



BUSINESS INSIGHTS

The Ultimate Playbook for Hiring Engineering Talent Fast



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PART 1:

The Ultimate Playbook for Sourcing Engineering Talent Fast

A complete guide on how to find and hire tech talent in this hypercompetitive and ever-changing market.

What Makes It Hard to Hire Tech Talent

In this technology-driven world, there's a huge employment gap when it comes to tech talent. More and more vacancies are constantly opened with no top engineering talent to fill them.

With the Covid-19 pandemic stirring up the digitalization process across companies of all sizes, the competition for tech talent became fiercer and additionally emphasized the global tech talent shortage. And if your hiring process takes too long, before you know it, you might find your perfect fit accepting another offer.

Why is it so hard to hire strong tech talent?

Tech Talent Shortage

With the world going remote and all talent markets blending into one large talent pool, the competition for qualified tech talent is fiercer than ever.

According to [Gartner](#), Covid-19 has sped up tech adoption by at least five years, with more than 58% of workforces reporting massive skill transformations since the start of the pandemic. It doesn't come surprisingly then that based on the [2021 McKinsey Global Survey](#), 87% of organizations are currently experiencing a talent shortage or will feel the shortage in the coming years.

Pandemic aside, according to the [US Bureau of Labor Statistics projection](#), 1.4 million job positions are expected to open up in the technology field while only 400,000 students are graduating computer science a year. That's three job openings for every engineer who is looking for a job.

Long and Inefficient Hiring Processes

Tech companies strive for precision as their hiring strategy for software engineers, not speed. So, to ensure a proper fit for a given position, they take candidates through several interviews, tech challenges and finally, approval from a few different managers. This process can take weeks or even months.

According to a detailed [study](#) conducted by LinkedIn's Economic Graph team, technical positions in engineering are filled out in a median of 49 days. Moreover, the slowest 10% of hires in the engineering talents sector took 82 days, while the fastest 10% took 16 days after application. The analysis was made on 400K confirmed hires on the platform that involved applicants who applied for jobs from June 2020 to March 2021.

With an abundance of opportunities to choose from, chances are that senior candidates won't be very patient with a hiring process that's too long and inefficient.

Location Restrictions

Now that the whole world is familiar with the concept of working remotely, limiting your sourcing playbook and hiring to a single location makes less sense than ever. Many companies are taking advantage of remote work and are expanding their hiring globally. Not getting on that wagon means facing additional talent shortage while many of your potential local candidates take on jobs with remote companies.

Inability To Keep Up With Rapid Technology Innovation

Year over year, technology is rapidly evolving and with it, the entire tech market is in constant change. Inability to keep up with the new technologies can make it impossible for recruiters to hire the right people for the job. This asks for walking the extra mile when recruiting for a new job position. How well recruiters understand the needed skills, potential alternatives and relevant experience can determine the success of the hire.

Passive Job Seekers

With the tech skill shortage and all of the global opportunities that opened up for tech talent worldwide, the tech job market has completely shifted. Senior tech talent is rarely actively looking for a job. They are usually open to new opportunities, but companies need to do a better job than ever in convincing potential candidates that they're worth their time.

Looking for Purpose in Work

It doesn't come as a surprise that the Covid-19 pandemic has inspired people everywhere to reflect on their life and work purposes. According to [2021 McKinsey research](#), 2 out of 3 US-based employees reported that the global pandemic has caused them to rethink their purpose, and 70% said that their work mainly defines their purpose in life.

There are more job opportunities for skilled tech talent nowadays than can be filled and location restrictions are slowly disappearing. So today's candidates don't want just another job. They want to join a mission, to leave a footprint in the world by becoming part of a purpose-driven company.

Lacking a clear vision and values that resonate with your candidates can be one more reason for not seeing good traction when posting a job position.

NOTE

In a time of constant tech innovation, we face a massive engineering talent shortage. With all the new opportunities opening up for tech talent everywhere, companies need a better strategy for dealing with passive candidates and demonstrating purpose and values in their work.

Finding Tech Talent in a Hypercompetitive Market

The tech skills shortage has made the professional market more aggressive and a good recruitment strategy is a key for attracting top tech talent. The entire situation entails that recruiters need to be very detailed when selecting the right tech candidate sourcing in order to meet hiring expectations.

In the last few years, the tech market has become hyper-competitive and companies are working on their strategies for reaching and hiring top tech talent.

10 Strategies to Help You Find Top Tech Talent

In the following chapter, you'll learn some tips and tricks for finding and hiring the top tech talent your company needs to stand out from its competitors on the saturated market. Here is a list of 10 helpful strategies to make your organization unique:

1. Build Your Talent Brand

According to [Glassdoor](#), around 70% of people look at online employer reviews before making a career decision. Having a clear brand online that shows your values and principles will take you a long way. Help your future employees understand what makes your company special and why they should join you.

The most important thing to demonstrate when building your brand is your why. Why does the company exist? What change are you making in the world? Communicate your vision and core values clearly in a way that can attract potential candidates who want to contribute to the same purpose.

Next, show some social proof as you would if you were trying to attract new customers. Employee testimonials give first hand information to potential candidates about what it's like to work for your company. Aim to use external websites for this purpose like Glassdoor, Trustpilot or Google reviews - seeing that the employees have added the review themselves and it's not sugar coated increases trust in potential candidates.

You can go a step further and make your employees your brand ambassadors. People who are happy in an organization are naturally advocating for it. You can add some incentives like referral bonuses to additionally motivate them.

Finally, learn where your potential candidates go, what they do and what they read. This can help you promote your brand in the right places. Present your company at tech conferences, organize meetups, sponsor virtual events, and publish content your target audience would read.

If you need some extra inspiration about creating your brand, take a look at [Airbnb's branding story](#). They do a great job emphasizing their purpose and creating their whole brand around it.

2. Invest In Your Recruitment Team

With the rapid tech innovation and ever-changing industry, it's paramount that tech recruiters keep up to date with new technologies and upcoming industry trends. How deep they understand what they're hiring for will define their success. Having this

in mind, it's key that you invest in your recruitment team and make sure they have a structured way to keep learning.

As a first step, define your talent personas and make sure everyone in your recruiting team is well aware of the type of candidate they're going after. They should understand what their potential hires are looking for, what concerns they might have about joining your organization etc. This will help your team prepare well and address all potential issues with the candidates early on.

Next, organize ongoing training sessions to educate your recruiting team on the technologies they're hiring for. They should understand how the tech stack works, what technologies are interconnected, and whether they can substitute one skill with another.

Understanding the talent persona and the technologies they're hiring for will help recruiters in all stages of the hiring process: sourcing the right talent, evaluating candidates and conducting effective initial interviews.

3. Build Relationships

As most tech talents are passive job seekers, your recruiting playbook strategy should rely on building relationships. A potential candidate should know that your organization clearly understands their career goals and will only make an offer if it's a good fit. The first step is to initiate the connection and then to nurture it until the candidate is ready to jump on board.

Every candidate that applied for a current or past job opening, as well as everyone that your recruitment team contacted, is a potential employee. So, you need to start building relationships from the moment of first contact with your applicants. Building and maintaining a relationship requires building trust and having genuine conversations, respect, and honest follow-through.

Be as transparent as possible when reaching out to potential candidates. Share as much as you can about the project, budget and other relevant details. It will demonstrate that you appreciate their time and you'll start building initial trust. For the candidates that take the step forward, the initial interview should feel like a genuine conversation, not an interrogation. Understand what they're looking for in their next job and be honest if your position is not the right fit for them. It's better to avoid bad hires than to deal with the ensuing problems later on.

