

A CONVERSATION: THE ABANDONMENT OF CVS AND THE EMBRACE OF AI

The Australasian Talent Conference
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Pymetrics APAC managing director, Grace Kerrison, invited two clients from very different organisations to discuss how they have made a move away from CVs and are instead relying on artificial intelligence and behavioural talent signals to guide them through their assessment process to find and hire the right people.



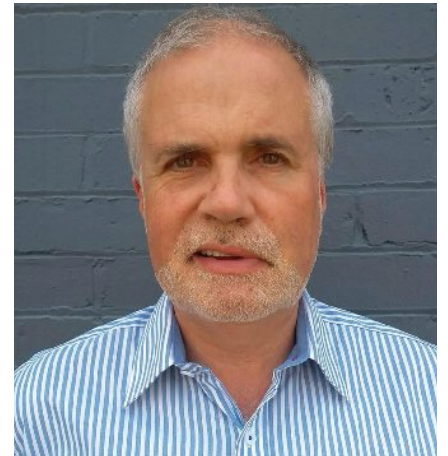
GRACE KERRISON
Managing Director Asia Pacific
pymetrics

Grace is pymetrics' managing director Asia Pacific. Throughout her career, Grace has incubated and taken to market new products and business groups across industries including FSI, Retail, Telco and IT/Tech for innovative and dynamic global companies in Canada, Australasia and Asia. Prior to joining pymetrics, Grace successfully led LinkedIn's Global Accounts business in Asia, and prior to that she was with Microsoft and Cisco.



DAVID YATES
Campus Leader
PwC Australia

Originally from the UK, David was the student careers resource manager at the retail giant Tesco, before taking over the student recruitment team at Grant Thornton UK, where he specialised in strengths/potential and overhauling the way the company attracted and assessed talent with a lens on diversity, inclusion and social mobility. David moved to Sydney with his Aussie wife and springer spaniel dog and has been with PwC Australia for a year and a half leading the campus recruitment team nationally.



ANDREW EDDY
Co-Founder
Untapped Group

Andrew is co-founder of Untapped Group, an enterprise focused on developing a sustainable neurodiverse employment ecosystem to increase opportunities for autistic individuals, and those with other neurodiverse variations, thereby realising their untapped potential. Andrew is a senior finance professional with extensive experience in the public sector and in professional services firms. He also runs an independent consulting and board advisory business, AE Consulting, and holds a governance role as Deputy Chancellor of La Trobe University.

*The views expressed in this article reflect those of the speakers and do not necessarily reflect those of their employers.

Take 3: DAVID YATES

- 1 PwC does not view a person's CV as an indicator of future success. Assessments like pymetrics give all candidates a fair go, as well as increase likelihood of greater diversity of recruits.
- 2 Pymetrics gives PwC's campus recruitment team the ability to process applications and identify potential best fit candidates more efficiently, as well as give recruiters the ability to spend their time on higher value activity.
- 3 The data generated by pymetrics has helped PwC's campus recruitment team be more strategic and elevate the team towards a stronger partnership within the overall organisation.

Take 3: ANDREW EDDY

- 1 Current recruitment practices don't work for neurodiverse people, such as those on the autism spectrum, and companies are missing out on hiring raw talent who are proven to be highly effective and productive. Pymetrics can measure future potential without the challenges associated with a traditional recruitment process.
- 2 Untapped's program provides scaffolding to help neurodiverse people thrive in the workplace and to help companies provide an environment in which neurodiverse people can succeed.
- 3 Companies should review their current recruitment processes to understand what they are doing to preclude people from being employed, as well as recognise they have neurodiverse people within their existing employee population who may need appropriate support.

GRACE KERRISON:

Could each of you tell us how you came to use a technology like pymetrics?

DAVID YATES:

I believe everyone should have a fair chance and a fair go. I don't believe the CV is a good indicator of future success. In fact, PwC has looked at academic success and hasn't found a correlation between that and success in role.

PwC is trying to build trust in society and solve important problems. PwC is now more than an accounting organisation. We have technology, analytics, consulting, a legal practice and many others. We want to support all of our clients and so it's important that we have a diverse group of people who are diverse thinkers.

