Hiring Demystified

Mar Bartolomé

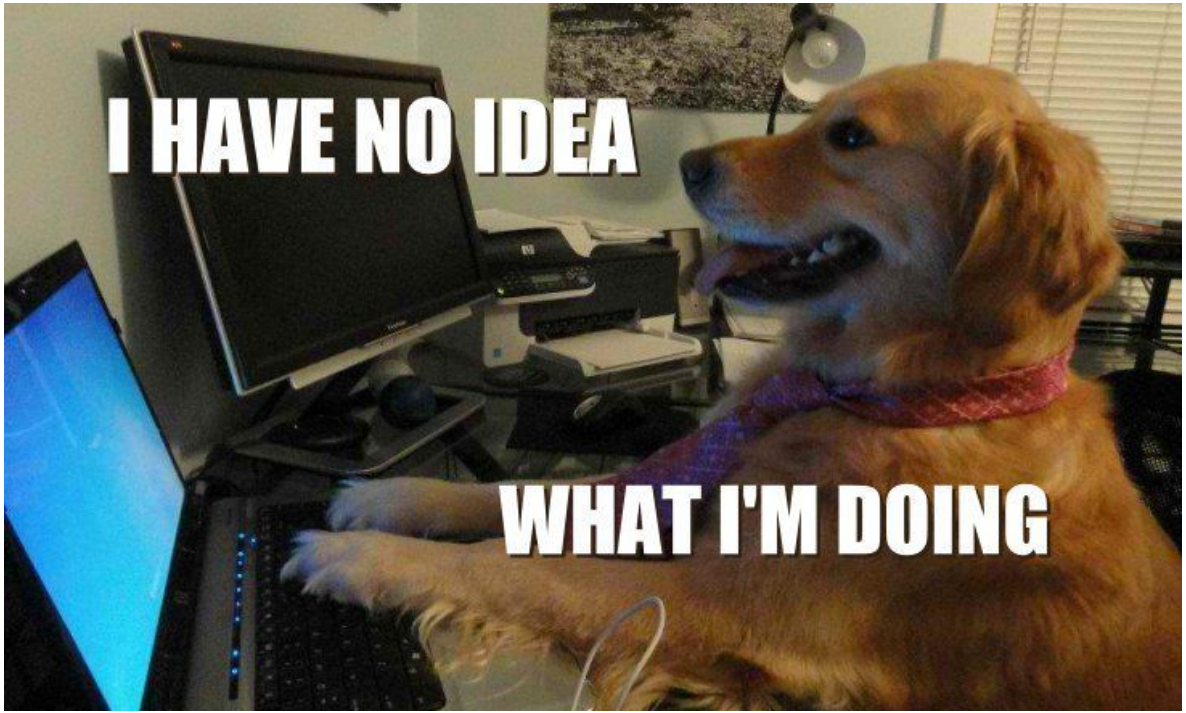
Hello 👋

Mar Bartolomé

Freelance Software Engineer

- @marbu
- coconauts.net
- coconauts

Backstory



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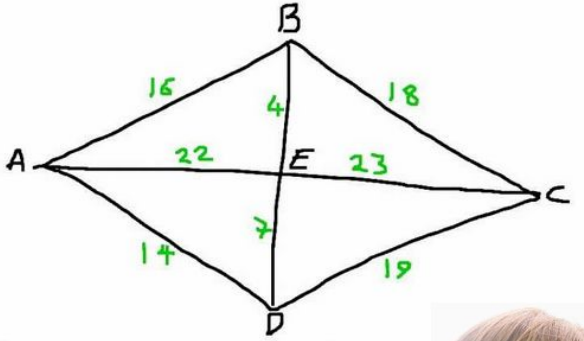

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visit B.C.D & E befor
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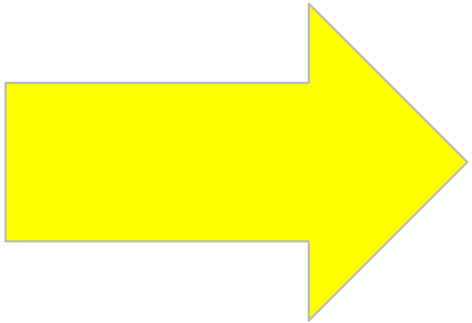

