

Modern Recruiting

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About Me

- 10 years at NISC
 - 15 years as a Software Engineer
- **Past NISC Projects:**
 - Billing, Mobile Workforce, Workforce Scheduling, Document Vault, NISC Community, Core Frameworks
- **More Recently:**
 - Smart Hub Web/Mobile, Distributed Cloud Infrastructure, More Mobile Apps, SmartGrid, More Mobile Apps



What we used to do...

- A Position Opens...
- Career fair, word of mouth recruiting
- HR Interview, Aptitude Test, Technical Interview
 - Possibly a second technical interview
- Offer within a week and rank available candidates
- Get a new candidate within 1-6 months

Times have changed

- There used to be just a few technology fields
- Computer Science, Computer Engineering, IT
- Now there are dozens
- Information Management, Management Information Systems
- What makes this harder is that many universities programs differ widely with the same “Major”
- Many smaller universities are in the game as well - more majors



So what is the difference?

- The harder the major the more focused and dedicated the student
- However, not always the best fit
- How do we locate people that we all want to?

The game changed

- Candidates want more than just salary or a 401k
- Candidates want to work with social people
- Great candidates want to work with great people
- Employees want to be attached to work, not just punching timecards

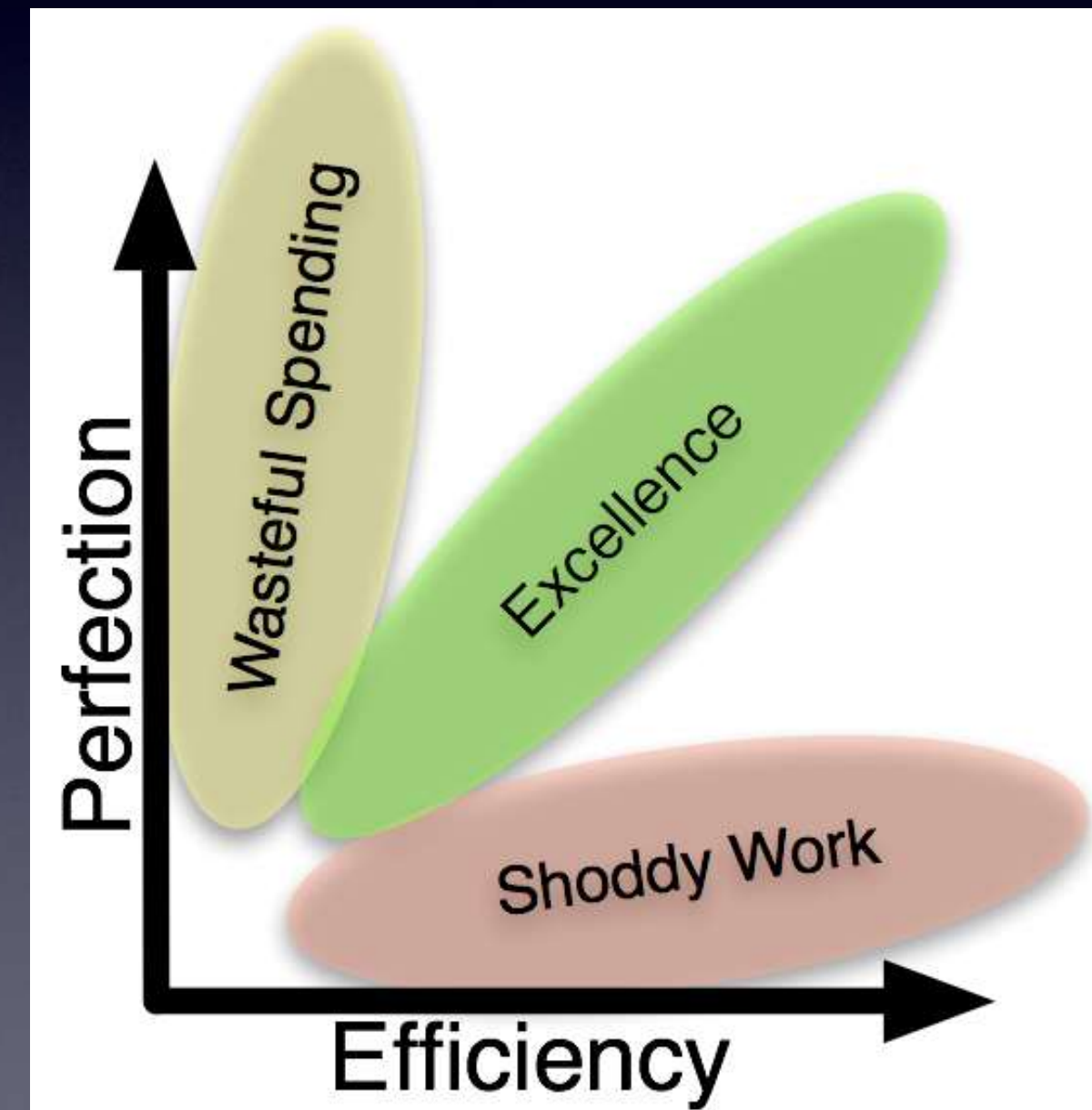


“We are not alone.”

- Very large technology companies have the same challenges
- At NISC, employees routinely get calls from large companies
 - Primarily because of the toolsets we use and our openness about our technology stack.
- So how do we as utilities protect ourselves against inevitable competition?

Focus on Efficiency

- Maximize our search width
- Streamline interview process
- Fast Offers
- Fast Acceptance



The Search

- Websites
- Local Recruiters that specialize in specialty fields
- Career fairs
- Social Media
- Local User/Technology Groups
- Referral
