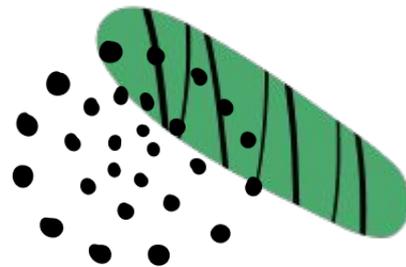


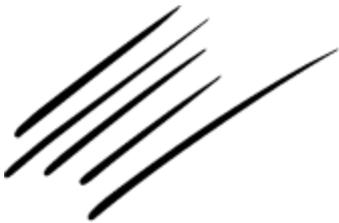
The road to online recruiting success



It's about

- Hiring developers - what is it?
- Is your hiring process broken?
- Six traps along that way and how to avoid
- How to prevail against unconscious bias
- Remote onboarding optimization
- How to promote job ads and better understand the target audience
- What to tell? Authenticity as goal





Recruiting Developers

What is it?

An expensive and massively growing challenge



“Did you know that hiring a developer can cost you up to €57,700 in recruitment agency fees, management time and productivity loss?”

Source: devskills.com

Hiring the top technical talent is a challenge universally faced by recruiters. Given that even non-technical companies now need developers to grow, the level of competition is heavily increasing. In order to consistently hire people who fit your organization and have the right skills, you need to follow a process you can easily replicate and optimize.

Hiring developers is **Teamwork**

HR-Director

HR Directors are responsible for developing strategic solutions in order to streamline the whole recruitment process in the very competitive IT market. They make sure that their teams recruit in an easy, quick, and effective way.



Tech-Recruiter

Tech Recruiters play a crucial role on the front line of the recruitment process. They are mainly responsible for hiring top performers who will increase ROI and help the company create a competitive advantage.

Senior-Developer / CTO / Tech Leads

CTOs, Tech Leads, and Senior Programmers always have their full hands. As if managing an IT team and meeting deadlines with programming projects wasn't demanding enough, the IT department is often responsible for assessing the technical skills of new candidates because they are the only ones that have the skills and the know-how to do that. They often feel frustrated because they have to waste their time on weak candidates over and over again.

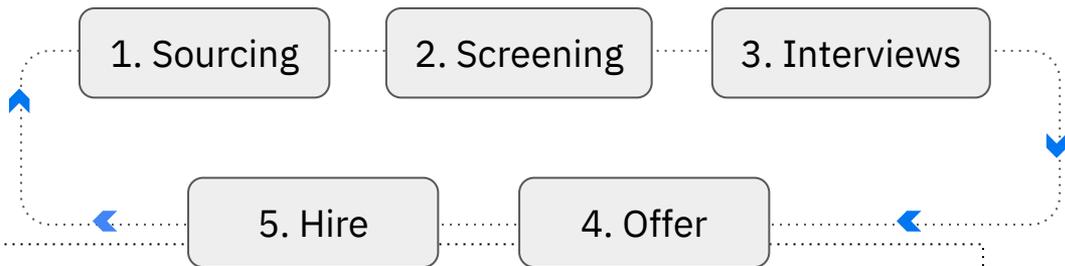
Recruiting and hiring developers is not a one-person job; it requires teamwork. The whole company has to work hand in hand in order to hire the best software developers. The best tech candidates are hired on the spot, so it's essential to bring them in as quickly and efficiently as possible. It is impossible to do this without the right skill sets and well-defined processes in all areas.

That means:

*“To attract top tech talent, you need to develop a **proactive, quick, and cost-effective recruiting strategy** which is virtually impossible if these three professional groups don’t cooperate.”*



5 steps we normally go



Sourcing

Due to the shortage of and high demand for tech talent, recruiters need to **reach out to active and passive candidates**. In fact, **86% of developers are passive candidates**, so if you only focus your efforts on people who find you through job ads, you're missing out a huge part of the talent pool. That means that **you have to discover and enter the spots and places where developers tend to be, and you have to make them curious about you**.

Screening

The tech talent shortage means that **you should assess ALL of your candidates' coding skills because you should not afford to misjudge a single one**. This stage is really important because it determines how many people you invite to an interview. The **earlier you assess coding skills in your recruitment process, the shorter your Time-to-Hire is**.

Interviews

Usually, **companies invite a large group of lightly screened candidates to an onsite interview or at least to a video or phone interview, where a technical person from the team verifies their skills**. This way of assessing technical skills is highly inefficient and unscalable because it puts too much strain on the IT staff, who are typically fully loaded with work. You should avoid doing it like that.

Offer & Hire

In an ideal world, every successful candidate who is presented with an offer will accept it. **In reality, a potential employee is highly likely to reject the offer. According to several studies, more than 50% of offers are turned down because of the level of compensation or a competing job offer**. This forces companies to select a candidate who wasn't the first choice or start over again.