GRACE KERRISON:

It's been supported by research that the CV is the least predictive of someone's future potential.

ANDREW EDDY:

Our focus is around neurodiversity. While it's not something I have a direct connection with, when I talk to businesses about extending their workforce to include people on the autism spectrum, I hear more and more how many people who are affected, whether it's a son, daughter, niece, nephew and so on. Autism is so pervasive, 1 in 64 kids in Australia are on the autism spectrum, and there's a tsunami of kids aged 7-14 that will be entering the workforce in the coming years for who we need to be ready.

Current recruitment processes don't work for neurodiverse people. Take a job ad which has the classic 10 skills you need in order to apply. A man who is applying for a job, if he can do three, he'll talk his way through. A female needs to be comfortable with about eight. An autistic person needs to see they can do 10 out of 10 skills or they simply won't apply. People on the spectrum don't self-advocate.

They also don't interview well, as they can't deal with the sensory stimulation such as looking someone in the eye. Assessment centres and video interviews don't go well for them. With assessment centres, usually the loudest, most confident person gets through. And yet companies complain that they keep getting the same type of people.

Neuroscience and AI bridges that gap, it helps us find that raw talent – and there is incredible raw talent – that we wouldn't find through traditional hiring methods.

GRACE KERRISON:

Stanford University says that 26% of students in their STEM related courses are neurodiverse. So, if you're not using ways to find these people, you're missing out on a huge talent pool.

What were the two or three things you and your team were trying to solve when you implemented pymetrics?

DAVID YATES:

Number one is efficiency. We don't just go after the Bachelor of Commerce students anymore. We've done a lot of work to make us more appealing and to attract different types of students, so we get a lot of applications. My team hasn't grown comparatively! Earlier this year, in a two-month period, we had 25,00 applications. It's impossible to manage the process by going through each CV. Pymetrics has helped us process candidates more efficiently. We did a lot of work to highlight areas and skills, such as technology and analytics, for which we wanted to hire. And we worked with pymetrics to create pathways of skills. We ended up having 14,000 pymetrics game players. We saw almost zero drop off, which is quite a significant uplift from last year. We don't have the yield data yet; however we are seeing a lot more relevant people going to the next stages, people who have the potential to have these skills. We're using this data and the advice of organisational psychologists to make sure the most relevant people are going through.

The second is to identify talent that will succeed in our organisation. Let's say someone applies for a particular path and their assessment doesn't recommend them, but it does identify them for another area. Recruiters on my team can use that data, give that person a call, and say "Hey, I see you're studying technology and we see that you're highly matched to stream x, would you be interested in that instead?"

From a candidate experience perspective, they say, "you reached back out to me." Things have shifted and the Big Four no longer compete just with each other. We've got to make sure we give that standout experience. The trait reports have moved the dial in terms of giving good feedback to candidates.

GRACE KERRISON:

Even if you only spend six seconds per CV, with that many applications no wonder you can't go back to the candidates. We're really proud

of some of the candidate feedback David has shared with us.

And as you noted, talent can come from anywhere. Andrew, you've got some amazing stories to share on that front.

ANDREW EDDY:

Our program is about creating scaffolding to help people with autism thrive in the workplace. It's a sustainable model, not a recruitment model, creating a three-year framework that they can thrive in. We put people together in a pod so they can meet up with other people on the autism spectrum, have someone who can train and mentor them, and help them to develop strategies so they can be successful at work.

Over the last four years, 98 people have been employed through that program in the Department of Human Services, Department of Home Affairs, Department of Defence, and ANZ. NAB just started their program three weeks ago. Roles include cyber security, software testing, data analytics, and mortgage services. Participants in the program have achieved over 90% retention, which is exceptionally high.

We use tools in that program - obviously pymetrics is one of the tools - we've also got Uptimize which does e-learning, Life Sherpa a smartapp which helps with executive functioning, as well as assessment tools out of the Israeli Defence Force because they have a whole squadron of autistic people.