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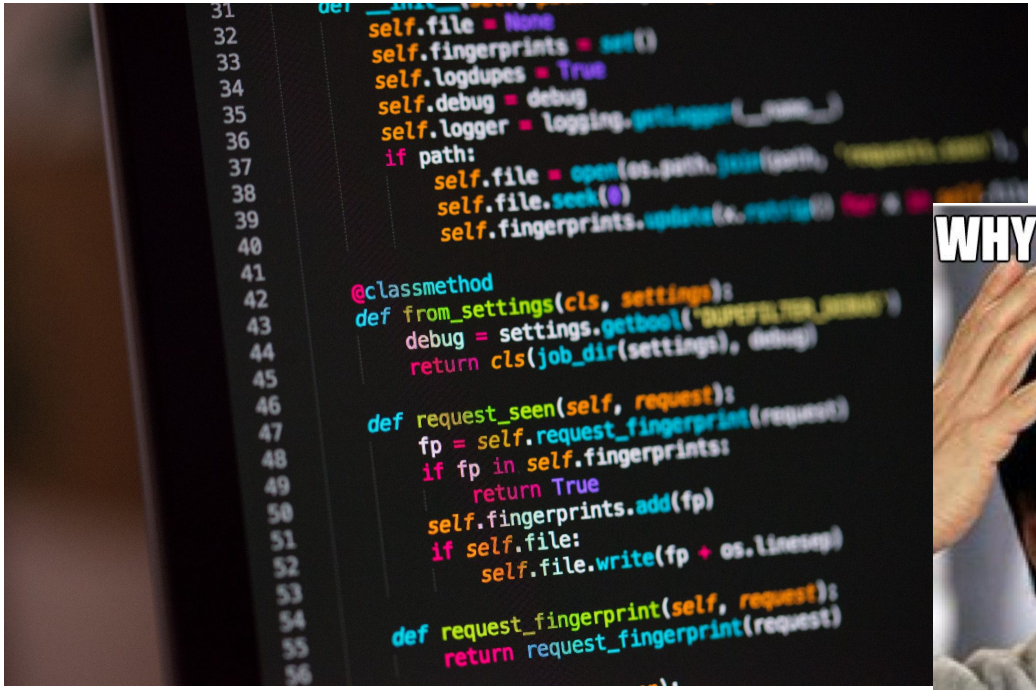
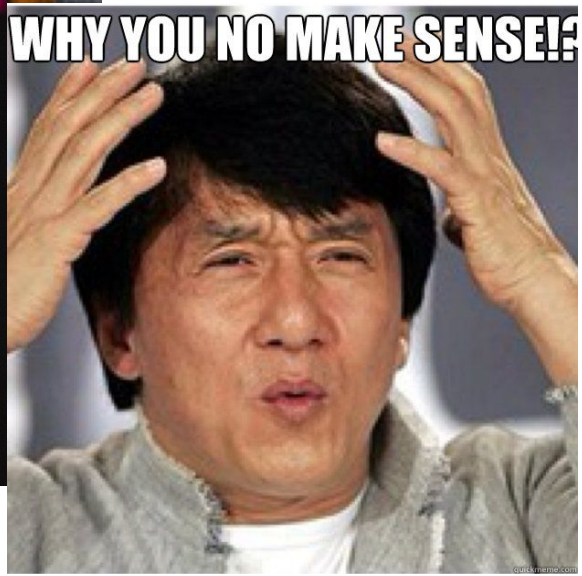
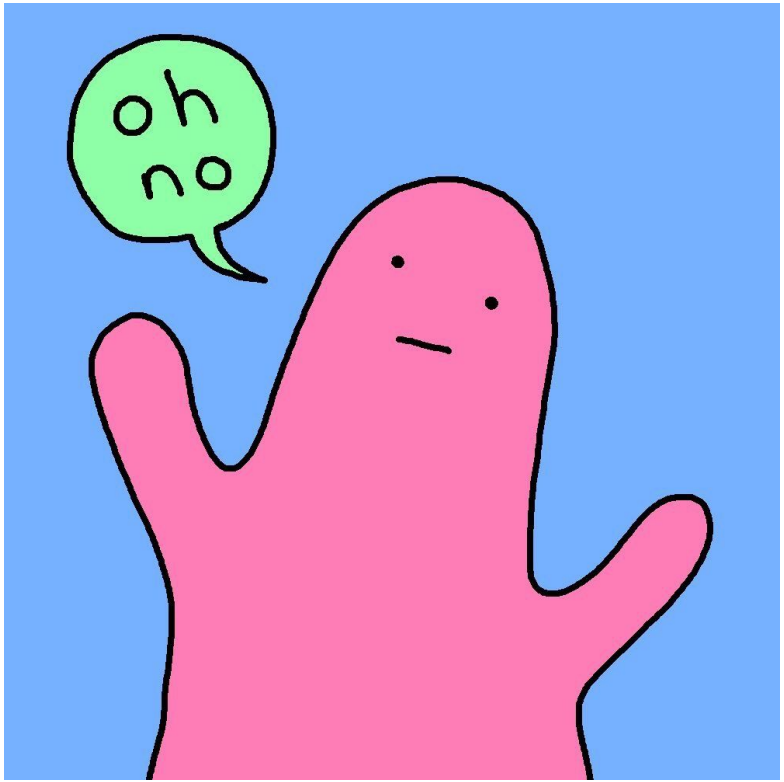

self.file = None
self.fingerprints = set()
self.logdupes = True
self.debug = debug
self.logger = logging.getLogger(__name__)
if path:
self.file = open(os.path.join(path, 'requests.seen'), 'a+')
self.file.seek(0)
self.fingerprints.update(x.rstrip() for x in self.file)
@classmethod
def from_settings(cls, settings):
debug = settings.getbool('DUPEFILTER_DEBUG')
return cls(job_dir(settings), debug)
def request_seen(self, request):
fp = self.request_fingerprint(request)
if fp in self.fingerprints:
return True
self.fingerprints.add(fp)
if self.file:
self.file.write(fp + os.linesep)
def request_fingerprint(self, request):
return request_fingerprint(request)


WHY YOU NO MAKE SENSE!?

Backstory



Backstory

Backstory

Backstory

The mystical cult of hiring

If Carpenters Were Hired Like Programmers..

Interviewer: So, you're a carpenter, are you?

Carpenter: That's right, that's what I do.

Interviewer: How long have you been doing it?

Carpenter: Ten years.

Interviewer: Great, that's good. Now, I have a few technical questions to ask you
our team. OK?

Carpenter: Sure, that'd be fine.

Interviewer: First of all, we're working in a subdivision building a lot of brown ho
lot of brown houses before?

Carpenter: Well, I'm a carpenter, so I build houses, and people pretty much pai
want.

Interviewer: Yes, I understand that, but can you give me an idea of how much ex
brown? Roughly.

Carpenter: Gosh, I really don't know. Once they're built I don't care what color t
six months?

