

# Google™ Offer Review Visits Ann Arbor!

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# Agenda

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Offer Review Team Mission and Structure

Offer Review Weekly Cycle

Common Questions from Hiring Committees

Interview Feedback & Panels

Offer Review Candidate Notes

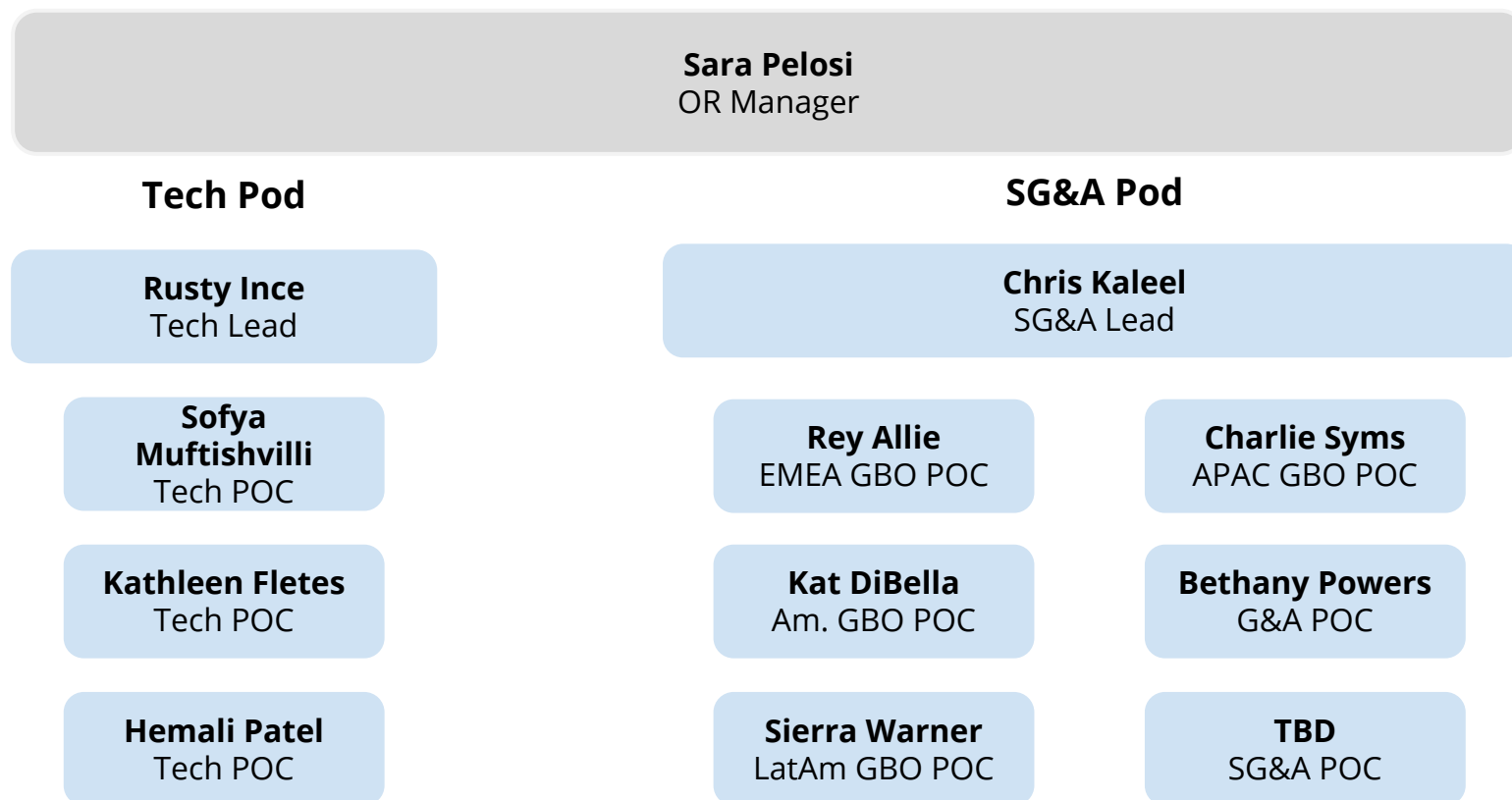
Diversity

Questions

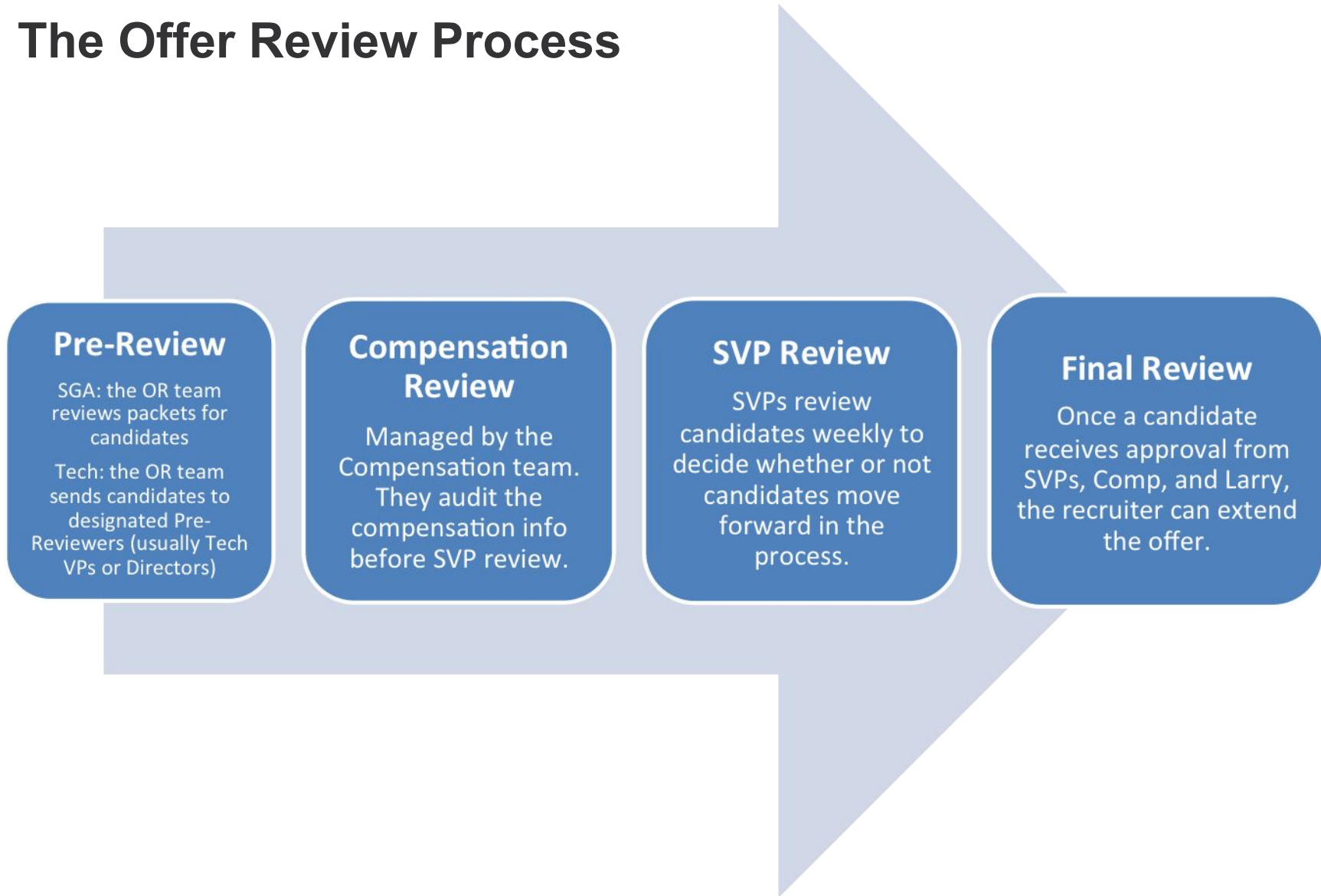
# Offer Review Team Mission and Structure



**Mission:** Ensuring Google's mission and culture are preserved by redefining the hiring process to find the best and brightest and set them up for success at Google.



# The Offer Review Process



# SG&A Offer Review Weekly Cycle



Monday

Tuesday

Wednesday

Thursday

## Americas Hiring Committee

OR scans packets prior to Americas HC to catch any glaring errors or missing pieces of information

## Offer Review Pre-Review

OR reviews packets and ensures completeness by liaising with recruiters

## Global Hiring Committee

Global HC reviews all L7+ candidates and a random sample of L6 and below candidates and approves open L7+ roles

## Compensation Review

The comp team audits the proposed compensation for all candidates

## SVP Review

SVPs review candidates weekly to decide whether or not candidates move forward in the process

## Final Review

Each week Larry receives a summary of all candidates going through Offer Review

# Tech Offer Review Weekly Cycle



Monday

Tuesday

Wednesday

Thursday

## gTech/ Eng Hiring Committees

T, O, E ladder Candidates are reviewed/ approved at Hiring Committee

## Tech Offer Review Sign-up

Tech Offer Pre-Review (Daphne Dembo)