seven areas to improve

... to increase speed and quality throughout the whole process

1. Creative sourcing technique

2. Automated technical screening

3. Online coding interview

4. Timely & fair offer

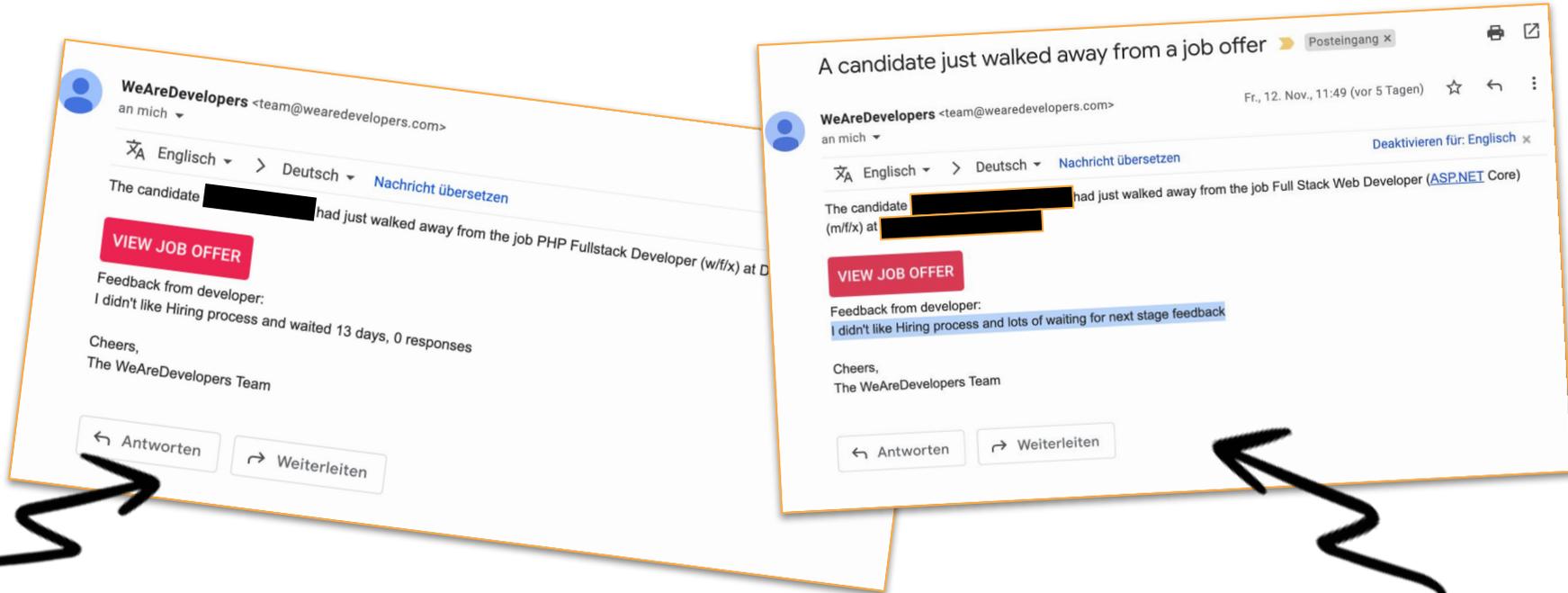
SOURCING → SCREENING → INTERVIEW → OFFER & HIRE

5. Increasing technical awareness

6. Eliminating unconscious bias

7. Nurturing candidates throughout the process

Six traps within the Recruiting Process

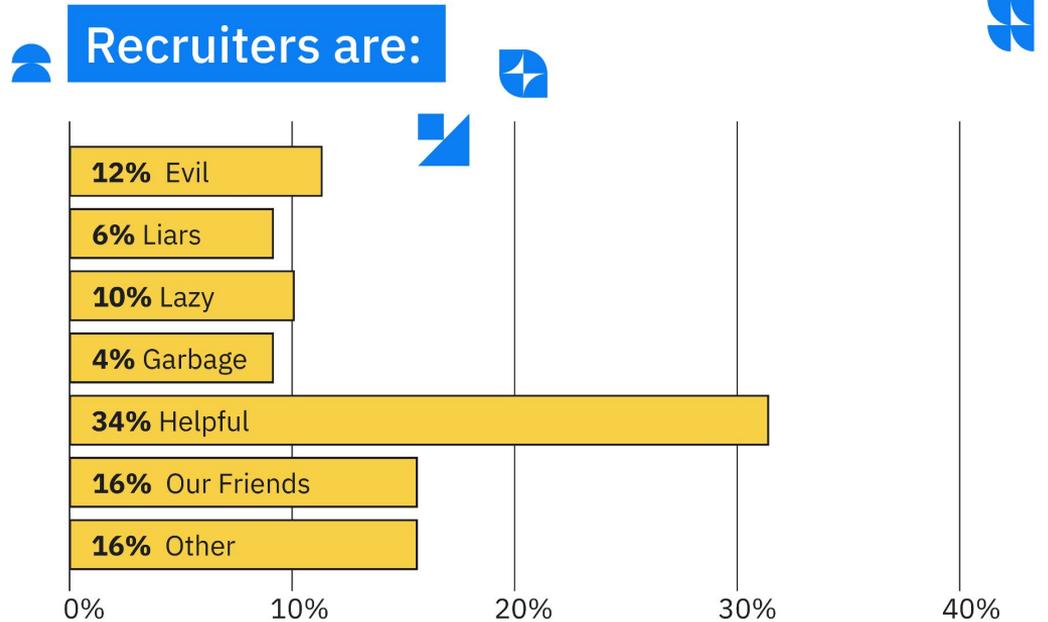
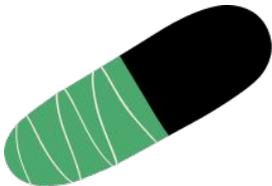


“Your recruitment process speaks volumes of your company and plays a big part in your reputation in the (job) market.”

How to recruit hard to fill tech roles

Fact

There is nothing more embarrassing or annoying than recruiters who don't know what they are doing. This is especially true when it comes to tech recruiting and the hard to fill tech roles, as the lack of professionalism strongly impacts the outcome of your sourcing efforts.



Source: WeAreDevelopers internal data 2019

1. Job Ads



A common mistake at this stage is mismatching the offer to the candidate and **not including enough or wrong information about the position.**

Candidates should have a clear picture of your tech stack, your projects, and your team composition. You should have identified the strengths and weaknesses of your team.