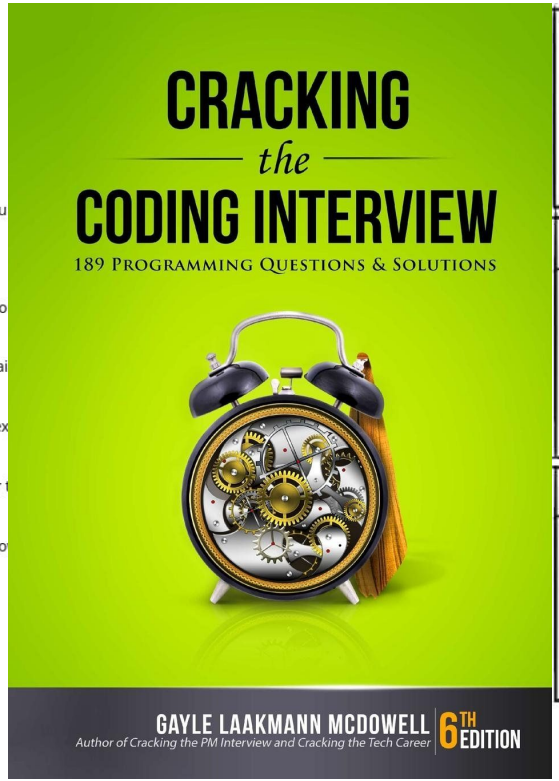
Interviewer: Six months? Well, we were looking for someone with a lot more bro
me ask you some more questions.

Carpenter: Well, OK, but paint is paint, you know.

Interviewer: Yes, well. What about walnut?

Carpenter: What about it?

Interviewer: Have you worked much with walnut?



“We want to hire the best”

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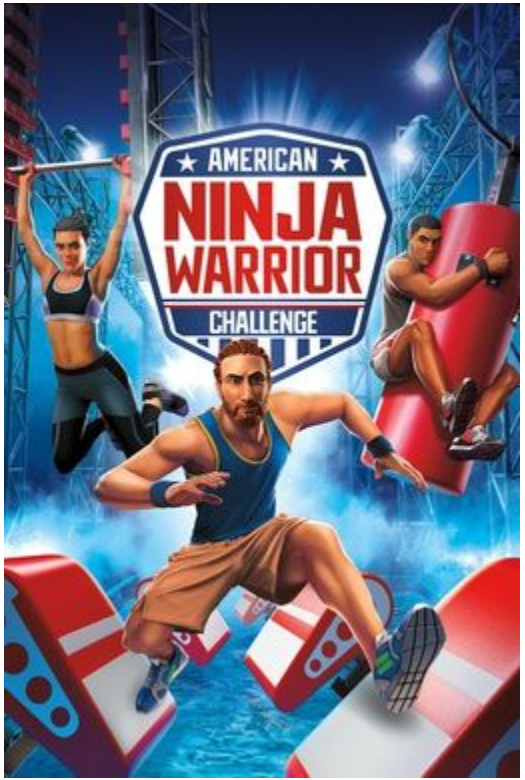

“We want to hire the best”

“We want to avoid false positives”

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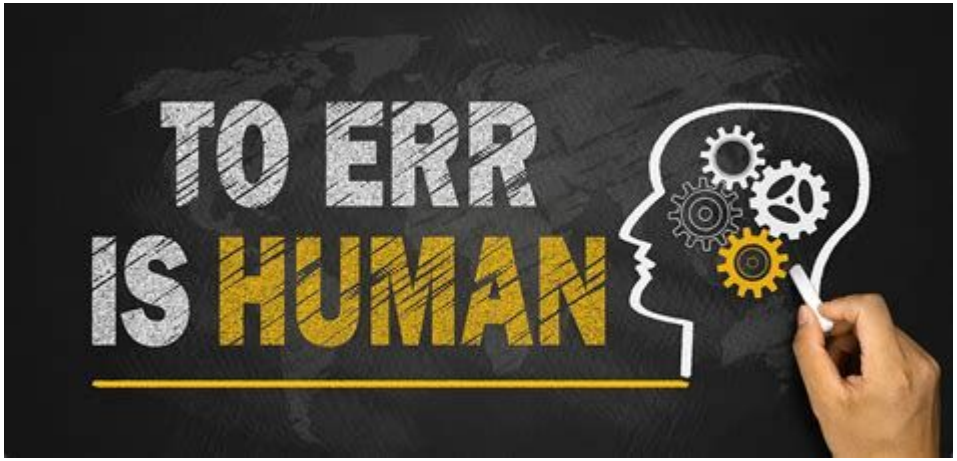

“We want to avoid false positives”

Skills to be the best at interviews:

- coding
- confidence
- improvisation
- persuasion
- memorization

Skills to be the best at work:

- coding
- teamwork
- empathy
- time-management
- communication

“We want to avoid false positives”

“But... it works for google!”

“But… it works for google!”

“But… it works for google!”

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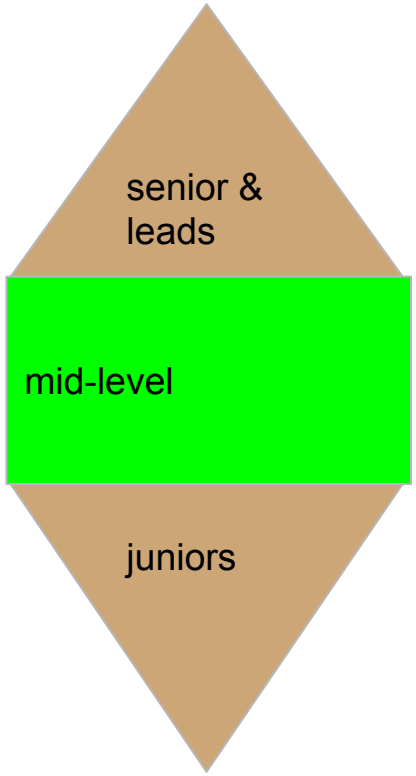
“But... it works for google!”

So then... what?