- Invite them to your facility - “Come as you are”



Online Recruiters

- Work fairly well,
- Pay by membership, upgrades, “promotes”
- Easy administration and ROI evaluation
- Not very consistent
 - Effectiveness varies by region
- Worthwhile, but not promising...



Local Recruiters

- “Head Hunters”
- No up front fee - “+1”
- Help screen and identify matches
- Typically a finders fee attached if an offer is made



Using Recruiters

- Usually three options:
 - Contractor - Hourly
 - Right-To-Hire
 - Start as a contractor, with an option to hire at predefined rate
- Full Time
 - Signing fee to recruiter, usually between 10%-20%





Career Fairs

- Universities, Municipalities and privately held
- \$300-\$1000 a fair
- Check to see how many interns and full time candidates will be present



Pizza

- At high volume events, try hosting a pizza party
- Cost is negligible, get students into an informal setting
- Have a brief presentation on your company, get to know who you are talking to on a personal level



Referral

- Evaluate a standard spot bonus for employee referrals
 - Varies by position in the company
- You likely want candidates your employees want to work with
- Employees have a financial and a vested interest in selecting the right people



Recruiting

- Obviously, we want to find the best candidates available
- But we might not see them...
- We want a lasting impression with the candidates we do get to meet



Diamond in the Rough

- Jerry Rice
- What college did he go to?



The Interview Process

- HR introduction
 - Company Information, Benefits etc
- **Pair Programming/Work Sessions**
 - Not necessarily with managers, but with full time developers
- High level technical/personality interview
- **We are not done yet...**

Pair Programming

- 60 minutes with a developer/technical
- Not a Manager/Supervisor
- It is not a test...
- Simple technical problem
- “Sort a list of words”, “Draw a circuit”, “Configure a Domain”
- We want to know 4 things (4.0 scale)
- Social Aptitude, Technical Prowess, Problem Solving Skills, Analytical Mindset