Finally, do not burn bridges because you didn't have time to send a follow-up email. Always reach out to people with feedback, even if the answer is a hard 'no'. People appreciate honesty and transparency more than anything. A simple reply would offer

an open door for you in the future. Over time, you'll build your talent network and you could easily reach out to them for new positions.

4. Write Clear Job Descriptions

The job description is the first contact a potential hire has with your company. It's important to make sure it's not purely technical, but it paints a picture about you as a company.

Start with a description of your company that's focused on your purpose and culture. Make sure the person reading it can understand the impact you aim to make in the world. Candidates that apply because they align with your values are not only going to be good for the tech tasks, they will be ambassadors for your company.

In addition to this, a good job description should clearly state the required tech stack and the skills a candidate needs to be considered a good fit. Don't get into the temptation to put down as many skills as possible, thinking it will make you look more professional. This could turn away potentially strong candidates. Only look for the must-have skills and leave space for the person to learn on the job.

Finally, publish the budget or a suitable range for the position so the candidates know what to expect. This will show your transparency and help you build trust with potential hires.

5. Create Effective Application Process

You can easily lose potential candidates if your application process is too complicated. Senior tech talent often gets frustrated when a lot is requested from them without any input from the company they apply for. So, make sure you appreciate their time and invite them for an initial call before asking them for a coding challenge, for instance.

When it comes to the interviewing process, it should be as effective as possible. Ideally, a 3 or 4 step interview process shouldn't take more than 2 weeks from start to decision. Taking longer than this puts you at risk of losing your top candidates.

One reason why it takes companies too long to hire tech talent is lack of a clear talent journey map - a visual representation of all touchpoints candidates have during different stages of their journey. For example, a candidate might go through an initial interview, coding challenge, tech interview, and culture fit call. All of these should be steps of your talent journey and every candidate should follow the same path. This will help you identify bottlenecks and improvement points for each of the stages so you can constantly improve the process.

6. Keep a Consistent Talent Pool

Having a consistent stream of potential candidates is crucial for keeping up with the fierce competition. This talent pool will allow you to reach out to relevant tech talent when a suitable position comes up and they are ready to move through your talent pipeline.

The goal of having a steady pipeline and consistent talent pool is clear: to get the right tech talent when you need them. This requires effective recruitment management as well as strategic planning. With the strategies above, you can create a brand that your talent respects and build relationships with your potential candidates before the need to hire them. Together with past candidates that weren't a good fit for some reason, they can start filling your internal talent pool.

A good strategy is to create some method for predicting the future needs of your tech team. Are you going to need a designer in the next few months? Are strong frontend engineers constantly in need? Then open your job positions in advance and take applicants through your pipeline as they come.

7. Design Your Benefits Package

Even if you're tight on budget, you can attract top tech talent with a clear vision and a benefits package that shows you care. The benefits you're offering will be another testament to your values, so choose them wisely. Some things tech talent appreciates are flexible working hours, learning opportunities and certifications, health insurance, and paid time off if they're contractors.

Keep in mind that the tech market is very dynamic, so you need to evaluate your benefits package once in a while. Remember how remote work was considered a perk a few years ago, but now it's the norm.

In terms of salary - if you think what you can offer is not competitive, consider compensating for it with stock options. For people who are aligned with your vision and values, chances are this will be more attractive than the paycheck.

8. Connect with Relevant Communities

One of the best ways to introduce your company to new talent is to utilize tech communities. There are different groups and communities out there, sharing specific principles and values. They might be established around general topics like security, new trends like web3, or specific technologies such as Laravel, React, Golang, etc. Tech communities will open doors to new tech talent that shares the same passion for tech as you.

In addition to tech specific communities that you can find talent fast online, make sure to look for local communities in the areas your potential candidates live. These are smaller, but more personal networks where people trust each other. You can have someone from your tech team engage, attend their meetups or you can sponsor events they might organize to get directly in front of the members.

You might be shocked to learn how many people share the same values for sourcing tech, and purpose as you. At Adeva, for example, we're all about work without boundaries and our mission is to enable 1 million people to work remotely by 2030. People who join our network are passionate about remote work, so if you are looking to hire remote tech talent, Adeva's tech hiring platform and community might be the one you're looking for.

9. Diversity & Inclusion

Being part of a diverse and inclusive company is becoming an increasingly important factor for tech talent. This [survey](#) on diversity and inclusion in the workplace made by Glassdoor shows that about 76% of employees and job seekers report that a diverse workplace plays a huge part when evaluating companies and job openings. Plus, 1 in 3 people said they would not apply to a position if the company lacked diversity.

Show potential candidates how your company embraces diversity and inclusion. Aim to engage people from different genders, ages, and races in the interview process. A good example for showcasing a company's dedication to creating an inclusive workplace is Apple. They have created an [entire campaign](#) on diversity to show that they are open to embracing faiths, disabilities, races, ages, personalities, ideologies, and differences.

10. Talent Partnerships

It's a good idea to explore options about engaging with talent partners, recruiting companies, and tech communities and groups that can support your growth. Even if you have strong in-house recruiting team, talent partners can bring excellent support when you have spikes in your hiring needs or your need to hire faster than your team can handle. In fact, most of our customers are companies that have dedicated recruiting teams, but need an extra help to manage their aggressive growth.

Filling open positions quickly with the help of a talent partner will save you time and money, and it will help you make sure you're on top of your hiring plan. Common scenarios we've seen at Adeva are:

- Companies kicking off multiple projects that need to staff complete teams for mid to long term.

- Startups that raised funds and have aggressive milestones to achieve fast.
- Fast-growing companies with planned hiring dynamics that need support filling all positions.

If you find yourself in any of these scenarios, check out how [Adeva](#) can support you.

IMPORTANT

Lacking a strong strategy for attracting the right talent can seriously harm your business. Make your hiring process more effective and communicate your purpose and values clearly. Connect with tech communities and talent partners to get access to strong talent across the world.

Accelerate Sourcing of Tech Talent

With the tech talent shortage, it is not surprising that recruiters are having a hard time finding and then hiring top tech talent. Long gone are the days of ‘build and they will come’ engineering talent acquisition strategies. These days and the years to come, organizations are going to need to proactively engage talent and put in a lot of effort to fill out tech positions. Finding and hiring top tech talent will become the holy grail of the recruiting world.

According to a [2021 Stack Overflow Survey](#) conducted on about 90,000 developers across the globe, 81% of professional developers are employed full-time, 12% are working as independent contractors, freelancers, or self-employed, while less than 2% are looking for a job. The numbers are stating the obvious: recruiters ‘must’ do the impossible to find the perfect fit.

Best Places to Source Tech Talent

The low unemployment rate in the tech industry shows that tech talent is not actively looking for a job and don’t hang on job boards. They are passive candidates. So, how

can you find this gem?

Below is a list of the best sourcing channels where you can find top tech talent.

Personal Networks

Personal networks are always the most reliable but, at the same time, limited source. It's especially smart to utilize this channel when it comes to hiring software engineering talent for management positions. Reach out to people you've worked with who might be interested or know other qualified professionals.

Referral Programs

Similar to personal connections, referral programs give you a more scalable way to hire talent that's directly recommended by someone you trust. They're one of the most effective ways to hire tech talent. There's no better way to find like-minded individuals to work for your organization than through employee referrals.

Referral programs allow your current employees to receive some compensation for referring talent who eventually gets hired. As a bonus, you might get help in the onboarding process since people tend to look after the candidates they refer.

Even though it might seem like an extra cost, establishing a referral program will drastically reduce your cost-per-hire rate.

Tech Events

Tech events can be very effective for building strong relationships with future candidates because they are usually conducted with in-person interactions. Events such as hackathons, meetups, career days, etc. can increase your company's brand awareness and show your aspirations and capability.

