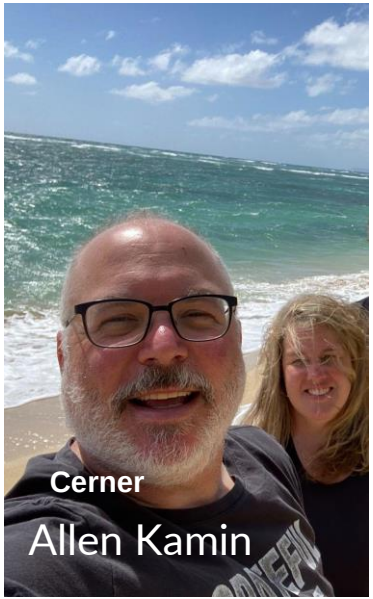
Where's our humanity? Designing IO solutions for real people

SIOP 2022 - Seattle

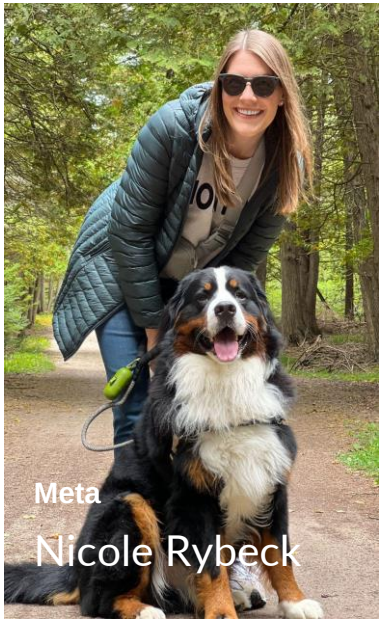

We need your participation

Panelists


Cerner
Allen Kamin


Modern Hire
Eric Sydell


Eridan
Susy Kamin


Meta
Nicole Rybeck


Google
Anu Ramesh

Problem statement

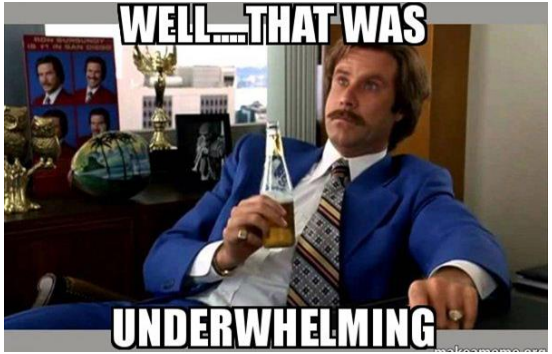
How we design our solutions



How our solutions actually get used



The unfortunate result



Where are you currently experiencing a gap between what you designed/implemented and what is happening in reality?

Suggestion: Grab a blank piece of paper and write this example down for yourself

Why?

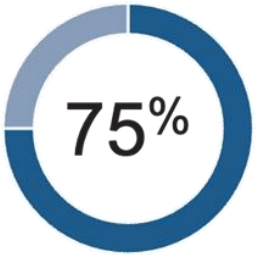
What we seek to maximize	What we tend to ignore	Mindset
• Alignment to scholarship • Standardization • Measurement accuracy • Validity • Legal defensibility	• Environment • Complexity • Maturity/Readiness • Experience • Adherence • Adoption • Constant iteration	“Process” ownership Versus “Product” ownership

Eric Sydell	Susy Kamin	Anu Ramesh	Nicole Rybeck	Allen Kamin
• Candidate experience	• HRBP lens	• Lessons from user experience (UX) research	• Lessons from Lean Six Sigma	• Q&A/Close

Candidate Experience

- Been a topic for a **LONG** time. Still hasn't really been solved.
- Most solutions tend to focus more on marketing/selling the job than providing a good experience.
- Hiring processes tend to be composed of an applicant tracking system, with other solutions added on top as band-aids.