It's also about upskilling the company, about the company becoming more aware and accepting. Companies tried this 18 years ago and it failed because they employed autistic people, stuck them at a desk, and hoped for the best. It didn't work. Autistic people go through a cycle of getting a job, getting fired or leaving after six months, and they just keep going through the cycle.

JP Morgan Chase did a back to back comparison of two of their teams

in software testing: a neurodiverse team and a neurotypical team. The neurodiverse team achieved 58% higher productivity.

In one of the government departments that does software testing, a group of thirty testers have achieved 30% higher productivity.

On cyber security teams, a typical cyber analyst will start as a level one and can get to level two in about five years. We have examples of neurodiverse people - who hadn't worked before - writing level two reports after five months.

Another group that just started three weeks ago, after two weeks - half of which was onboarding - they were already operating at normal levels. Last week they did 550 tasks, one guy did 126 tasks. Compare that to a neurotypical person who started the week before, who'd done 10 tasks.

GRACE KERRISON:

And speaking of how talent can come from anywhere, isn't one of your best cyber security graduates a nurse?

ANDREW EDDY:

Yes. She's working in Canberra now and doing extremely well.

GRACE KERRISON:

From a talent acquisition or recruiter perspective, because this is about a high-performance talent function, how has pymetrics changed the way you partner with the business and get insight into a candidate that you couldn't before?

DAVID YATES:

The additional data is very powerful, it also helps from a business buy-in perspective, and it elevates the campus recruitment team more. We're not completely there yet, however it's become part of the journey we're on to move from transactors to partners. Using pymetrics gives us time to spend with candidates in other ways. Now we're looking at how we lift our team further, how we spread the load so we don't burn out our campus recruiters. We're enabling them to



elevate and spend their time more wisely. This data and this kind of efficiency drive is absolutely helping us be more strategic with our business.

GRACE KERRISON:

As you said, it is a journey. One of the common things we talk to other clients about is challenging the hiring manager, especially through the referral programs, because they've known this person since they were three years old or it's their daughter they want to hire. But now the fact that you have the data, it's a very different conversation you can have with your internal clients, and it complements that instinct you have as a recruiter. The hiring manager might still hire a talent that has come up as 'do not recommend', but at least that conversation has shifted into a partnership versus a one-way conversation.

DAVID YATES:

We're lucky in that. We're blind through our process, so the first time an assessor meets the person is at the end of the process. It enables us to run a fair and consistent process. Of course, we get referrals, we're a professional services firm, but they go through the same process and we use the data. We try to make pragmatic decisions and the data

talks and has influence. We're lucky this comes from the top in our organisation and that's something that can help you drive change. If the data isn't there to support the hire, we don't do it. The hiring managers don't see information like what school or university a candidate went to, so it's that positive barrier in action.

GRACE KERRISON:

To close off, to make it actionable, what do you want the audience to walk away with from this session?

ANDREW EDDY:

Number one for me is to do a complete review of your whole recruitment process. What are the things that preclude people from being employed and how are you missing that talent through the barriers you have through your traditional process?

The other thing is about recognising that you've already got a population of neurodiverse people. In the general population, about 1% are autistic and 10% are neurodiverse, so you've already got people in your organisation. What are you doing for them, what are you doing to try and break that cycle of them getting a job and then leaving or being fired? How are you supporting

your managers and co-workers to be more understanding and get the most out of those people? Research has shown that by helping your managers do that, they become better managers. Some organisations will have people work with autistic groups of people because it makes them better managers.

DAVID YATES:

Now is the time to change. If I can leave you with one thing, it's have a think and try and get some action. There's enough great tech out there to find something that's going to work for you. I know AI has had a huge impact on what we do. The input in is super important. Don't be afraid to talk to people and try some stuff and think about it. We got the buy in to do this because we know it can make a difference. We looked at the correlations between academic performance and performance in role. We were able to take that information and say here's a case for change. Don't be afraid to make the change now.

GRACE KERRISON:

Talent is a strategic imperative. In the next five years, 58 million new jobs will be created. The CV can't measure someone's future potential anymore.