t know how often interviewer error occurs at your company
Clap if you can’t tell the difference between a candidate that chokes and a candidate doesn’t meet the bar?
Redos to the rescue!
Not ready
Not ready

Advance
Not ready

Redo

Redo candidates

28:1

24:1

Initial candidate source

Advance
Redos relieve candidate pressure

Initial candidate source
5.4 days

5 days
Redo candidates

Advance

Redo

Not ready
Today’s agenda

Data Insight #1: Funnel metrics

Data Insight #2

**How to make predictive hiring decisions**

How to ask relevant questions

Questions
Today’s agenda

How to make predictive hiring decisions

1. What are false positives/negatives?
2. What to watch out for
3. How to choose competencies
Example

Job Title: DevOps Engineer

Job Description: Proficient in Chef
Example

High DevOps skills

Low DevOps skills
Example

Highly connected professional network

First in professional network
Today’s agenda

How to make predictive hiring decisions

1. What are false positives/negatives?
2. What to watch out for
3. How to choose competencies
What to watch out for

Skill assessment:
Danger is false negative

Behavioral interview:
Danger is false positive
Today’s agenda

How to make predictive hiring decisions

1. What are false positives/negatives?
2. What to watch out for
3. How to choose competencies
Above and beyond performer

Successful after onboarding (False negative)

Not successful after onboarding (True negative)
Job description:

What you’ll do on the job:

- <responsibilities>
- <behavior>
- <results>
- <processes and working styles>

Hiring requirements:

- <certifications>
- <experiences>
- <knowledge and skills>
Learn on the job

Current skills

Promotion skills

Learn on the job

Hiring requirements:

- <certifications>
- <experiences>
- <knowledge and skills>
  - Things that can be learned on the job don’t impact hiring decision
  - Things candidates need to come in with do impact hiring decision
Today’s agenda

How to make predictive hiring decisions

1. What are false positives/negatives?
2. What to watch out for
3. How to choose competencies
Question calibration

(Scientific process, wonky graphs)
1. Identify competency and signals
2. Test and refine question using calibrated candidates
3. Publish question for real candidate interviews
4. Monitor question performance: calibration, retire
Summary of question
best practices
Best practices for questions

- List the competencies being assessed
- What is the objective/signal of the question? What is noise? (i.e. context, split)
- Remove noise (i.e. context, noise)
- Assess one thing at a time

- Create template/checklist for question guide:
  - Common approaches
  - Common pitfalls
  - Test cases
  - Hint progression & impact

- Beware candidate choice in multi-part questions
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Thank you. Any questions?

Free workshops:

Predictive hiring  Question creation  Interview communication  Structured write-ups