You can also host your own events at your offices or online and show a glimpse into what it's like to work for your organization.

Social Channels

In this modern, online-first era, there are multiple platforms you can use to find and reach top tech talent from all over the world. Most of them have a professional digital presence that showcases their relevance for your positions. Some of the places to look for a tech talent include:

- **LinkedIn**
As a professional social network, LinkedIn is one of the most popular

sourcing channels. With the right keywords, you can easily find the talent you need. LinkedIn also serves as a brand platform where you can present your business, raise brand awareness, and post job opportunities.

- **GitHub**

With over 73 million developers actively using it, GitHub is the main hub for developers. You can use it to find users that work with a certain programming language. Most of them have their email addresses public, which makes it easy to reach out.

- **Talent Platforms**

If you feel like you need professional support in to find engineering talent in your hiring process, platforms for hiring tech talent are the right place to go. These companies have their own talent networks and can send over strong candidates based on a job description only.

If you're looking to go in this direction, make sure to [check Adeva](#). We're a global talent network that connects high-scale organizations with distributed engineering talent across the world. You could hire as fast as 2 weeks, scale up and down flexibly, and convert contractors to full-time employees as you see fit.

IMPORTANT

Sourcing tech talent requires a clear and unique strategy for every channel you decide to use. Investment in referral programs has been shown as one of the most effective strategies. And, if you need to hire fast or boost the efforts of your internal recruiting team, working with talent platforms can be the best way to connect with strong tech talent. Make sure to experiment with different channels and find what works best for you.

PART 2:

The Ultimate Tips for Hiring Engineering Talent Fast

A complete guide on how to set up a structured hiring process, how to use data in recruitment, and more tips for interviewing tech talent.

Reduce Hiring Time by Collecting the Right Data

During the last few years, hiring and recruiting have changed drastically. Traditional strategies used to rely on intuition and good fortune, but now everything relies on data—especially if you are hunting for the top tech talent.

Thanks to the rapid technological innovations, plenty of recruitment platforms and analytical tools can now deliver a data-driven recruitment process.

This type of recruitment uses predictive analytics that helps recruiters make the right talent decision based on data. Moreover, data-driven recruitment makes the hiring process more efficient and saves you from wasting time and money.

How Data Helps in Hiring Tech Talent Fast

Using the right hiring metrics will help you to collect the right data, and having the right data in the recruitment process helps you find the right fit for a shorter time.

Filling out the position you need with the perfect talent as soon as possible is the dream of every HR and recruitment professional. Data-driven recruitment can help you achieve that. Plus, it will offer some extra perks such as:

Saving Costs

The right data shows you where you have found the most qualified candidates. Once you have identified your perfect sourcing channel, you can allocate the budget only to that channel. In this way, you won't spend extra on channels that don't bring you anything.

Increased Hiring Efficiency

The data can show you the right amount of exchanged emails between your hiring team and the candidates, so you will be able to identify some specific stages that can help you speed up the time-to-hire. Plus, this can help you in setting up a more structured interview process.

Hiring Forecast

Tracking all metrics will show you how many applications you need to make the right hire. If you are behind, you can easily re-publish, re-advertise, or try sourcing the role again.

How to Incorporate Data into the Recruitment Process

There are several steps you can take to implement data into recruitment.

Setting up the Right Metrics

If you want to incorporate data into your hiring process, first, you need to set up the right metrics. Below is a list of the most common metrics that companies use to calculate the effectiveness of the hiring process:

- **Time-to-hire.** It is the total time needed for a prospective applicant from applying until they accept the job offer. To calculate the time-to-hire, you need to subtract the day when the applicant entered the pipeline from the day they accepted the offer.

$$\text{Time-to-hire} = \text{Day applicant accepts the offer} - \text{Day applicant entered the pipeline}$$

- **Cost-per-hire.** It is the total cost of bringing the new employee to the company. This cost includes all expenses of the recruitment process such as sourcing, onboarding, administrative costs, recruitment ads, etc. To calculate the cost-per-hire you need to sum up all included costs for the recruitment process and divide it by the number of total hires in a specific period.

$$\text{Cost-per-hire} = (\text{total internal} + \text{external recruiting costs}) / \text{total number of hires in a specific time frame}$$

- **Source of hire.** It is the percentage of overall hires entered in the talent pipeline from each recruiting channel.
- **Offer acceptance rate.** It is the percentage of accepted offers. To calculate OAR, we need to divide the number of applicants who accept an offer by the number of offers extended to applicants.
- **New hire turnover.** It is the number of employees who leave the company within their first year on the job.

Collecting Data in the Right Way

Collecting data is definitely a hard and time-consuming process. To make it seamless, you may use an applicant tracking system (ATS), which is an automated tracking system that helps recruiters to track communication with applicants, schedule interviews, and screen applicants. These systems help recruiters to improve overall recruiting, hiring, and onboarding processes by the data they collect. The data can help you identify the source from which the most applicants came. When you

have a future position to fill, you will be able to relocate more budget to that source and won't use the extra budget on sources that don't bring you any applicants.

Some of the applicant tracking systems are capable of creating and delivering reports. For instance, [Talentcare](#) has several actionable reports built in their ATS, including candidate source reports, regional manager reports, and turnover reports.

Automate as much as you can. Manual collecting takes a lot of time, and many errors can be made in the process. Also, you may consider gathering data from other tools that you use. For instance, gather conversion rates from Google Analytics, or use LinkedIn Talent solutions that generate job posting analytics and reports.

The job reports are available on LinkedIn Recruiter and LinkedIn Recruiter Lite. These reports provide insights into your job posts' performance to help you improve your recruitment strategy. The reports generate data on daily unique member job view, unique member job applies, view to apply rate, and completed application.

Acting on the Data

Once you have set up the metrics and collected the data, it is important to act on it. How can you do this? First of all, identify the issues you have, and try to find solutions for them. Some of the challenges you may face include:

- **Long time-to-hire.** If you need more time to hire, then this may take a toll on your business in the long run. To make this time shorter, improve the screening process by setting up qualifying questions on your application form. If your screening process is good, you may need to work on the interviews. Try to understand the underlying issue here and work on optimizing the process so you can speed up the time-to-hire
- **Low Acceptance Rates.** If your perfect candidates reject your offer and overall acceptance rates are low, you will face higher costs, and positions will remain unfulfilled for longer. How can you turn the tables on this? First, consider offering a competitive salary and developing a good benefits program. Consider rewriting the job description. Maybe something was not clear there. Also, ensure that every candidate has a positive experience. Some things to include here are getting back to them on time and making them comfortable during the interviews.
- **High New Hire Turnover.** New hire turnover shows the number of employees leaving shortly after being hired. To ensure that the employee stays longer, be sure that you have clearly communicated the duties, responsibilities, and performance expectations about the job before sending your offer. Also, make sure that your onboarding process is effective. Your new hires should

feel welcomed and that they are given opportunities to do meaningful work at the very beginning.

These are only a few steps to cover when you implement data in your recruitment process. Once you establish your metrics and analyze the data, you'd be able to understand what are the main issues your organization faces when hiring and find the best solution.

The Data Has Its Limits

Keep in mind that data has its perks, but it also has limitations. The data won't tell you why or how something went wrong. You can get in-depth analysis and insights into various metrics, but you still need to identify when something went wrong and act on it. Do your best to interpret your own findings; understand what part of the process performs well and where you might have a problem.

Another thing to keep in mind is that data isn't always objective. If you collect data manually, be prepared that your team might make mistakes in the things they grade. Because of this, it is always a good idea to use software and automate wherever you can.

Even if your hiring team still makes decisions based on intuition, they will find data as a strong ally. Data is here to help them improve their recruitment process and overall performance. Mixing data with hire intuition may reduce the hiring time and enhance the quality of new hires enormously.

