



How to Hire

A Founder's Guide to Recruiting

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First Edition

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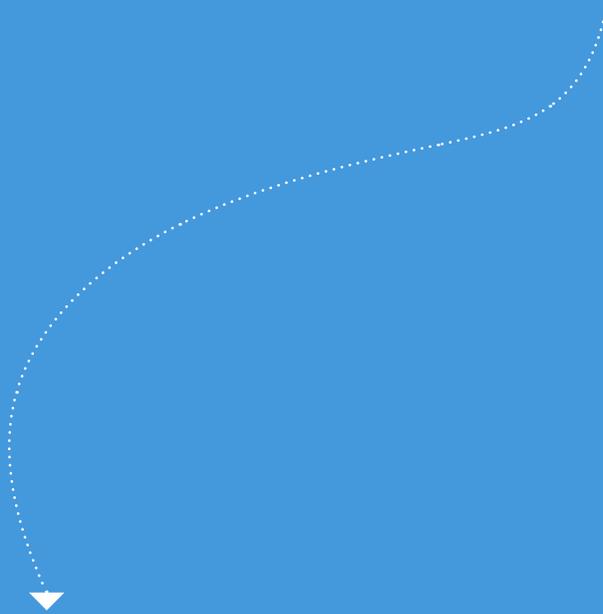
About Vetterly

Headquartered in a sunny office by Union Square in New York City, Vetterly is revolutionizing how people hire and get hired by making the entire process easier, smarter and more fun. We connect high quality candidates with top companies through an innovative digital marketplace and a trusted support team. We're passionate believers that recruiting should be transparent, accessible, and celebratory. Featuring hundreds of vetted new job seekers each week and an ability to hire in 20 days or less, we offer employers the best way to cost-effectively scale a team with quality hires. Job seekers love using Vetterly to eliminate the stress involved in finding a new job, efficiently connecting with over 2,000 top tier companies and receiving unlimited support from Vetterly's talent partners.

If you're looking to hire talent, visit us at www.vetterly.com/employers and we'd be delighted to get in touch.



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*People are the oxygen
of every business, no
matter the industry.*

*Will Szczerbiak
VC at Greycroft Partners*

Introduction

When we launched Vetterly, we spent countless hours researching the best way to build a successful company. We uncovered outstanding resources about which technology stack to utilize, the most effective way to construct a thorough sales pipeline, which paid-advertising channels have the best ROI, and even the most delicious coffee options. But when it came to primers on developing an efficient recruiting system? Nada. So we created our own.

Vetterly was founded on the belief that hiring the right people can make or break your company. But, before we launched Vetterly to help improve the recruiting industry, we built our own team first. Over the past four years, we've grown from two founders in a cramped corner of an accelerator, to an energetic team with exponential growth in a bustling loft overlooking Union Square. We made both mistakes and great discoveries about hiring along the way. The best practices we share here come from not only from our own experience growing Vetterly, but also from the collective knowledge of the thousands of hiring managers we work with and over 10,000 candidates.

Throughout the following pages, we'll break down the recruiting process from start to finish to give you a framework on how to hire. Whether you're hiring at a startup or a larger company, it's important to create an infrastructure that will enable your company to grow and thrive.

Ready to build a world-class team? Let's get started.

The Recruiting Funnel

A recruiting funnel is a basic way to organize your hiring process. The top of the funnel—where it's widest— contains the greatest quantity of prospective candidates. Each step downward in the funnel gets narrower as candidates are screened from the process. By organizing your hiring process in this way, you can calculate your success from stage to stage and identify which areas need improvement. In the following pages, we'll explore every aspect of the funnel highlighting both tips to follow and pitfalls to avoid when designing a process to recruit the strongest team possible.

Anatomy of the Funnel

The top of the funnel consists of any and all leads towards an eventual hire. Ideally, many leads will come from visitors on your careers page. If you're not getting enough leads through this page, you'll need to spread the word about your job openings through various channels such as LinkedIn and job boards.

The next stage of the funnel is composed of the actual applications you receive. While many people might land on your career page or click on a job posting, not all of them will submit applications. It's crucial to write job descriptions that accurately reflect what your team is looking for so that you attract the right candidates. We'll cover how to write compelling descriptions in Chapter 3, Sourcing. To calculate the effectiveness of your job descriptions, divide the number of applications received by the number of page visitors. If your conversion rate is below 11% you'll want to re-write your job descriptions and re-evaluate what channels are driving the most applicants. For example, if your prime channel of alerting people to your job openings is Hacker News but you only have sales roles and no engineering roles open, you'll likely have a suboptimal conversion rate of applicants.

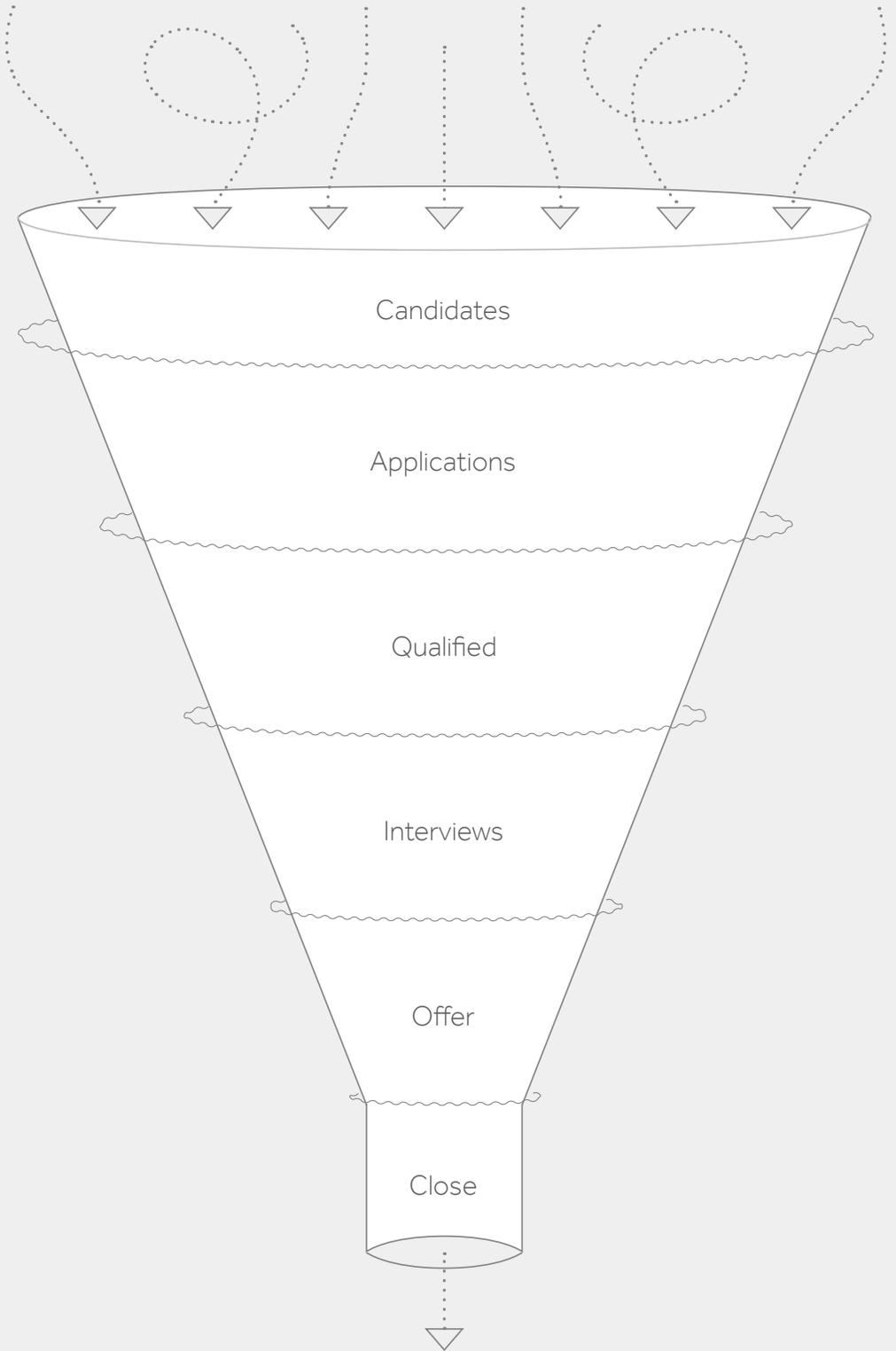
Once you have the applications, you'll need to review and choose those with which you'd like to proceed. Tracking the number of qualified applicants you receive can help determine whether you need to improve a stage earlier in your funnel (such as clarifying the requirements of the role).

The next stage involves the actual interviewing of candidates. Depending on the size of your company, this part of the funnel may have multiple steps including a phone interview, in person interview or even a super-day with multiple interviews in a row. How many steps you have in this part of the funnel is entirely up to your company and the role. Keep the process concise because each additional interview step you add increases the chance a candidate willingly drops from your process by over 25%.

Finally, after interviewing top candidates comes the smallest part of the funnel: extending an offer. The ratio of candidates who receive offers to the number that interview can be useful to help hone your process. If your team is conducting a lot of interviews, but extending hardly any offers, you'll want to revisit some of the earlier stages of the funnel to make improvements. Keep track of the number of hires made. An effective process should yield a 70% or higher closing rate of candidates once an offer is extended.

