Codes of Conduct: Questions

- Are codes of conduct even effective or practical? Are they really necessary?
- Is it fair to require people to refrain from actions or speech which they consider non-offensive but others might find offensive?
- Do we have a right to not be offended? Should we be protected from offensive speech or actions?

Lecture Overview

- Hiring
- Negotiation
- Non-Compete agreements
- Non-Disclosure agreements
- Promotion
- Work Life Balance
- Burnout

Technical Hiring

Tech companies like Google are famous for their difficult job interview process, and many other corporations have followed suit.

From brain teasers to group interviews and behavioral questions, businesses use different techniques to find the best possible hire for their openings.

Vendors estimate that about 2% of applicants receive offers

Great Interview Questions

What attracts you most to this position and company?
What was the best thing about your last job?
Tell me about a time you had a difficult working relationship with a colleague.
What was the challenge, how did you address the situation and what did you learn from the experience?
What is a development area, a deficit, or a gap that you’ve had to overcome or improve in your career?
How was that identified, and what did you do to improve?
What are two of the most satisfying accomplishments in your career?
Tell me about each of them.
Do you have any questions for me?

Hiring

Once people are candidates, they may not be completely honest about their skills or interests—because they want to be hired—and employers’ ability to find out the truth is limited.

It’s not surprising that Google has found a way to do this with gamification: Job seekers see what the work would be like by playing a game version of it. It should be easy for candidates to learn about a company and a job, but making it really easy to apply, just to fill up that funnel, doesn’t make much sense.

During the dot-com boom Texas Instruments cleverly introduced a preemployment test that allowed applicants to see their scores before they applied. If their scores weren’t high enough for the company to take their applications seriously, they tended not to proceed, and the company saved the cost of having to process their applications.

Hiring: The Good, The Bad, and The Ugly

Break up into small groups of 4-6 people:
- Share your internship/job hiring experience (15 minutes)
- Discuss the following questions:
  - What was your overall impression of the process?
  - How did you prepare for the interview? What resources did you use?
  - Do you think the process is effective? If not, how can it be improved?
  - Rank the following in terms of importance to landing a job:
    - Technical skill, soft skills, raw talent, connections, preparation, luck.
- One person should record a summary of the discussion
Tech Industry Hiring

LinkedIn recently found the most in-demand skills for 2019 are in technical skill categories like cloud computing, artificial intelligence and analytical reasoning.

(By some estimates) there are 700,000 unfilled IT jobs in the U.S.

Job Offer

Salary Range

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>0-24,999</td>
<td>10%</td>
</tr>
<tr>
<td>25,000-49,999</td>
<td>20%</td>
</tr>
<tr>
<td>50,000-74,999</td>
<td>30%</td>
</tr>
<tr>
<td>75,000 – 99,999</td>
<td>20%</td>
</tr>
<tr>
<td>100,000 – 124,999</td>
<td>15%</td>
</tr>
<tr>
<td>125000(+)</td>
<td>5%</td>
</tr>
<tr>
<td>N/A</td>
<td>0%</td>
</tr>
</tbody>
</table>

Hiring: All Things Considered

- Is the typical tech hiring process fair?
  - How does the typical tech hiring process compare to other fields or situations?
- How would you change the tech hiring process?

Hiring and Diversity

To me, diversity is not a demographic measurement.
Instead, it is the hallmark of a thriving ecosystem and a key factor required for survival of the fittest companies and industries.
Consider the creative skills outside of traditional IT, like entrepreneurial thinking, art and music. Individual creative experiences are what drive new ideas and solutions.
Our industries and our companies need people who can think differently and make unique contributions that will move us forward.

Negotiation: Weighing benefits and costs

Pros
- Make more money, better benefits
- Base salary is used for future promotions and raises
- Negotiating never makes (worthwhile) offers worse

Cons
- Possibility of company rescinding offer
- Sow mistrust and misgivings
- Appear arrogant and self-centered
### Negotiation: Amateur Tips

Do not start negotiating until you already have a “Yes-If” (agree to hire if terms met)
- Never give a number you haven’t researched or are not comfortable with
- Consider more than salary (work settings, benefits, etc.)
- Be humble and avoid adversarial language

### Negotiation: Relational Account

The "I-We" strategy:
1. Explain to your counterpart why it’s legitimate for you to be negotiating
2. Signal to your counterpart that you care about organizational relationships
   “I don’t know how typical it is for people at my level to negotiate, but I’m hopeful that you’ll see my skill at negotiating as something important that I can bring to the job.”

