

10,000

VISION 2020

TALENT RISING



TENTH ANNUAL LCLD MEMBERSHIP MEETING

What's Working

Using AI to Expand Your Talent Pool: Predicting Talent Success While Reducing Bias

Brad Butwin and **Mary Ellen Connerty** | O'Melveny & Myers LLP

1,300 Candidates Seen



20-30 Minute Interviews















O'Melveny Goals for Pymetrics

- **Address bias in the OCI hiring process**
 - Add a data point to the decision making process to increase diverse applicant pool and hires
- **Respond to requests that the firm take new steps to increase the diversity of our hires and to recruit at additional schools**

What Is Pymetrics?

Required Games

<p>Money Exchange 1</p>  <p>☑</p>	<p>Keypresses</p>  <p>☑</p>	<p>Balloons</p>  <p>☑</p>	<p>Money Exchange 2</p>  <p>☑</p>
<p>Digits</p>  <p>☑</p>	<p>Easy or Hard</p>  <p>☑</p>	<p>Stop 1</p>  <p>☑</p>	<p>Cards</p>  <p>☑</p>
<p>Arrows</p>  <p>☑</p>	<p>Lengths</p>  <p>☑</p>	<p>Towers</p>  <p>☑</p>	<p>Faces</p>  <p>☑</p>

Cognitive Aptitude

- 2x as predictive as job interviews
- 3x as predictive as experience
- 4x as predictive as education level

Pymetrics Measured Traits



Memory

Measures ability to remember information



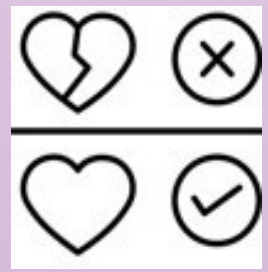
Learning

Measures learning speed, style, effect of setbacks on learning performance



Fairness

Measures perception of fairness



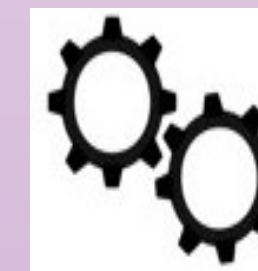
Altruism

Measures interpersonal interactions



Trust

Measures how trusting people are in interpersonal situations



Processing

Measures information processing speed and pattern recognition



Flexibility

Measures ability to switch between tasks



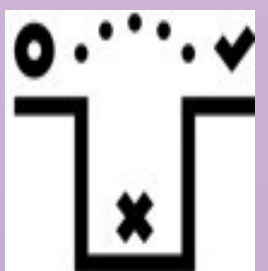
Emotional Intelligence

Measures ability to read emotions based on facial expressions



Attention

Measures sustained attention, inattention, and impulsivity



Risk

Measures risk propensity and response to situations with risk



Effort

Measures willingness to expend effort



Planning

Measures planning, sequencing, processing, and problem-solving

How Pymetrics Works



All associates played the Pymetrics games, but the **top-performing** associates' traits were used for the model.



