

Google: Hiring Process and Performance Appraisal

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ABSTRACT: *The essential usage of google has been a vital move for people nowadays. Referring to the rapid growth in the technology of this search engine has made Google as one of the outstanding companies in this world. Therefore, this article is written to study how to be a part of the company. The study on recruitment, selection and induction process and performance appraisal has been studied based on observation and by using secondary data. Google's recruitment process has five steps as Google receives millions of applications every year. Google's Human Resources management has created a relation model and result-oriented project design for training purpose. The training purpose will be observed in three types of need analysis to measured the performance of the training. Google also created a few types of performance measure and stage to ensure transparency and fairness. The performance appraisal created by google has two functions which are employee evaluation and compensation and promotion.*

KEYWORD: *search engine, recruitment, training, performance appraisal*

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I. INTRODUCTION

It is a magnifying and an amazing fact knowing Google, a search engine that has been evolving around the world since 1998. Google was founded by two roommates of students of Stanford University, Larry Page and Sergey Brin. These two friends called it as "backrub" before, and they changed it to "Google" as a resemblance of "googol" means "a number consisting a numeral one followed by a hundred zeroes" which fit this search engine characteristic.

Larry Page and Sergey Brin mission were "to organize the world's information and make it universally accessible and useful" and they have succeeded when Google provides online software such as email software, social network software, desktop application, photo organisation software, editing software and messaging application software. We can conclude Google is the most powerful brand controlling technology nowadays.

As the season passed by, we might not realize that we used Google in our daily life. This company rapid growth has control over internet search engine (Google Chrome), our life at work (GoogleDocs, GoogleSheets, GoogleSlides, communication (GoogleTalk, Gmail, Hangout), time management (GoogleCalendar), storage (GoogleDrive), entertainment (Youtube) and navigation (GoogleEarth, Waze). In 2010 Google started to expand from software applications to hardware which we might use in our daily life. Among Google products is Android mobile, Wifi wireless router, Daydream virtual reality headset, and home applications such as a smart speaker, thermometer, security alarm and others which connect Google commands with the hardware.

II. RECRUITMENT

Step 1: The Application

The first step for a candidate to apply for a job with Google is to browse the Google Careers website. The candidates will find tips for job seekers, guidance on applying and learn on Google teams posted on the website. The list of job vacancies posted includes details on the job specification and what Google offers in return for an employer. Just like other job-seeking platforms, Google also will display job titles, job categories, and location placements as well as descriptions of their roles. Candidates also will be explained with job responsibilities, minimum qualifications, and eligibility requirements. Interested candidates who feel they are qualified for the position can click the "Apply" button at the top of the website and will be taken to the application form view. Candidates will need to upload a resume and write a cover letter. Although the cover letter is optional, the candidate is encouraged to write for a brighter potential of the job. This is because Google gets a million applications a year and maybe by writing an attractive cover letter can seal the deal.

Step 2: The Interview

The interview process has two stages. The first is a phone interview using Google Hangouts. Successful candidates who passed finalists will be interviewed in the second stage directly. Interviews vary

depending on how technical the job is offered. An example of a practical interview is an interview process that includes a shared Google Doc where the applicant can write the code or algorithm and present it to the interviewer in real-time. Google Doc also allows two-way communication with interviewers to ask technical questions that require demonstration of skills. Google seeks a candidate who possesses value in four different categories: general cognitive skills, leadership skills, role-related knowledge including education background, and "Googlyness." *Googlyness* is meant by the possibility of someone's personality fit the company culture. Google has been known for asking off-the-wall interviews to test their creativity, observing their way of thinking, problem-solving skills and ability of reliable reasoning. In recent years, Google has raised some odd questions and one of the questions is, "How many piano tuners are there in the world?"

Step 3: The Review

The next stage is known as "review" which probably could take time for weeks and mostly the analysis works behind the scenes. Resulting in candidates need to wait for a few weeks while Google decides candidates to hire. The review stage divides into two segments. In the first segments, employees from all levels will be gathered and discussed on who is the best candidate. The discussion then provides a package of candidates of the best options for existing jobs including their own candidate's recommendations. This package will be submitted to top management for the second stage of the survey. The top management will decide the best candidates from the package to join the company.

Step 4: The Background Check

Google performs a background check on all applicants before releasing a conditional offer of employment to candidates. All of the finalists will be screened in four primary checks. The first one is education verification which required doublechecks from nationwide clearinghouses for universities and institution enrollment and degree validation. The next screening is on their reference checks and employment verification by contacting their previous employers and verify the achievement written on the resume. The last screening is criminal history to ensure they are free from outlaw activity that could bring harm to company image. However, if the background checks turn out negative, Google has the right to pull the job offer by sending the candidates a notification to comply with the Fair Credit Reporting Act. Candidates who passed the screening will proceed to the next stage which is employee boarding.

Step 5: Employee Onboarding

Once the candidate passes the background check stage, Google proceeds with a "just in time" system to avoid the delay in work. While onboarding, the department manager will send an email to the candidate who successfully secured a place in the company. The emails are for reminding the candidates to be prepared with the responsibility for the job. The candidates now is a new hire and the content including:

- Discussing with the new hire their job prospect and responsibility
- Assign them with a partner as a buddy to assist them in the position
- Set up monthly check-in for the new hire in their first year and a half working in the industry
- Acknowledge the new hire an open policy to encourage the new hire to look for the manager for questions and inquiries

This method has proved a positive effect on this system as it balances the management aspect and personal aspect. This system establishes a good relationship between manager and new hire as managers are able to communicate and give instruction clearly and new hires can perform more and building themselves.