Balance

Figure out your company needs



decision-making
mentoring

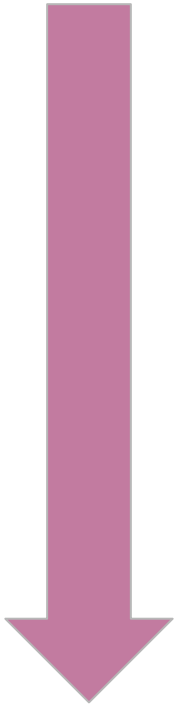
horsepower

investments

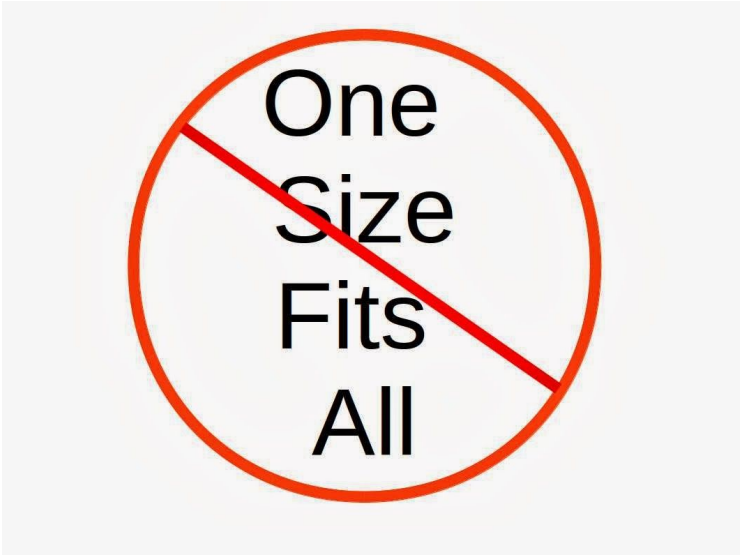
bang for your buck

Supply

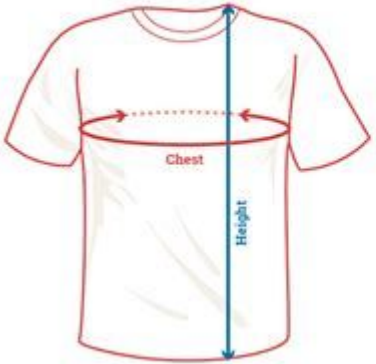
tolerance to hiring
nonsense



Tailor your testing

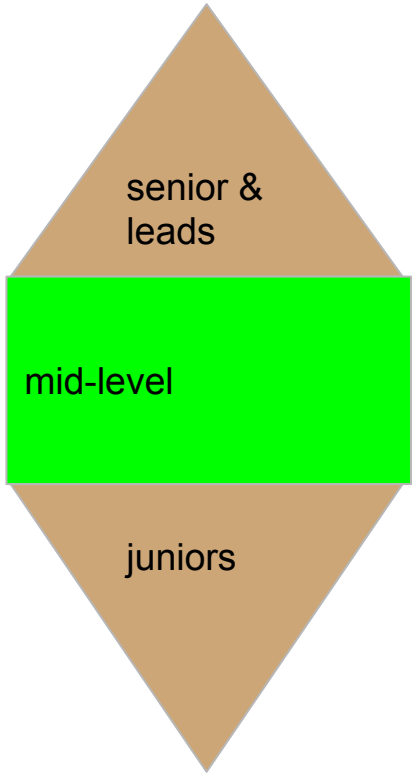


Size Chart



Size	Chest	Height
XS	30"	24"
S	33"	25"
M	36"	27"
L	40"	28"
XL	44"	30"
XXL	48"	31"

Tailor your testing

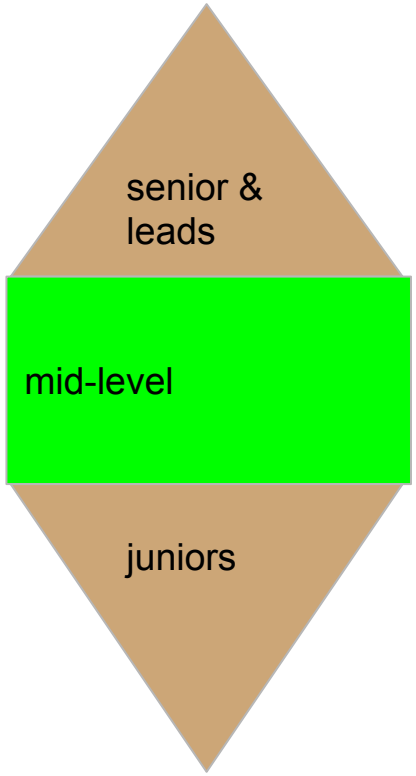


- high-level architecture/stack discussion/whiteboarding

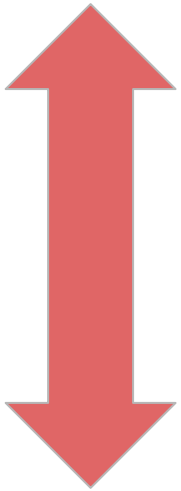
- take home projects
- pairing over some real company code
- opinionated tech discussion

- pair programming on algorithms or simple programs

Hiring goes both ways!



You're selling
(your company, to engineers)



You're buying
(enginers)

Hiring goes both ways!