IMPORTANT

The rapid technological innovation changed hiring and recruiting drastically by bringing numerous recruitment platforms and analytical tools that can deliver reliable data in the recruitment process. Data-drive recruitment is important especially if you are hunting for the top tech talent since it is more efficient, and saves costs and time.

How to Set a Structured Hiring Process

When it comes to hiring, all companies want the same thing:

To find talented individuals who will perform well, be a great cultural fit, and stay with the company long-term.

Unfortunately, it's easier said than done.

In fact, hiring is an exhausting process. It costs money, it can drag on for weeks, and there's always the risk of hiring the wrong candidate.

That's why it's critical to have a structured hiring process that will help you speed up the entire process by identifying high-quality candidates that will be a great fit for your company.

By implementing a structured hiring process, the benefits will be numerous. You'll likely see improvements in terms of new hire quality and improved retention rates. On the plus side, you'll manage to hire the right people for the right roles more rapidly and cost-effectively.

If you want to know what is a structured hiring process and learn more about setting a structured hiring process at your company, continue reading.

The Hiring Process Timeline With Three Phases

The typical hiring process that many companies implement involves three phases of recruitment process, starting from application review and conducting interviews and ending with an offer of employment.

We'll dive deeper into the three phases and provide expert tips to help you identify and hire high-quality talent.

Let's begin!

Phase 1 (First Half of Week One) - Minimum Qualifications Screening and Application Review

Minimum qualifications screening

It's a common practice for candidates to apply for a job position even if they don't possess the minimum qualifications listed on the job ad. Consider scanning their resumes to see if they possess or lack the basic capabilities required for the job. For instance, if one of the requirements was "At least five years of experience working with PHP" and the candidate has only two years of experience, that's a red flag, and you can safely remove them from the consideration list.

Application review

This stage determines which candidates will make it to the next phase of the interview process.

Now that you have a list of all the candidates that meet the basic qualifications for the job, it's time to dive deeper into their applications.

Here are some best practices when it comes to reviewing applications for technical roles:

- Review the candidate's work experience and whether their experience would be applicable to the open position. Pay attention to the length of time in each position, any promotions, and reasons for leaving each position (ask them during the interview).
- Note any gaps in employment and ask the candidate to explain them during the interview.
- Look at their educational background. If you have any preferred educational level, then this is critical. If not, skip this step.
- See if the candidate has the specific skills you're looking for that are critical for the job position. For instance, if you're hiring for a PHP development position, you might be looking for specific skills like experience with SQL databases, a good understanding of OOP and SOLID, and knowledge of Laravel or Symfony.
- Divide resumes into three groups: 1) resumes that match the job requirements and qualify for an interview; 2) those that meet some requirements and may be given a chance; and 3) those that do not meet the requirements.
- By the time you're done reviewing applications, you should have eliminated one-third of all applicants.

Phase 2 (From Second Half of Week 1 to First Half of Week 2) - Conducting Interviews

Once you identify which candidates meet the job's requirements, it's time to assess their technical and soft skills in greater detail by inviting them for interviews. Assessing both technical and soft skills is essential, especially if you're hiring for a higher-tech role.

Remember: the candidate will be assessing the interview as well. If they have a negative experience, they won't think twice about jumping ship, so make sure you leave a good impression.

Although every company and role is different, consider holding at least two separate interviews. For instance, the first interview will serve as an opportunity to discuss the candidate's resume and assess their soft skills, like communication and teamwork skills. The second will focus more on the technical aspects of the job.

Interview #1 with an HR representative

Schedule a Zoom call (or invite the candidate on-site if you have a physical office) to learn more about them. This is the time to go over any red flags you noticed from the candidate's resume, like large gaps in employment or switching jobs too often. Probe into these issues to learn whether it's an actual red flag or a false alarm.

This is also an opportunity to evaluate a person's communication skills and identify the type of environment the engineer will thrive in. Once the interview ends, write down your impressions. What did you like about the candidate, and what did you dislike? This will help you arrive at a final hiring decision.

Interview #2 with a Tech Expert

The next step in the interview process is to assess the candidate's technical skills. This interview is usually led by someone who is an expert in their field. For instance, if you're hiring for a JavaScript developer, you'd either need a Senior JavaScript Engineer to conduct the interview and see how skilled the candidate is with the specific technology. Or, you could have a Senior Engineer experienced with any tech stack who'd assess the overall engineering capacity of the candidate.

Here are a few other best practices to bear in mind:

- Have a list of interview questions ready at hand to help you speed up the interview process and have an easier time identifying great developers.
- Try pair programming, as it's an excellent approach for testing tech skills. It's also an excellent opportunity to test a candidate's communication and collaboration skills. Tools like Tuple and CodeAnywhere that are explicitly

designed for remote code interviews can help you conduct effective pair programming exercises.

- Let the candidate ask questions about the position and company. Giving them the opportunity to speak is also a chance to see what matters to them and then use this information when making an offer. Let the candidate have at least 20%-40% of the conversation.

Phase 3 (Second Half of Week 2) - Reference Check

Phase 3 of the hiring process involves conducting reference checks to learn more about a candidate's previous work experience and their employer's feedback.

A good practice is to conduct reference checks for only the top candidates that managed to impress you. Reference checks can be a great opportunity to learn more about a candidate's strengths and limitations so that you know how to support them in their role once they join the company.

Here are a few best practices to help you conduct more effective reference checks:

- Before you reach out to the referrer, ask for feedback from everyone in your company who interviewed the candidate. Ask them what they liked about the candidate and what they disliked, as well as what they want to know more about or follow up on. This will help you develop a list of questions to ask the referrer.
- If you're tight with time, you can always contact the referrer by mail. However, remember that phone calls can give you a more detailed answer about the candidate's strengths and weaknesses.
- Describe the specific job position the candidate is about to take on and ask the reference if they have seen the candidate perform in similar circumstances.
- Ask more specific, open-ended questions. For example, questions like "What can you tell me about Jonah" are very broad and tend to elicit vague answers.
- Pay attention to what the referee is saying without interrupting them or enforcing the answer you want to hear.

Final Steps (Third Week) - Offer of Employment and Onboarding

Offer of employment

The next step in the hiring process is extending an offer of employment.

Here are a few best practices:

- Keep it simple and straightforward. Get in touch with the candidate and say, “We’re excited to offer you a position as a Senior Laravel Developer at [name of company].”
- Once you extend the offer, make sure you maintain regular contact with the candidate. A good practice is to get in touch every 2-3 days to keep them in the loop. A short email or call would do the trick.
- Keep in mind that many candidates won’t be just looking for a competitive salary. They would also be interested in additional perks like flexibility at work, time away programs, health benefits, mental health programs, etc. If you’re offering some of these perks at your company, make sure the candidate knows this.

Onboarding

Once the candidate accepts your offer of employment, the onboarding process may begin. Proper onboarding can be critical and can influence the new hire’s productivity and satisfaction with the job. In fact, [some studies](#) show that organizations with a strong onboarding process improve new hire retention by 82% and productivity by over 70%.

Similar to how you can benefit from a structured hiring process, there are also many advantages to following a structured onboarding process. Here are a few tips:

- Think about what the new hire should learn or receive before their first day. For instance, have a welcome meeting (in-person or on Zoom) to greet the new hire and inform them of things like their tasks for the first few weeks at work, normal working hours, your coding standards, the communication and collaboration tools you’ll be using, etc. This is also a great time to present the company’s values, mission, and vision if you haven’t done it already
- If there’s any paperwork to be signed, send it over before their start date. Nobody wants to spend their first day at work signing papers. You can use e-signature tools like HelloSign and DocuSign to speed up the process.
- If you’re planning on sending the new hire equipment like a laptop, plan this beforehand.
- Share login details and invitations to give the new hire access to your project management systems, chat apps, email, learning management systems, etc.
- Make the new hire feel welcome by introducing them to the team. This can

happen on a group video call, for instance. Another idea is to send a new hire announcement on Slack.

