

Stickball Meets Rugby: New Recruiting Rules to Win in a Crazy Market

Slide 1

We're here to talk about new recruiting rules to win in a crazy market.

In our short but valuable time together today, we're going to put you back on the track toward solving your toughest recruiting problems. To do so, we're going to get into the three parts of solving this. 1) What are external and internal factors causing this? 2) What are the specific problems you are having at your organizations? And 3) What we recommend you do about it.

Slide 2

Which of these problems resonate with you?

[Forbes - The Ten Hardest Jobs to Fill in 2013](#)

According to a ManpowerGroup survey, 39% of employers in all industries across the U.S. are experiencing difficulty filling open positions.

Slide 3

There are 14,000 job postings for software engineers!

Facebook is hiring 2,000 employees in 2013.

Palantir is hiring 200 interns for the summer.

Google is really doing well—they have 190+ jobs open right now just in engineering.

And that is just the tip of the iceberg!

Slide 4

Who has had several final candidates in a multiple offer situation in the last month?

What does this translates into for HR and your recruiting team?

This issue just popped up this year and it's getting worse.

The problems:

- Dragging out offer acceptance
- Disengagement
- Candidates making the rounds

The hard part is to get them to slow down and understand your employment value proposition when a lot of times, if today's Tuesday, it must be Facebook, and if it's Wednesday, it must be Google.

Slide 5

Is your company's interview time getting longer?

What are other companies doing?

- Yahoo! – Marissa personally signs off on every new hire

- Candidates request additional interviews with the executive team to make sure the opportunity is the right fit for them
- Inexperienced executives have a hard time assessing and are unsure
- Executives don't have control and don't know how to take a tough stance and just say no

Slide 6

This is an area HR could really help out in by leading strategic planning sessions on culture, what needs to be done, what profiles would work out, etc.

Hiring managers are

- Not aligned on what they want, or they want a zebra-monkey-fish
- Interviewing at multiple levels without a clear-cut profile of what they want
- Not quite understanding the trade-offs between a young up-and-comer and a seasoned professional

More people being on the interview team and group consensus.

Slide 7

I think we can agree that every bit of the interview cycle is now tougher and should be revisited. The whole thing from sourcing, competing, managing, and negotiating, the whole bit.

Let's discuss how you can refresh the whole thing.

Slide 8

As mentioned earlier, there are 14,000 postings for software engineers. Posting a job on Dice, Monster or even LinkedIn isn't going to get you anywhere even if you are Facebook. It creates volume you can't deal with. You need to go after people. Your recruiters should be maxing out their In-mails on the LinkedIn recruiter platform. Active candidates are much more likely to take a job when they've been approached than when they apply. Why? They are usually more engaged and their time in play is much shorter. What you don't do is as important as what you do – so forget about job postings.

Discipline and metrics: With the right strategy, sourcing is a numbers game, so you need to get your metrics in place to know where you stand. Think about it this way: it is much easier to keep track if you are going after people proactively in a thoughtful, planned approach. Keep a list of everyone you reach out to and when and who reached out. People who apply don't count. It will be much easier to see where efforts are lacking.

Employment branding: Create the best recruiting experience. We will discuss this throughout the presentation. It mainly boils down to communication. Candidates who you don't hire and equally important as the ones you do hire... they talk about you good and bad. Get your CEO on camera: Google is marketing a movie to get people's attention! On their careers' page, they have a link to the trailer and they say "Meet this summer's [real Google interns](#), and hear from [some past interns](#)." But what if you don't have a budget to make a full-movie? Get your CEO on camera, get him to talk about an exciting topic and how employees are key. Get him to tell a

story—of a product, an employee, the company, something. Just remember to make it a story. Seriously, you could consider hosting networking happy hours for engineers or salespeople. Get someone at your company to be the face of the event and market it on social media.

Internal referrals: This is the best bang for your buck in terms of sourcing. Referrals typically account for anywhere from 24-33% of all hires in typical companies. If your company is under that, you need to revamp your program. It takes 10.4 referrals to lead to a hire so you'll want to spend some time on this. Of course, this ties into employment branding which is a longer-term project. A few basics: make it as simple as possible, advertise it regularly, reward well and provide tools to employees. Put together some quick selling points about the company and run through it with the group—nothing complex.

