

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

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tapRecruit.co

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

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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.

Job ▾

🔄 Sync

Similar Jobs ▾

Open

Large Candidate Pool

📊 Applicants: 202 ▾

3850 Characters

Notify ▾

Last edit: **System** ▾

28

Job will perform
poorlyThis 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

Gendered



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, tracking key business operational metrics and producing monthly financial/operational reports. In addition to FP&A needs, this role will require strong organizational skills to help manage the department and evaluate/implement projects for top senior managers across the department and evaluate/implement projects for top management. This is a dynamic role that serves the finance department and will routinely interface with TapRecruit's top management. This is an ideal position for an individual who has gained strong experience in an investment bank or 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.

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

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

🗑 Delete

Language matters in job descriptions

Same title,
Different job

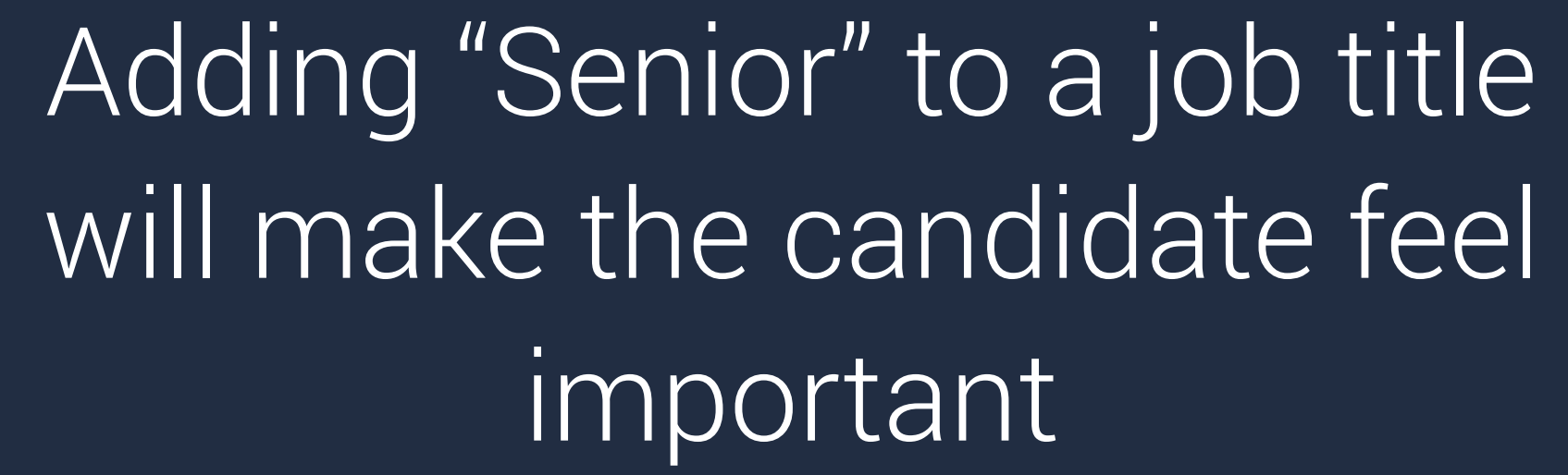
Finance Manager Kraft Foods	Finance Manager Roche
Junior (3 Years)	Senior (6-8 Years)
No Managerial Experience	Division Level Controller
	Strategic Finance Role
	MBA / CPA