The Basics

- A well-organized recruiting funnel is essential in running a well-organized hiring process.
- Keep statistics on the success of each stage. Tracking these numbers will allow you to optimize your funnel over time and ultimately improve your approach to hiring.



Prepping the Team

Benjamin Franklin, a co-founder of one of the most successful startups in history, once said

"By failing to prepare, you are preparing to fail."

It's an important lesson, one that's as relevant to recruiting as it was to American independence. Failure, while sometimes lauded in the startup industry, isn't an option for most teams. Preparation is the key to avoiding unnecessary and costly mistakes when hiring.

The main problem founders and hiring managers face in preparing to hire is not the lack of desire to prepare, but the knowledge and guidelines on how to do so. With proper preparation, your team will be able to accurately assess candidates and help grow your company. Effective recruiting happens before you review your first resume.

Establishing Company Goals

Successful recruiting begins by defining and prioritizing what kind of hires you need to make based on your company's goals. Although this may seem straightforward, we've seen countless startups rush headfirst into hiring decisions without asking themselves why they're hiring in the first place. This well-meaning enthusiasm can lead to bringing on too many engineers without a clear product roadmap or going overboard on account managers without a portfolio of clients for them to develop.

First, sit down with the key decision makers to discuss where your company is headed and what is needed to reach your goals. There will often be specific teams or top priority areas that need resources more desperately than others. Think of it like a friend's potluck you're attending. If you know people are already bringing a ton of desserts, don't bake a pie. Robert Charming of the People Operations team at Kustomer, a customer-centric support platform, believes an open dialogue about priority roles at weekly executive meetings will ensure the entire team has input. Kustomer also sends out weekly recruiting updates containing the top five priority roles and their pipelines to keep the greater company in the loop.

In addition to company leadership, it's essential to meet with main stakeholders in a particular position, such as managers or direct reports. Brainstorm what skills and attributes would make a successful hire. Gather all the relevant role specifications you need and work backwards. What does your team (and the newly hired individual) need to accomplish to reach your company goals? Recruiters often neglect to allocate enough time and attention to this step, resulting in frustration as candidate after candidate is rejected due to a mismatch of requirements.

To avoid wasting time later on, ask the key players tough questions upfront:

- *Why do you need to hire for this position?*
- *Can your existing team cover the requirements of this role?*
- *What are the short and long term goals the person in this position needs to accomplish for your company to propel the company towards high-level goals?*
- *Are there other areas in the company that need growth first??*

Creating an Internal Scorecard

Once there's an understanding of the goals of the company as well as the roles you'll need to fill in order to accomplish those goals, begin defining what kind of candidate will best fill the open position. A popular practice is to break down the position by outlining necessary qualifications into three categories: must-haves, nice-to-haves, and premium.

What are your “must-haves”?

What skills do candidates need to have to be considered for the role? This can be anything from skills, such as Ruby on Rails or SQL, to attributes, such as creativity or passion.

What are some of the “nice-to-haves” for this role?

Which skill sets or backgrounds would be great to see in candidates, but aren't necessary for the role?

What are additional qualities, or “premium” skills that a candidate may have?

What skills or attributes would blow your candidate out of the water but aren't deal-breakers?

Once you have a large list of requirements, trim it down until you're left with a focused set of criteria to evaluate candidates with. Be merciless! It's challenging, but if your list is too broad, you may find yourself fruitlessly searching for candidates who can fulfill all your requirements. Use this final list of must-haves, nice-to-haves, and premiums to create an Internal Scorecard that your team can depend on throughout the recruiting process.

An Internal Scorecard is the guiding light of any hiring process because it serves to keep the entire hiring team on the same page. Each company will have their own scorecard based on what the goals are for the company and what traits, skills and qualifications are most important for new hires. For example, Caroline Dell, Head of Strategy at feminine care startup LOLA, focuses their Internal Scorecard on specific skills or outcomes. The interviewers on her team are taught to ask themselves, “Do I believe this candidate can accomplish these specific outcomes, and does he or she have the traits that are most valuable for this specific role?” An Internal Scorecard, she says, “aligns the whole team on why we're hiring for this role, and makes the decision on candidates more focused.”

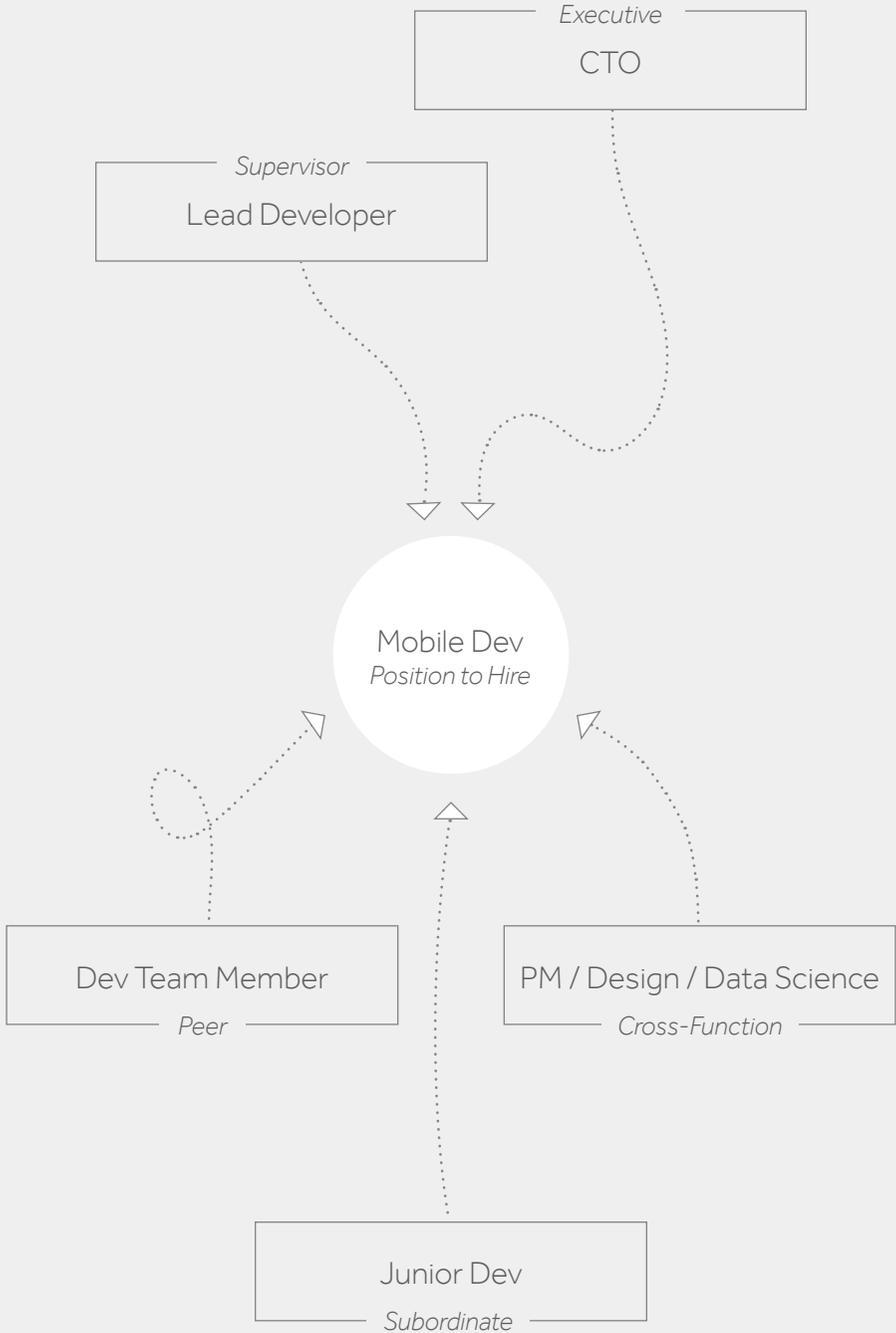
In contrast, Nebia, a popular shower system startup, focuses on values and culture in their Internal Scorecard. Co-founder, Philip Winter, asks his team to focus on candidates that stand out based on the company's SHIPS rubric: “Skills, Humility, Integrity, Passion, and Scrappiness.” This type of guide has served Nebia well. The company has raised over \$3 million on Kickstarter and participated in Y Combinator's accelerator program.

Once you've established company goals and determined which roles are most important to hire to accomplish them, build an Internal Scorecard for each role. Define the ‘must haves’, ‘nice to haves’ and ‘premium’ attributes for the open positions so it is easier to identify candidates who can add valuable contributions to your team.

Selecting the Right Hiring Team

Too often, interviewing teams are formed like this: A team member finishes an in-person interview and then comes out of the room looking for the next person to chat with the candidate. After the first two people say no, someone volunteers to go in. Once this process happens two or three more times, the team thanks the candidate and shows him or her the door. Presto – you’ve created a super sloppy hiring team!

What you want is a team that can, “create a consistent, best-in-class process for candidates,” according to Will Sparks, Recruiting Lead at mobile advertising platform Yieldmo. Therefore, the selection of your hiring team should be a methodical and deliberate operation. Look back on your Internal Scorecard and review what skills and attributes a new hire would need to succeed in the role. Who among your team can test for those attributes? The best choices are usually those who will be interacting with the new hire on a day-to-day basis, but don’t be afraid to look outside of that immediate team. For instance, if effective communication across teams is a critical skill on your Internal Scorecard, pick a cross-functional team member to conduct an interview as well.