## SVP Review

SVPs review occurs on Wednesdays/Thursday via meeting  
SVP delays are communicated via email EOD Thursday

## Compensation Review

The comp team audits the proposed compensation for all candidates

## Final Review

Each week Larry receives a summary of all candidates going through Offer Review

# Common Questions from Hiring Committees

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- Interview Feedback & Panel
- Quotas
  - Include quota target amount, quota amount achieved, and percentage of quota achieved
  - Provide context if candidate missed quota
  - State if candidate didn't hold a quota
- Gaps
  - Explain all gaps over three months
- Job Movement
  - Include context if less than one year of tenure at a company
  - If candidate looks job hoppy overall, provide context
- Previous Interviews
  - Provide context if interviewed for previous roles

# Interview Feedback & Panels

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- Complete interview feedback includes:
  - Overall assessment of candidate (“hire” or “no hire” recommendation)
  - Questions the interviewer asked the candidate
  - Candidate answers
  - Interviewer’s assessment of candidate’s answers
  - Interview score
  - All 4 attributes are addressed by the panel
  - All interviewers support hire
  - Flags and borderline scores/assessments are addressed
- Interview Panel
  - Always have two calibrated interviewers on the panel
  - L4+ must have a cross-functional interview
  - L2-3 should have a GCA cross-functional interview if there are GCA concerns





# Offer Review Team Notes



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HRM: [Name of Hiring Manager], 4

- Ppl Mgr: 5

BA in Marketing, [College] (May 07)

3.0 MBA, [College] (May 11)

Automotive Category Director with Omnicom (Apr 12-In Progress)

Senior Account Executive with OMD (Jun 08-Mar 12)

Account Executive with Expo Media (Jun 07-May 08)- laid off

3.67 avg score // HRM: 3.7 // GCA tested (PQ: 3.5, Outstanding)

XF Interviewer: [Name, Title] (3.5)

Previous Interview: [Role] (10/13): GCA interviewer gave the candidate a 3.0, noting "the candidate seemed flustered and nervous during the interview which led to borderline GCA.

Quotas:

- 2013: \$1.7M, trending 225% of target, Target: 760K

- 2012: \$1.3M, 90% of target, Target: 1.44M

- 2011: \$15M, 109% of target, Target: 13.76M

- 2010: \$21M, 117% of target, Target: 17.95M

- 2009: \$10M, 100% of target, Target: 10M

# Offer Review Team Notes



BA in Marketing, [College] (May 07)

3.0 MBA, [College] (May 11)- had to deal with personal family situation

Automotive Category Director with Omnicom (Apr 12-In Progress)- 1 promo

Senior Account Executive with OMD (Jun 08-Mar 12)- 2 promos

Account Executive with Expo Media (Jun 07-May 08)- entire team was laid off as the company was sold

3.67 avg score // HRM: 3.7 // GCA tested (PQ: 3.5, Outstanding)

XF Interviewer: [Name, Title] (3.5)

Previous Interview: [Role] (10/13): GCA interviewer gave the candidate a 3.0, noting "the candidate seemed flustered and nervous during the interview which led to borderline GCA. Appended note states that interviewer is supportive as additional interview was done to assess GCA and candidate did well. Current HRM has seen concerns and is supportive. Previous team went with internal candidate.

Quotas:

- 2013: \$1.7M, trending 225% of target, Target: 760K
- 2012: \$1.3M, 90% of target, Target: 1.44M- training and ramp up impacted quota attainment
- 2011: \$15M, 109% of target, Target: 13.76M
- 2010: \$21M, 117% of target, Target: 17.95M
- 2009: \$10M, 100% of target, Target: 10M

# Diversity

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## What to remember:

- **The word “diversity”** should not be mentioned in the packet **anywhere**, nor should it be mentioned when discussing the candidate with the OR Team
- Google focuses on hiring the best candidates and is proud to be an equal opportunity employer (the bar is the same for all candidates)
- In order to ensure a consistent bar for all candidates, the OR Team does not modify or expedite the review process for any reasons related to diversity

## Examples of context that is okay to include in a candidate’s packet:

- Candidate was the first in his/her family to go to college
- Candidate is first person from high school to attend an Ivy league school
- Candidate founded a local chapter of the Women in Business student organization while in college
- Candidate is the recipient of the Jackie Robinson Foundation Scholarship, awarded to graduating minority high school seniors
- Candidate was president of the Black Law Students Association at Santa Clara University



Questions? Contact [diversity@google.com](mailto:diversity@google.com)

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For a list of helpful resources please see:

[\*\*go/ORlinks\*\*](https://www.google.com/go/ORlinks)