After reading the job offer, the candidates should know precisely what your expectations and requirements are to decide whether submitting their application is even worth their time.



2. Collecting CVs

Once your Job Ad is out, people will (hopefully) start interfering with it. If your posting is attractive enough and you promote it properly, you should expect some traffic with promising applications.

The biggest mistake is never responding to their application. It's still a common bad practice, resulting in highly negative word of mouth from the candidates.

Contacting ALL candidates is essential—even the most ridiculous, absurd cases. Even if they are an inferior fit for the job, each candidate has taken the time out of their busy schedule to reach out to you in hopes of professional cooperation. **The least they deserve for that is a rejection with an explanation and thanks.**

So to prevent such unpleasanties from happening, **make sure to have a tight, fail-safe system for CV collection and reply to every application.**

Lebenslauf Max Mustermann



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Email: m.mustermann@online.de

Persönliche Angaben

Geburtsdatum	1. Januar 1980
Nationalität	deutsch
Familienstand	ledig, keine Kinder

Ausbildung

Seit 05/2009	Studium der Betriebswirtschaftslehre Universität Musterstadt Schwerpunkt: Unternehmensführung, Logistik und Produktion
01/2008	Abitur (Note 2,0) Musterschule, Berlin

Praktika

03/2009-06/2009	Beispielagentur, Frankfurt am Main -Abteilung, Arbeitsgebiet und Aufgaben
07/2007-11/2007	Beispielagentur, Berlin -Abteilung, Arbeitsgebiet und Aufgaben

Arbeits Erfahrung

07/2008-03/2009	Beispiel AG „Stellentitel“ -Abteilung und Aufgaben -Verantwortungsbereich und Kompetenzen
02/2008-07/2008	Beispielagentur „Titel“ -Abteilung und Aufgaben -Verantwortungsbereich und Kompetenzen

Sprachen

Muttersprache	Deutsch
Weitere Sprachen	Englisch (fließend) Spanisch (Grundkenntnisse) Französisch (Grundkenntnisse)

1

3. Screening

At this stage, you screen your candidates, meaning you go over their CVs and LinkedIn profiles, and decide whether you want to move on to the next stage of the recruitment process with them. Screening is advantageous because it verifies whether a candidate checks all of the most important boxes for the job of a software engineer, such as:

- technical skills,
- professional background,
- salary expectations,
- knowledge of language
- willingness to work on a B2B basis

If a candidate doesn't meet those basic requirements, you can safely turn them down already at this stage. It saves you, your HR recruiters, and your IT recruiters precious time later on. However, if you find a candidate who is to your liking, this is when you schedule an appointment for the interview with HR department.



E.g., setting up the meeting for the next day after reaching out to your candidate and not giving them any room to move it.

This is simply inconsiderate of your applicants' time. You have no way of knowing what their current situation is. It's possible that they simply won't be able to adjust to a schedule this tight on such short notice. Being inflexible about this may cost you a potentially valuable developer. It also gives your company an unfavorable appearance of not caring about your employees' well-being too much.

Or ... promising contact and never delivering

either you reject an applicant during screening and explain why!- or you show interest to continue talking, promise contact, and follow up.

It's completely unacceptable to respond saying "we will get back to you soon" and then never do. Leaving the candidates hanging at this point is unprofessional and disrespectful, showing no regard for them or their time.



4. Interview

The main purpose of the HR interview is to find the right candidate and get rid of those who are clearly not right for the job. **They may have checked all the boxes at the CV level, but actually sitting down with a person f2f and hearing them answer specific questions is something else.**

On both sides of the table are living, breathing individuals with thoughts and feelings of their own.

Though the setting is formal and serious, there should always be room left for a hint of partnership and cooperation, even this early in the process.



Recruiters are ill-informed about the position, the company, or the software developers community. This means asking the right questions and giving the right answers to any interviewees' questions. **From the perspective of the applicants, your recruiters are the face of your company.** As such, they need to have the basic know-how to represent your brand in a worthy manner.

The recruiters have no control over the interview - When interviewing candidates, recruiters need to be in charge of the situation. **It's important not to create a hostile environment - this is still an interview - don't lose track of the fact that the recruiter dictates the terms of the arrangement, no matter how friendly or inviting they may otherwise appear.**



Online interview preparations



Pass the first obstacle

Understand the tech positions, especially when your tech recruiting team doesn't have the expertise or skills to understand requirements to fulfill specific roles.



Then sourcing

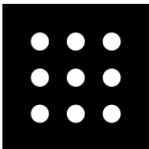
Approach the sourcing process methodologically, making the recruiting team fill the talent pipeline with promising job candidates with the right skills and experience that your company is looking for.



Interview structure

Define:

- Problem-solving interview questions
- Role-specific interview questions
- Behavioral Interview questions



5. Technical interview - assessment

For the purpose of hiring developers, having professionals with the technical know-how conduct this stage of the recruitment process is a must.

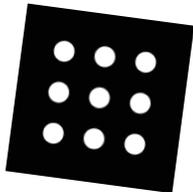
This is the stage where you sit down with an applicant and describe the ins and outs of working at the company in greater detail. To discuss past and present projects, the tech stack, the challenges with the job, etc.

The bulk of the IT interview consists of test tasks evaluating the technical skills and competencies of the candidate. Regardless of the programming language, the test tasks should reflect the actual, everyday work the candidates are expected to do.

The greatest mistake at this stage is having the wrong people conduct the IT interview.

Granted, they need to be excellent coders in order to assess the candidates properly, but even more so, they need to be social. Programmers or not, this is still a person talking to a person; the ability to express yourself and show your feelings goes a long way.

Rudeness or unpleasantness helps nobody and will only negatively affect whether a candidate gets the job or not. Clear communication within the whole team and a professional setup process will avoid these mistakes.



