

# Agile Hiring: Looking for a Long-term Relationship

[Date]



Welcome & Introductions

## Veterans United

- No. 1 VA lender in 2018
- Three consecutive years as the No. 1 VA purchase lender
- Account for 10.7% of all VA purchase volume
- 24 branch locations near military installations

**FORTUNE**  
**100**  
**BEST**  
**COMPANIES**  
**TO WORK FOR**  
2019

- Service 46,000 loans totalling more than \$10.5 billion
- 97.8% of customers would refer to family and friends
- Nearly 2700 employees
- Corporate offices in Lenexa and Irving. Opening in St. Louis!



### Introduction to Veterans United.

23 of 100 for Fortune's Best Companies to work for.

## Who We Are

### VA Loans



### Lighthouse



Lighthouse Program Gives Hope to Struggling Family

### Veteran Support



2018 People Magazine's Companies That Care No. 12

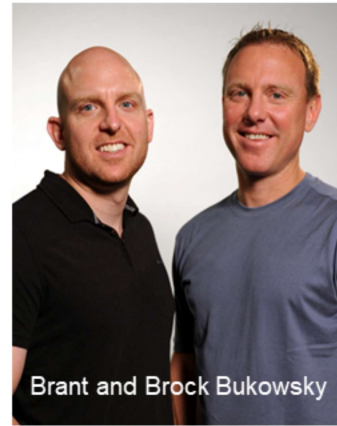
More than 90% of Veterans United employees donate at least 1% of their income to serve veterans, local communities and one another in times of need.

#### Enhancing the Lives of Veterans and Military Families

Veterans United Foundation has raised more than \$21 million for Veteran organizations, military families and the local communities we serve.



### Family Owned



Brant and Brock Bukowsky

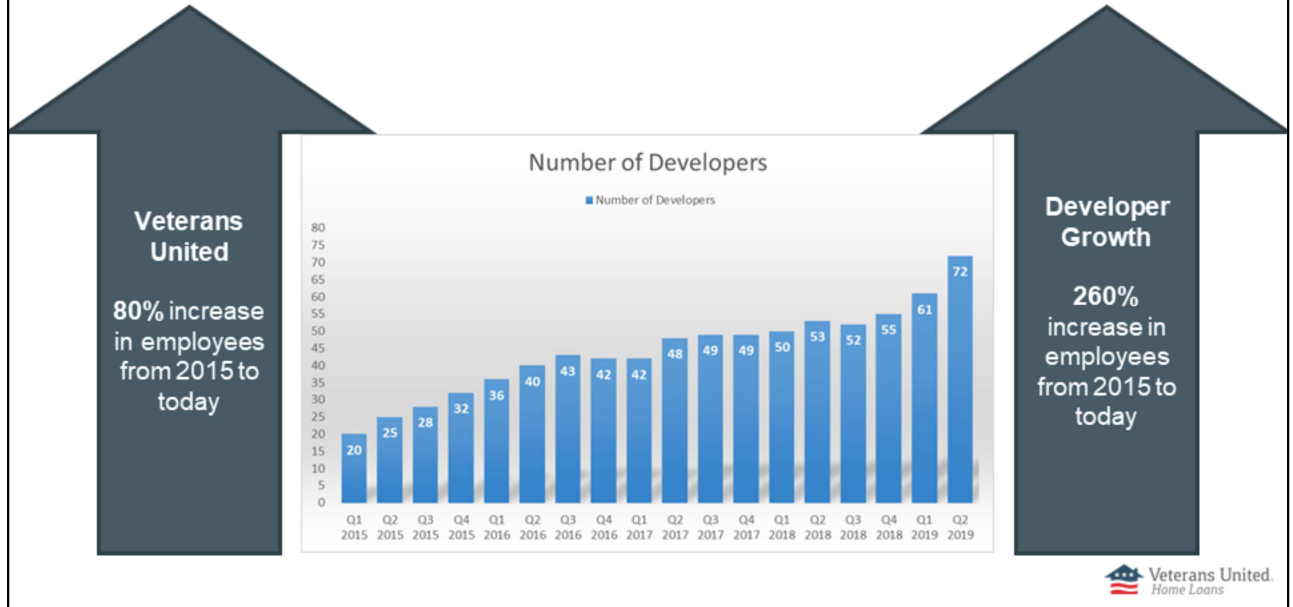
#### Driven by our values

- Be Passionate and have fun
- Deliver results with integrity
- Enhance lives every day