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

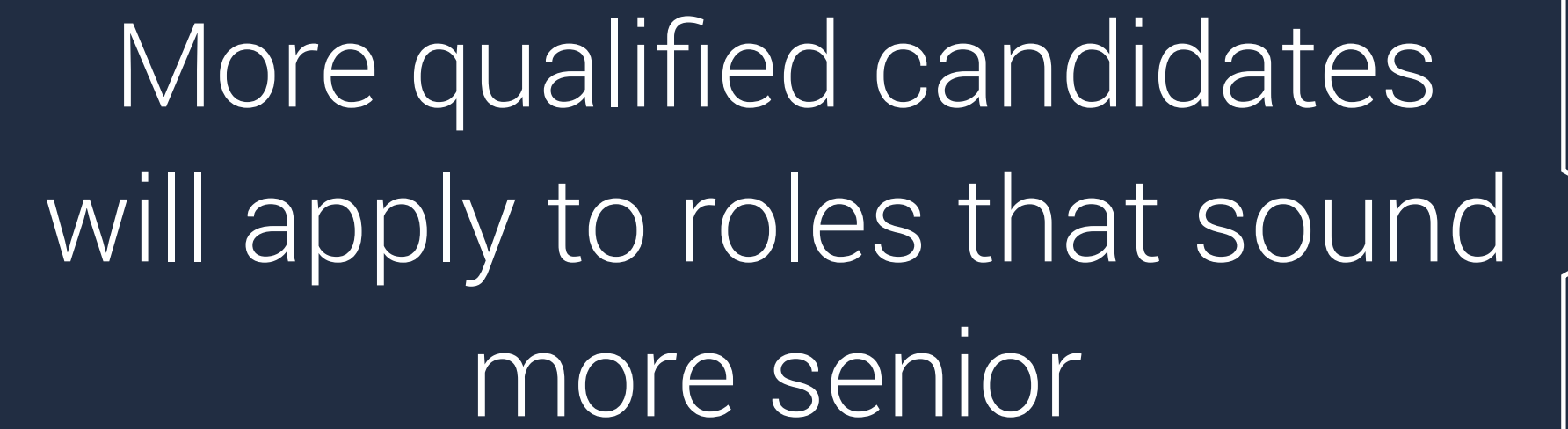
Different title,
Same job

Performance Marketing Manager PocketGems	Senior Analyst, Customer Strategy The Gap
Mid-Level	Mid-Level
Quantitative Focus	Quantitative Focus
iBanking Expertise	Finance Expertise
Data Analysis Tools (SQL)	Relational Database Experience
Consulting Experience Preferred	External Consulting Experience Preferred
MBA Preferred	BA in Accounting, Finance, MBA Preferred

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



Adding “Senior” to a job title
will make the candidate feel
important



More qualified candidates
will apply to roles that sound
more senior

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HEURISTIC 1:

**Inflating job titles improves
applicant pool quality**

The growth and impact of inflated titles

In data science, not SE

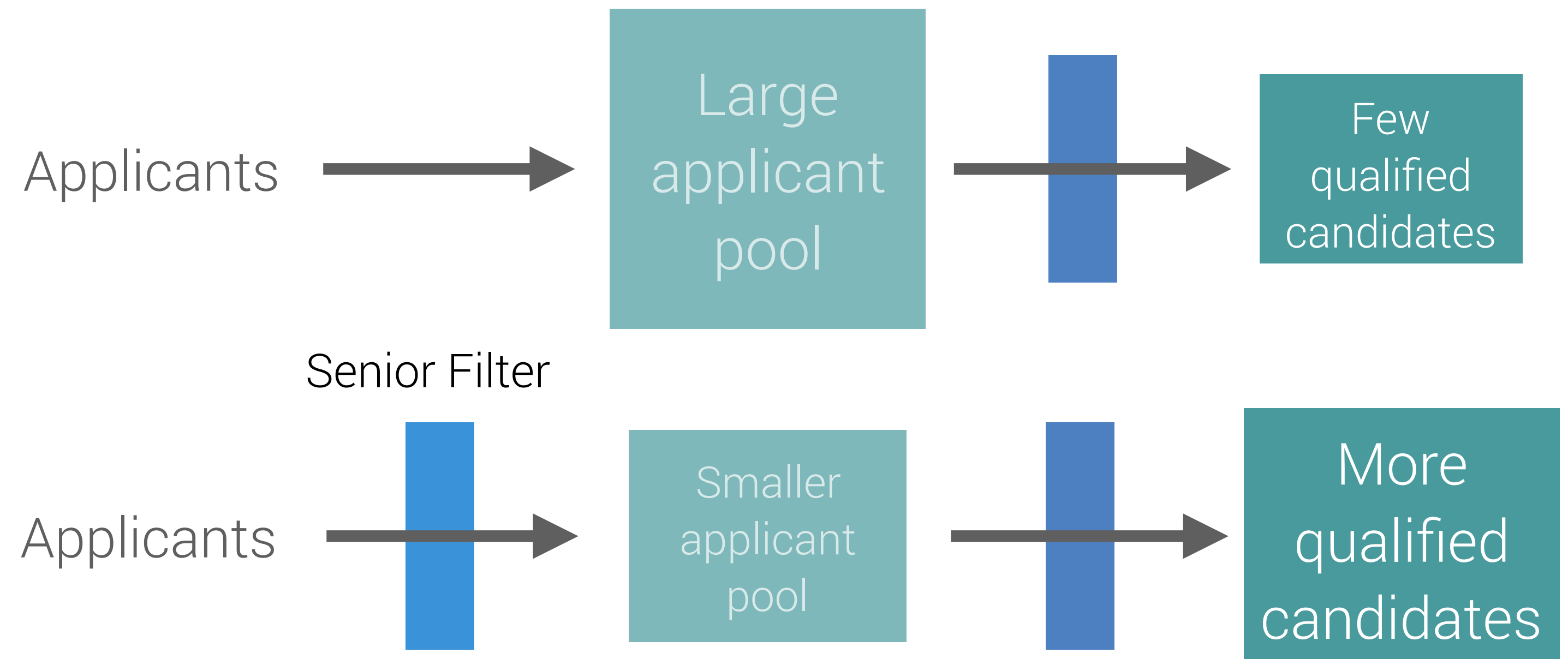
+30%

'Senior Data Scientist'