Training Your Team

The most important part of training your team is getting them in the right mindset. Creating a culture of recruiting where the team is invested in the outcome of the process is critical. We've found that the following steps help foster an excitement about hiring at Vetterly:

1. *Lead by example.*

As a founder, manager or recruiting lead, do you show excitement when you bring in a candidate? Or do you sigh, showing that you've got other, more important work to do?

2. *Phrase the 'ask' with responsibility.*

When asking a team member to be a part of the recruiting process, phrase it in a way that emphasizes the gravity of role.

3. *Provide the right tools.*

People often lack enthusiasm for interviewing because they've never been taught how to do it properly. Make sure to arm your team with the right questions and framework for a constructive interview.

Katie Hopkins, the Lead Recruiter at Mic, conducts "Interviewing 101" training sessions for new hires each quarter. These workshops cover everything from making the candidate comfortable in an interview setting to asking the most useful questions. Mic's investment in training their team and fostering a culture invested in the recruiting process is paying off. The company recently raised \$6.5 million in Series C funding.

The recruiting process should be an exciting opportunity, not a chore. You're gaining a new teammate with new skills and experiences to take your company to even greater heights. That's something special.

Next, begin to train your team, making sure to break them of bad interviewing habits. Most people conduct interviews based solely on their own experience of being interviewed. This type of anecdotal interviewing can perpetuate bad practices, such as asking aimless questions.

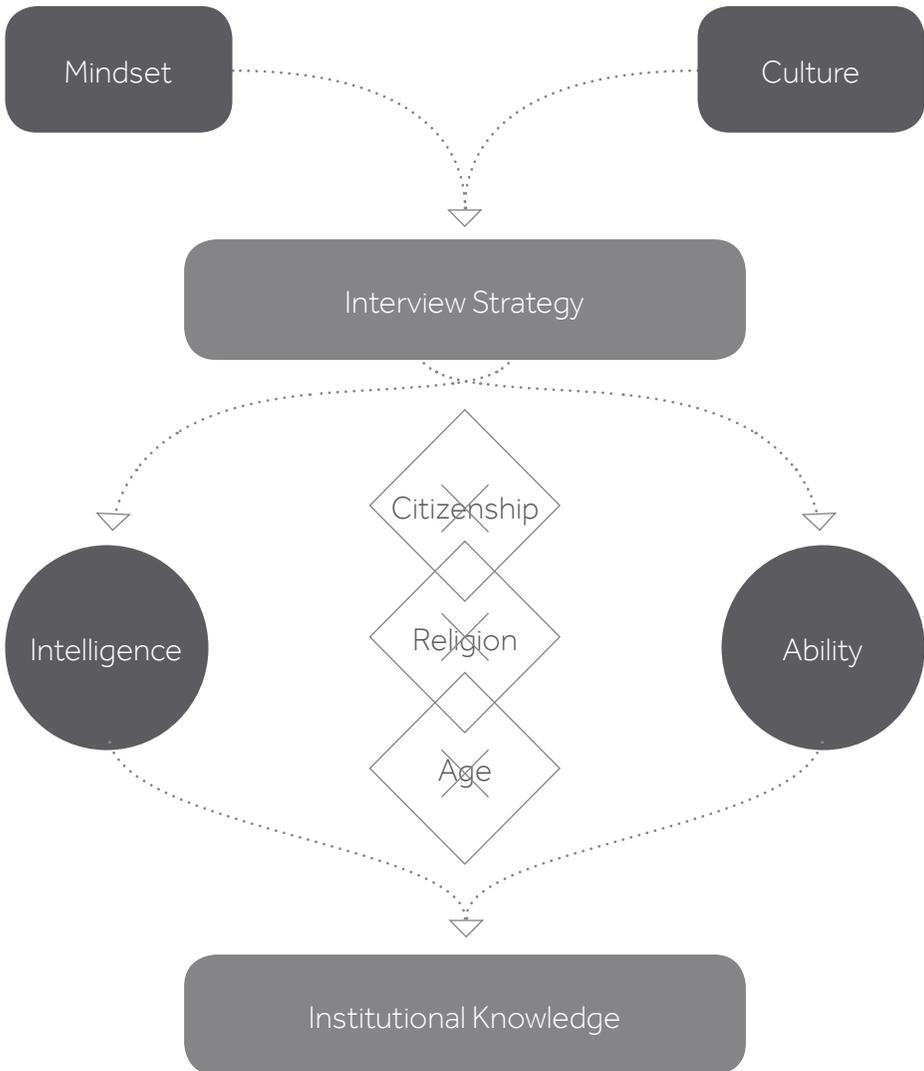
Interviewing strategies are like hangover cures: everyone has their own but most of the time they're ineffective. In reality, you just have to teach your team to answer two things:

Is this person intelligent? Can this person get the job done?

Start out by making a list of questions that can help interviewers determine the two points above. You should also outline the questions that are illegal to ask in order avoid confusion or uncomfortable situations. For example, inquiries about citizenship or religion are illegal to ask even if the interviewer is simply trying to relate in a positive way. Moreover, reinforce the importance of respect. The imbalance of power between an interviewer and an interviewee

can adversely affect the situation. The most successful interviews are simply a conversation between two individuals determining if working together makes sense. At the end of the day, a candidate's success will ultimately be your success too.

Finally, your team should be able to articulate the company's story and mission clearly. It's a huge warning sign for a candidate when the interviewer isn't able to describe the company succinctly. What's unique about your company? What kind of challenges are you working on and how will the candidate fit into this? Make sure your interviewers are prepared to answer questions like these.



Addressing Bias

The No. 1 obstacle your hiring team will experience is identifying and countering bias. Although much content exists about this subject, we'll focus on one acute example of bias that often appears during interviews: the culture fit.

At Vetterly, we advocate for the concept of “culture add,” or asking how a candidate could add to your team’s current culture, rather than how they fit into the current ecosystem. For example, your team may place undue emphasis on hiring college athletes. But why is that? Perhaps what your team actually values is a typical athlete’s commitment to hard work and ability to produce in a team environment. Focus on those characteristics, wherever they may be found, instead of narrowly fixating on the athlete line on a resume.

Take the time to sit down with all your team members who you’ve tapped to be part of the recruiting process and discuss these issues. Even the most experienced interviewer can find biases inevitably creep into their decision-making from time to time. But if you’re aware these prejudices exist, you can seek to mitigate their influence in your hiring process.

The Perils of Biased Hiring

A study on Canadian hockey players drafted by the NHL over a 27-year period discovered that 36% of players had been born in the first quarter of those years, compared to 14.5% born in the fourth quarter. Why the disparity? Canadian hockey leagues assign players by age, with a December 31st cut-off date. This means that older players have more time to develop and mature compared to their younger peers. Yet, a surprising result emerged: players born later in the year were found to be twice as likely to have successful NHL careers.

Bias can cause you to miss out on the best talent because of fear. We’re used to making decisions based on pattern recognition, for instance being more comfortable hiring a computer science graduate from a top school or a former employee of a top startup. And more often than not, if you do hire someone with a pedigreed background, you will get a good employee — but you’ll miss out on the truly great ones. This is a huge opportunity for smaller startups struggling to compete against larger players. Look in unexpected places for talent that would otherwise be screened out due to conservative recruiting practices and biases.

"In my opinion, the biggest mistake that a company can make when evaluating for culture fit is that the interviewers are looking for the same traits in the candidates that already exist in the current team. When you build a team of people who all act and think the same way, you'll end up building a homogenous team that will not be able to think outside of the box, challenge one another, or solve problems creatively."

Emma Leeds

Human Resources Business Partner at Boxed

The Basics:

- Identify key stakeholders and ask specific questions about the role's requirements.
- Differentiate between must-have, nice-to-have, and premium skills.
- Create and leverage an Internal Scorecard to evaluate candidates and align decision makers on the ideal candidate.
- Train your team on hiring best practices to mitigate pitfalls such as ineffective questions and personal bias.

Sourcing

Once you have your infrastructure in place, it's time to start driving your candidates through the funnel. Besides your careers page, there are several possible channels to acquire candidates. We've found that many companies limit themselves to only a handful of these channels instead of taking advantage of multiple options. While sometimes it's a function of capacity, it can be an impediment to your company's success if you fail to cast a wide net for candidates. Sourcing applicants from the same pool of talent year after year can lead to a lack of diversity.

Additionally, some candidates are less likely to respond to outreach on certain channels but may be more comfortable on others. For example, many introverted job seekers shy away from live networking events and job fairs, but respond to online inquiries.

Ryan Johnston, technical recruiter at home service marketplace Handy, finds using multiple channels especially important when recruiting for positions in high demand. "I've found that a majority of candidates, especially in the technical fields, are bombarded with interest," he says. "In order to reach them you need different channels. It's important to contact them in different ways in order to stand out a little bit."

In the following pages, we'll delve into a few channels you can use to reach top talent, examining the pros and cons of each.



A low-effort, cookie-cutter job listing is a great way to dissuade top jobseekers from applying to your company. A vague description can also adversely affect your pipeline by filling it with irrelevant candidates

Will Chinburg, Recruiter at Vetterly

The Job Listing

Before sourcing top candidates, you must outline clearly the position you're hiring for. A job listing is one of the first impressions you make on a prospective candidate, so crafting a strong post is fundamentally important to a successful job search. Compelling job listings serve several purposes. They provide information on the company and the role, detail skills and experience necessary to be qualified and sell the candidate on applying. Many contemporary recruiters are abandoning the traditional practice of listing requirements in favor of emphasizing expectations, tasks, and success criteria. By framing the job listing in this manner, two positive things happen:

1. *Prospective applicants are less likely to inadvertently self-select themselves out of the process*
2. *Recruiters are less likely to miss out on quality candidates due to an arbitrary requirement*

Qualifications vs. Requirements

A famous finding from a Hewlett Packard internal report concluded that men apply for a job when they meet 60% of the qualifications, but women apply only if they meet 100% of them.