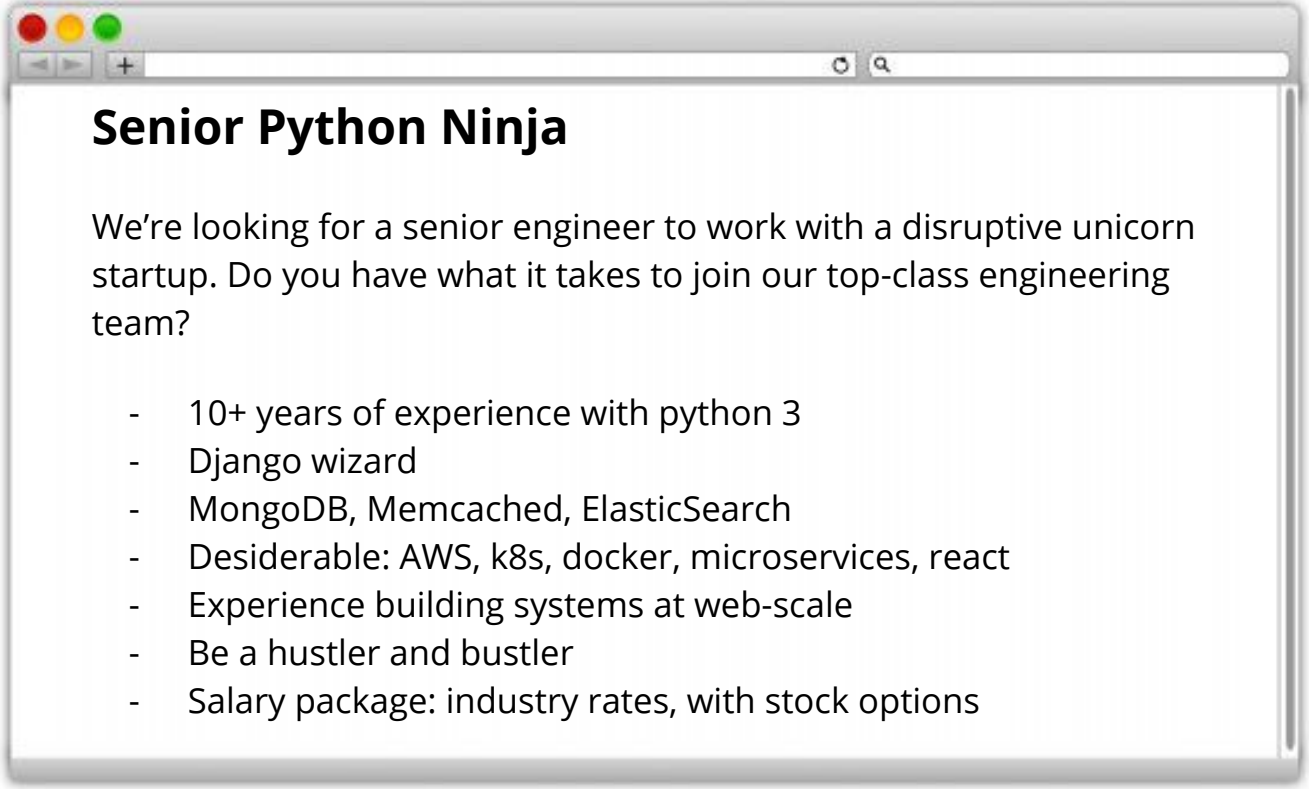
Do “agile hiring”

- Individuals and interactions over processes and tools.
- Responding to change over following a plan.
- Candidate collaboration over one-sided approaches.
- Working people over comprehensive testing.

Mar’s tech hiring cookbook

Job postings

Job postings



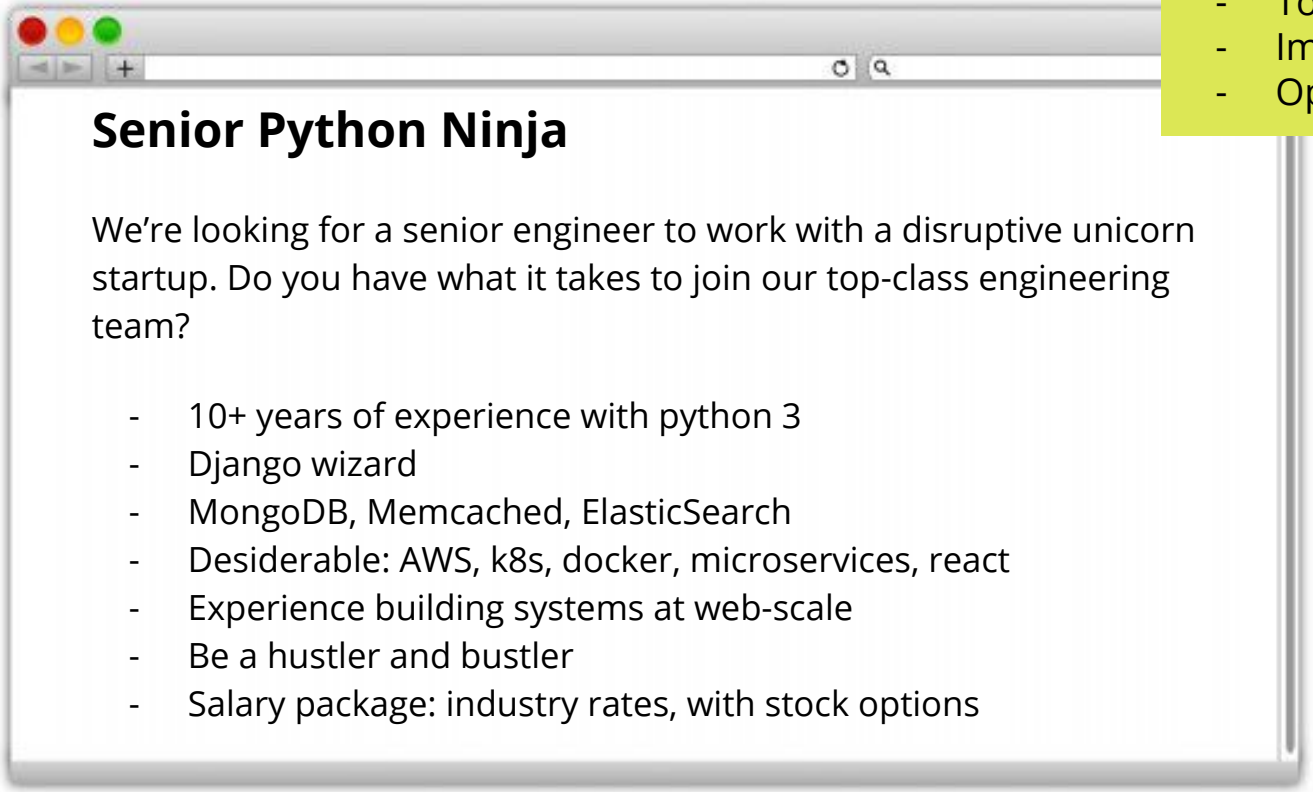
Senior Python Ninja

We’re looking for a senior engineer to work with a disruptive unicorn startup. Do you have what it takes to join our top-class engineering team?

