HIRING

GEEKS
THAT FIT

by Johanna Rothman
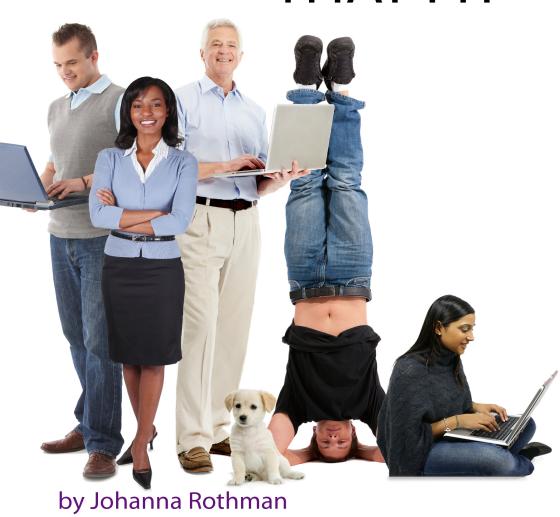
Hiring Geeks That Fit

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This is a Leanpub book. Leanpub empowers authors and publishers with the Lean Publishing process. Lean Publishing is the act of publishing an in-progress ebook using lightweight tools and many iterations to get reader feedback, pivot until you have the right book and build traction once you do.

Part 1: Manage Your Hiring Time

Does your hiring process seem like a never-ending sucking black hole of time? Hiring does take time. But it doesn't have to be painful. If you spend a little time planning, and assume you will iterate, you spend less time in total than if you spend no time planning, or if you try to plan everything up front.

It's almost impossible to get the job description right the very first time, so don't expect to. I plan to iterate on the job description after I start screening résumés. I often think say, "Oh, I missed that/I don't need that as a desirable quality, preference, or non-technical skill." So I adjust the job analysis and the job description. But I don't need to fret about getting the analysis perfect the first time. That would take too long. I need the feedback of seeing real people with real résumés to know that I'm looking for someone who exists.

Here's how I spend my time on each of these:

Preparation (Time: 2 hours per open job)

1. Define the requirements for the job:

       a. Define your hiring strategy, identifying why you're looking for people (30 minutes).
       b. Analyze the job, defining the kind of candidate you need (30 minutes).
       c. Write the job description, so candidates can filter themselves in or out (30 minutes).

2. Write and place the job advertisement (30 minutes).

Sourcing (Time: Start at 3 hours per candidate)

1. Select your sourcing mechanisms—that is, the techniques you'll use to attract suitable candidates. Work with your HR staff to implement those techniques (10 minutes).
2. Recruiting time if you use social media, attend job fairs, or other networking events (varies).
3. Filter résumés, reviewing each to determine whether you want to phone-screen the candidate (30 seconds per résumé).

Interviewing (Time: 3 hours per candidate)

1. Define your phone-screen script to qualify candidates for an in-person interview (10 minutes).
2. Conduct the phone-screen for each candidate that has made it past your résumé review, to determine whether you want to interview the candidate in person (10-45 minutes).
3. Schedule the in-person interviews. Select a team of interviewers and plan who will ask which questions when (60 minutes).

4. Conduct a follow-up meeting with interview-team members to hear their perspective on the candidate (15 minutes per candidate).

Offer a position (Time: 2 hours per offer)

1. Check references (60 minutes).
2. Extend the offer (60 minutes).

Plan to spend about one day per candidate plus the time you'll spend on sourcing activities and résumé review. If you're spending more than one day on each candidate, review your preparation work. Don't waste time on things you can preplan or organize. Define the job so everyone who's recruiting on your behalf understands the open position. In addition, if you're spending more than a few weeks recruiting for any one open position, reorganize your sourcing mechanisms to recruit more effectively.

Some of the advice in this book may conflict with your organization's hiring policies and practices. If you're not sure whether something I've suggested is appropriate for your organization, your corporate culture, or even your geographic location, check with professionals in your company's Human Resources Department, or with your corporate lawyer. If in doubt, follow their advice.