Simply listing requirements is likely to filter out great candidates.

Company Overview

Start by giving an overview of your company — make it a good one! This is your chance to sell a prospective applicant on your company. Even if the particular position on the job listing isn't a good fit, readers could still be intrigued enough to check your other listings. Describe the key aspects that differentiate your company from others and what's exciting about it.

Position Overview

The best job listings describe the role in the context of the larger organization. Few people want to work in complete isolation. Tell prospective applicants how the position is important to your company's mission. What's exciting about the role? Be concise. Every extraneous sentence you add to your job listing could be one more reason someone decides not to apply because he or she doesn't understand the role.

Job Titles

Similarly, avoid job titles that are too specific. For instance, "Director of Sales, Platform as a Service, Southwest U.S." may seem helpful, but job-seekers don't generally search this specifically for openings. Your post will receive much less traffic than when using a standard title. One trick when choosing a title is to examine your competitors posts and use their equivalent position titles as inspiration. Chances are you're both competing for similar candidates. Why not make it easy for quality talent that lands on their page to find your posting as well?

~~-iOS Ninja-~~

~~-Innovation Sherpa-~~

~~-IT Hustler-~~

~~-Digital Prophet-~~

~~-Marketing Wizard-~~

~~-Social Media Czar-~~

~~-Chief Imagination Officer-~~

~~-Lead Evangelist-~~

~~-Director of Fundom-~~

~~-Brand Warrior-~~

~~-Digital Overlord-~~



Too often hiring becomes a one-way street. One of the biggest mistakes made during an interview process is to not set expectations for both parties fairly and honestly. After setting expectations appropriately, I also encourage the candidate to have this conversation with the manager as it's more important that they hear it from the manager directly which starts their working relationship off on the right foot.

*Josh Graber
Head of Talent Acquisition at Newscred*

Expectations & Success Criteria

Success criteria are perhaps one of the most important — yet overlooked — sections of a job listing. Including them differentiates a highly effective job listing from a mediocre one. Remember, the job listing is made for the jobseeker, not the employer. Therefore, focus on how the job benefits the prospective applicant. Your post should describe clear responsibilities, a path for progression, and measurable success criteria. Highlight that a job with your company is a good choice for someone’s career and future development.

Requirements & Skills

Although listing skills and requirements has recently fallen out of favor for many recruiters, it’s still a popular way to tackle crafting a useful job listing. Use your company’s Internal Scorecard to decide which skills to emphasize on your post. Make sure to carefully delineate which skills are must-haves, nice-to-haves, or premiums.

When listing requirements, include a simple sentence at the end to leave the door open for applicants who don’t fulfill all these skills. For example, at Vetterly we end each job listing with the line: “With the above said, we always encourage people of all backgrounds and all experiences to apply. More than anyone else, we understand that job requirements don’t always allow your unique work history to shine, and we invite you to show us what you know!” Although you may receive applicants who genuinely aren’t a good fit, you also open the door to talented candidates who may have been tempted to self-select themselves out of the process.

Outlining a clear job posting that reflects your Internal Scorecard helps to organize your search before you begin sourcing candidates through multiple outlets. When you have your posting, consider all of the possible channels for finding top candidates. Direct sourcing, job boards, referrals, recruiting agencies and marketplaces are a few channels we’ll walk through in the next section.

Direct Sourcing

Bringing on an internal recruiter could be beneficial depending on the stage and growth of your company. Caitlin Wilterdink, recruiting manager at e-commerce app Spring, recommends hiring an internal recruiter before your team size gets above 40 or, “when your executives can no longer source 5-10 high-quality people each week”. If the candidates you’re screening don’t measure up to your current employees, it’s a sign your team could use its own recruiter. The best internal recruiters create structured processes, value experience, and focus on metrics. They represent your brand, and can implement effective hiring strategies that yield the best candidates. One valuable tool that internal recruiters can use to help source candidates directly is LinkedIn. See our graphic for an example on how to search LinkedIn like a pro.

Job Boards

For some searches, a job board is an effective tool for sourcing candidates. The greatest strength of job boards, increasing awareness of your job listing, can also be a weakness. Many hiring managers find themselves flooded with irrelevant applicants. “Lack of applicants that are a relevant match for the position advertised” is a huge difficulty, says eyeglass retailer Warby Parker’s technical recruiter, Lucille Lam. This is especially true when searching for tech talent. Taking the time to review large quantities of applications can be a huge time sink.

To effectively utilize job boards, make deliberate selections of where to post each job. For instance, posting on Hacker News or Stack Overflow could lead to relevant applicants if you’re hiring for a developer role. For other roles that are generally lower cost to hire and have clear job titles, such as Receptionist or Office Manager, posting on a more general job board can be an effective option. Many applicant-tracking systems even have an option to push your job openings to job boards.

Search LinkedIn Like a Pro

It's no secret to recruiters that LinkedIn can be a great tool to source candidates. Start with general queries before you get narrower by including lots of operators. For example, if you're tasked with finding a full-stack developer with strong experience in JavaScript, you can use a Boolean string in your LinkedIn search.

Instead of searching for:

🔍 Full Stack Developer

Try searching for:

🔍 ("Full Stack" OR "FS") AND "JavaScript"

Add more criteria to further narrow your search:

🔍 "Full Stack" AND "JavaScript" AND (Perl OR PHP)

Depending on your geography, the search will likely yield plenty of results in which case you can continue to add on more operators specific to the role. If over time your query fails to provide sufficient leads simply begin eliminating a few of the operators.

*Rewarding employees
for referrals provides
a little extra motivation
to help employees
actively source good
candidates for teams
they may not be as
involved with.*

*Kareen Gilmore,
Marketing & Partnerships
Principal at Via*



Referrals

Referrals can be one of your most powerful tools for finding new talent. Creating a referrals-based culture at your company can yield strong benefits, such as saving you money while recruiting higher quality talent. The key is to have a referral policy that is clearly laid out for your team.

Non-Monetized Referral System

Many companies who work hard at training their employees on how to interview and invest in the overall care and well-being of those currently at the company find that a monetized referral system is often unnecessary.

Kenn Peters, a startup HR consultant, notes employees want to work with talented coworkers. When they know what to look for, they'll naturally refer their network to your company. "My recommendation is to try to create a culture of recruitment at your company as soon as possible," he says. "This way, employees feel that their gift for submitting outstanding referrals is having outstanding colleagues and ensuring the success of the business, as opposed to being awarded monetarily."

Monetized Referral System

A monetized referral system is a great option for companies that have found less success with internal referrals. Although you risk being flooded with quantity over quality, there are ways to effectively mitigate this downside while still reaping the rewards of referral candidates. One technique is to segment the monetary bonus based on the difficulty of the role being filled. It's important to communicate that the bonus is not sized differently because some roles are more important or more valuable. Instead, articulate that some positions simply take more time and company resources to hire. Therefore, the bonus aligns with that difficulty.

Recruiting Agency

Contracting a recruiting agency is typically a good option for senior-level or highly specialized searches. Agency recruiters comb through their vast networks to find, qualify, and pitch top candidates who often are not actively looking or need a high-touch process. Because of this hands-on approach, recruiting agencies tend to be a high cost option with fees up to 30% of a placed candidate's salary.

Hiring managers are often reluctant to use a recruiter because their incentives may seem opaque. When deciding whether to work with a recruiter or not, start by understanding their compensation structure. Recruiting firms charge a fee for every candidate they place, and the individual recruiter receives a percentage of that fee. For example, the typical firm charges 25-30% of a candidate's starting salary, and the individual recruiter who sourced and placed the candidate will receive 50% of what the firm brings in. With such a large incentive at stake, it can be difficult to have confidence in the recruiter's advice unless you find a professional that you've worked with extensively and can trust.

The recruiting agency landscape has undergone massive changes in the last few years, primarily due to LinkedIn lowering the barrier to entry for recruiters. If you come across individuals working as recruiters offering below market rates of 18% to 22% fees, then raise a red flag because this is a trap. The best recruiters are very busy in this crowded tech market, and most companies looking for their services are willing to pay the standard 25% to 30% fees. Therefore, if you negotiate a below market rate, you will not see that recruiter's best candidates because they place those with other clients for substantially higher fees.

"With recruiting agencies, I don't believe the internal team has full control over the interview process, which hinders the candidate experience and inhibit the information being passed along."

Frank Cebek, Lead Technical Recruiter at Managed by Q

Senior vs. Junior Hiring

Experienced candidates often have good jobs and won't be taking the time to crawl around on job boards. When hiring for senior positions, utilize hiring marketplaces or recruiting agencies to reach out to qualified candidates directly.

Marketplace

A relative newcomer to recruiting channels, marketplace platforms offer a mix between job boards and recruiting agencies by combining attractive elements of each. There are many major benefits to marketplaces like Vetterly, including access to high quality candidates, transparency to what the market looks like, increased speed and control over the process, and significantly lower fees. Most marketplaces charge 15% of a candidate's salary, though many also offer an "all you can hire" subscription model that can result in significant savings for fast growing companies.