+10%

'Senior Software Engineer'

Hypothesis: Amplifying Signal and Reducing Noise

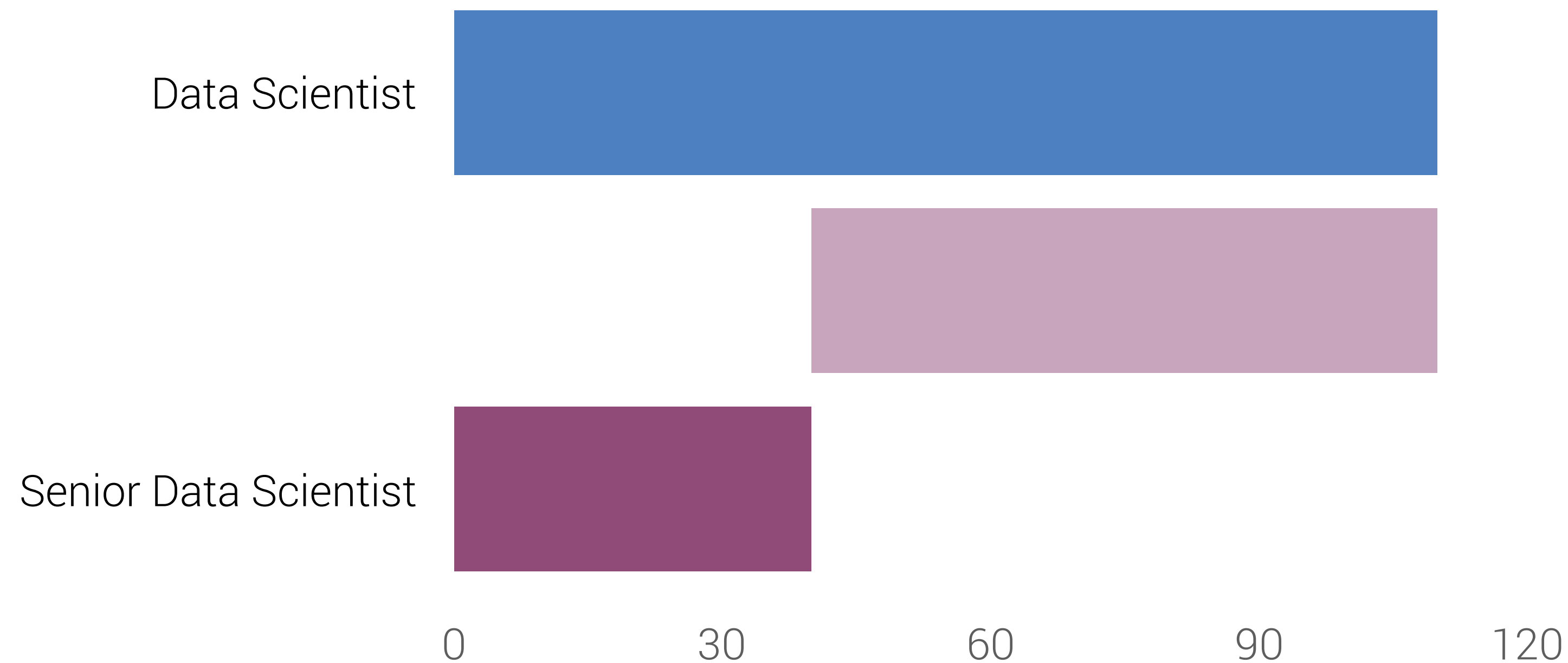


Title inflation does not live up to its promise

	Senior Data Scientist	Data Scientist	
Average Total Applicants	40	110	
Average Qualified Candidates	4	8	2x
Chance of Success	29%	58%	

Jobs with inflated titles are hit twice

What accounts for the difference in candidate pool size?