Our Company Culture and Why its Important to us and Hiring

## Growth at VU



Growth Experienced

# Persona of a Good Team Member

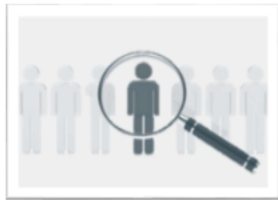
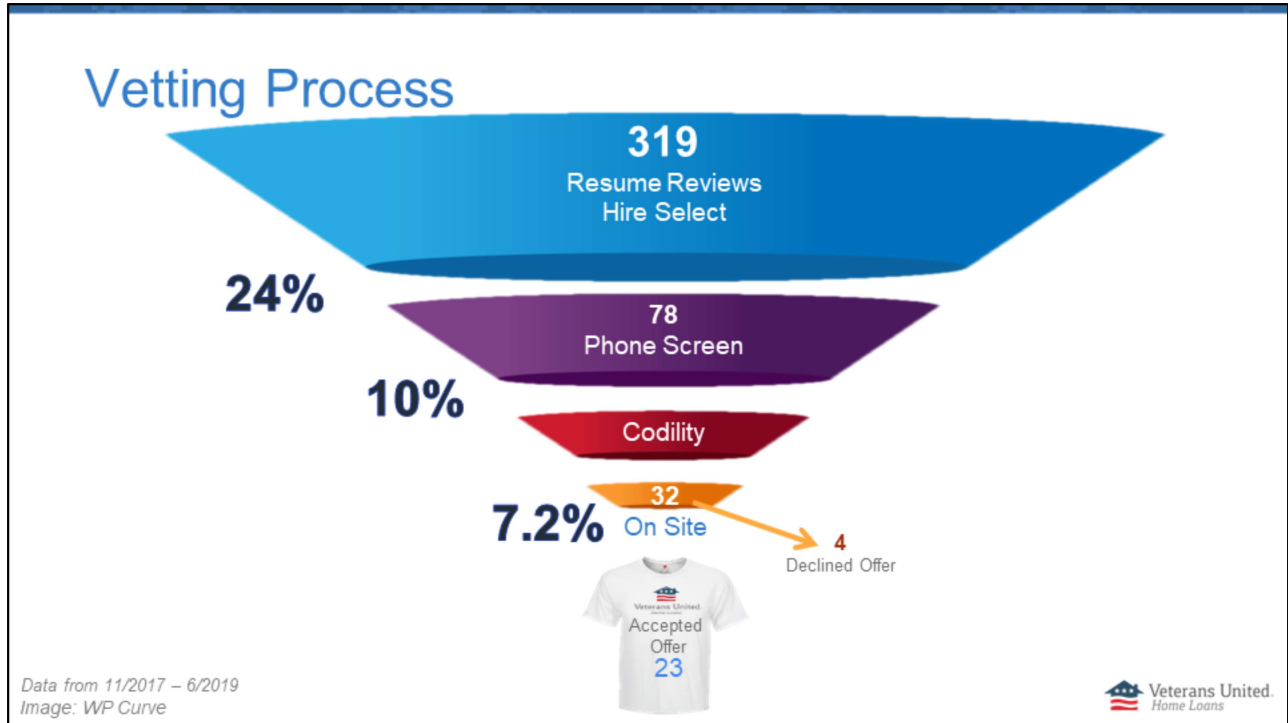


Image: Business2Community.com

What is the most important quality you seek when interviewing a candidate?

Interactive Discussion on Technical VS Culture Importance



Process for Vetting. Demonstrate Rate of Rejection at Various Stages.

This is reflecting on developer position in Columbia, MO.

# Cost of an Unsuccessful Hire

U.S. Department of Labor:  
The price of a bad hire is at least 30% of the employee's first-year earnings

Well-known recruiter Jörgen Sundberg puts the cost of onboarding an employee at \$240,000

Zappos CEO Tony Hsieh once estimated bad hires had cost the company "well over \$100 million."