In contrast to recruiting agencies, marketplaces don't have dedicated recruiters, alleviating concerns over conflicts of interest because no individual is personally compensated per placement. This organizational structure has proven to be successful at finding candidates a great match, free from recruiters with potentially misaligned incentives.

"I think the marketplace model is interesting – it provides candidates who are actively looking and typically display a clear profile of the candidate saving me research time [...] I do think having killer Account Managers can make a difference too if they really view working with your company as a partnership to form win-win situations."

Benjamin Cheung

Technical Recruiting Partner at SoundCloud

The Basics:

- Find candidates from different sources to maximize the diversity of your hires.
- Your job post is likely a candidate's first impression of your company. Make sure it portrays your team and the role in the best possible light.

Structuring Your Interview Process

The quantity and length of interviewing stages in a recruiting funnel varies according to the needs of the company and role. We typically advocate for a first round phone screen, an in-person round of interviews, a technical test, and then a final in-person, wrap-up interview. Depending on the requirements of the role you're searching for, you can adjust the structure accordingly.

The interviewing stage of the recruiting funnel can take anywhere from a few days to even months. However, the timeline for this stage can be condensed as long as you clearly communicate with the candidate and are considerate of their needs as well. Michael Rapetti, Director of Business Development at online used vehicle marketplace Vroom, takes the candidate-friendly approach by splitting up the interviewing process. This strategy benefits job seekers who are currently employed and unable to commit large chunks of time during the weekday.

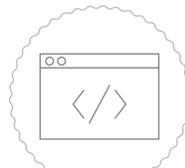
Let's dive into the specifics and best practices of these four interview stages.



Phone Screen



In-Person



Technical Test



Wrap-Up

The Phone Screen

Goal: Learn about the candidate & her goals

Length: 30 minutes

The goal of this stage is to get a basic understanding of the candidate's background and future goals. We like to hold off on telling candidates about our company at the beginning to avoid influencing their responses. Instead, keep the conversation focused on the applicant and delve deeper into the role and the company at the end.

Don't be afraid to ask follow-up, or "tell me more," questions. For example, if you ask a candidate about her career goals and her answer is, "to work at a startup and do meaningful things," don't end the Q&A there. Ask her to tell you more about the kind of company she's seeking. What qualifies as meaningful? How has her earlier work experience qualified her for this kind of work? Keep digging and you'll receive more honest and valuable answers.

Keep the conversation to about 30 minutes. That's all the time you'll need to figure out whether or not your candidates meet the basic qualifications for the position and have a solid grasp of your company.

Which part of the project did you work on?

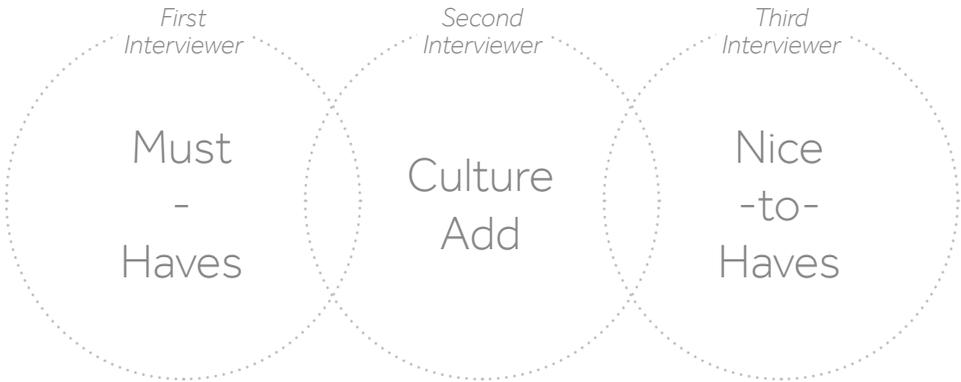
I was the lead front-end developer.

How would your team describe your leadership style?

The In-Person Interview

Goal: Determine if the candidate aligns to your Internal Scorecard
Length: 1–4 hours

After the phone screen, invite viable candidates to interview at your office. Use this more personal stage to dive into the candidate’s relevant work experience and determine whether their skills align with the position’s Internal Scorecard. Depending on the role and the stage of your company, the candidate should meet with several team members during this time, so it’s crucial to be organized. Vimeo, the video-sharing platform, assigns each team member a different set of attributes on their Internal Scorecard to focus on during the interview process. According to their technical recruiter, Laura Stern, this tactic enables the team to avoid asking the same questions over and over and thus, “ensuring a positive candidate experience.”



The Super Day Approach

Multiple companies have adopted a newer, less common approach known as the “Super Day.” This is a full day, in-person interview that takes place the first time the team meets a candidate. There are several points during the day where either the candidate or company can end the process. Both sides feel compelled to speak up if it is not going well because the candidate could potentially spend 7-10 hours on site. The Super Day helps condense a multiple-step process into a single day, allowing hiring teams to move very fast. While there are some drawbacks, speed can be a valuable weapon in the race to secure the best applicants.



I personally prefer live pair programming sessions. This is a great way of getting to know their collaboration and teamwork style, working through what is hopefully a real world problem set with them.

*Daniel Arango
Recruiter at DigitalOcean*

We prefer take-home challenges. We're looking for talent that actively takes initiative on projects, as we have the same expectation for when they join our team. We also believe it's reflective of how they would actually do work when they join us: self directed, with a wide scope of freedom.

*Robert Charming
People Operations at Kustomer*



The Technical Test

Goal: Test a candidate's ability to perform
Length: Variable

A technical assessment is an opportunity to evaluate a candidate's ability to perform the work required for the role. For developers, this could be a coding exam or a pair programming exercise, while for a user acquisition specialist it could be a case study focused on setting up advertising campaigns. Alex Rose, recruiter at artificial intelligence image recognition startup Clarifai, advises to implement coding challenges early in the process to help recruiters make "skills-based, objective hiring decisions."

If your company has the means, consider compensating individuals for their work, especially if the task is time-intensive. The best candidates have very little time. While this practice isn't widespread, candidate quality will increase by offering compensation.

The difficulty of the technical test arises when moving quickly on hard-to-fill roles. One way to address this issue is to prepare a condensed version of the exam to be done onsite the same day as the "In-Person Wrap-up" (which we'll discuss later on). If this is the case, communicate with the candidate that you're comfortable with their prior experience but still would like to conduct a shorter exam than most candidates partake in. This helps build rapport with the candidates by letting them know you're sensitive to their timing while still giving you an opportunity to test their technical proficiency.

Major Mistakes Recruiters Make on Technical Tests

Never ask someone to do a technical test before meeting them in person. The appeal of issuing early technical tests is certainly tempting, as it potentially ensures you only meet technically proficient candidates. However, you'll end up damaging your interviewing funnel. According to our data, giving a technical test prematurely can result in approximately 70% of candidates dropping from your process. Why narrow your funnel unnecessarily? Sought-after candidates are in multiple processes and won't be willing or able to invest the time to complete your test when they haven't even had the chance to meet your team.

The In-Person Wrap-Up

Goal: Address any outstanding items

Length: Variable

This final stage is meant to address any remaining concerns about a candidate, such as inconsistency of answers, or to ask questions that didn't come up in earlier interviews.

The wrap-up is also where many companies switch mindsets from assessment to persuasion. By now, the candidate is well vetted, so conversations regarding nuanced subjects like salary or role goals should take place if they haven't already. Use this time to draw out any concerns a candidate might have before extending an offer.

Sometimes this stage includes a presentation to the hiring team if the candidate prepared a case study or completed a technical test in the prior stage. For companies that prefer to introduce senior team members late in the process, this stage is the ideal time to do so.

On Senior-Level Interviewers

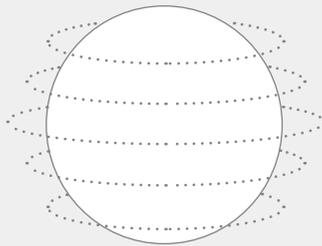
Where in the funnel do you slot in interviews with the senior members of the team? If you plan them too early, your senior members end up wasting their time on candidates that might not be a great fit for your company. If you slot them in too late, your team may expend undue time bringing through candidates only to have them rejected at the end by a senior decision maker. It's critical to have a detailed recruiting meeting with company leaders in the beginning so that you can reliably anticipate what requirements are needed to advance a candidate to late stages.

Remember there are real costs to interviewing and hiring candidates. Every hour senior-level team members spend interviewing is a significant cost, which you must manage wisely. Therefore, we recommend bringing senior team members in during later interview stages, especially follow-up calls with candidates who have already been vetted.

On the other hand, there are situations where it makes sense for senior team members to be involved earlier in the hiring process. Jamie Hooker, Director of Talent at ticket search engine SeatGeek, believes this approach can be useful, especially for roles with small candidate pools. "Getting senior team members to sell the vision and set your company apart can make all the difference," he says. Another reason for your senior team to get involved early is if your startup is still early-stage, adds Laura Martin, who handles human resources at room and roommate finder Roomi. "Junior members of the team are often very new to the company and may not know exactly the type of people you're looking for," she explains.

Let's revisit compensation. I know we spoke about this at the beginning of the process, but if there are any updates on your end, I'd love to hear about those now.

How is your job search going? Are you far along with other companies?



If we were to give you an offer letter today, what concerns would you have while making your decision?

Now that you've learned more about us, do you have any outstanding questions that you would like addressed?