- 10+ years of experience with python 3
- Django wizard
- MongoDB, Memcached, ElasticSearch
- Desiderable: AWS, k8s, docker, microservices, react
- Experience building systems at web-scale
- Be a hustler and bustler
- Salary package: industry rates, with stock options

Job postings

- Unrealistic
- Too specific
- Immature
- Opaque



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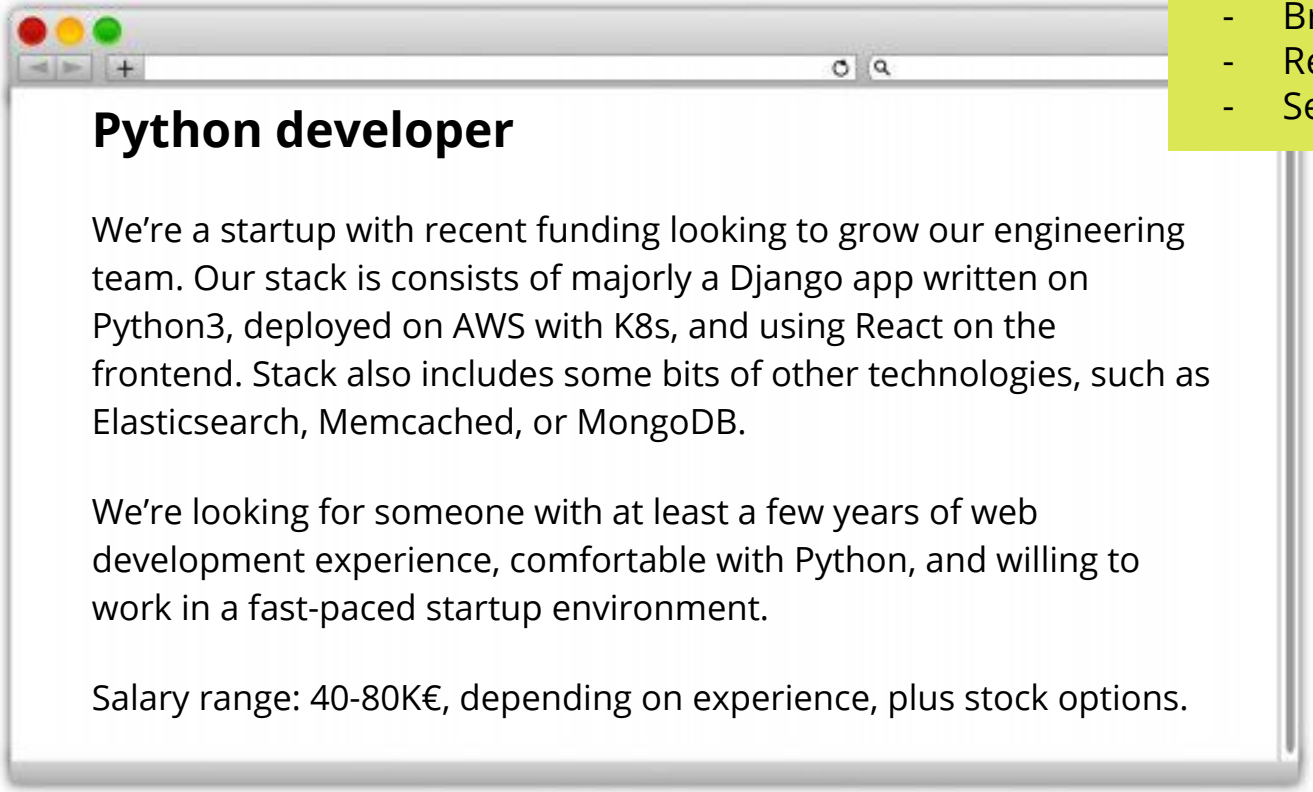
Job postings

- Realistic
- Broad
- Revealing
- Serious



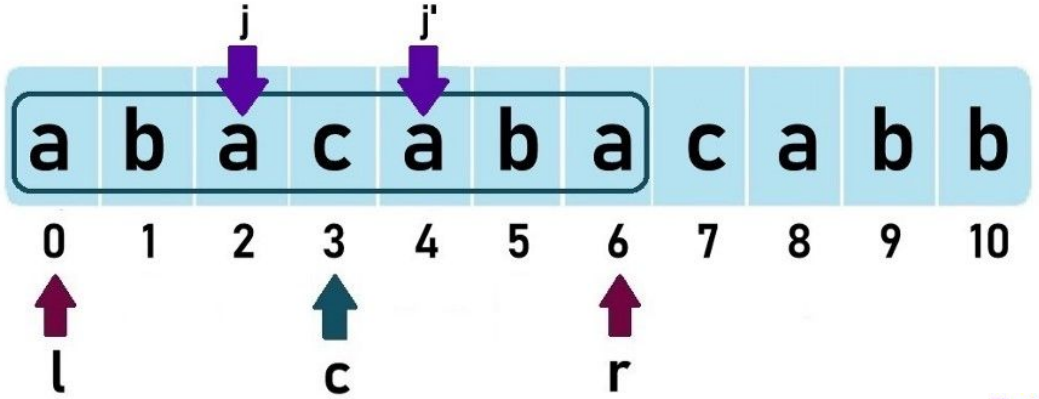
Python developer

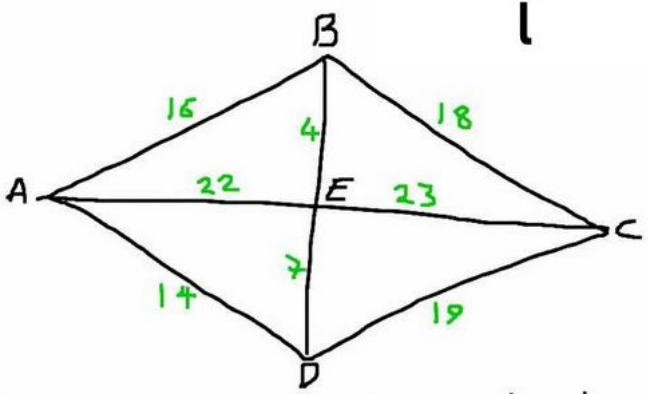
We’re a startup with recent funding looking to grow our engineering team. Our stack is consists of majorly a Django app written on Python3, deployed on AWS with K8s, and using React on the frontend. Stack also includes some bits of other technologies, such as Elasticsearch, Memcached, or MongoDB.