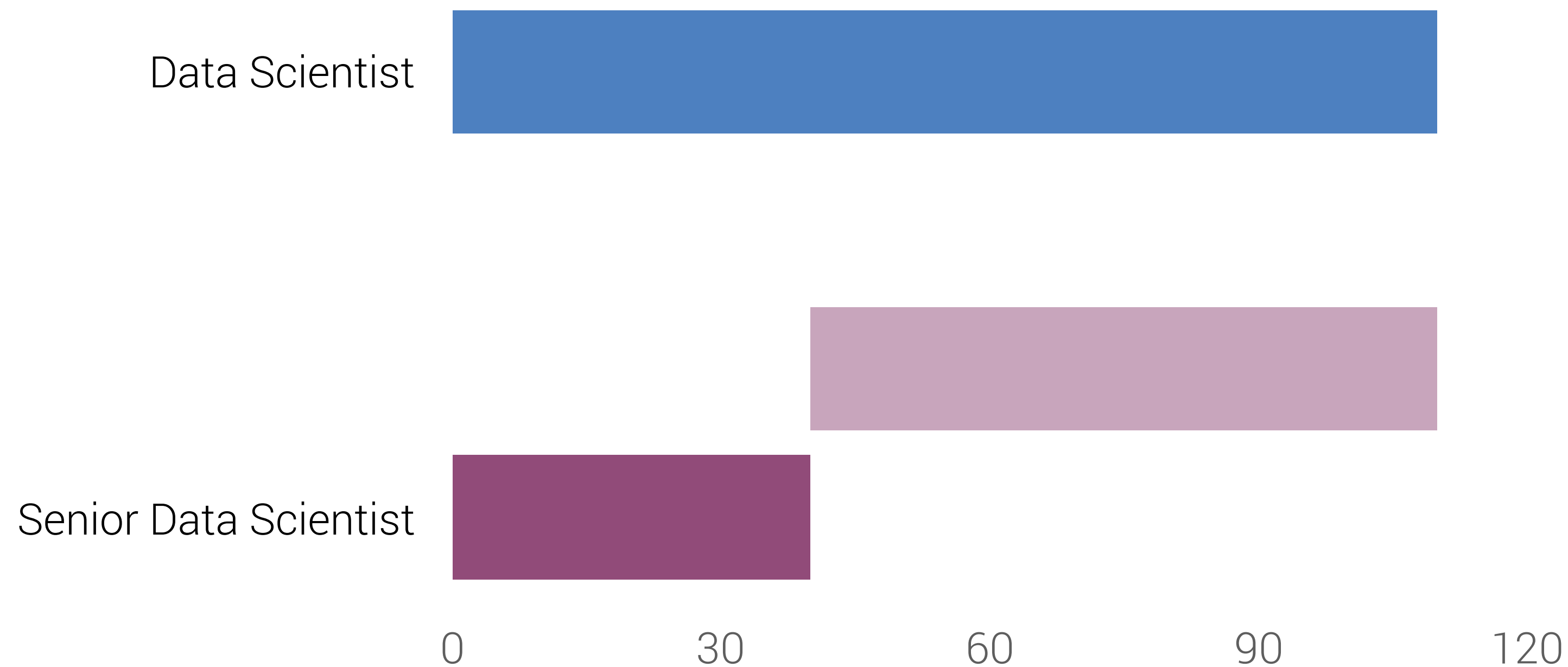


Without 'senior'

2x More
Applications

Jobs with inflated titles are hit twice

What accounts for the difference in candidate pool size?



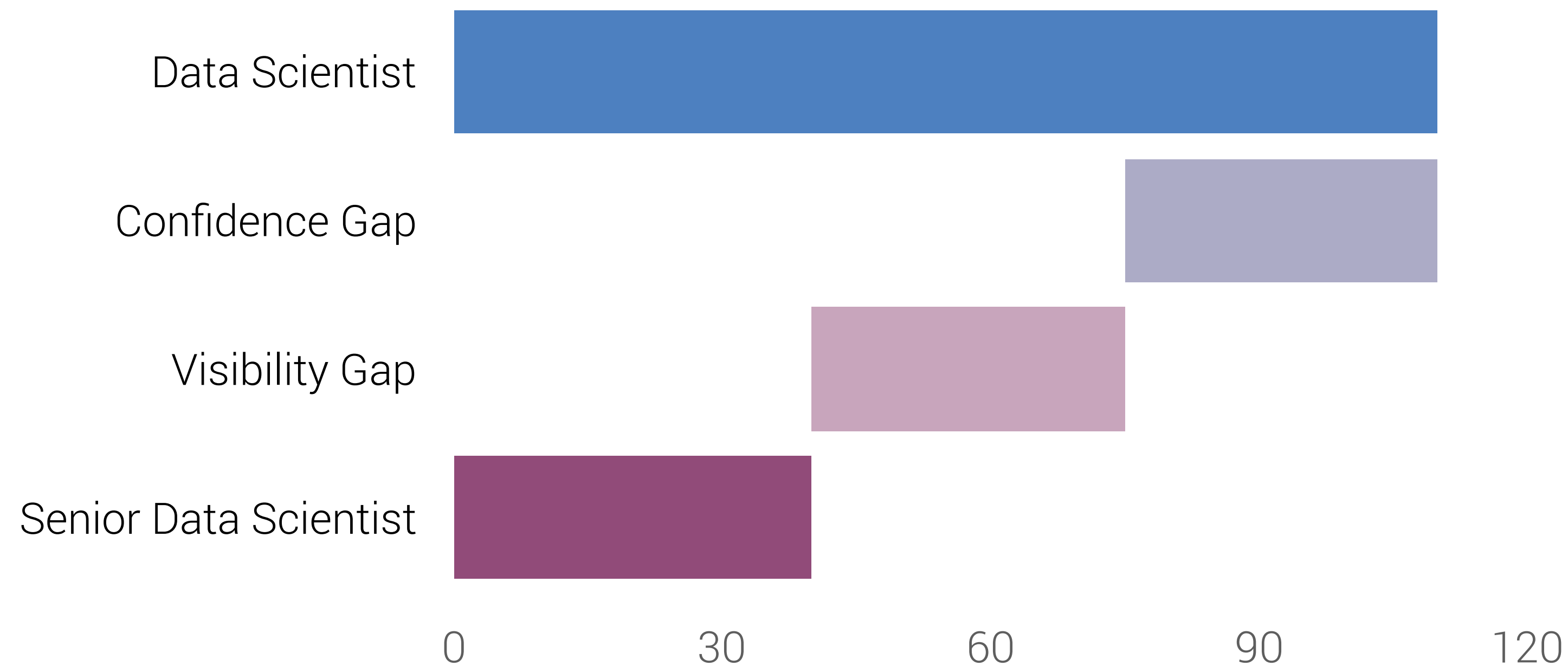
Without 'senior'