Timing

Even the most organized funnels become ineffective if the candidate isn't pushed through at an appropriately brisk pace. We've found that over 50% of processes fail due to an employer being unable to match a competitor's timing.

Our data tells us that top-tier developers actively looking for a new job will be off the market within 14 days or less. Compare that to the typical time it takes a company to hire: 30 days from an introductory call to a signed contract. Because of this disparity, many companies struggle to hire top talent on a consistent basis.

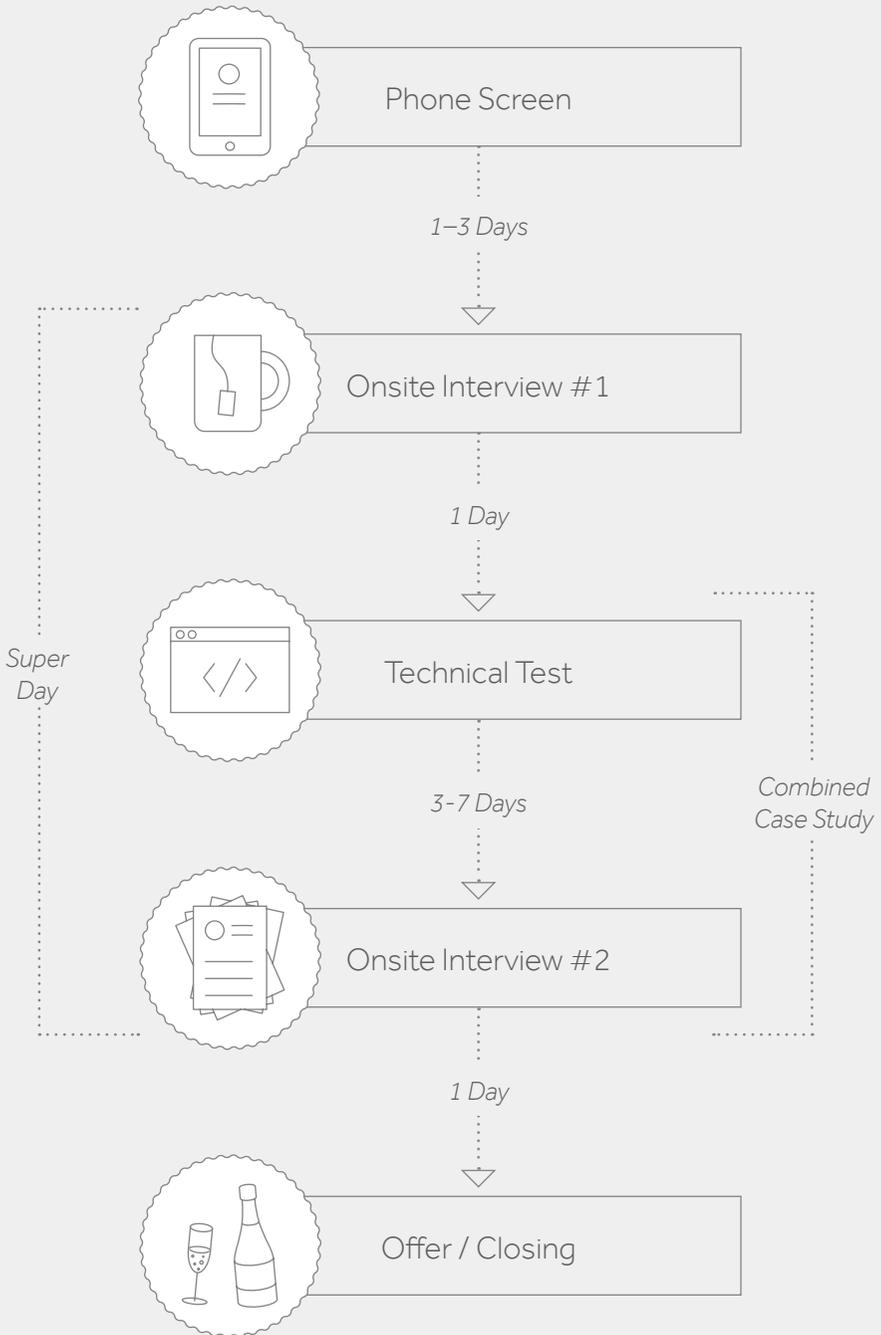
According to Peter Gallagher, Recruiting Manager at education technology company 2U, constant communication with a candidate is "insanely important" in gauging how they feel, building a good relationship from the start, and allowing for more effective closing at the end. Each candidate's main company contact should be in regular communication, with no more than a 2-3 day gap in the conversation. It's up to you as the employer to lead the follow-up contact, as opposed to the candidate.

"We're in frequent contact with candidates, anywhere from 3-5 contact points per week. It's important to keep candidates informed and moving forward."

*Jacqui Maguire
Recruiting Manager at Greenhouse*

The Basics:

- Structure your interview stages according to the needs of your company and the role.
- An efficient pace and frequent communication is essential in securing top candidates.



Candidate Experience

Besides having a robust recruiting funnel, there are other ways you can improve your odds of hiring top talent. Remember, a candidate's impression of your company is often formed before they even apply. Cultivating a strong social media presence and maintaining an attractive homepage will inform prospective candidates about your company's culture and attitude. About 90% of candidates check an employer's social media presence, including Twitter, Glassdoor, and blogs, before actually having their first interview. Whenever possible, share exciting accomplishments, authentic experiences, and content that will make your company attractive to potential applicants.

Similarly, the way your office is maintained and kept can either be a huge benefit or a liability when hiring talent. To be clear, this does not mean you need a state-of-the-art facility with a gummy bear indoor pool. It does mean that you should, to the best of your ability, have a clean office without clutter or questionable material. Make sure you know who will greet the candidate when they arrive so they're not left wandering aimlessly. If your team is still small (50 people or less), try emailing out a daily schedule of candidates interviewing onsite so that employees can greet the candidate and alleviate any initial awkwardness. Start on time, offer the candidate water or coffee, and keep the candidate informed of the schedule. These small touches can make a significant difference to the candidate's experience and bolster your odds of closing later on.

The Basics

- Foster a strong social media presence and maintain an attractive homepage. The majority of prospective candidates will search these prior to applying for the open position.
- Pay attention to small details, such as having a selected teammate available to greet the interviewee on their arrival, to ensure a positive candidate experience.

Evaluating Your Pipeline & Making Decisions

Evaluating candidates is challenging. The hard truth is that in many ways the success of candidate evaluation rests on the success of evaluating yourself. It takes serious introspection to understand your own thought processes, preferences, and biases so you can assess candidates fairly and accurately.

We've found that asking yourself about the candidate's journey is a helpful guide when evaluating a candidate. Do his or her decisions and accomplishments indicate intelligence and initiative? You might remember this framework from the Training Your Team section earlier!

Reading Resumes

The first thing to keep in mind when reviewing a resume is that most people aren't exceptional resume writers and you're likely not hiring them for that specific purpose. It's difficult for a candidate to condense the sum of their experiences into a tidy, (usually) one-page piece of paper. Consequently, it's just as challenging for recruiters to properly read and interpret a resume without practice. When reviewing a resume, keep the candidate's journey in mind. Try to understand why an applicant chose his career path, what skills he may have picked up, and finally, if asking him to join your company makes sense. By reviewing resumes in this way, you can filter out applicants who aren't serious or good fits for your role.

Although poor formatting or glaring typos on a resume can be a big turn-off, remember to keep an open-mind. Give candidates who you initiate the conversation with more leeway, since they may not have a resume readily available. Conversely, candidates who apply to you can be evaluated more strictly.

"While I try to judge a resume based on the merit of its technical content, typos still create a slightly negative impression; however, it's never enough alone to reject a candidate. A poorly formatted resume isn't so much a negative, as it is the lack of a positive; something well formatted, tells me that the candidate understands the value of communicating clearly."

A.J. Bonhomme

Chapter Lead, Data Analytics at Spotify

Interviewing

You can learn an exceptional amount about a candidate by simply having them walk through a detailed version of their resume. Move in chronological order to better understand their journey. If the candidate's path diverged from an expected direction, ask about it and delve into what they may have learned. The best candidates often take unorthodox paths, you just need to understand the intent and logical reasoning behind it. For example, a candidate who attended a coding bootcamp because she's always demonstrated interest in startups is vastly different from a candidate who says she joined a coding bootcamp because she heard there were lots of lucrative developer jobs available.

Identifying Major Problems Early

In the early stages of the interview process, it's critical to identify any deal breakers. Some common issues, besides salary expectations, include: onsite vs. remote, managerial expectations, resume red flags and timing.

Here are a few sample questions to help uncover potential problems:

Are you comfortable working five days a week in the office?

Do you want to be an individual contributor or more of a manager?

Why were you at your last job for only three months?

How soon could you start if we decide to move forward?

These types of questions can be difficult or awkward to ask, but it's better to address potential sticking points or areas of concern early in the process.

Compensation

When evaluating a candidate, it's important to understand what their expectations are for compensation. If you wait to broach the subject until making an offer to a candidate, it may be too late. Always be gauging and checking candidates on their comfortable level of compensation so no one is surprised at the end. If your company and the candidate are too far off in terms of expectations, it's better to address it early on before wasting both parties' time.

On the flip side, Ivan Dodd, a member of Blue Apron's talent acquisition team, believes reserving compensation discussions for further along the process can help avoid turning the "opportunity [to be] more about money than the role." He notes exceptions will often be made, especially if the candidate is coming from a high-paying environment, such as a hedge fund.