Data from Forbes, "The True Cost of a Bad Hire" (2016)



What costs have you experienced when an unsuccessful hire has been made?

Interactive Discussion Regarding Impact of Hire on Company, Tangible and Intangible.

# The Interview Day



Time	Session	Interviewer(s)
8:30 – 9:00	Meet and Greet	Vice President of Software Services
9:00 – 10:30	Pairing Session	Two VU Developers
10:30 – 10:45	Tour	Site Coordinator
10:45 – 11:30	Developer Panel Interview	Two VU Developers
11:30 – 12:00	Leadership Interview	Two Managers
12:00 – 1:00	Lunch	Prior Interviewers, Other Team Reps
1:00 – 1:15	Goodbyes	Vice President of Software Services
1:15 – 1:30	Interview Decision	All VU Interview Reps



Explaining Current Process and How we Got Here.



## Codility: Sample Question

Write a function:

```
public int[] solution(int[] changeInDrawer, int salePriceInCents, int dollarsPaid);
```

that, given a zero-indexed array `changeInDrawer` consisting of 4 integers, an integer `salePriceInCents` and an integer `dollarsPaid`, returns an array of integers that represent the coins given for change from the transaction. The `changeInDrawer` array means:

`changeInDrawer[0]` is the number of quarters

`changeInDrawer[1]` is the number of dimes

`changeInDrawer[2]` is the number of nickels

`changeInDrawer[3]` is the number of pennies

Similarly, the returned array should contain the number of quarters, nickels, and pennies (in that order).

You should return an array of integers.

You should update the change in the drawer.

For example, if one called `solution([1,0,0,0], 100, 100)`, the function should return `[0,0,0,0]` since we used all the quarters.

solution.cs x

```
1 using System;
2 // you can also use other imports, for example:
3 // using System.Collections.Generic;
4
5 // you can write to stdout for debugging purposes, e.g.
6 // Console.WriteLine("this is a debug message");
7
8 class Solution
9 {
10     public int[] solution(int[] changeInDrawer, int salePriceInCents, int dollarsPaid)
11     {
12         // write your code in C#
13     }
14 }
```