Slide 10

Go faster than larger tech employers:

- Interview process: Three rounds should be your goal. The first round with hiring manager and maybe one more person like an important internal client, the second round with internal clients and peers, and the final round with the hiring manager's boss and the hiring manager again. Direct reports should only be involved once your candidate has accepted your offer
- Offer process: Get all the comp as you schedule the third rounds. Get all their impressions on the comp right after final rounds even if you still don't have all the feedback from the team. If it is a go, plan on extending 48 hours max after final rounds.

Scout for acqui-hiring targets: Get some inspiration from Marissa at Yahoo! According to a [recent study](#) by Silicon Valley Bank, about 87% of tech startups are hiring this year. And some aren't going to be able to succeed without getting the talent they need. Instead of competing with these smaller teams, assess the talent there and get them in your company. Instead of going after individuals, consider going after teams.

[Fox Business - Tech startups are hiring, here's how to get a job](#)

[Mashable - Startups hiring](#)

Recruit in creative ways: Go beyond LinkedIn and job postings. Target people, not just professionals (e.g., Valerie's posting on the Parents of Multiples Mid-Peninsula website). Go where the talent is. Greylock Partners poaches Palantir Technology's interns at bars and coffee shops in downtown Palo Alto. Awkward, but effective.

The Founder Syndrome: Andressen Horowitz says 1/3 of the engineers they try to recruit for their portfolio companies are more interested in getting financing for their own ideas. This trend is hard to compete with but you could start with trying to identify the potential targets of this syndrome. Offer to have them work on a different project and give them more independence. A creative solution would be to offer them a part-time role

so they can work on their own project and still get career exposure and a team. Hell, you could create your own mini-incubator and attract outside employees.

[The NY Times - Silicon Valley Hiring Perks](#)

Slide 12

Candidates:

- Define the ideal candidate experience: Short, positive (sell first so you can select later), transparent, controlled, exciting
- Communication: Email to say there is no update, connect on LinkedIn, anything. Be transparent and candid but nice. "There is another candidate in play but you are my favorite...."
- Turn off candidates: It is important. You don't want candidates to complain about your recruiting team to your competitors. Don't lose your edge because you're scared or bummed about turning off candidates. Create a script. It is a discipline. See it as employment branding

Clients:

- Selecting and prepping the interview team
- Fighting the first candidate effect
- Coaching hiring managers on faster and more precise selection

Slide 14

The key is to keep control, avoid tension and avoid surprises. Share information. This starts much earlier than when you ready an offer. During your first phone screen is when you should start talking about the comp range. And before your candidate goes into the last round is when you need to get all the comp details.

Offer exploding: If your candidate can't accept within 24 hours, then they are either playing your offer against the competition or they are just not that interested. Example: One candidate demanded three weeks to accept an offer. The inexperienced CEO gave it to her against our advice and the candidate turned down the offer. We had one candidate who, for a VPHR role, we knew it was not her first choice but the CEO really liked her. We suggested the CEO make a 36-hour exploding offer. That way, we can return to the other candidates quickly. Well, when he got on the phone, he changed his mind and let her have 6 weeks to make a decision. After 6 weeks, she turned him down and everyone else had disengaged. We were back at square one. And, by this time, the CFO had ended up quitting. A lot of it was just the lack of leadership.

Slide 16

Making your hiring process even more effective and building tools to ensure a smooth process are great. Continuous real-time communication and reducing the interview timeline will also help to close your candidate. However, as you re-tune your process, also remember that in some cases you need to slow down.



Always check that:

- Your hiring manager and the hiring team are clear and aligned on the critical skills for a role. Get them to agree on what is nice-to-have versus what is a must-have
- Do you have prepared interviewed questions that reflect these? Does everyone on the interview team know what their role is and how to assess?
- Push the interviewing team for written feedback as soon as they finish an interview. Mark it on their calendars if you have to—this forces them to think through their impressions and makes for better hiring decisions
- Get your metrics in place and be disciplined—there is no progress or accountability without metrics