Reference Checks

References can seem like a joke. After all, why would a person give you a reference of someone that would say something bad about the applicant? You'd be surprised. Reference checks are a must.

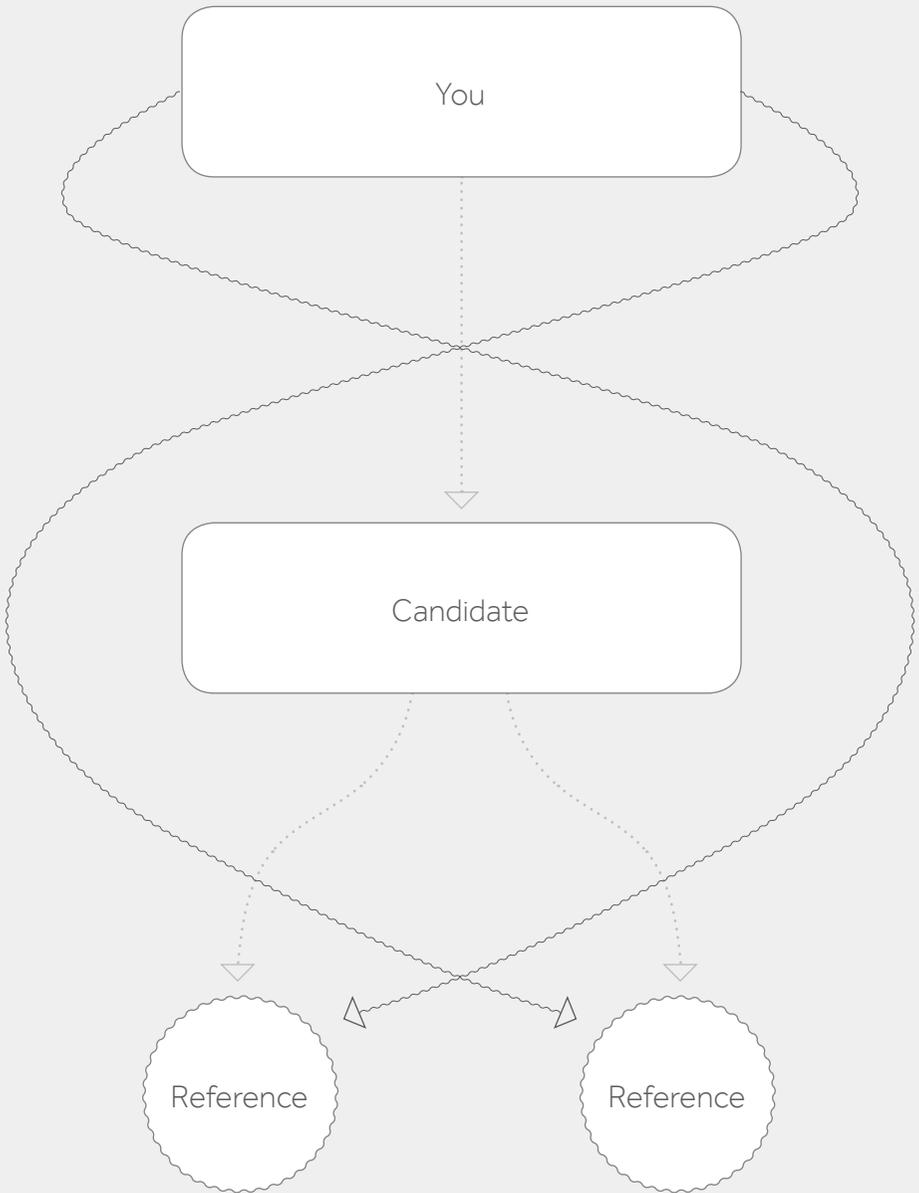
Always ask for references but be aware the people you speak with will likely say glowing things about the candidate. Otherwise, you wouldn't have been provided their names in the first place. However, you can get valuable information from the call by asking the right questions. When asking standard questions such as "Did you enjoy working with person?" press the reference for examples and concrete reasons. Oftentimes a person will be unprepared to delve layers deeper and will end up giving you a more genuine answer.

Will Blaze, a technical recruiter at studio/home fitness hybrid Peloton Cycle recommends that employers also use references to lay the groundwork for a strong start once a candidate is hired. "A lot of times if a candidate has made it through our interview process, we've already determined they should be successful in our position we are placing them in," he says. "References can be a good way to solidify assumptions made in the interview process or a means of figuring out how to best manage this person, to set them up for success."

The Back Channel Reference Check

Performing a back channel reference check, or contacting former colleagues of your candidate that weren't provided, can lead to useful information. However, it can also carry risks when performed insensitively. The main perk of a back channel reference is a candid review of the candidate you're considering. This can be especially valuable when original references raise concerns that need further investigation. With that said, never contact anyone associated with the candidate's current employer. This is a breach of trust and could jeopardize the applicant's present role.

Despite its usefulness, the back channel reference check has its criticisms as well. It's not transparent and if you learn something alarming, it's exceedingly difficult to broach the subject with the candidate without giving away your source. Relying on back channel reference checks also signals a lack of trust in your internal processes, as well. If you've run a rigorous interview, be wary of reversing your conclusions based on the testimony of one individual.





An organized post-interview process that forces all voices to make a "yes" or "no" decision is important so that there are no fence straddles. Doing debriefs in person are ideal since there's generally more robust back and forth.

*Peter Liu
VC at Pritzker Group*

Debriefing

Just like the rest of your recruiting process, collecting feedback from interviewers should be a methodical process. Collect feedback from the interviewers without priming them and influencing their decisions. For example, questions like “I really liked that candidate, what did you think?” can discourage honest feedback. Instead, set aside time to exchange feedback in a controlled and open discussion. We recommend providing written feedback to the hiring manager (or your applicant tracking system, if it has a feature to collect and organize feedback), as soon as possible so that memories are crisp. This is especially important when your team is interviewing several candidates in quick succession and interviews can begin to blend together.

Later on, sit down with the team and exchange feedback, starting with people who have strong opinions on the candidate as opposed to those with mild views. Interviewers who have a strong negative opinion can often arrive at a timely decision without the need for superfluous discussion. In general, your team should have few interviewers with weak opinions because you should all be testing for specific, identifiable characteristics.

Even though your team may have differing degrees of conviction regarding a candidate, it comes down to one binary answer in the end: hire or no hire. It's tempting to group people into a third bucket, the “maybe” bucket. Yet, more often than not, that third bucket is really just a sneaky disguise for the no hire bucket. It may be difficult to cut candidates who are personable and have some decent skills. But it'll save you the pain of having to fire them a few months down the line and go through the hiring process again when they aren't up to par. When you have mixed opinions about a candidate, reflect on the Internal Scorecard you created at the beginning of your search. Don't be afraid to set high expectations. John Ballay, co-founder of custom-made suit startup Knot Standard, scores candidates based on company pillars and attributes. The team passes on any candidate with a score less than 90%.

Passing on someone is tough, especially later in the process. But if they aren't a good fit for your team, no one will be happy down the line. You've got to do what's best for the company.

*Heather Stupi
Operations Manager at Vetterly*



Passing on a Candidate

Unfortunately, not every candidate you interview will be the right fit for your team. Rejecting candidates is usually the hardest part of a recruiting manager's job. A candidate should be given a courteous and pleasant experience throughout, even during the sendoff. Keep in mind that great candidates likely know other great candidates. Referrals from trusted peers can sway a new applicant to apply to your company or even accept an offer.

Whenever possible, deliver rejections via phone call, particularly for candidates who have interviewed with the team onsite. Candidates can often misconstrue emails with disappointing news as harsher and colder than intended, leaving them with a negative impression of your team. It's best to reject candidates verbally with feedback that's honest yet constructive. Your advice may help them be more successful in a later job search. Nonetheless, avoid providing too much feedback that could be misinterpreted as an illegal reason for not hiring someone (e.g., ethnicity, gender, age, religion, disability, etc.).



A candidate may tell you they're in, but the best candidates are most likely being courted by a number of people. Closing someone requires some hand-holding and constant communication through the finish-line.

*Logan Bartlett
VP of Battery Ventures*

Closing a Candidate

Once your team has decided to extend an offer to a candidate, you're ready to transition into the closing phase of recruitment. Although it may seem like you're at the finish line, don't lose focus. This phase is among the most critical because by this point, you've invested large amounts of resources into a candidate. Anthony D'Alessandro, technical recruiter at e-commerce giant Jet, warns that even if you have an amazing culture or product, the market is so competitive for top talent that, "closing is all about the initial call, remembering what is most important to that particular candidate and integrating that into that final call." Both the candidate and the employer will have several key things they are looking for at the offer stage. Whether it's company culture, benefits or compensation, make sure you disclose the proper amount of information or you risk losing your top choice.