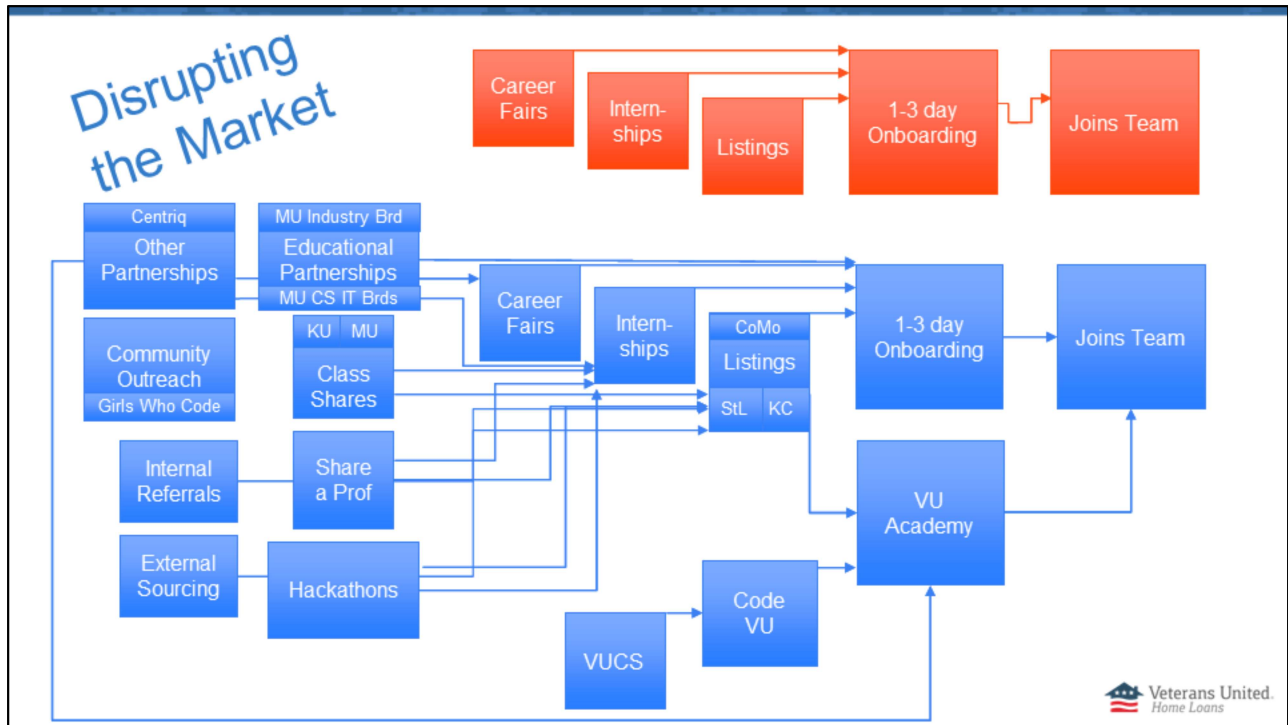
- JimR

# Codility: Report

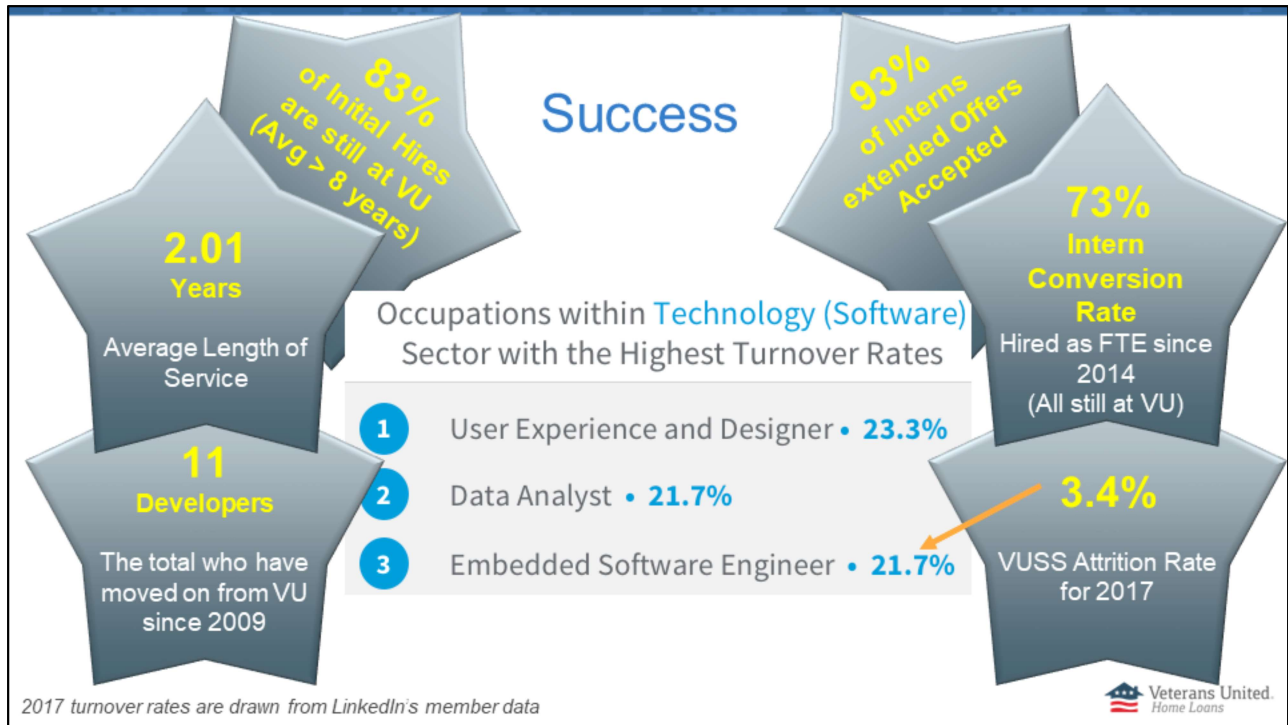
The screenshot displays the Codility report interface. On the left, a sidebar contains navigation options: TESTS, CODELIVE, SESSIONS, and TASKS. The main content area is titled "Candidate Report: Anonymous" and shows a "Test Score" of 100% (100 out of 100 points). Below this, the "TASKS DETAILS" section lists a task named "1. VU Coins" with a description: "Make change from coins in a change drawer". The task description includes a function signature: `public int[] solution(int[] changerDrawer, int salePriceCents, int dollarsPaid);` and a brief explanation of the parameters. The right side of the interface features a "Task timeline" with a progress bar and navigation controls. Below the timeline, a code editor displays the following Java code:

```
1 public class Change
2 {
3     public int m_quarters=0;
4     public int m_dimes=0;
5     public int m_nickels=0;
6     public int m_pennies=0;
7
8     public Change()
9     {
10    }
11
12    public Change(Change change)
13    {
14        this.m_quarters = change.m_quarters;
```