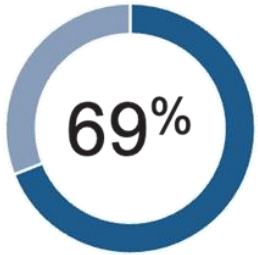
Candidate Experience



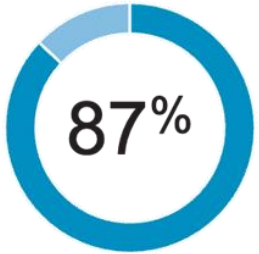
of candidates research a company's reputation and employer brand applying for a job.



of employers say that employer brand plays a significant role in their ability to hire talent.



of candidates would NOT accept a job from a company with a bad reputation even if they wouldn't have a job.



of candidates say a positive interview experience could change their mind about a role or company they once doubted.

Talent Board
CANDIDATE EXPERIENCE AWARDS

CANDIDATE EXPERIENCE JOURNEY

CANDE WINNER BEST PRACTICES



ATTRACTION / RESEARCH / BRAND

MAJORITY OF CANDIDATES

- Align employer and corporate brands
- Market culture, testimonials, diversity, inclusion, values
- Automation to answer questions (chatbots)
- Referrals and brand ambassadors
- Customer-centric approach
- Ask for candidate feedback

APPLICATION

- Apply for your own jobs!
- Different process for internal mobility
- Mobile apply
- Personalize the experience by job type
- Ensure personable acknowledgement and closure
- Expectation setting and next steps
- Ask for candidate feedback

SCREEN / INTERVIEW

FEWER CANDIDATES

- Leverage AI and automation screening and tests
- Prep candidates for video interviews
- Ensure candidates can present skills and experience
- Stick to schedules
- Expectation setting and next steps
- Ask for candidate feedback
- Offer feedback
- Nurture silver medalists

NOT SELECTED

MAJORITY OF CANDIDATES

- Timely automated and recruiter and/or hiring manager rejections
- Thank candidates for their time
- Ask for candidate feedback
- Offer feedback
- Nurture silver medalists

NOT SELECTED

OFFER

10% OF CANDE CANDIDATES

- Timely offers after final interviews
- Negotiate wisely if necessary
- Expectation setting and next steps
- Ask for candidate feedback
- Offer feedback
- Nurture declined offers

DECLINED

NEW HIRE / ONBOARDING

- Be accountable for the entire hiring process
- Engage new hires before day 1
- Ask for new hire feedback
- Offer feedback
- Expectation setting and next steps post-hire
- Keep re-recruiting to retain
- Shift to employee experience

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HRBP lens: Delivering solutions that support clients

Tensions

- Balancing need to deliver effective process while facing constraints and resistance
- Who is the “user”?
- Who is the “client”?

Consequences if done poorly

- Loss of credibility in HR (seen as out of touch with their needs)
- Lack of adoption - people resist, use own preferred approach
- Confusion/lack of clarity
- Poor end-user experience

Remedies/ approaches



- Meet users where they are
- Start small and build
- Experiment
- Pre-sell and get support

Why does user research matter?

If we leave out the user, we create solutions that:

- might not actually solve the users needs
- may not be user friendly
- might actually be a confusing or negative user experience



What is user research?

UX Research is the science of:

understanding users' **attitudes, behaviors, motivations, and needs**, in order to influence **product decisions and make great user experiences**.