4x More
Job Views

2x More
Applications

Jobs with inflated titles are hit twice

What accounts for the difference in candidate pool size?



Without 'senior'

4x More
Job Views

2x More
Applications

Jobs with inflated titles attract fewer women

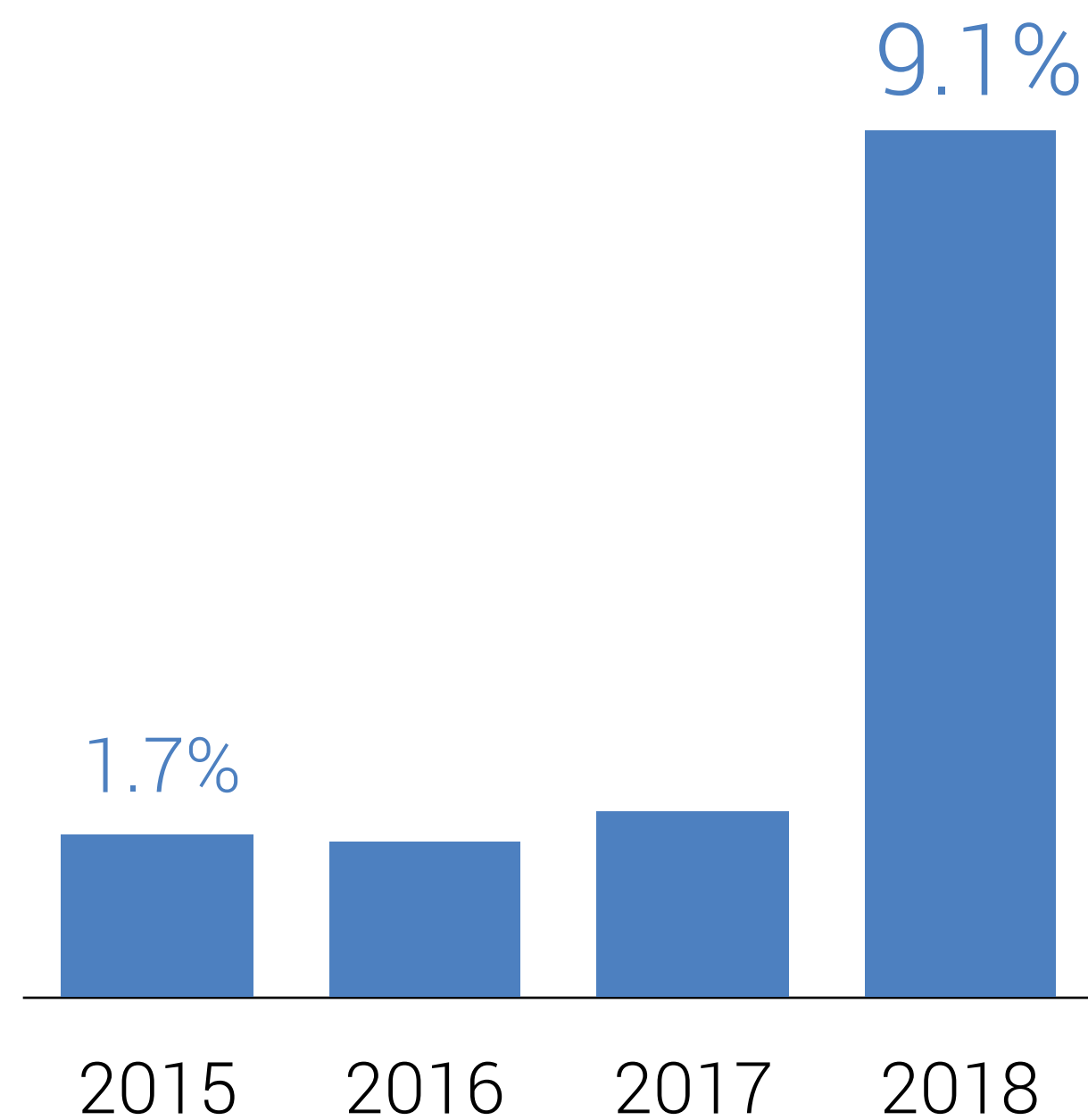
	Senior Data Scientist	Data Scientist	
Female Candidates	8 (23%)	39 (36%)	4x (+50%)
Qualified Female Candidates	1 (26%)	2 (32%)	2x (+23%)
Chance of Female Hire	15%	39%	