6. Feedback

What comes with that is the last stage of recruitment, often forgotten but absolutely crucial: **feedback**. Regardless of choice you make about the hire, giving feedback is equally important.

If you make the hire - tell your candidate why, what they did well, what they could've done better.

If you don't make the hire - tell your candidate why, what they did well, what they could've done better.



Unsurprisingly, **the most common mistake made at the final stage of recruitment is *not* giving feedback or giving insufficient feedback.** The insight recruiters can provide the candidates into their performance during recruiting is priceless, especially if they were not hired.

Recruiters are professional educators for candidates who wish to get into a new line of work or climb their career ladder. Explaining in detail what they're missing and what would need to happen to get hired for them is the greatest favor.

Suppose a **turned-down candidate has a positive recruiting experience with a company and gets helpful feedback from the recruiters.** In that case, **chances are they will feel motivated to improve their skills and try to apply for a job at that company again once they get better.**

Companies will also benefit from giving equally comprehensive feedback to the candidates ending up hiring. This lays good groundwork for future cooperation and provides a solid foundation for effective communication down the line.

Five qualities HR needs to recruit great developers

they need to be ...

Professional

1

You know what they say about first impressions, right?

Your recruiters are the first point of contact between you and your applicants. They speak for your entire company and represent everything your brand stands for. For the people you turn down, your recruiters will be the extent of their experience with your company.

That is why you must choose the people doing your recruiting very, very carefully. **How your candidates see them is how your candidates will see you.**

Above all else, this means that your recruiters need to be completely professional. "Well-informed" is a bit of an understatement; they really should know the basics of everything there is to know about your company. Any question an interviewee may have, they should be ready to answer. Preparedness is essential.

Organized

2

Think of organization as the "technical side" of being professional.

Punctuality is one of the big components here. They should be there ahead of time, waiting for the interviewee to come, with everything already in place.

Being organized also means **being in control of the interview.** Have the questions prepared beforehand. Make sure your questions are the right ones. Ask the questions in a sensible order that agrees with the flow of the conversation.

If your recruiter needs to use notes or a laptop during the interview, it's their job to make sure this doesn't break the flow of the meeting. Such **extra materials are acceptable only if they facilitate the meeting, not disrupt it.** Also, it's bad practice to rely too heavily on notes, since it makes your recruiters look unprofessional.

Empathetic

3

Empathy is generally one of the most wonderful qualities a person can have. It can also be extremely useful in the workplace, especially if it's someone working closely with other people, or whose job requires them to constantly meet new people.

Politely turning someone down can sometimes be a tremendous challenge, and that's when empathy is needed the most.

The reason why empathy is so important is because **you have no idea who the person sitting in front of you is.** You don't know their life story, where they're coming from, or what they're going through, and all of that can influence their performance during the interview. Professional competences or lack thereof may very well be just the tip of the iceberg. **A recruiter needs to be understanding. People are people, and circumstances change everything.**

Respectful

4

Similarly to professionalism and organization, a parallel may be drawn between empathy and respect.

The key thing to remember is **we're all human.** We fail. We have bad days. It can also make us perform miserably during a job interview. None of that means we don't deserve to be respected. The appropriate response is to calmly but decisively turn them down - and then offer help. Give them recommendations, point them to the areas most in need of improvement, suggest workshops or other forms of honing their skills. **The value of individual feedback cannot be overstated. Provide it always.**

Who knows, maybe down the line they will reach out again, this time coming from a much different place.

Involved

5

This is something that often gets ignored, though it really shouldn't: **your recruiters need to be involved in the software engineering community.** Hosting and attending workshops and hackathons, following influential figures within the community on social media, or staying up to speed on the latest and greatest in the tech world are all great.

Granted, the technical side of recruitment belongs chiefly to the developers interviewing your candidates during the IT interview, but your HR department also has to be familiar with the fundamentals of IT. No matter what a recruiter's exact role at your company is, they are recruiting developers, and as such should be prepared to answer questions that can specifically come from developers applying for a software engineering position.

If you need to summarize it!

This leads to successful hiring projects based on the WeAreDevelopers recruiting practice!

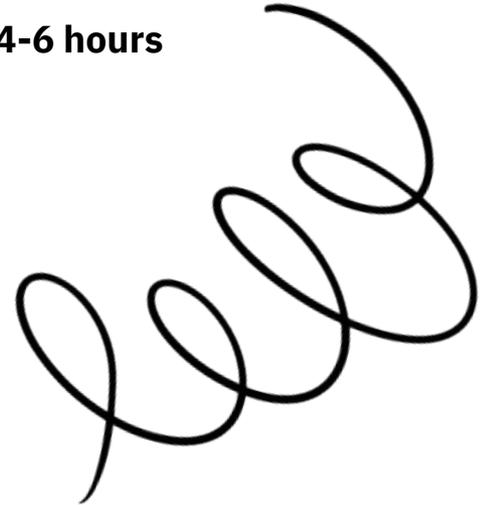
- Respect candidates time
- Respect recruiters time
- Build a relationship. It will grow into a mutual respect.



Broken Hiring Process - Instructions to repair

5 tips from us:

1. Make **initial contact with new applicants within 24 up to 48 hrs**
2. Schedule **the first interview at the earliest possible date**
3. If there is a **coding challenge**, make sure that it **doesn't take longer than 4-6 hours**
4. **Offer and contract** - make sure you **answer inquiries from the candidate within one working day**
5. The **duration from initial contact shouldn't be longer than 3 weeks**



How to minimize unconscious bias

TYPES OF UNCONSCIOUS BIAS



Affinity Bias

Feeling a connection to those similar to us



Perception Bias

Stereotypes and assumptions about different groups



Halo Effect

Projecting positive qualities onto people without actually knowing them



Confirmation Bias

Looking to confirm our own opinions and pre-existing ideas.