We’re looking for someone with at least a few years of web development experience, comfortable with Python, and willing to work in a fast-paced startup environment.

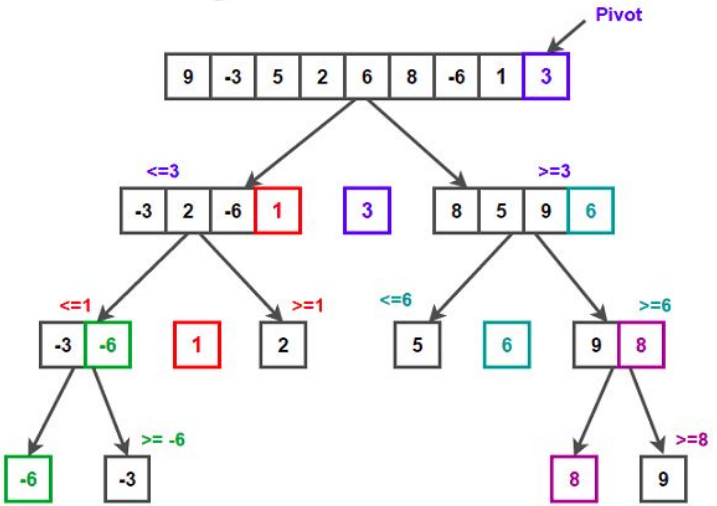
Salary range: 40-80K€, depending on experience, plus stock options.

Algorithms





Sheldan lives at A. He wants to visit B.C.D & E before returning to A. Find upper & lower bounds.



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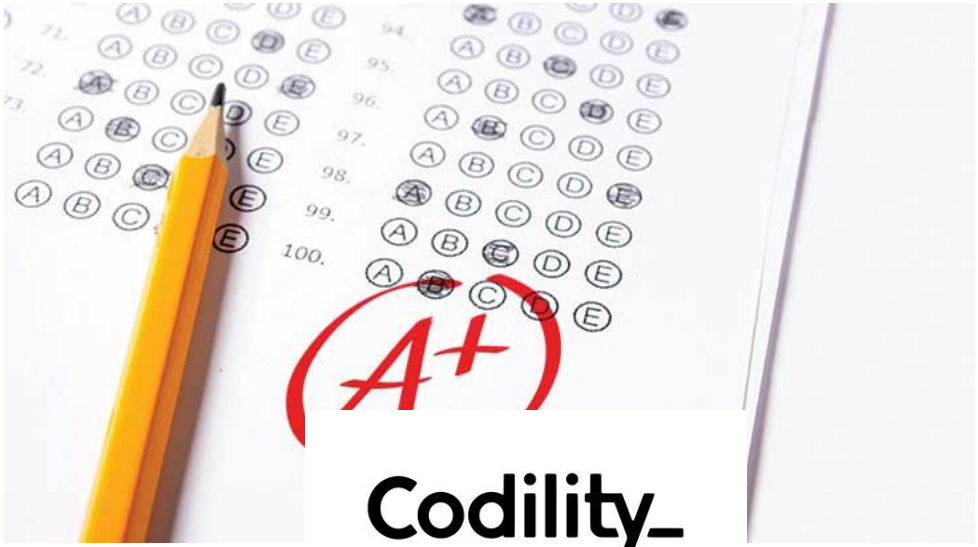
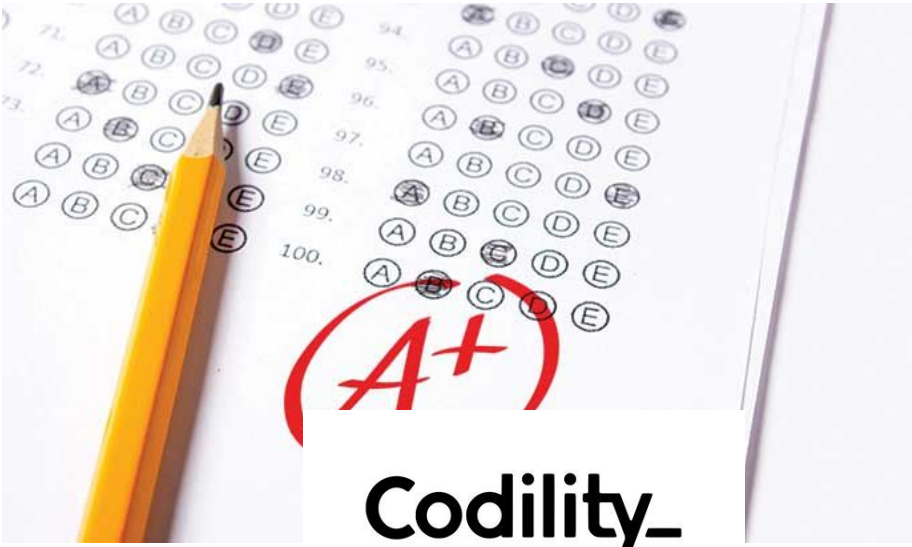