Pymetrics analyzed the top-performing associates' **trait data**



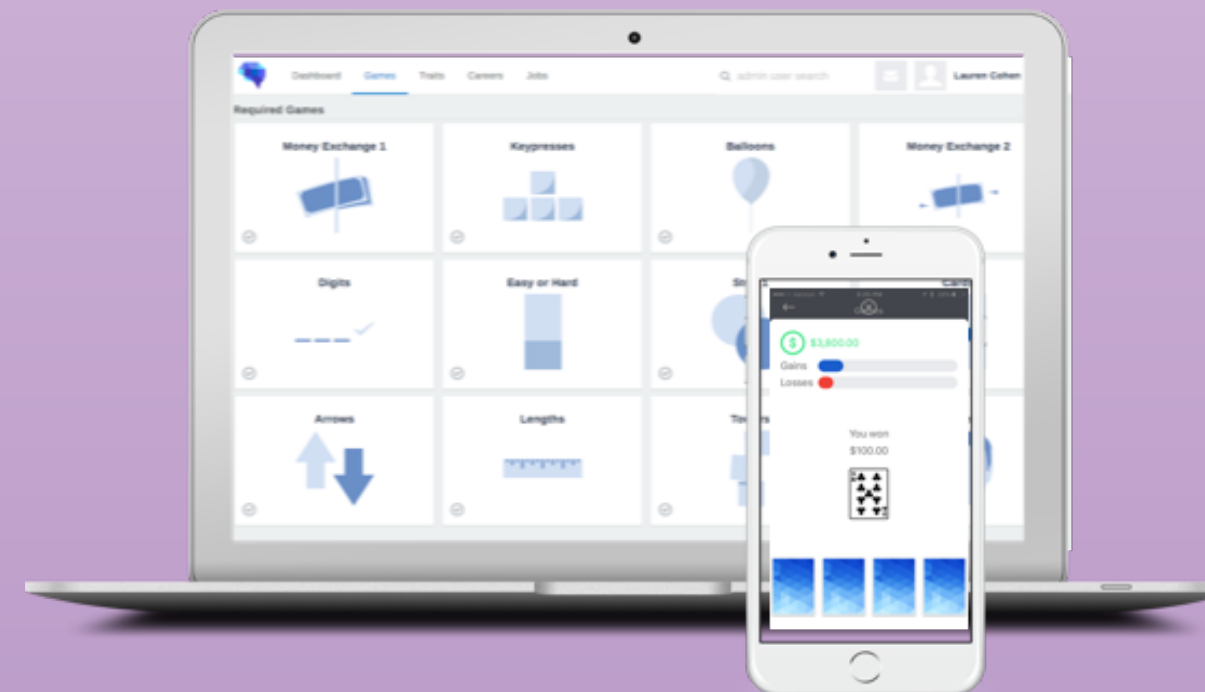
Pymetrics identified trends and created a composite **success profile**.



Pymetrics built a **custom algorithm** specifically for the associate role.



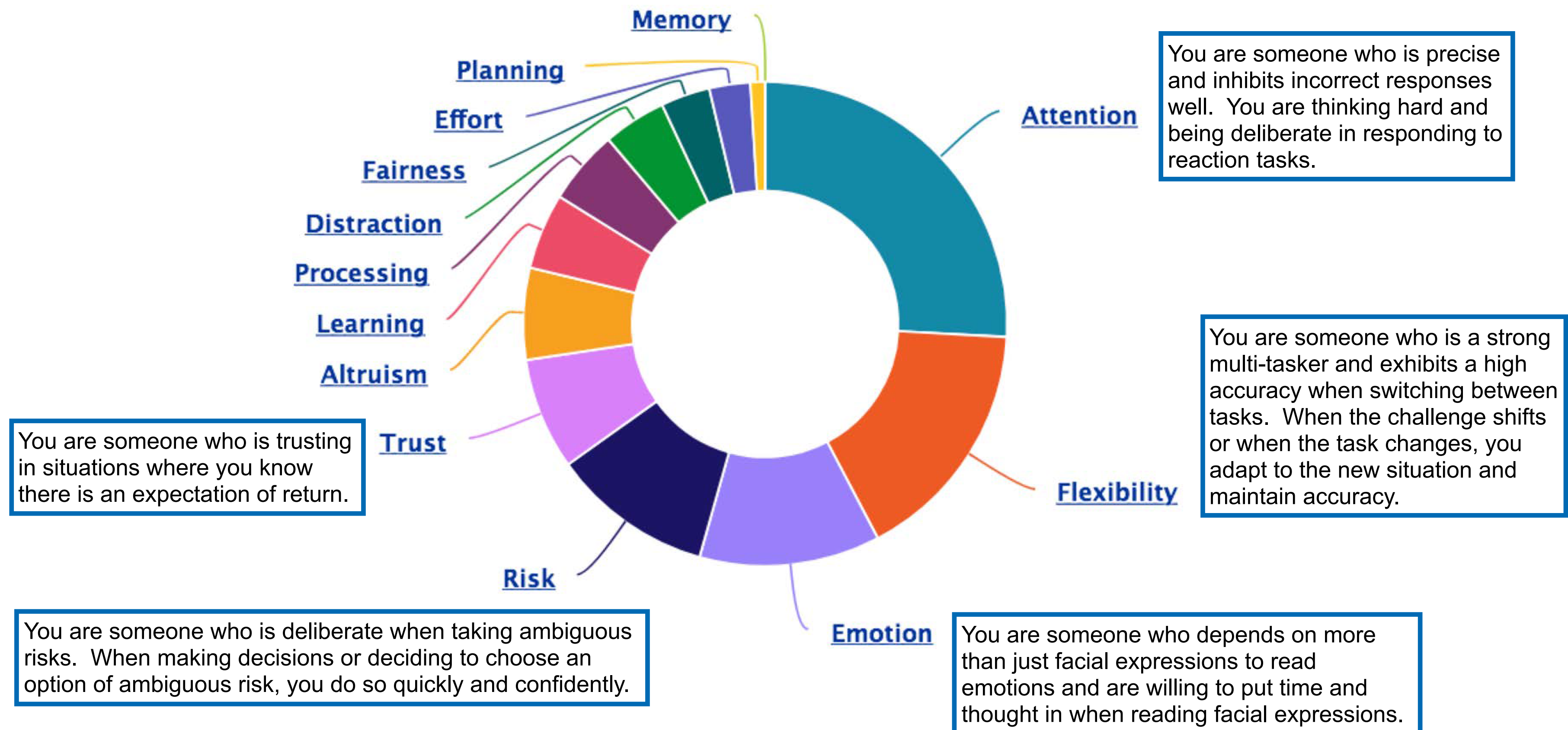
Each candidate was assigned a **match band** based on their gameplay data.