Unconscious bias in recruitment

- We might see that **someone went to a good university** and automatically **assume this makes them intelligent**.
- We might rule out qualified candidates **who we perceive as different from their potential colleagues** on the basis that they **might not be the right 'culture fit'**.
- We might see that **someone is older than the average candidate** and assume **they're less 'hungry' or capable of using the latest tech**.
- We may show unconscious bias towards **candidates who remind them of people they've had positive experiences with** - and once we've made up our minds about someone, we look for reasons to keep liking them.
- We **might see someone's address** and - due to a bad experience with that area or **stereotypes around its inhabitants - a rule that candidate out**.

Just by glancing over someone's CV, a number of biases could be triggered.



HELLO EFFECT

If they worked there, they must be strong candidate.

CONFIRMATION BIAS

He was only at Google for 3 months, but there must be a good reason why he left if he was hired there in the first place.

AFFINITY BIAS

I completed PRINCE2 as well! He must be smart, I know it was hard to compete.

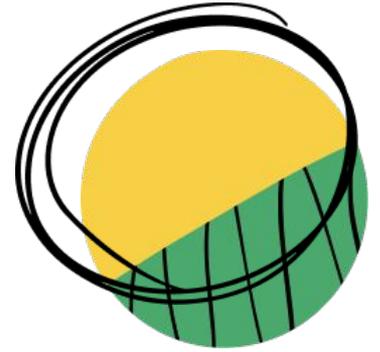
GROUP THINKING

Well, my manager thinks he's the strongest candidate, so...

STEREOTYPE BIAS

He studied at Cambridge so he must be smart and good for this role. Looking at his dates, he might be too old for this role.

Even LinkedIn profiles



If you look at my profile, the bias triggers play out - like they do for CVs.

Photo signifies
gender, race, age,



Rudi Bauer · 1st
Managing Director WeAreDevelopers
Brunn am Gebirge, Lower Austria, Austria · [Contact info](#)

500+ connections

94 mutual connections: Markus Wagner, Robert Heinze, and 92 others

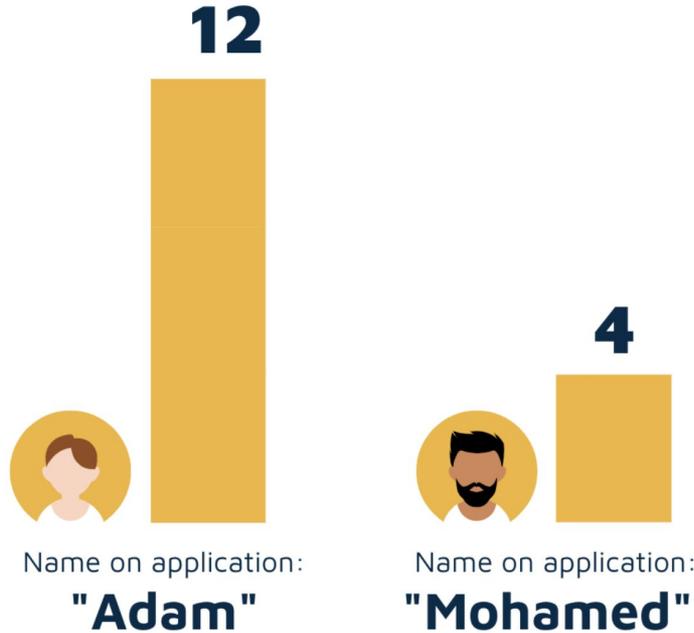
[Message](#) [View in Sales Navigator](#) [More](#)

JobTitle
Location



Education
Popularity

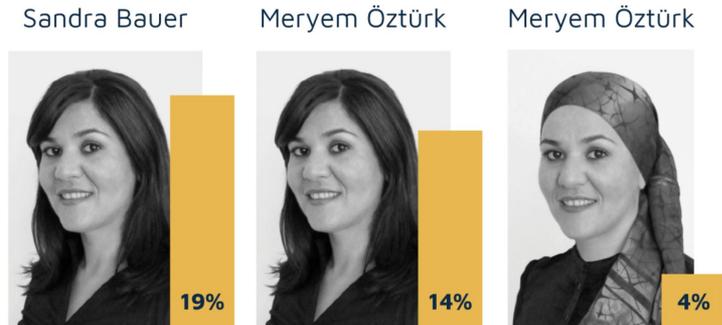
RESPONSES FROM 100 IDENTICAL APPLICATIONS



Source: Inside Out UK (2017)

A German study conducted a CV-based test... Job applications for three fictitious female characters with identical qualifications were sent out in response to job advertisements: one applicant had a German name, one a Turkish name, and one had a Turkish name and was wearing a headscarf in the photograph included in the application.