I/Os are already experts at this

How do we bring this thinking to process design

UX research methods for IO

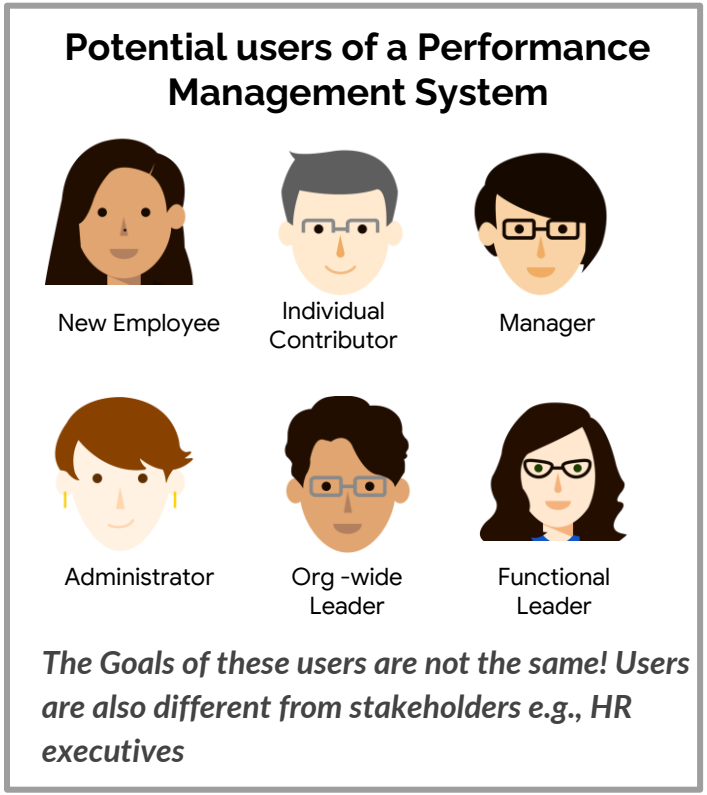
1 **User Journeys:**

- Help identify who our users are for any process we are designing
- Clarifies when and how users engage with the product and what needs they are trying to meet
- Reveals the different goals and agendas that impact the design

How to get started:



- Identify the key user groups for the process
- Gather data on the employee's needs and interactions with the existing system (use surveys, interviews, passive sources like employee groups, tickets etc.)
- Build out user goals each group is trying to meet and their underlying needs



UX research methods for IO

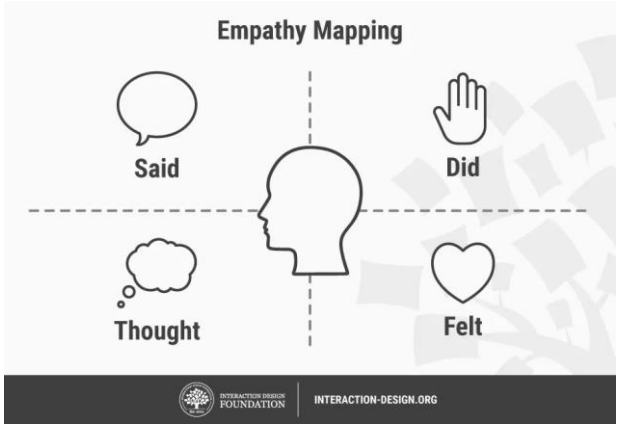
2

Empathy Mapping:

- Develop a deeper understanding of the person you are designing for - bring the humanity back
- Helps design a process/product with the context in mind

How to get started:

- Identify which user group (s) you are doing this
- Understand a day in the life of this person/group of people
- Identify when and how the person engages with the process you are designing



Source

UX research methods for IO

3

Cognitive Walkthroughs:

- Get early feedback on any products before fielding them
- Can be done with small samples to understand how the content/task is interpreted
- Helps identify problems before a large # of users engage with it



How to get started:



- Set up time with a few users
- Ask them to do the task you want them to do while verbally explaining how they are approaching the task and issue
- Look for themes and improvements across all users

Early in an engagement learn about your users:

How can you apply one of these methods to the problem you identified earlier in this session?

1. _____
2. _____
3. _____

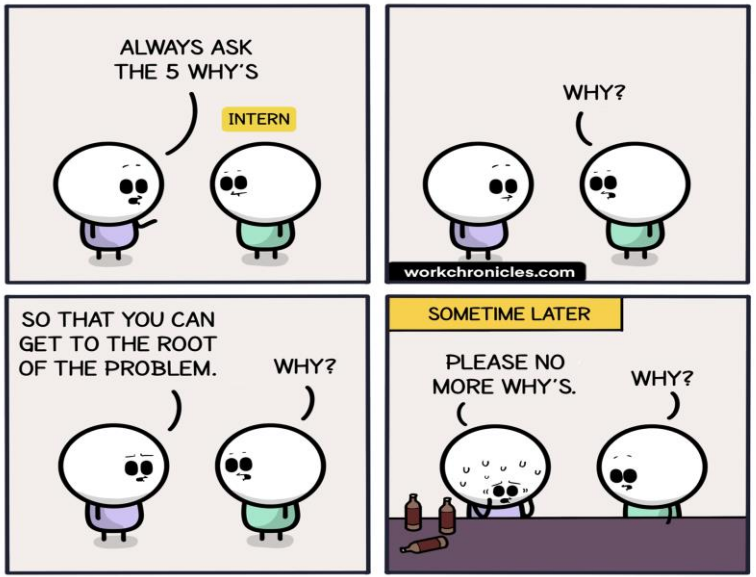
Where does Lean Six Sigma (LSS) fit in?