### Negotiation: Do or do not, There is no try

- What advice have you been given?
  - Did you follow that advice?
  - Why or why not?
- What makes negotiation so difficult?
  - Are there ways to mitigate this or make the process easier?
- Is the fact that negotiation happens at all ethical?
  - What if it puts certain groups at a disadvantage?

### Negotiation

At the end of the day, with every technology company now offering a competitive salary, money is not what keeps your employees happy, and it’s not what will move the needle on innovation within your team.

### Employees and Trade Secrets

- Employees are the greatest threat to trade secrets
  - Unauthorized use of an employer’s customer list, processes, methodology
  - Customer list is not automatically considered a trade secret
- Nondisclosure clauses in employee’s contract
  - Enforcement can be difficult
  - Confidentiality issues are reviewed at the exit interview

### Employees and Trade Secrets

**Noncompete agreements**
- Protect intellectual property from being used by competitors when key employees leave
- Require employees not to work for competitors for a period of time
  - Wide range of treatment on noncompete agreements among the various states
# Non-Compete Agreements

Watch this before you sign a non-compete agreement  
https://www.youtube.com/watch?v=TkiJ7M20nLE

# Amazon non-compete

Amazon Non-Compete Agreement  

# Google Anti-compete

Amazon non-compete case Google  
https://www.theregister.co.uk/2014/07/02/amazon_non_compete_case_google/

# Case Study: Wage Suppression

Four of the largest technology companies (Google, Apple, Adobe, Intel) tentatively settled a class action brought by 64,000 of their engineers, who accused them of agreeing not to solicit one another’s employees. The amount of the settlement was not released, but people with knowledge of the deal said it was in the neighborhood of $300 million. As a result of all these machinations, the suit claimed, the mobility and income of the engineers suffered.  
- NYTimes  

# Non-Disclosure Agreements

"A confidentiality agreement (CA) (also known as Nondisclosure Agreement) is used when the owner of confidential information plans to disclose that information to another party and wishes the information to remain confidential. By signing a confidentiality agreement, the recipient accepts the obligation not to disclose the confidential information covered by the agreement."

# Case Study: The Insider

Based on story of Jeffrey Wigand, who blew the whistle on tobacco tampering at Brown & Williamson.  
- Started working for company in 1989 and later fired in 1993  
- Claims he was fired because he knew about addition of addictive additives to cigarettes  
- Appeared on CBS in 1996 to reveal company secrets despite having signed a NDA
**Discussion: The Internship Offer**

I have a huge dilemma and I’m sort of freaking out. I attended the career fair in the fall, met with AlliedCorp, interviewed, and eventually received an offer. It was super early in the job search process, but I thought it was an awful idea for me to turn down the first internship offer I’ve ever gotten. A few weeks ago, I got an email from BiglyTech to follow up on my resume I handed in at the career fair. They had me do a coding challenge, a whiteboard interview. I have not had a clear offer yet, however, I just talked with a talent acquisition member who said they will be sending me an offer in the next two days.

It’s basically been a dream of mine to work at BiglyTech. I really want to take this offer, but that would mean I break a bunch of the rules of the Career Center… I really don’t know what to do. I think if I were to intern at BiglyTech and I gave it my all, there would be a decent chance I’d get a return offer. This is like a huge decision and I don’t want to be forced into sticking with AlliedCorp because of the Career Center. AlliedCorp has it outlined in their offer that the internship can be terminated by either party at any point in the process. I just need some advice. Is there anyway I can take my BiglyTech offer?

**Promotion: Stack Ranking**

- **Introduction to Stack Ranking**

**Promotion - Ethics**

- Why has stack ranking been so popular?
  - Stacked ranking is an employee evaluation method that slots a certain percentage of employees into each of several levels of performance.
  - Stack ranking is a practice in which managers are asked to rank employees on a curve according to their performance with those at the bottom placed on "performance improvement plans" or fired straightaway.
- Why is it falling out of favor?
  - Proponents of stacked ranking claim that it motivates mid-range employees to aspire to top-level ranking, increases profits and clearly identifies underperformers.
  - Critics of the model argue that it discourages cooperation, encourages unethical behavior and hampers staff cohesiveness and morale.
- What are some possibly more ethical means of evaluating job performance?
- How big of a factor did the means of evaluation and promotion play into your job decision?