HEURISTIC 2:

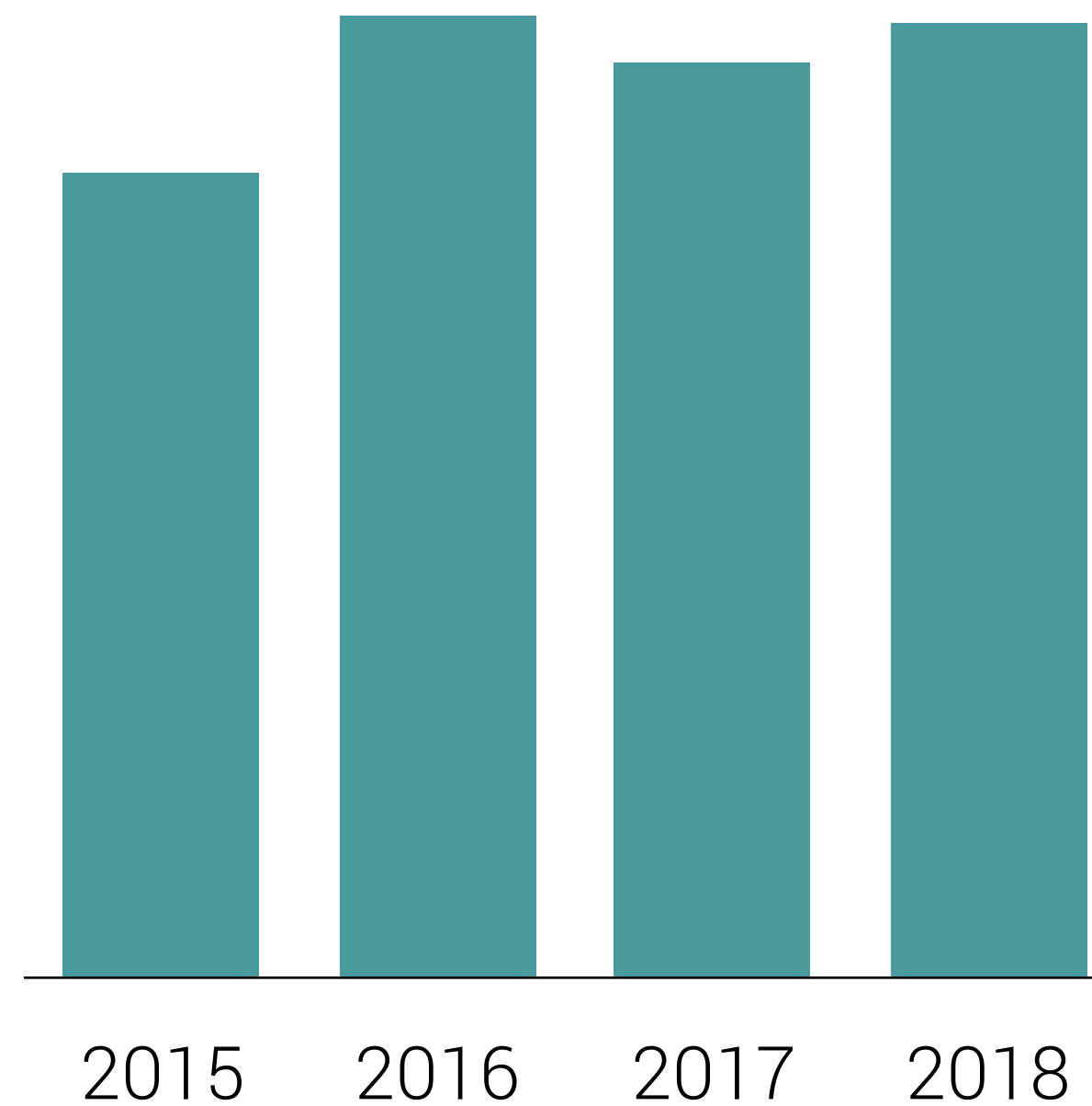
It's all about the money

The paradox of the 'competitive salary'