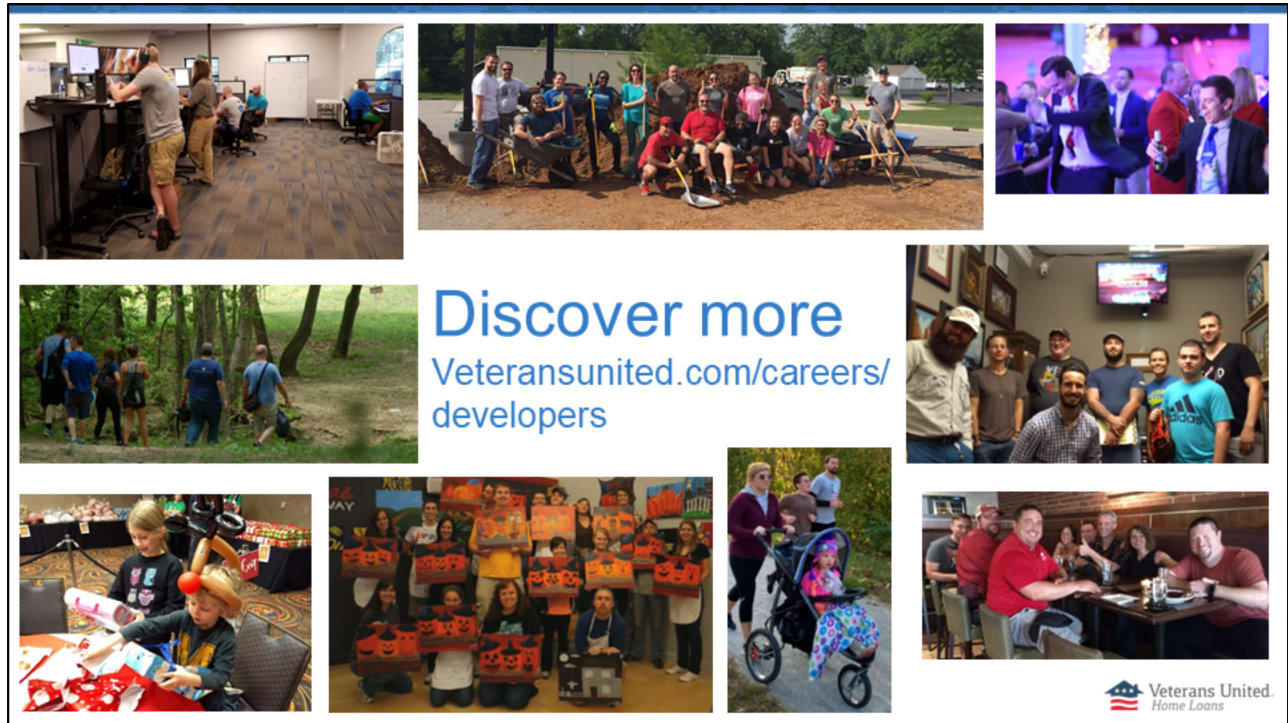
JimR



Discuss Most Impactful Methods Veterans United has used to Bring in Additional Great Hires.  
 Q&A on Specific Recruiting Tactics



Demonstrate Impact Veterans United's Hiring Practices has had on our Long-term Outcomes.



Final Wrap Up and Additional Q&A