**Having it all**

Having it all means having a family life and a rewarding career without having to sacrifice one for the other.

**Work Life Balance**

Work life balance is a method which helps employees of an organization to balance their personal and professional lives.

It is an important concept in the world of business as it helps to motivate the employees and increases their loyalty towards the company.

**Work Life Balance**

Work-Life Balance does not mean an equal balance. Trying to schedule an equal number of hours for each of your various work and personal activities is usually unrewarding and unrealistic. Life is and should be more fluid than that. Your best individual work-life balance will vary over time, often on a daily basis. The right balance for you today will probably be different for you tomorrow. The right balance for you when you are single will be different when you marry, or if you have children; when you start a new career versus when you are nearing retirement.
Work Life Balance

There is no perfect, one-size fits all, balance you should be striving for. The best work-life balance is different for each of us because we all have different priorities and different lives. However, at the core of an effective work-life balance definition are two key everyday concepts that are relevant to each of us. They are daily Achievement and Enjoyment, ideas almost deceptive in their simplicity.

Work-Life Balance: Questions

- What does it mean to have it all?
- What examples of having it all (or not having it all) do you have?
- What prevents us from having it all?
- Is it realistic to try to have it all?

Mobility

Retention is key in a competitive hiring market, and the cost of finding new talent is high. To empower existing employees, provide ongoing education for new skills and opportunities for employees to work cross-functionally to adapt to new responsibilities. Employee training can come in many forms — mentoring, instructor-led lectures, agile projects and hands-on experimentation — and research shows both companies and employees reap the benefits of training, whether that means increased retention or just overall job satisfaction. And the burgeoning gig economy all but ensures that we’ll end up working with each other across multiple companies and projects as the years unfold, so eventually, no investment in training goes to waste.

Mobility

At the end of the day, with every technology company now offering a competitive salary, money is not what keeps employees happy, and it’s not what will move the needle on innovation within a team. Team members stay and produce value when they have responsibility for challenging projects, solve interesting problems and continue learning and growing in a dynamic environment.

Mobility

Retention has become tough: Companies hire from their competitors and vice versa, so they have to keep replacing people who leave. Census and Bureau of Labor Statistics data shows that 95% of hiring is done to fill existing positions. Most of those vacancies are caused by voluntary turnover. LinkedIn data indicates that the most common reason employees consider a position elsewhere is career advancement—which is surely related to employers’ not promoting to fill vacancies.

Mobility: Should I Stay or Should I Go?

- Is it ethical to constantly leave jobs in order to get more money?
- Is it ethical for companies to require employees to sign non-competes which limit their mobility?
- Is it ethical for companies to enter into “non-poaching” agreements?
Job Burnout

Job burnout is a special type of work-related stress — a state of physical or emotional exhaustion that also involves a sense of reduced accomplishment and loss of personal identity.

Burnout is characterized by emotional exhaustion, cynicism and ineffectiveness in the workplace, and by chronic negative responses to stressful workplace conditions. Burnout is a reaction to prolonged or chronic job stress and is characterized by three main dimensions: exhaustion, cynicism (less identification with the job), and feelings of reduced professional ability.

Job Burnout

As with any illness, symptoms of burnout change from person to person, however these five stages are commonly observed:

Honeymoon Phase.
- When we undertake a new task, we often start by experiencing high job satisfaction, commitment, energy, and creativity.

Onset of Stress.
- Awareness of some days being more difficult than others. You may find your optimism waning.

Chronic stress.
- Marked change in your stress levels, going from motivation, to experiencing stress on an incredibly frequent basis.

Burnout.
- Continuing as normal is often not possible, and it’s key that you seek intervention.

Habitual Burnout.
- The symptoms of burnout are so embedded in your life that you are likely to experience a significant physical or emotional problem.

Burnout: Questions

- What are your experiences with burnout?
- What are some ways to avoid burnout?

Discussion

Break up into small groups of 4-6 people (15 minutes):

- Discuss the following questions:
  - What does it mean to have it all?
  - Do you have to love your job?
  - How do you prevent (or recover from) burnout?
  - Rank the following in terms of importance:
    - Career, Hobbies, Family, Friends, Spirituality

- One person should record a summary of the discussion