Candidate Offer Checklist

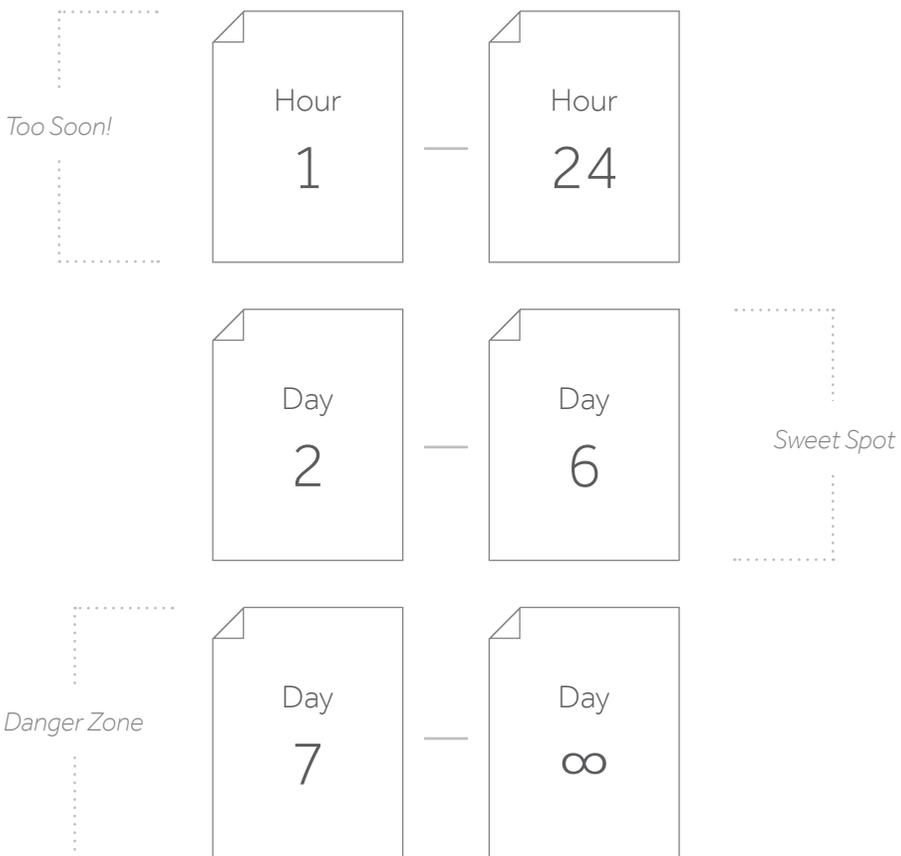
- Title
- Salary
- Equity (If Applicable)
- Benefits (If Applicable)

Employer Offer Checklist

- "At-will" employment language
- Confidentiality
- Non-disclosure

Timing

How much time should you give a candidate to respond to an offer? The average offer deadline is seven days, but your situation may call for a tighter timeline. In reality, time is never on your side. Even if you're feeling good about your candidate, one week is ample time for trained hiring managers and recruiters to swoop in and close your candidate before you can. On the other hand, enforcing a strict deadline, say 24 hours, can come off as too severe and adversely affect your relationship with the candidate. Instead, choose a timeline in the happy middle. If it's early in the week, give an applicant until the end of the week to think over your offer. If it's late in the week, choose a day to reconnect early the next week. These are natural, non-threatening timelines that provide a reasonable amount of time for the candidate, while limiting potential competing opportunities to appear.





*For the right candidate,
negotiations should always
be an option.*

*Bharat Nain
Director of Software Development
at AMC Networks*

*Putting your best offer
forward and being able to
share market data to back it
up is important to building
trust and ensuring people
are joining for the right
reasons. If it's all about the
dollar signs, this likely isn't
the right place for them.*

*Virginia Lloyd
Director of Talent at x.ai*



Negotiations

Negotiating a candidate's contract is a controversial subject. Some employers like the ability to negotiate with candidates in order to maintain flexibility when working to compromise on a deal that satisfies both parties. However, many employers have recently abandoned traditional negotiations because their potentially combative nature benefits some individuals over others. Tense negotiations can cause frustration and ruin the close or start the working relationship off on a bad note. Let's explore how to handle both methods.

Let's Negotiate

If you do plan to negotiate an offer, be open to discussing with the candidate in person, over a phone call, or through email. By encouraging the candidate to choose the medium they are most comfortable with, you can more effectively reduce bias against individuals less skilled at negotiating.

No Negotiating Necessary

If you plan to skip negotiations, we recommend offering candidates two to three packages with a differing mix of salary and equity. In this way, candidates can decide which risk profile best fits them without the added stress of wondering if they negotiated as good of a deal as they could have.

How to Deal With Competing Offers

Many of the best candidates will have competing offers, often from their current employer. Communicating with your candidate is the best way to convince her that your opportunity is the right one. By now, if you've done a rigorous job evaluating an applicant, you should know what drives her. Is it job title or compensation? Or career growth or mentorship? Try to tailor your pitch to appeal appropriately.

Money wins

Unfortunately, the sad reality is that money wins in almost every situation. While it's true that sometimes the people, the opportunity, the industry, the brand, or even the snacks manage to win, the thousands and thousands of data points we've seen prove otherwise. More than 95% of the time, a candidate will choose the offer that is \$10,000 greater than the alternative.

If the competing offer is from a bigger company

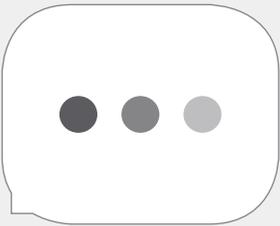
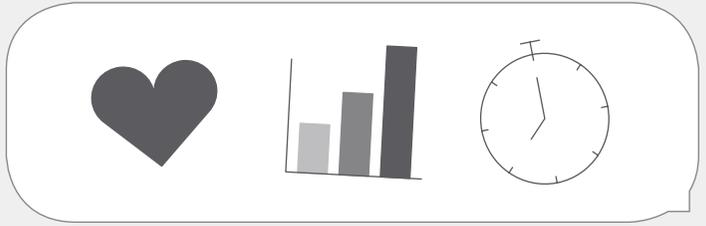
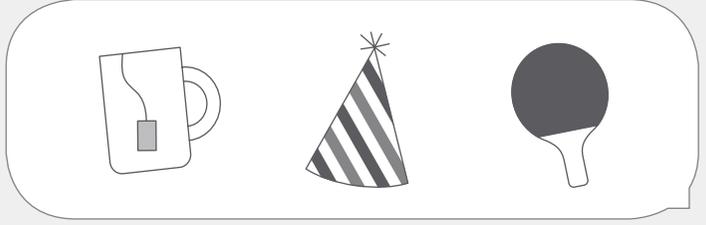
Smaller startups sometimes struggle to attract talent because of a lack of brand name or an inability to provide larger salaries compared to more established companies. If you're a small company competing against a more established one, rely on your understanding of the candidate's motivation for finding a new job in the first place. If they're looking for responsibility, a small team environment, or are passionate about a sector you're involved in, make sure to stress how your company can provide them all of those opportunities.

Equity can also be an extremely powerful tool. As a smaller startup, you can still provide a sense of ownership that's unavailable at many competitors. If you encounter individuals who are looking for compensation or brand name at their particular career stage, they probably aren't a great fit for your company anyway.

One other tool you have at your disposal is timing. Take advantage of being relatively unencumbered by administrative overhead and give out your offer quickly with a short, but reasonable deadline of a few days.

If the competing offer is from their current company

Often a candidate you're trying to hire may receive a counteroffer of higher pay or a better position from their current employer once it's revealed they may leave. In this situation, strategically use curiosity and value to convince the candidate to join your company. Highlight that your offer represents an opportunity to gain new skills, to continue to develop, and perhaps work in an industry or on a product the current employer can't offer. Moreover, emphasize that you were willing to offer that candidate fair value, while the current employer was only motivated to do so after the threat of the candidate leaving.



Improve Your Closing Rates

- Discuss salary expectations upfront
- Improve correspondence
- Create clear job descriptions
- Maintain a logical interview process
- Move fast! Ask in the first interview how the process is going to get an idea of how fast you need to move.
- Set 30, 60, and 90 day goals for the position and share these with candidate.
- Allow candidates to meet all key players during the interview process
- Have a good HR wrap-up interview... cover all details of a "would-be" offer in this conversation, leaving nothing to chance.
- Set an offer deadline. This keeps you and the candidate on the same page as the deadline approaches.
- Check in while the candidate is debating your offer — daily, if appropriate!

Closing Funnel Evaluation

Keep track of how many candidates accept your job offer compared to how many candidates received an offer. Aim for a conversion rate of at least 70%. If you arrive at anything lower than that, spend time carefully evaluating how you are closing candidates and what steps you can improve. Keep track of the reasons candidates decline. If you begin to notice a pattern, focus on improving that aspect of your recruiting process.

The Basics

- Evaluating candidates is challenging. Try to limit your own biases and make decisions based on the specific requirements you're looking for.
- Use the multiple stages of the hiring process—resume, interviews, and references—to form a holistic opinion of each candidate.
- Once you've decided on a candidate, remember you're not quite at the finish line. Handle negotiations, counter-offers and timing delicately.
- Leverage what you know about a candidate's goals to make as appealing an offer as possible.

Conclusion

Like many difficult feats, creating an efficient and productive hiring process requires determination. If you follow the guidelines outlined in this book and continually track your progress, you'll get 70% of the way to a perfect recruiting process.

The other 30% is up to relentless tinkering of your process and deliberate trial and error. It's been said that the journey is often more important than the destination. While we all want to have a perfect hiring process from square one, the amount that you'll learn about your team and company while structuring and improving upon your recruiting process is unparalleled. Keep refining your strategies and celebrating your victories. The effort is worth it.

And, always remember: great companies are built with great people.

We'd like to thank the many hiring managers and their employers for contributing their knowledge, advice, and wisdom to this book.



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