- Consider assigning a buddy who will be the new hire's go-to person for everything work and culture-related for at least two months.
- Don't forget to hold regular one-on-one meetings where you'll share feedback, discuss difficulties, celebrate milestones, and more.

IMPORTANT

It's critical to establish a structured hiring process that will help you speed up the entire process by identifying qualified candidates that will be a great fit for your company.

Tips For Interviewing Tech Talent

Tech interviews are a delicate endeavor. Not only do candidates need to possess good technical skills, but soft skills are also critical, especially if you're hiring for a higher-tech role—not to mention the importance of company culture fit.

What's more, the candidate will also be assessing your interview process. High-quality software engineers are in high demand, and they won't think twice about turning down your offer if they have a bad candidate experience.

In this chapter, we'll give a few tips for accurately assessing a candidate's technical aptitude and overall fit. You'll learn what you have to do before the interview, how to impress the candidate, and what's the first thing you have to do once the interview ends.

Prepare for the interview

Similar to how candidates prepare for interviews, you, as the interviewer, should also

come prepared. Give yourself a few minutes to prepare for the interview to ensure everything goes well. Here are some tips:

- Make sure you know the role you're interviewing for. Is it a junior role or a senior role? If you lack details about the position, discuss this with the hiring manager.
- Review the interviewee's CV to learn more about their experience. Pay attention to their experience in the last 2-3 years.
- See if everything works well on the logistics side of things. Double-check to see if you sent the interview invitation at the right email address and at the right hour. Check your internet connection and setup (microphone, camera, etc.)

Have a thorough, standard interviewing process

Before we dive into what to do (and what not to do) when interviewing engineers remotely, it's important to note that you need a thorough, standard interviewing process. A standardized interviewing process will help you arrive at more meaningful conclusions.

At Adeva, we have three different steps, each of them used to evaluate something specific.

- **Pre-qualification call:** we schedule a Zoom call to understand more about each engineer. For us, evaluating a person's communication skills is imperative and identifying what type of environment an engineer will thrive in.
- **Skills evaluation:** the next step in our process is to make sure the engineer is a top-notch candidate in terms of skills. In this step, we discuss best practices in software development, code design and architecture, as well as specifics about the chosen tech stack.
- **Company culture check:** the third step of the interviewing process is conducted by the client to identify whether the engineer fits their company culture. It can be a bad idea to put a person with a startup mindset in an enterprise culture when things are slower. Or the other way around.

Consider pair programming interviews

Pair programming is an excellent approach for testing tech skills. It's also a great opportunity to test a candidate's communication and collaboration skills.

Zoom, Google Hangouts, or any other video-conferencing tool with a screen-sharing option would do. You can also use many collaborative coding tools to conduct a pair programming interview, like Visual Studio Live Share and CodeTogether. These tools let users edit code, provide input, and test code live on the platform.

Have a list of questions ready to use

Having a list of interview questions ready at hand will help you speed up the interview process and have an easier time identifying great developers. If you're interviewing candidates with different skillsets, such as front-end developers and back-end developers, make sure you have questions prepared for each technology.

To help you with this, we have prepared [software developer interview questions](#) for various technologies that can help you hire top software developers.

Let the candidate ask questions

Many interviewers make the terrible mistake of hijacking the conversation without even leaving room for the candidate to ask questions themselves.

But here's the harsh truth: high-quality developers are wanted in many places. Chances are, they're interviewing at multiple companies at the same time, weighing their options. You may think you're interviewing them, but they're also interviewing you.

With that in mind, consider letting the candidate ask questions about the position and company. They probably have many questions they want to ask you if you give them a chance. Letting them speak is also an opportunity to see what matters to them and then use this information when making an offer.

Set your candidate up for success

Candidate experience is critical. As we mentioned earlier, candidates are also

assessing your company to see if it's a good fit for them. The candidate will move on to other opportunities if you leave an impression you're disorganized.

This brings us to the next tip: set your candidate up for success. For instance, consider sending them tips on preparing for a remote interview. Maybe this is the first time they're interviewing on Zoom, and they're overwhelmed with anxiety.

Inform them of your interview process so candidates know what to expect. Consider letting them know how long the interview will last, who will conduct the interview, whether there'll be any breaks during the process, etc.

Doing so will make them feel like you're rooting for them to succeed. Make sure you do this with all of your candidates.

Sell your company

The best engineers aren't just looking for competitive salaries. They're also interested in other benefits like flexibility at work, time away programs, health benefits, mental health programs, etc. If you're offering some of these perks at your company, make sure the candidate knows this.

At Adeva, we offer employee benefits such as flexible working hours and working from home options, private medical coverage, fitness reimbursement, parental leave, and unlimited time off. We absolutely mention these perks when hiring new talent. Consider doing the same to attract the best tech talent.

Write down impressions immediately

Immediately after the interview ends, write down your impressions about the candidate — what you liked and disliked. For example, you might write down how you liked their critical thinking skills but are skeptical about their communication skills. This is critical if you want to avoid being swayed by the impressions of somebody else.

This should help you form an opinion about the candidate: should you hire them or not? At the end of the interview you should know whether the candidate is:

- **A strong hire:** they demonstrated exceptional skills overall.

- **A good hire:** the candidate did well at the interview, but there are some things that could have been better.
- **A no-hire:** the candidate didn't manage to impress you, but you're willing to give them a second chance.
- **A strong no-hire:** the candidate is definitely not a good fit for the job.

Bonus tip: Let someone with advanced tech knowledge interview senior developers

Senior developers possess the ability to write exceptional code, design systems that are easy to maintain, clearly and efficiently communicate with people, mentor other developers, etc. Some of them also possess great leadership skills, making them great team leaders.

Some of these skills are very delicate. Someone with a similar knowledge must determine whether the candidate has what it takes to take on such a serious and responsibility-heavy role. If you have someone on your team with advanced tech knowledge, consider having them lead the interview. They're the best judge at determining whether the candidate is a good fit. They'll know the right questions to ask and notice red flags the moment they arise.

NOTE

To avoid all the hassle and make the recruitment and hiring process easier, make sure to [check Adeva](#). We're a global talent network that connects high-scale organizations with distributed software tech talent across the world. You could hire as fast as 2 weeks, scale up and down as needed, and work with exceptional talent.

PART 3:

The Ultimate Playbook for Scaling Engineering Teams Fast

A complete guide on how to hire the best software engineers and how to scale your engineering team with zero business loss.

How to Recruit The Best Software Engineers When You're Growing Fast

There's fierce competition out there.

Companies are competing with each other to recruit the best senior tech talent.

Hiring tech talent is especially tricky for companies without an established, prestigious brand. If you're not Google, it's ridiculous to think you can compete with the salaries that some of the big players are offering, so if you are asking yourself how to recruit great engineers, you have to get creative.

But the good news is that engineers are always looking to switch jobs. You just have to find ways to attract their attention.

It might be time to revise your recruitment strategy if you're having problems with finding good senior software engineers and having a healthy talent pipeline. Here are a few ways to improve your recruitment efforts!

Adopt a More Untraditional Approach to Hiring (move with the times)

Let's speak honestly for a minute: educational background and past experience are no longer effective filters for scaling engineering organizations and what constitutes good tech talent.

You need a more modern lens by which to identify great talent. Removing the need for a computer science degree for a technical role deepens the pool of qualified candidates. Today, you don't need a computer science degree to learn how to code, and it's not a meaningful indicator of who will make a great engineer.