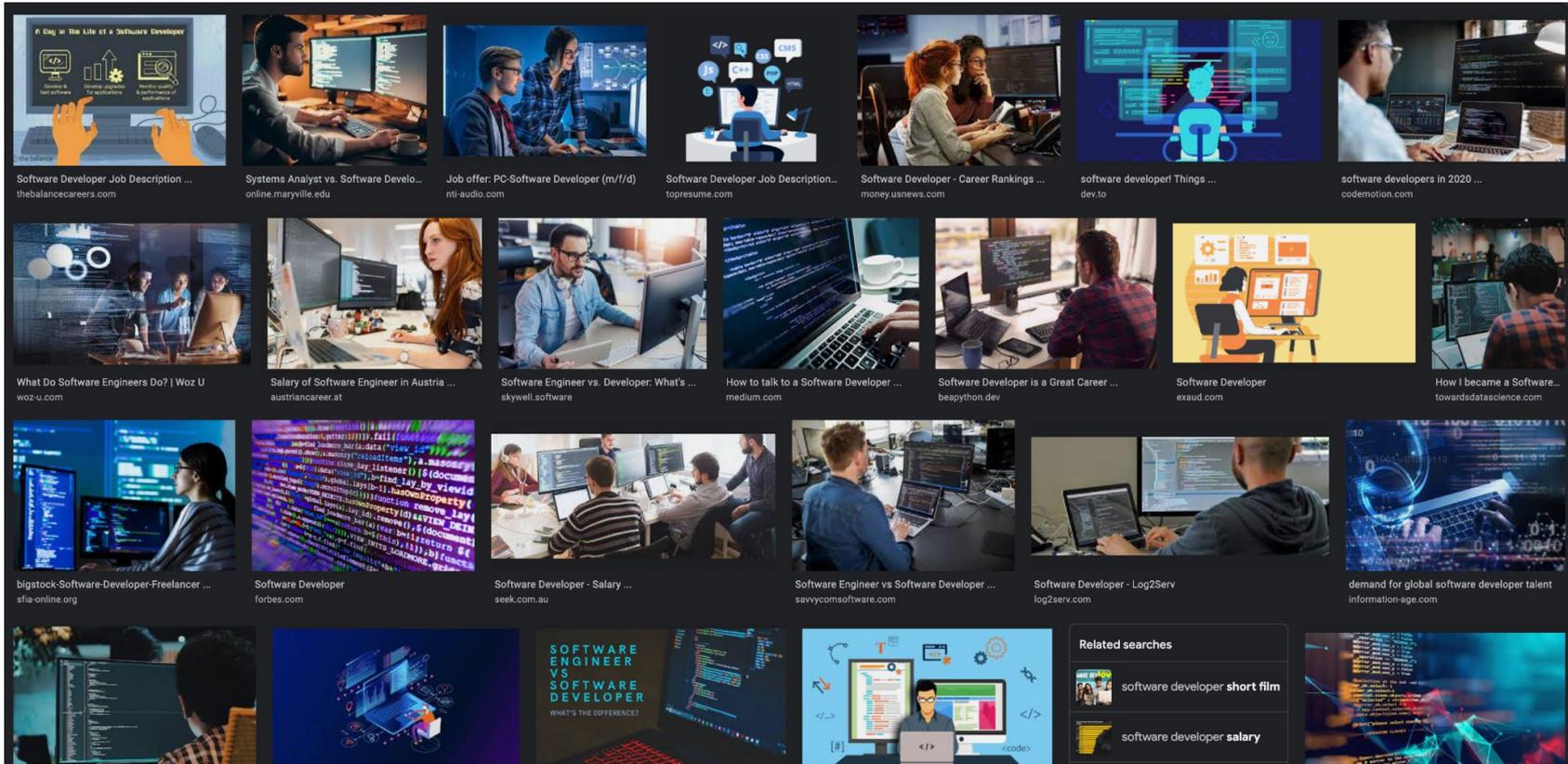
CALLBACK RATES FOR DIFFERENT CANDIDATES



Source: <ftp.iza.org/dp10217.pdf>

Google image search - "Software developer"

