

Hiring Google(rs)

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for Evolve Summit 2017

Google in 1998





Google today



70.000+ employees

150 cities

60 countries

10.000+ hires a year

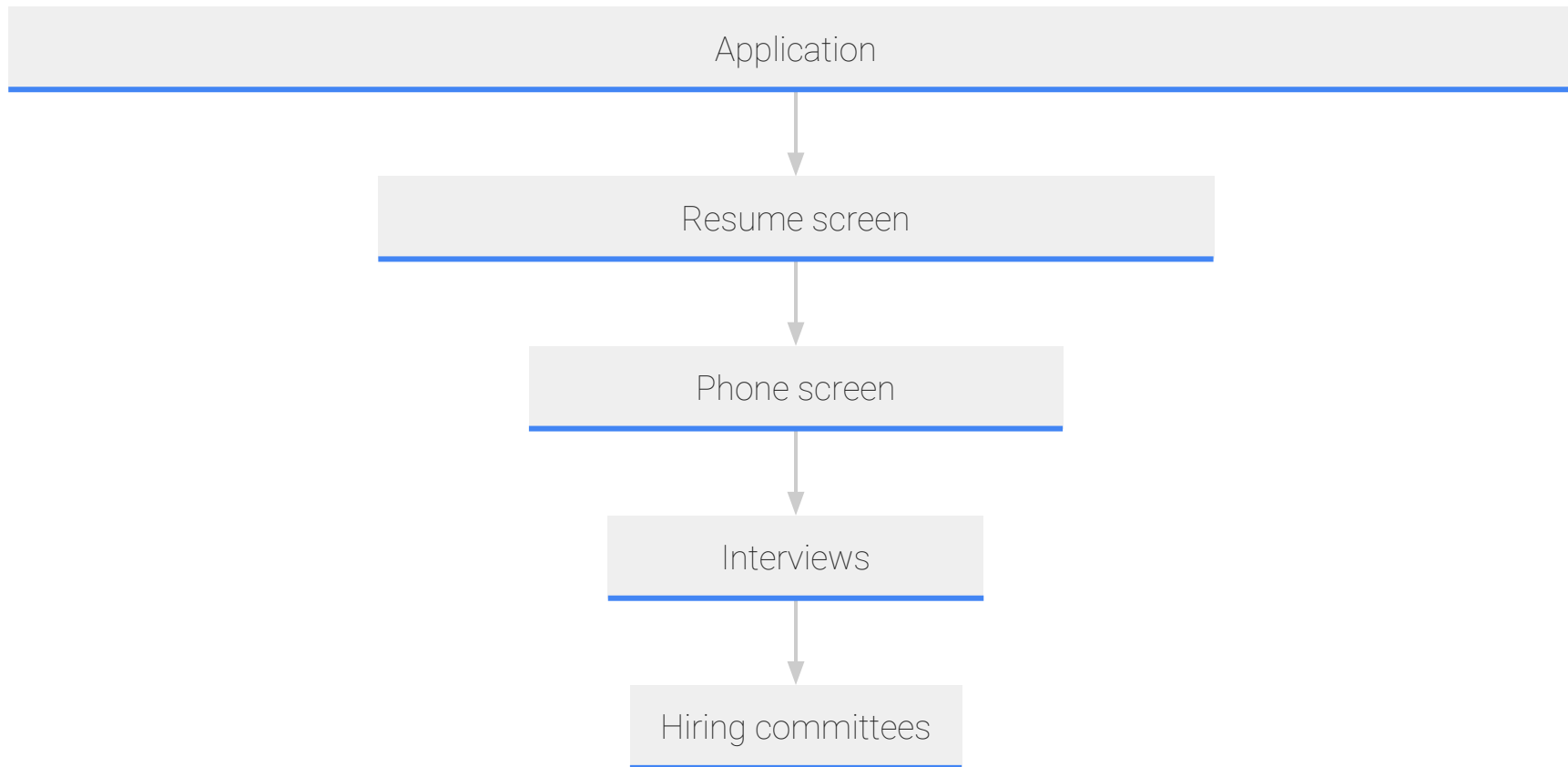
Stable ~5% attrition rate

So, how do we do it?

Get the basics right



No rocket science



Key Google hiring success factors

1. We mastered the process and stick to it
2. We only hire Googley candidates
3. Everyone, EVERYONE is involved in hiring

The Process

- 4 interviewers
 - 4 attributes to cover
- Hypothetical & behavioural questions
 - Structured feedback a must
 - Hiring committees

It's always about people



Interviewers' readiness

- All Googlers trained in our process
- All Googlers trained in unconscious bias
 - Interview shadowing
- Every panel has one non-calibrated interviewer

Hiring Committees

- Comprised of a diverse, rotating group of hiring managers, experienced interviewers and senior leaders.
- Hiring committees allow a group of objective stakeholders to evaluate a candidate and make a hiring decision.
- Interview feedback quality is critical, as Hiring committee members have never met the candidate and need to get a clear picture before taking the decision.

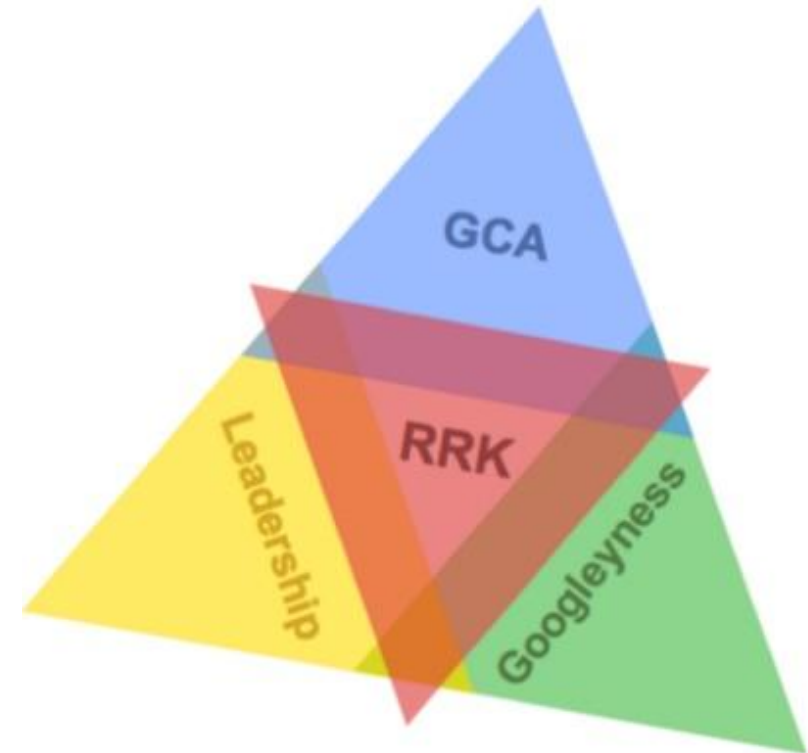
GOOGLE HIRING ATTRIBUTES

General Cognitive Ability (GCA)

Leadership

Role-Related Knowledge (RRK)

Googleyness



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Thank you. Questions?