Dramatic Rise in JDs



While real salaries do not



The Impact

Attract 20% fewer candidates

Take 10-15% longer to fill

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

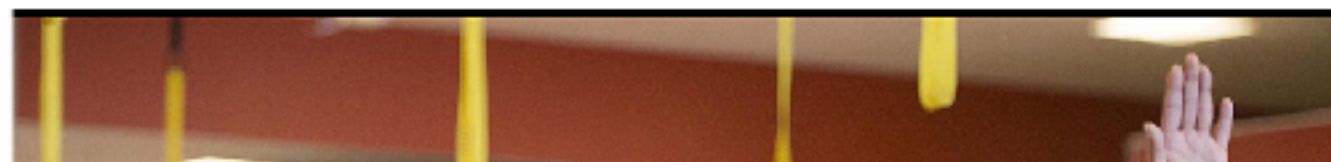
BUSINESS

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

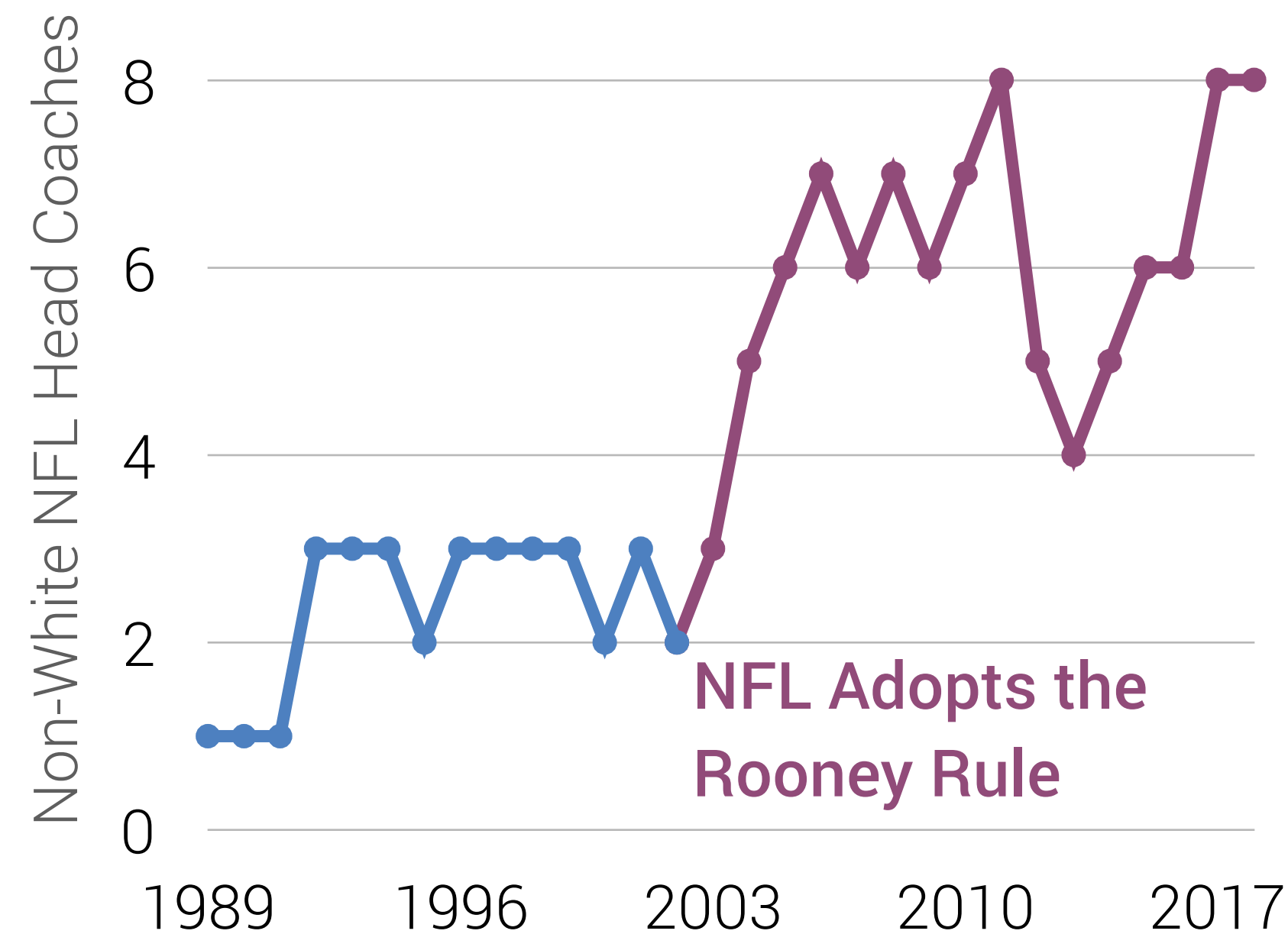
Unlimited
Vacation

HEURISTIC 3:

Diversity can be 'hacked'

The Rooney Rule combats lack of representation

The NFL (2003)



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

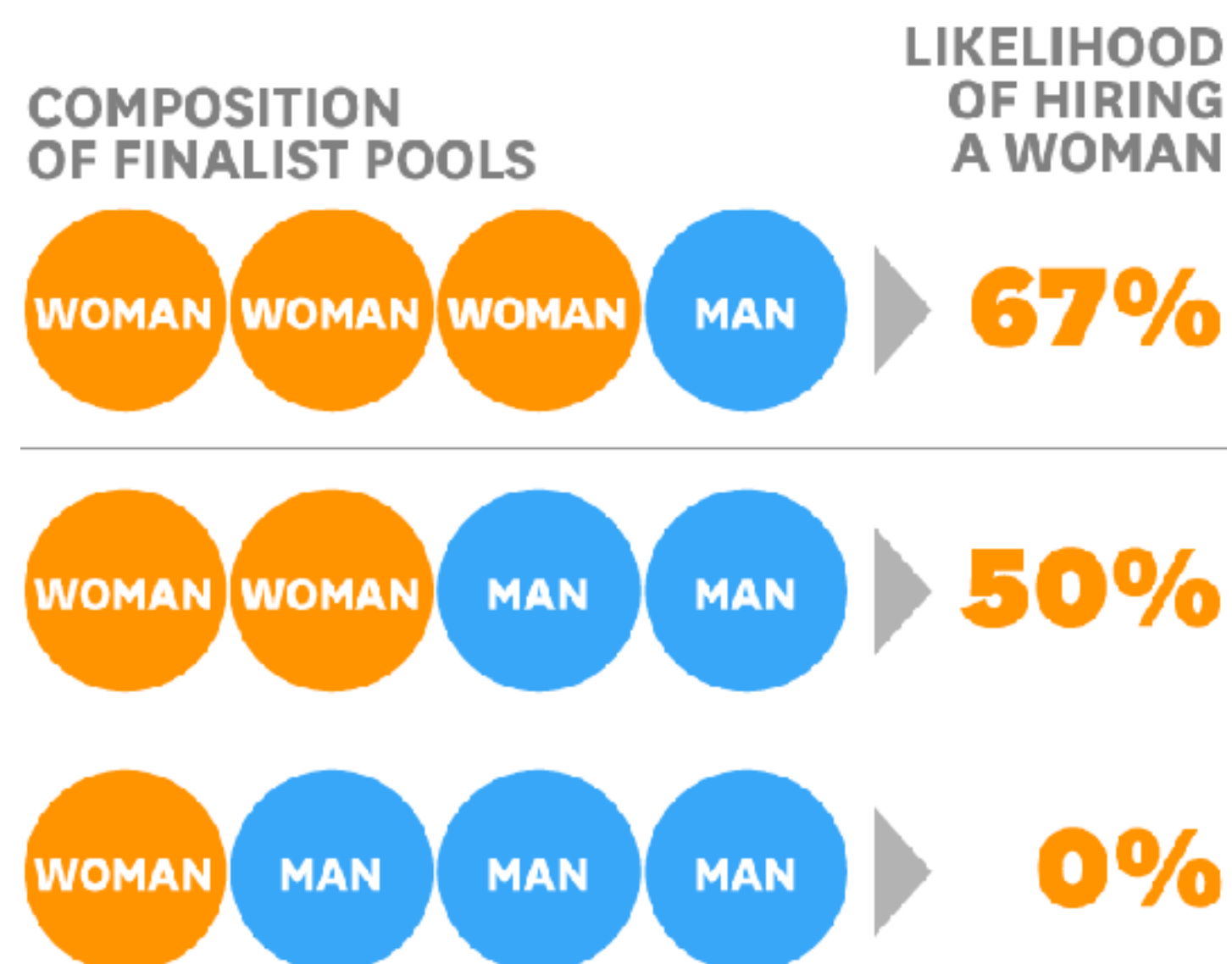
Tech Accountability Caucus co-chair says congressional hearings, meetings can help keep pressure on Silicon Valley

PINTEREST

What Pinterest is learning from the Pittsburgh Steelers about diversity

Real world implications of the Rooney Rule

Finalist Pools vs Hiring Decisions



Ref: Johnson, Heckman & Chan, HBR 2016.

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

Representative candidate pools drive fairer outcomes

	40 Candidates	100 Candidates	
Female Candidates	11 (27%)	38 (38%)	3x (+40%)
Qualified Female Candidates	1 (16%)	4 (34%)	4x (+100%)
Chance of Female Hire	19%	43%	

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:

It's 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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Research Scientist

🐦 @mjahanshahi

📄 maryam-j

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