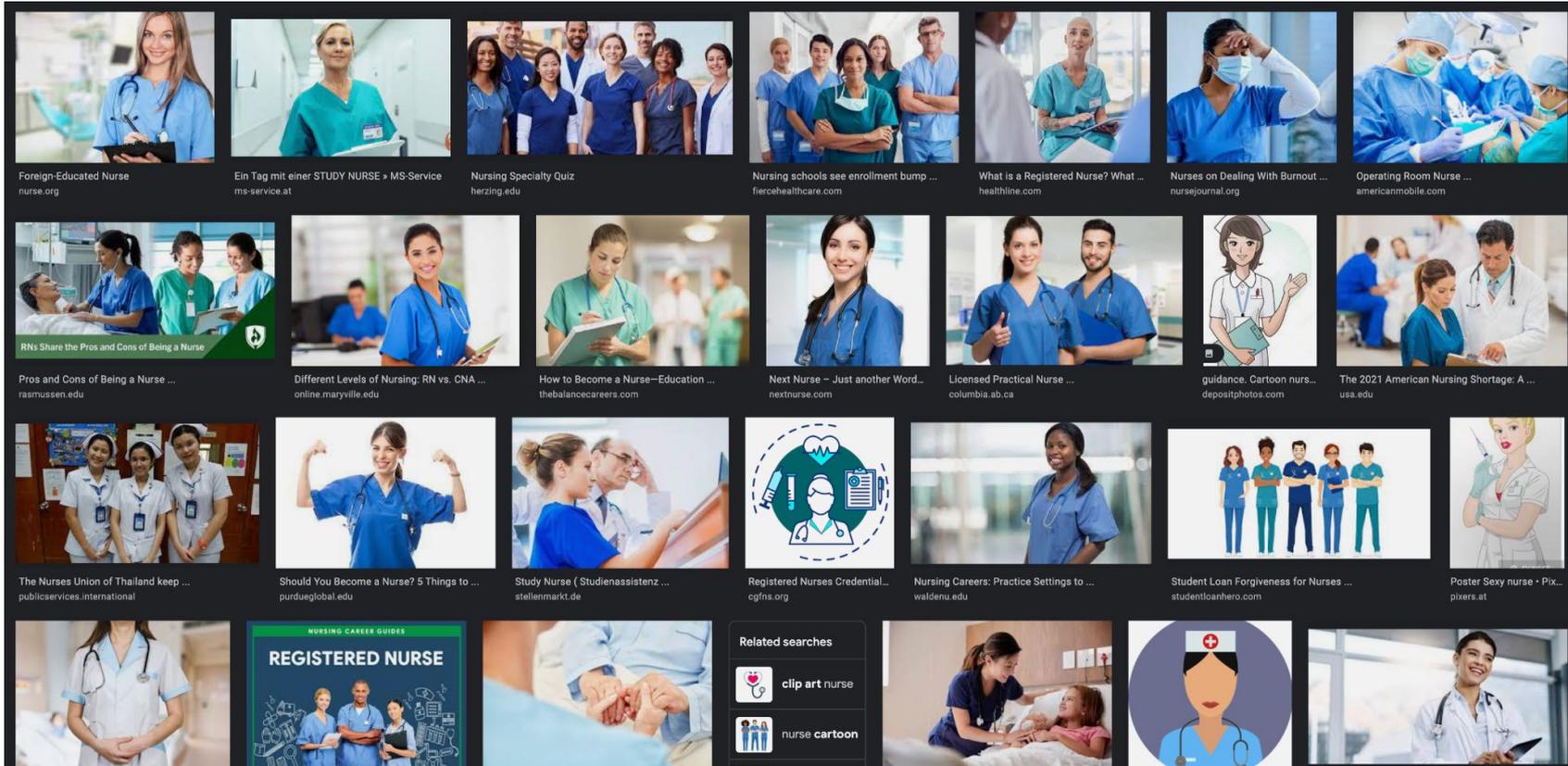
72% male 28% female



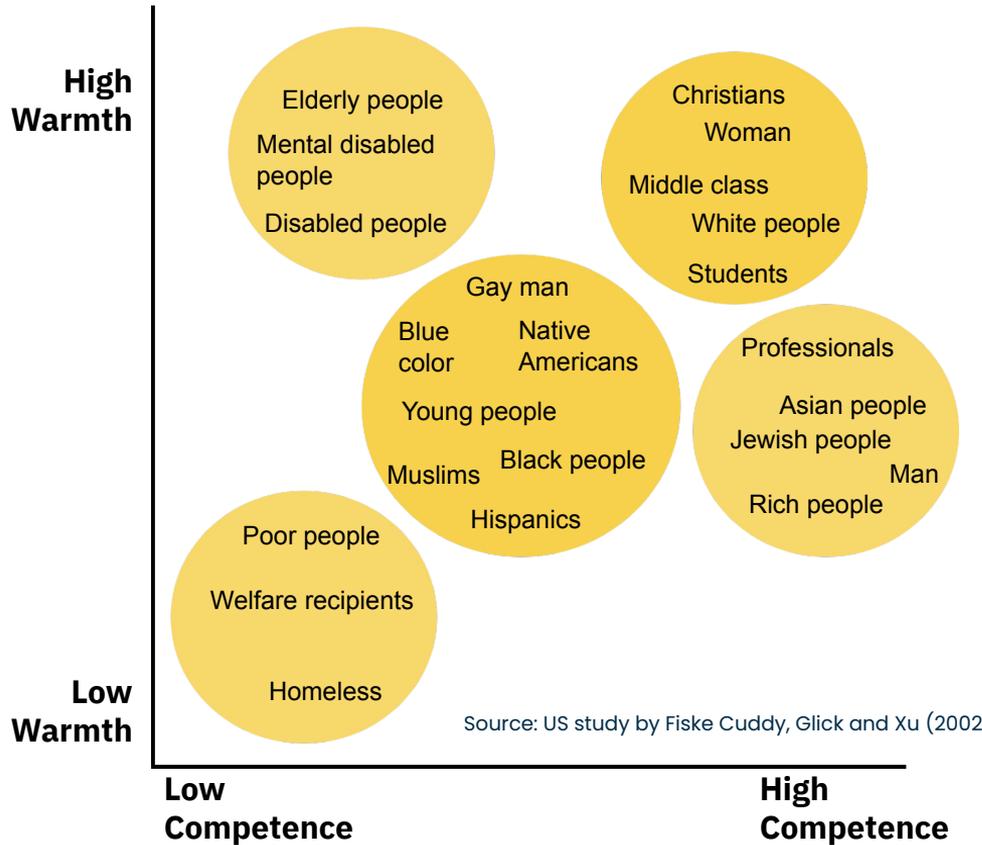
Google image search -

“Nurse”

90% female - 10% mixed



How stereotypes affect our perception of others



How to prevail unconscious bias problem



Career website

Problem: Career websites are usually dominated by biased images depicting the homogenous culture

Job descriptions

Problem: Words like 'ninja' and 'hero' brought a biased and gender-insensitive approach. Luckily it's been less and less dominant recently.

Interviews

Problem: Bias is usually the most notably visible during interviews. Studies have revealed that interviewers have an unconscious tendency to favor people similar to them.

Sourcing

Problem: It's not a coincidence to hear tech recruiters complaining about narrow tech talent pools when sourcing candidates from top-tier formal education backgrounds (i.e., prestigious schools).

How to prevail unconscious bias problem

One of the steps to avoid being driven by a biased tech recruiting process is to train and constantly remind your employees of its hiring effect.

Quick fix:

- Question your assumptions
- Think twice before making decisions
- Seek additional information



“Second Opinion” Rule

When taking this approach, recruiters can re-think and re-consider applications and ask colleagues for a second opinion.

Train yourself

Although awareness alone can't fix the issue, we can remove bias from our decision making by designing processes, educate ourselves and install recruitment tools that support in eliminating potential biases.