Some leading tech companies have already adopted a more modern recruitment approach. Currently, companies like Google and Apple no longer require a computer science degree for technical roles.

An individual's past industry experience shouldn't be a barrier to hiring tech talent

either. For example, MedTech companies often look for senior engineers with past experience in the medical industry in an attempt to speed up the onboarding process as these engineers can quickly adapt to the industry and learn the regulations. The downside of this approach is that requiring industry experience can reduce the talent pool significantly. Regulations can be easily learned, so if a senior engineer fits all the job requirements, they shouldn't be kicked out of the pipeline. Even people without the proper industry experience can turn out to be a great fit.

Meet Tech Talent Where They Are (engage with them in their natural habitat)

Here's the thing: senior engineers are usually paid well, dabble in exciting hobbies, and know they're in high demand. Reaching out to them via LinkedIn won't do the trick.

What can you do to attract their attention?

The first step is to learn where your perfect candidates spend their time. Once you know their frequent platforms, you must engage with them in their natural habitat. Here are a few places where you can find qualified tech talent:

- **Twitter.** Twitter is the natural habitat of many engineers, who often post about the latest tech trends. If you want to catch their attention, start following them on Twitter and reshare their tweets, or even send them a DM.
- **Blogs and online technical postings.** Engineer blogs are another fantastic source of high-quality candidates. Technical posts often suggest a mature level of technical expertise and understanding, so in a way, this candidate is already vetted without even a proper interview.
- **Open source code contributors.** Looking for candidates on sites like GitHub and SourceForge lets you evaluate a candidate's code samples before reaching out with an offer.
- **Conferences.** Attending conferences is an excellent opportunity to mingle with ambitious and experienced engineers. You may even organize an event where you'll present your company and invite people to leave their contact info. Speaking at these conferences will make your company more easily visible.
- **Public Slack communities.** Slack communities that are focused on programming discussions are another way of finding engineers active in the tech community. However, in order to browse these channels, you'll have to join first. If you have trouble finding relevant communities, here's [a list of 46](#)

[Slack groups for developers](#) and [a list of 400 Slack Communities](#).

- **Tech talent networks.** You'll be surprised to learn how many qualified candidates hide in tech talent networks. Talent at such networks has undergone a rigorous screening process that analyzes their technical skills, aptitude, and personality. Here, you can find talent with diverse skillsets, from front- and back-end engineers to mobile developers and QA engineers. You can hire full-time or part-time contractors, scale up and down as needed, and work with 100% remote talent.

Speak Their Language (it's not Klingon)

When one engineering leader asked [r/cscareerquestions](#) and [r/programming](#) some recruitment-related questions, the answers were a bit disappointing. When contacted by recruiters, engineers respond only about 2–10% of the time, and many of them rarely respond.

When asked, "When you don't respond, why is that (most often)," some of the answers included things like "mismatched skillset," "spam messages," "mismatched level of experience," "off-putting language," and more.

Looking at the statistics, we can safely conclude there's a strong mismatch between recruiters and software engineers.

What should recruiters do to improve their strategy?

A few things. Here are some of them:

- **IT recruiters should be well-versed in tech terminology.** They shouldn't confuse basic things such as front-end and back-end technologies. Additionally, they should be educated on the inner workings of the technology they're hiring for and be able to discuss any technical issue. Recruiters that don't understand the technology stack can cause unpleasant emotions in engineers, thus increasing the distrust engineers have towards recruiters.
- **When reaching out to engineers, avoid using phrases like "rock star developer" or "code ninja."** Phrases like these raise red flags among software engineers and indicate the recruiter hasn't thought about the exact role the engineer will fill, leaving engineers feeling this is a job with ill-defined requirements.
- *Instead of writing dull and overused terms that sound like spam, put*

together personalized and relevant emails. Get straight to the point. Explain the position you're hiring for in a straightforward manner. Also, don't shy away from including a few tech terms here and there. Engineers appreciate recruitment specialists who know what they're talking about.

Create an Employee Referral Program (or optimize your existing one)

According to the [2017 Stack Overflow Developer Hiring Landscape report](#), 26.8% of developers got their current job through a recommendation from a friend, family member, or former colleague. This statistic only confirms the importance of your employees' networks when recruiting new talent. And one of the best ways to maximize the potential of these networks is by creating an employee referral program.

Employee referral programs come with many benefits. For one, they help you target passive talent that makes up the majority of available talent on the market. Although most software engineers are passive candidates, most are still open to new opportunities. What's more, referral hires are high-quality hires. These hires come with a lower turnover rate and a higher retention rate. Even better, referred candidates take the shortest to recruit and onboard.

If you're looking for some best practices for creating an effective employee referral program, here are a few:

- **Offer incentives.** Although your employees might only be interested in helping their friends and the company, it's always a good idea to offer incentives for recommending good talent. Incentives don't have to be in the form of a monetary reward. You can offer things like paid time off, gift cards, or even a donation in their name to an organization they care about.
- **Create a system for referring people.** Make it straightforward for people to recommend candidates. For example, you can give everyone in your company access to add talent to your ATS. Even better, create a unique link to your application form for each employee and easily track the referrals in your applicant list. Offer email and social sharing templates they can use to promote your open roles.
- **Share job openings internally.** If you're hiring for a position, let employees know by sharing the job posting via email or on Slack.
- **Always accept referrals, even if there's no vacancy.** Although you might not be hiring for that specific position at the moment, it's good to have

candidates with that particular skillset stored in your system so that you can reach out as soon as the position opens. The referred candidate should be informed that there's currently no vacancy for that position, but they will be contacted when the position becomes available.

- **Keep the referring employee up-to-date with where the referred candidate is in the hiring process.** The referrer should be notified as the referred candidate moves along the hiring process. Employees deserve to get feedback about the strengths and weaknesses of the candidates they refer so they can keep bringing good talent to the company.

Improve Your Careers Page (tell your story)

A career site is an online hub that gives visitors a clear picture of your company and its culture and lets them apply for specific jobs. It's a great way to attract top talent as people can learn about your company without having to interview first.

If you already have a careers page or are in the process of creating one, you want to design it so that it gets engineers interested in your company. Here are a few ideas:

- **Describe your company.** Introduce your company in an interesting and engaging way. Tell candidates who you are, what you do, and why you do it. Share your company's mission and vision in an easily understandable way.
- **Explain your core values.** Your core values are your company's identity as an employer. Share them on the page so that candidates who share the same values can be enticed to join.
- **Don't just advertise open positions.** Explain why engineers should choose to work at your company rather than elsewhere. What does your company offer that others don't? In addition to compensation and traditional perks and benefits, talk about career development opportunities, flexible working options, work/life balance, team building events, and more.
- **Make sure the careers page reflects the values and preferences of the engineers you're looking to hire.** A good strategy would be to talk to your existing engineers. Let them educate you on what would entice engineers to become part of your company. Would specific technologies, languages, or processes make a job more attractive?
- **Include employee testimonials and quotes.** For example, people tend to trust colleagues' opinions more than the company's CEO. That's why it's always a good practice to include employee testimonials and quotes so that people

can hear what it's like to work at your company and the perks that come with it.

- **Explain the steps in your hiring process.** How long does the hiring process at your company take? How many interviews can the candidate expect? Ensure your career site contains a clear, detailed explanation of your hiring process so that candidates know what to expect every step of the way.
- **Invite people to join your network.** Even if you currently have no open positions, give people the option to join your talent network. For example, they can sign up to receive job alerts, company updates, industry news, career advice, etc.

Have Full Transparency in Job Descriptions (it's a trick for finding better-fit candidates)

Here's the truth:

Many high-quality candidates automatically ignore job listings that don't list a salary range, even if they include phrases like "competitive" or "top dollar." There's a strong belief that these companies are always the ones that pay the least salary.