Final Interview

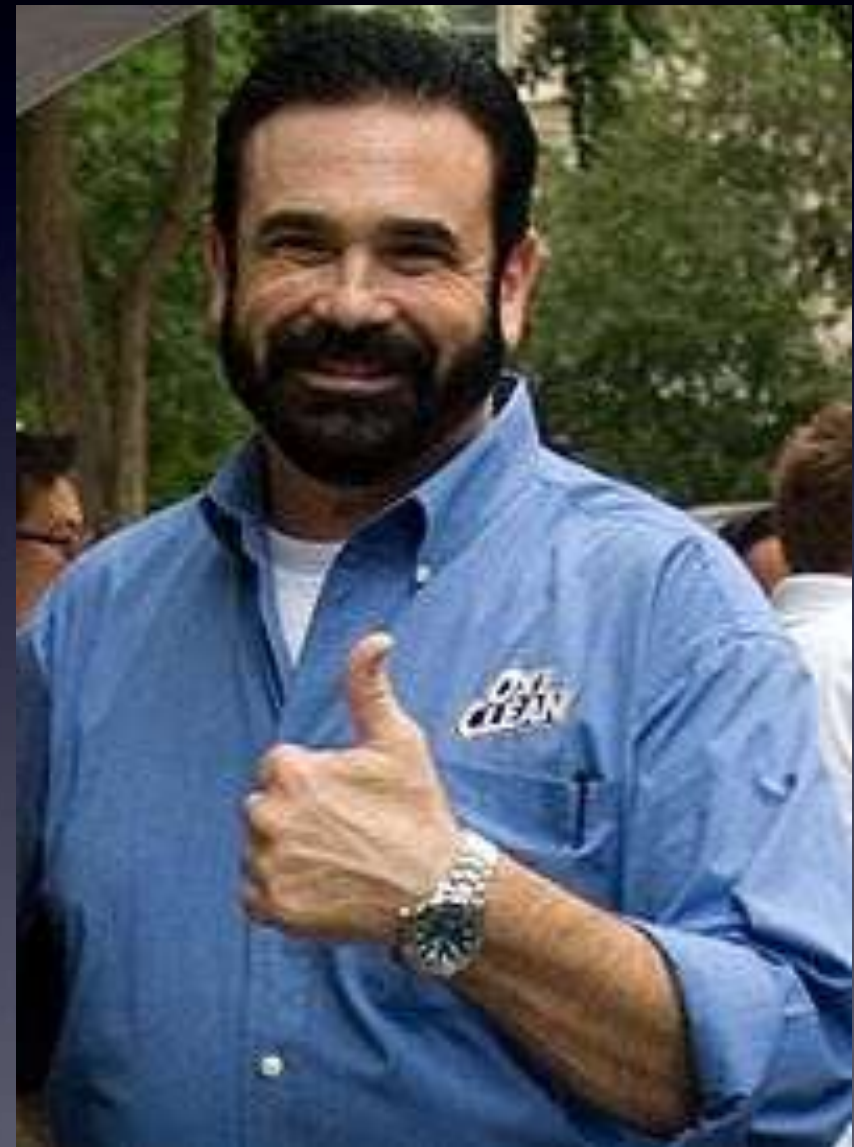
- Review Score and feedback before or during final interview
- Look for gaps in questions, fill in the blanks
- Get the candidate to do the talking

The Social

- Get the candidate to a social and informal session
 - Lunch, Happy Hour, Dinner
- Informal conversations about current events
- Understand who they are and look for consistency

The Pitch

- If you got your candidate to to this point, you should know them by now
- Understand their needs, sell yourself and your organization
- “You are the type of person that we want to work with”



Sound familiar?

- The candidates who show up, will be joining somewhere...
- They want to make their decision quickly...
- You don't want to pick last...
- “We need the dudes”



The Offer

- Have your template ready to be presented to the employee
 - In person, at the after the interview if possible
- Know your regional salary bounds and your competitors
- Ensure your offer is competitive, not just salary wise
 - Include total benefits, vesting schedule and multi-year outlooks
- Wait, the interview is not over...

Ensure Legitimacy

- Drug screenings
- Background checks
- References



Retrospective

- Keep track of candidates that performed well
- Who hired them?
- A list people hire A list candidates

Modern Employee Retention

- Modern workplaces are not about:
 - Shorts, hats, nerf guns or hawaiian shirt day
- What they are about:
 - Openness, Creativity, Commitment, Challenges

Mentoring

- If possible use a mentoring program
- Formally introduce a mentor with the new-hire
- make mentoring part of your review process
- Ensure touch points for success and accountability



Traditional Workplaces

- Cubes are boring
- Employees want feedback and interactions
 - good and bad
- Open up workspaces
- Ensure two way communication



Leadership and Opportunity

- Responsibility and Respect
- Discipline and Freedom
- Ownership and Pride



Sports, Hobbies, Community

- Create opportunities for employees to stay engaged
- Float Trips, Sports Leagues, School Events, Technical Advancement



Inevitable Competition

- The day when they come into your office and say they have taken another job
- Congratulate them
- Ask them about the work environment, compensation future possibilities

Reference Material

- The Coding Interview
 - Written by Gayle McDowell
- Talks about recruiting strategies of Google, Facebook, Microsoft and Yahoo
- Technical coding questions, but also philosophies on what we should look for in a candidate



Questions for you

- Is everyone in this room crystal clear on your organizations' recruiting process?
- Are you a part of it?
- Do you actively seek candidates?

Questions for Me?

One Last Thing...

Shameless Plug

- At Tech Advantage this year, we have a new training program
- iOS Development on the iPhone and iPad
- 8 hour class, learn how to write an application from scratch
- I promise, it is going to be a blast
- Space is limited! Get on the waiting...