Remote onboarding optimization

The **remote onboarding process can make or break a new hire's path**. Optimized onboarding is vital for remote employees, as they don't have many opportunities to integrate into company culture and processes organically. Define the necessary support topics for the following four phases



Pre-onboarding

Orientation Phase

First Assignment

Ongoing support

Think about it:

- Don't overload new hires with information
- Provide them with the structured process lists
- Setup regular 1:1's
- Trust your employees - 99.5% are worth it
- Grab regular feedback - e.g., ask new hires what worked and what didn't

Remote onboarding - some tips

Provide the right and necessary tools

Don't make it company politics
eg. only managers get the
new MacBook Pro

Train your team on all used tools

Everyone should know the used
tools and how to work with them

Implement concurrent StandUp Meetings

This gives some routines into all our
lives and the change to discuss
topics and challenges

Provide unbureaucratic access to data

WHO is WHO, community tools,
store your data in secure clouds

Hold virtual Welcome Days

Makes people know each other

Work with Mentoring Programs

This gives the newbies the chance
to have a fixed point of contact for
the first couple of month to drop all
appearing questions

Simplify your orga

Less is more - eg. vacancy request
via Slack



Surprise with little Goodie Bags

Everyone loves to be surprised from
time to time

Proactivity counts

Be proactive - try to serve things
even before the occur

Set clear targets

Clearly communicated targets and
milestone help to set the direction
and to know when and where to go

How to efficiently promote job ads online

Effective job ads promotion requires that recruiting and marketing teams closely collaborate. Defining suitable communication channels to address software developers **optimizes job posting promotion effects**.



Job boards



Social media



Referrals



Different channels with optimized content create a custom-made communication mix that optimizes promotional results instead of focusing on conventional social media.



Using different channels requires a deeper understanding of internal mechanisms.

Choose the right channels to promote



Social Networks



Career Site



Current employees



Lectures workshops and events



Inbound recruiting



Job advertisements



Candidate relationship management



Application Process



Define your personas

BIO



Who is your candidate's persona?

- Age
- Position
- Title
- Salary
- Location
- Education
- Experience
- Social background

GOALS



Reasons to change jobs?

- Life goals
- Career inspirations

JOB SEARCH BEHAVIOR



How do they look for jobs?

- Active or passive
- Mobile, desktop, friends and family...

PERSONALITY



Where are their main personality trails?

- What would their psychometric analysis show?

MOTIVATION



What motivates them?

- Firm's reputation
- Mission & vision
- Values and norms
- Organizational culture
- Pay & benefits
- Projects & innovations
- Work environment
- Learning & education
- Colleagues and managers

FRUSTRATIONS



What frustrates them?

- Why do they want to change the job?
- Barriers to change current jobs?

CHANNELS



Where do they look for jobs?

- Social Media, referrals, job boards, career sites

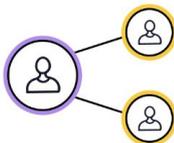
SKILLS



Their primary skills & attributes?

- Area in which they have most knowledge and experience

INFLUENCERS



Who is influencing their decisions?

- Family & friends
- Partners
- Current employer and colleagues
- HR managers, recruiters, CEOs
- Future employee and future colleagues

CONTENT & RESOURCES



Which and whose information will they trust?

- Job ads on job boards
- Social Media jobs and posts
- Corporate sites and careers sites
- Current employees and leaders
- Talent networking events

More **authenticity**:

"employee-generated content"



The popularity of the **video format** is not surprising: **Most social media channels also increasingly rely on videos** (e.g. Instagram Stories, Snapchat Stories or Facebook Live).

"**Employee-generated content**", in other words, add to content that is **created by employees** themselves the (professional) employer branding communication for particularly **authentic insights in a company**.

Use of user-generated content throughout the last years



Employee Pics & Video

94%

Testimonials

86%

Inside Stories

86%

REASON WHY-Dilemma



looking for inspiring content ...

We need to close that Gap

... looking for DEVs

by moving towards the devs



Coding Session

Workshop

Talk

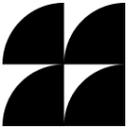
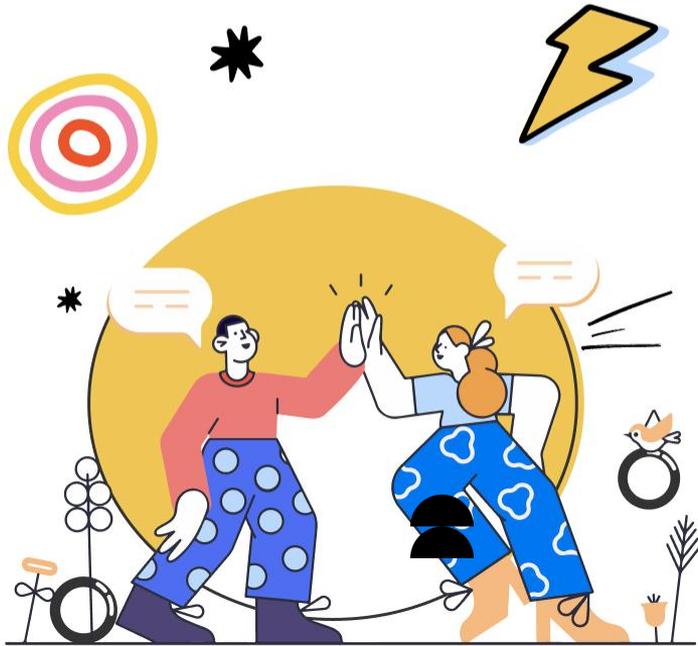
Booth

DisplayAd

BrandPage

JobAd

Thanks for your time



Rudi Bauer

rudi@wearedevelopers.com

LinkedIn / XING