Pymetrics **removed bias** by using open sourced AuditAI,* which checks for bias within the algorithm. If bias existed, Pymetrics used statistical methods to remove it.

*<https://github.com/pymetrics/audit-ai>

O'Melveny Associate



Early Data: Count of Pymetrics Match Bands

	All Callbacks	All Offers	No Offers
Highly Recommend	56.85%	60.09%	49.11%
Recommend	18.86%	18.86%	20.53%
Do Not Recommend	24.29%	21.05%	30.36%
	100.00%	100.00%	100.00%

Our Challenges

Innovation is hard

- “Data is a dangerous tool that people often misuse when they don’t understand how it was created/obtained and what it actually means.”
- “I worry that adding this to the process will further stymie our diversity.”
- “We can’t add more stress to the students during OCI.”
- “Isn’t there bias in selecting the ‘top performing’ associates for the model?”
- “Don’t you want associates with a diversity of traits?”

Being first is harder

- “I understand that this idea is very well-intentioned, but it feels like a company, struggling to compete on diversity, choosing the shiniest object...”
- “Has any law firm done this?”

There were many interested/concerned parties:

Law Schools

Students

Our Attorneys

It Was Worth It

- “Pymetrics could help earn the trust of a more diverse group of candidates at OCI, and could even help interviewers check their biases.”
- “At the reception last night the students were raving about Pymetrics. They thought it was great that we are doing it!”
- “I think it's great that OMM is at the forefront when it comes to Diversity and Inclusion in the legal industry, and I hope to have the opportunity to try out Pymetrics and interview further with the Firm.”
- “All the callback candidates thought pymetrics was great and appreciated us having another data point to consider.”

How We Did It

- Pilots
- Communications
- Face-to-face meetings
- Engaged students and our associates
- Created model
- Reached out to non-OCI schools
- Required all 2019 callback candidates to play
- Used the Match Band as one additional data point in decision process
- Now considering application to pre-OCI interviews and to the lateral hiring process

Top 3 Implementation Learnings

- 1. Stay the course:** Have courage in the face of challengers.
- 2. Allow sufficient time for socialization:** Process took a little over a year.
- 3. Your vendor must be your full partner:** Pymetrics was invaluable to us in internal and external meetings.

A Little About Pymetrics

FORBES, September, 2019

AI 50: America's Most Promising Artificial Intelligence Companies

Headquarters: New York City Founders: Frida Polli (CEO) Funding: \$56.6 million

Valuation: \$190 million, via Pitchbook

Online recruiting platform Pymetrics helps companies find the right hires by looking beyond experiences and skills on a resume. Its more than 80 enterprise customers, including LinkedIn, Accenture, MasterCard, and Unilever have current, top-performing employees complete the platform's set of assessments. Pymetrics gleans key emotional and cognitive traits for different roles so when job seekers apply to work at one of those companies and complete the challenges themselves, they're paired with jobs that are the best fit. Companies can also use the platform for internal career development. "It makes the process more efficient with better outcomes, and **increases diversity tremendously**," says CEO and neuropsychology PhD Frida Polli. **Pymetrics open-sources its algorithm auditing tool, aimed at preventing its systems from reinforcing gender or ethnic bias.**

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Questions?

Want to know more?

Visit LCLD's What's Working Portal at:
lclldnet.org/whats-working