With that said, if you're not posting your salary range in the job description, you're missing a large pool of good talent that will end up working elsewhere.

On a similar note, job seekers also want their potential employer to provide a thorough and honest description of the advertised position – the duties, the challenges, and the requirements. In addition, job seekers also want straight answers when it comes to benefits and perks.

This openness and honesty in hiring is called transparency. And it's critical for the hiring process as it can establish a high level of trust between the employer and employee. Additionally, employer transparency during the hiring process can be critical for employee engagement with the new hire.

Let's sum up:

- List the qualifications needed to perform the job.
- Include job requirements in every area (experience, education, training, certifications, mental abilities, etc.).
- Post the salary range.

- Let people know if you offer benefits like remote or hybrid work options.
- Explain the benefits.
- Tell the candidate about the technologies they'll be working with.

NOTE

Recruiting the best software engineers when you're scaling your business is not as easy as one-two-three. You need a more creative and innovative approach. Consider removing the need for a computer science degree to deepen the pool of qualified candidates. Engage with software engineers in their natural habitat, such as public Slack channels, GitHub, or tech talent networks. Ensure your IT recruiters speak the software engineers' language and create an employee referral program to target passive talent. Finally, don't forget to make your careers page more attractive and make sure your job descriptions are fully transparent.

7 Sure-Fire Strategies for Scaling Engineering Teams

Having a small engineering team has its perks.

Smaller teams of intelligent, qualified, motivated people can often collaborate and communicate better than bigger ones. Not to mention that small teams have built some of the most game-changing technologies. But every company strives to grow, and growth means hiring more people and establishing more complex processes.

Whether you're a startup that has just received funding or you're building more features to complement an established product, you now face the challenge of scaling your engineering team.

Scaling an engineering team is not exactly a walk in the park. It involves careful planning to ensure there's no disruption to the company's activities and the revenue remains unaffected. On top of everything, you want to protect your company culture and existing employees from leaving.

Here's the harsh truth:

Scaling an engineering team doesn't only entail hiring the right people. It's also about developing your existing talent, refining your processes, and enabling smoother communication.

With that said, here are some best practices when it comes to scaling your engineering team the right way:

Identify and Hire the Right People (hire externally + promote from within)

The best strategy for engineering scaling quickly is to scale teams with a balance of external hires and internal promotions.

Promoting your best engineers is an excellent strategy for retaining your best talent. Experienced internal engineers deeply understand your business, engineering teams, and structure.

On the other hand, external talent can bring fresh thinking into the company to prevent stagnation of culture and ideas. Hiring experts from other companies can help you identify blind spots you were unaware of.

In terms of hiring external talent, here are a few tips:

- **Hire people with a growth mindset.** People with a growth mindset will become more talented over time. They continually want to improve themselves, and this can benefit your company. These individuals enjoy challenges, strive to learn, and seek the potential for developing further in their roles and careers.
- **Hire specialists and not generalists.** When you're part of a small company that's early in its development, hiring people who are jack of all trades or generalists makes more sense. Your company needs these people as they're not afraid to perform different tasks at this stage. For instance, a software engineer might code in a few languages, both front-end and back-end, and test their own code. But once your company starts to grow, you have to have more structure on your team, and there must be more boundaries to what a role entails. Instead of generalists, you need people who are specialized in their field. For example, you want to hire people specializing in iOS, Laravel, QA, etc.

- **Hire with inclusion and diversity in mind.** When hiring with inclusion and diversity in mind, you're opening the door for people from underrepresented backgrounds. You'll be offering equal opportunities to tech talent everywhere. You'll also dramatically expand your talent pool.
- **Constantly make changes to your interview process.** We won't dive into the interviewing process in detail but want to mention the importance of continually evaluating and refining the interview process. One way of checking the efficiency of the process is by tracking new hires' performance 6 or 12 months after joining the company. If you notice that many of your new hires are performing poorly, this is a sign your interviewing process needs refining. For example, you may experiment with pair programming, take-home assignments, whiteboard interviews, etc. Don't be scared to experiment with different interview approaches to see which one yields the best candidates.
- **Work with contractors.** One method for scaling up your engineering team faster is through contractors. You'll manage to onboard highly specialized people in days instead of months and stay within budget. On top of that, you're providing opportunities to engineers in places where local jobs might not be as lucrative. Contractors can be a valuable strategy when a project is urgent, and you need the expertise, but you aren't sure whether you'll need this increased capacity in the long term.

Develop Your Talent (to avoid stagnation)

We talked about hiring the right talent, but how do you retain that great talent and continually help them grow?

You focus on career development.

In other words, you want to ensure people have a pathway in your company. Unless you provide opportunities for growth and development, employees will stagnate and stop learning and growing. The more ambitious talent may find working at your company doesn't challenge them anymore and decide to jump ship to pursue more challenging opportunities.

Here are a few tips:

- **Build your own in-house talent segmentation framework.** You need to look at each engineer and ask yourself a series of questions: How are they

doing relative to their peers? What does their growth potential look like? Answering these questions will help you understand how each person is performing and what their potential looks like for the future. It can also help you decide what action you need to take based on how you segment your talent. For instance, developing an engineer that's an industry talent requires a different approach from developing an engineer performing more poorly than their peers.

- **Help engineers understand what career progression looks like at your company.** To get the most out of your existing employees, you need to help them understand what career progression looks like at your company. Consider introducing levels at the company and explaining what each level entails and what it takes for an engineer to progress to the next level for each discipline. Ensure you communicate the pathways and requirements for each type of role, such as engineer, QA, DevOps, etc.

Hire/Develop Engineering Managers (learn how to identify leaders)

You might need to hire engineering managers to lead your tech teams when growing from a small team to a large one.

Engineering leadership is critical. Engineering managers create and enforce ground rules like coding standards and methodologies that ensure you build a high-quality solution.

Instead of hiring external experts immediately, consider promoting your internal talent into engineering managers. If you jump to hiring external managers without considering your internal talent for those positions first, your existing employees might feel disappointed in not having the opportunity to lead.

But how do you know which employees in your company are potential leaders? Identifying managers can be challenging, as technical proficiency doesn't always translate into managerial excellence.

Here's how to spot the leaders in your company:

- **They have an ownership mindset.** A team member that takes ownership of projects may be a good fit for a leadership role. Such employees can deliver fantastic results with minimum supervision and guide others to achieve common goals.

- **They take the initiative.** Look for employees who take the initiative to grow and develop inside and outside the workplace. For example, pay attention to employees who want to take on more challenging projects and tasks, participate in educational workshops at your company, and constantly seek professional opportunities. Suppose you notice an employee who takes the initiative on a task instead of waiting for you to give instruction. In that case, this person is confident in their decision-making and can handle higher-level work. You also want to look for employees who invest in their long-term future by pursuing other educational opportunities, getting an MBA, etc.
- **They have great communication and listening skills.** All the best engineering managers are exceptional communicators. They know how to give feedback, convey ideas, give instructions, and mentor other people. Great leaders also know the importance of active listening. Look for employees who don't interrupt others while speaking, are actively engaged in conversations, and understand the situation.
- **They offer solutions to the problem.** Another trait to look for in potential leaders is the ability to provide solutions to a particular issue or challenge. Instead of complaining about the situation or panicking, they bring suggestions for how to solve it.
- **They want to take responsibility.** These people go beyond their defined job role and take on more duties at their own initiative. These employees will ask many questions to increase their knowledge and do more than the bare minimum of what their role entails.
- **They are great mentors.** Look for employees in your company who are actively mentoring other people. These are the people who help newcomers adjust to their new roles by providing them with ongoing support and guidance. These can also be the people in your company that hold workshops, webinars, etc.
- **They are team players.** You need people who can work well with other team members. "Team players" have excellent communication, collaboration, active listening, and problem-solving skills. They contribute to their team to complete tasks, meet goals or manage projects.