III. SELECTION AND INDUCTION

Employee Training at Google

Google identifies the need for a new human resource by needs analysis to meet company current situation. Google used different types of analysis before decide the hiring training program such as organizational analysis, work analysis, and cost-benefit analysis. The organisational needs is an analysis to determine the essence of a new product or new human resources corresponding with the human resource requirement. Work analysis is used to determine a new job created that is needed and the specific requirement to fulfil the position of responsibility. The cost-benefit analysis is to measure the benefit from practical training programs and the cost of activities investment.

Google's Human Resouce management provides a combination of program design in related models and the results-oriented approach for training purpose. Google focuses on a training method that encourages the relationship between trainee and employee to ensure a positive internal culture continued. The relational model type of program design enhances trainee creativity and innovative work scope. Google invested more on their employees work satisfaction and happiness to create a creative work environment. Google also focus on result-

oriented program design training to facilitate trainee learning. This help to improve better outcome in trainee performance and ensures that Google's human resources are effective.

There are various types of training programs that are set by Google's human resource management such as discussions, simulations and on-the-job training. Discussion is essential while training to ensure two ways communication involving the trainer and trainee. Two ways of communication encourage rich communication and could be a help in obtaining maximum feedback from the trainee. Next training program is through simulation. This help trainee to understand better the responsibility, work task, specify projects and potential product. Trainees also are exposed to on-the-job training to empower their job scope and maximize the transfer of knowledge in a practical way.

An evaluation was created by Google on employee training to determine the effectiveness of the trainee. It is also to evaluate the program impact to develop better human resources management. The evaluation is based on what the trainees learnt and their reaction. Their reaction could be measured by the results of training programs such as skills, knowledge and ability.

IV. PERFORMANCE APPRAISAL

Google has seven performance management of human resources tools and processes to sustain company performance and growth. The performance measurements are:

- annual performance
- monthly performance check-in
- Googlegeist survey
- annual upward feedback survey
- meritocracy
- objective and key result (OKR).

The first performance measure is the annual performance review. There will be monthly performance check-ins for one to one on their working themes such as their career development, coaching, and personal issues if any. Next, Googlegeist is a regular engagement survey that covers almost everything to be measured. Annual Upward Feedback Survey is a feedback review from supervisors on their direct reports which is almost the same as "360-degree review". Meritocracy is compensating people unequally based on their performance through prizes, bonus and stock equity. The last performance measure for Google is objectives and key-results that are based on traditional goals such as balance scorecard.

4.1 Performance reviews

The first performance measure is annual performance review as this is a norm for every company and this includes mid-year checkpoint. There are two parts of annual performance which are the "preview" and at the end of the semester. The measurements take place between October and November. This measurement considers two things of employees performance. The result of their work and the behaviour of the employee. All this performance measurement needed the employee itself to judge their work first. Followed by peer-reviews and those who have authority on the employee. As we measured each other's performance, Google has set criteria for clear judgement. The criteria are Googleyness, Problem-solving capability, high quality of work without guidance, leadership way of thinking and ability to stand out.

4.2 Self-Evaluation

The self-evaluation also will be conducting the same five criteria listed above. The first criteria are Googleyness means how the individual behaves as the Google culture works. The second criteria are a problem-solving capability that measures the analytical skill of the employer. Next is execution where a high quality of work is measured without guidance. Leadership way of thinking measurement takes place when the leadership skill of an employee in managing the client or mentoring a clique in guidance. Lastly is the capability to present by trying to stand out in the company. There are five ranges of the measurement from "never demonstrates" to "always demonstrated".

4.3 360-Degree Feedback

Google's 360-degree feedback is a review process from the manager based on an employee's direct report. The purpose of this performance measure to avoid biased and firm impression as some of the employees might have a close relationship with the manager. Thus, this peers review and opinion will be a contribution to this performance review. This process will assign representatives from an agreed fair sample of peers to participate in the evaluation. The employee itself will suggest a shortlist of their peers and discussed with the manager to ensure the peers really know the employee well for a clear evaluation. The peers are assigned to make an evaluation based on three different areas which are:

1. The strength of an employee on what are the things that he or she do the best?
2. The weakness of the employee such as which part of their job need improvement or working on developing?
3. Contribution on a specific project that they might work on together

4.4 Calibration

Calibration is a process where all managers sit together in a group analysis their employee's draft rating that is made by a manager after going through self-evaluation and peer-reviews. It takes five to ten managers to measure the performance as each manager has different expectations and performance standards which brings fairness to the employee. As it is discussed in the group, this help to reduce employee removes their pressure on performance rating though they will analyse individually, the managers will set a fair rating. There is five range of calibration results:

1. Needs improvement
2. Consistently meets expectations
3. Exceeds expectations
4. Strongly exceeds expectations
5. Superb

4.5 Outputs

After the managers settled with calibration, there are two meetings will be held. The first one is a meeting for the feedback given based on peers evaluation and managers review in the calibration process. The second meeting is about compensation and promotion. Both of these meetings will be held differently and will be held at least a month apart to avoid any influence thought and to ensure quality.

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