- Complementary toolkit
- Focus on creating value for customer
- Grounded in continuous improvement
- Truth seeking - What is the current state?
    - “Having no problems is the biggest problem of all.”
- Lean, SS often used together but different in application



How can I apply a Lean mindset?

- Process vs. product mentality
- Improvement over perfection
- Understand your customer
- Tools to apply:
  - Process mapping
  - Seven types of waste
  - Five “whys”



Lean tools for everyday problem solving

1

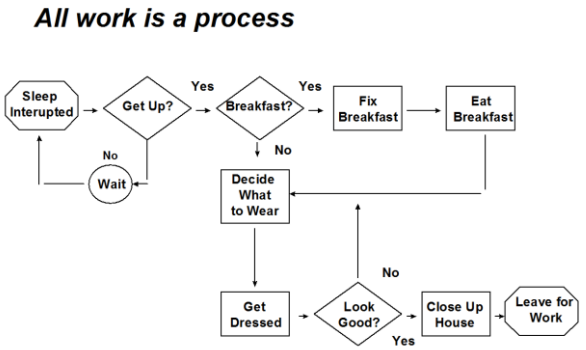
Process mapping:

- Can reveal duplicate or overly complex steps in process.
- Highlights difference between actual process and ideal state.
- Provides common view and understanding of current state.

How to get started:



- **Determine the scope:** Avoid getting too detailed, if unnecessary.
- **Determine the steps:** Gather 1-2 users per persona involved in process to walk step-by-step through the current state, capturing step name, outputs, customers, suppliers, inputs.
- **Organize steps in order:** Ensure the flow reflects reality.

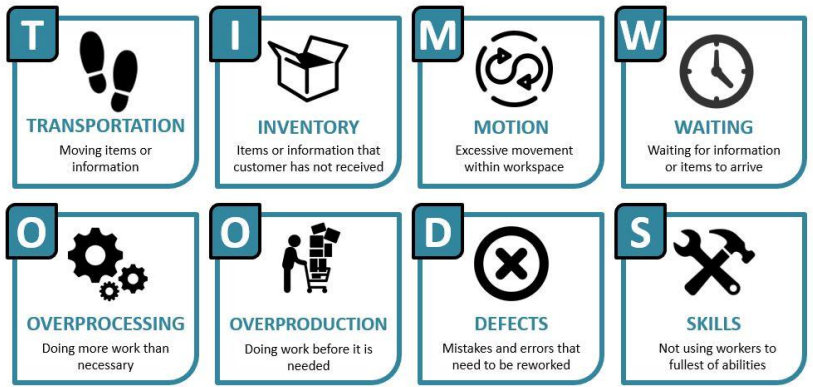


Source

Lean tools for everyday problem solving

2 **The seven (or eight) types of “muda” or waste:**

- Method for identifying non-value added work (e.g. work that customer would not be willing to pay for).
- Typically used in manufacturing but applicable to all process oriented problem solving.



How to get started:

PRO TIP

- Review the definitions of waste and commit TIMWOODS to memory.
- Practice identifying “waste” or non-value added work in your daily routines.

Lean tools for everyday problem solving

3

Five “whys”:

- Many times users/customers cannot tell you exactly what they want or need.
- Simple technique to get to root cause of problem or issue at hand.

How to get started:

- Start by defining the problem - What’s happening, when/where did it happen and who discovered the issue?
- Bring together those most impacted by the issue and begin questioning with your first “why?”
- Ask “why?” four more times, iterating on each subsequent response provided.
- Conclude by assigning an owner(s) for the action required to resolve the root cause issue.

PRO TIP



Use continuous improvement to increase engagement and value:

How can you apply one of these methods to the problem you identified earlier in this session?

1. _____
2. _____
3. _____

Question & Answer

Take-away: Two words?

Thank you