Training your engineers to become engineering managers is also critical. Engineers interested in a management role should receive formal management training before becoming managers. For example, you can host workshops that people can take classes in. Some companies have a professional development program where people get a few thousand dollars a year they can spend on classes for self-development. Working with mentors can also be critical for developing the skills required for the job.

Mentors can give a lot of directive advice and coaching on how to do something. The new engineering managers should get ongoing coaching and feedback from other engineering managers in your company until they feel confident in their new role.

Additionally, make sure you clearly define the responsibilities of an engineering management role. Engineers that jump into an engineering management role without knowing what to expect can easily burn out. If you fail to find suitable people for the engineering manager position from within the company, you should look for that talent externally.

Onboard Fast (to have your engineers contributing as quickly as possible)

When scaling your team, getting new engineers up and going is critical. You want your new engineers to start contributing soon after joining the team. For this to happen, you must have a streamlined onboarding process. Remember that you'll be hiring in larger quantities, so you must be ready to onboard at scale. Build a streamlined onboarding process and have every new hire improve it so the next person has a better experience.

Here are a few quick tips for a fast onboarding experience:

- **Provide clear expectations.** Let the new hire know their responsibilities in their new position. Inform them of their working hours, modes of communication, weekly meetings, etc.
- **Ensure the new employee receives the proper documentation.** If there's any paperwork to be signed, send it before their start date. Invite the new hire to access your project management systems, chat apps, email, learning management systems, etc.
- **Provide access to training materials.** Training materials are critical for a fast onboarding process. Make sure you send them over to the new hire before their first day on the job, whether it's videos, plain documents, guides, or slide-based courses.
- **Schedule a meeting with the team and the team lead.** Make the new hire feel welcome by introducing them to the team and the team lead. This can happen on a group video call, for instance. Another idea is to send a new hire announcement on Slack.
- **Invest in a knowledge base.** Creating a knowledge base might be a good

idea if you're a larger company with multiple products and processes. The base will act as a central hub for storing, maintaining, and sharing employee knowledge. New employees can access the knowledge base whenever they need to perform a particular work task or learn a specific internal process. The knowledge base can also contain the training materials.

- **Assign a buddy.** Consider assigning a buddy who will be the new hire's go-to person for everything work and culture-related for at least a few months.
- **Assist until they adjust.** Don't forget to hold regular one-on-one meetings where you'll share feedback, discuss difficulties, celebrate milestones, and more.

Think About How You'll Structure the Team (hint: the microservices approach)

A team of 20 engineers needs a different structure than a team of 5 engineers. It would be best to plan how you would structure your teams so that each can scale and multiply as needed. Everyone needs to know their role and to whom they report.

One of the best strategies to maintain release efficiency is adopting a microservices approach for your teams. This approach involves creating smaller teams comprised of a few skilled people, overseen by a manager, to get the deliverables off the ground. Each team is working on a separate feature and has to deliver a set of tasks within a given time frame. Collectively, each team is working towards a common company goal. The leaders of each team collaborate to define a cohesive direction for the product.

Additionally, you may want to have an upper-level manager overseeing each team and gluing the teams' outputs together.

Create the Necessary Processes (to maintain quality with minimal supervision)

When you have a small team, trying to standardize your processes can feel forceful and limiting to your employees. However, once you grow, you must define and communicate processes so that deliverables maintain the same quality, even with minimal supervision.

Consider creating documents that show employees how you expect tasks to be completed. This will help your engineers write better code quicker and be more independent and flexible. You'll maintain the quality of what you're building and speed up new hires' onboarding process.

The first step is to document your processes and share them with everyone on the team. The documents will serve as a foundation for building and refining your engineering processes. You and the team can iterate on it to improve as needed, creating a positive feedback loop.

For a smoother collaboration, use tools like Google Docs, Confluence, and GitHub. You can create an internal knowledge base using a knowledge base software. Retrospectives can also be a great tool for creating a culture of self-accountability and self-improvement. These meetings are one of the best tools for letting your team grow and learn, and they can help you scale the team more easily.

Although many teams see retrospectives as a waste of time, your team members need to be coached to see the value of such meetings. In short, retrospective meetings are an opportunity to iterate and improve your engineering process by analyzing what worked well and what needs to be improved. You'll identify deficits in your process and make the necessary changes to ensure what you're building is of high quality.

Enable Smoother Communication (to boost employee morale and engagement)

When you have a team of a few people, communication is easy. You can quickly get on a video call or exchange a few emails. There's a stronger alignment in goals, vision, and tasks. Everyone knows pretty much everything that's happening on a company level.

But once a team grows from 10 to 100, employees become less connected. There's an immense amount of information circling the company, and nobody can know everything that's happening inside the company.

Often, employees in team A won't have an idea of what team B is doing. Communication becomes more challenging, so you'll have to find ways to enable smoother communication between teams.

Here are a few ideas for how to keep that small-team feeling as you scale:

- **Document your values.** As you scale, you must invest in culture. Incorporate your values into your processes and keep them documented. For instance, you may have a culture of giving recognition, but it's not written down. As more people join the team, you want them to be well acquainted with these values so they can start practicing them as soon as they join. Documenting your values makes them more easily shared.
- **Educate new leaders on your culture.** As new leaders join the company, you want to ensure they understand your core values and add to your company culture. Educate new leaders on the values and culture of the company so that their leadership style fits your company culture.
- **Establish healthy communication habits.** As new members join the company, make sure they understand what communication habits work best for everyone to be informed, engaged, and well-connected with other team members. You may want to establish best practices for when synchronous communication works best, and which remote engineers asynchronous communications best practices for engineering teams are better practice.
- **Bring more structure to meetings.** Knowing what will be discussed during a meeting helps participants better prepare and ensures the discussion doesn't go off the rails. Use meetings to discuss issues, roadblocks, and action items. Don't forget to type in the meeting agenda when you schedule the recurring meetings so your attendees can easily reference it.
- **Organize more fun events.** Activities like team-building games and coffee chats can be a fantastic way for employees to break the ice. Online games for virtual teams can be played using various tools, such as Slack, Zoom, Google Hangouts, Google Docs, Confluence, or PowerPoint. The organizer usually decides whichever tool is most convenient for the entire team. Such activities are both fun and practical. Employees get the dose of entertainment they need, but at the same time, they learn how to collaborate in a more concrete way.

NOTE

To avoid all the hassle and make the recruitment and hiring process easier, make sure to [check Adeva](#). We're a global talent network that connects high-scale organizations with distributed software tech talent across the world. You could hire as fast as 2 weeks, scale up and down as needed, and work with exceptional talent.

Conclusion

Even though there's a huge employment gap in the tech world, there are numerous strategies to source tech talent that can give you a competitive edge. Some of those strategies include focusing on building your brand, creating relationships, and connecting with tech communities.

Hiring doesn't have to be a struggle, either. There's no problem that an adequate strategy and planning can't solve. In the case of hiring tech talent, businesses require a more structured interview process and a better approach for interviewing technical candidates.

Some companies never dare to grow out of fear this will disrupt their company's activities and negatively affect their annual revenue. Scaling is not mission impossible: it's viable to hire the best software engineers at scale with zero business loss. Just like with hiring, scaling your engineering team requires careful planning, by taking advantage of proven strategies such as identifying the right people, developing your existing talent, and restructuring your teams.

Now, it's time to get out there in the "play" field and start implementing in real life some of the strategies you have learned from this extensive guide. Happy hiring!



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