Codility_

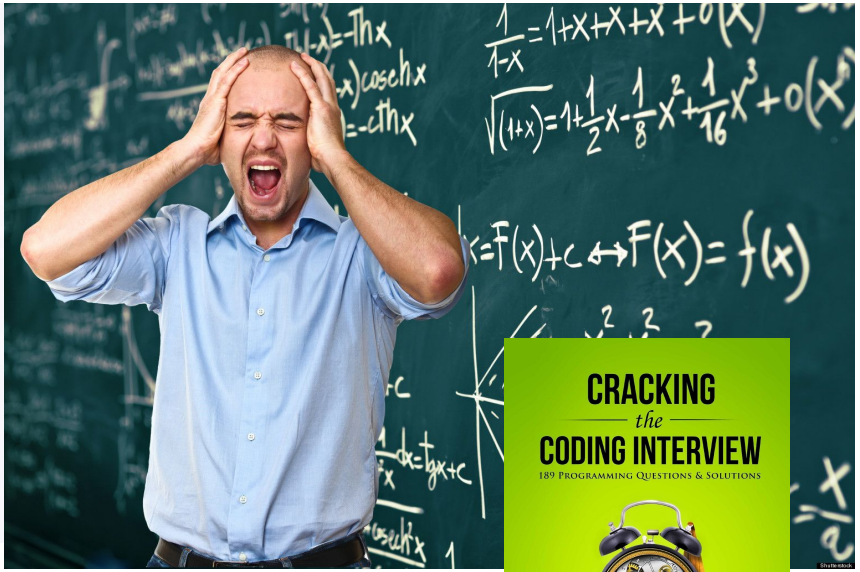
HackerRank

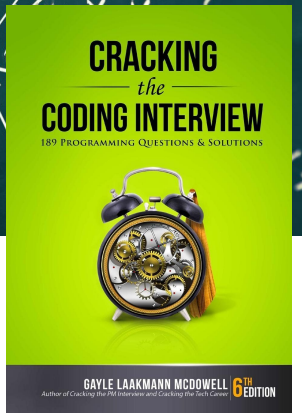
Algorithms



Codility_

HackerRank





Algorithms

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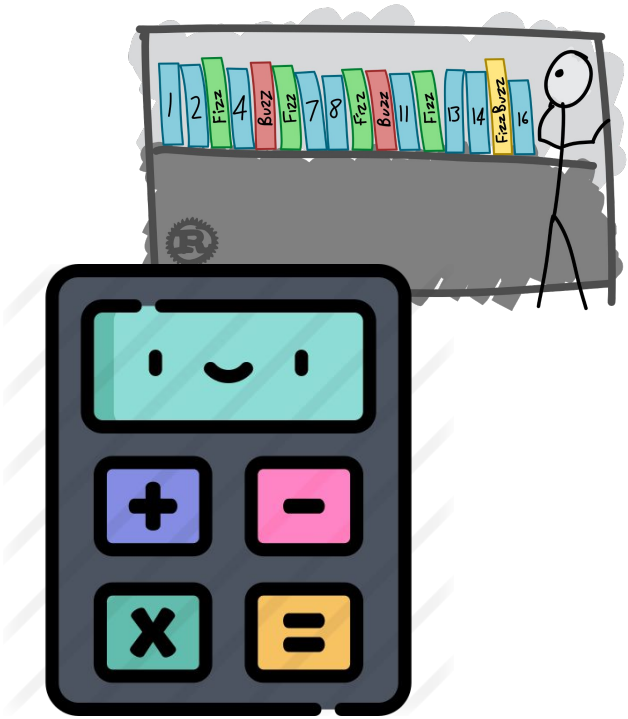

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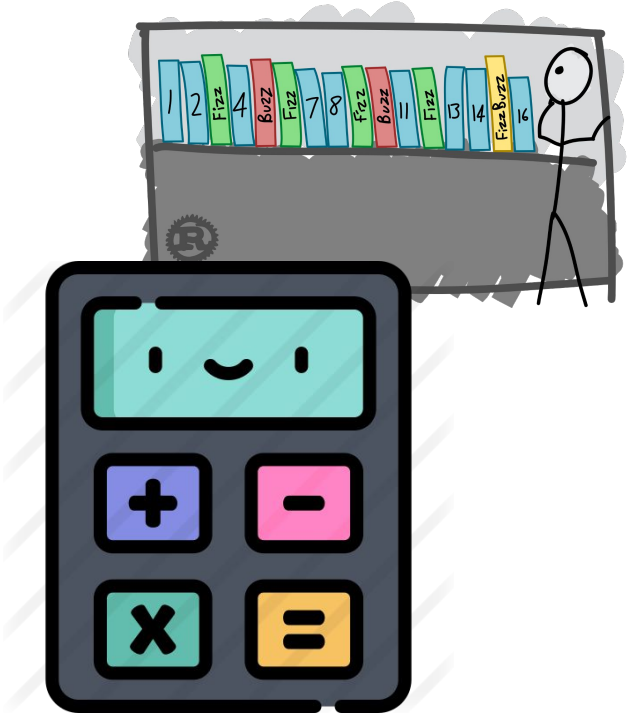
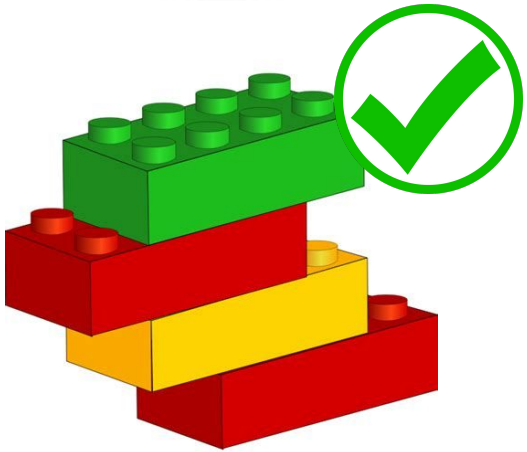
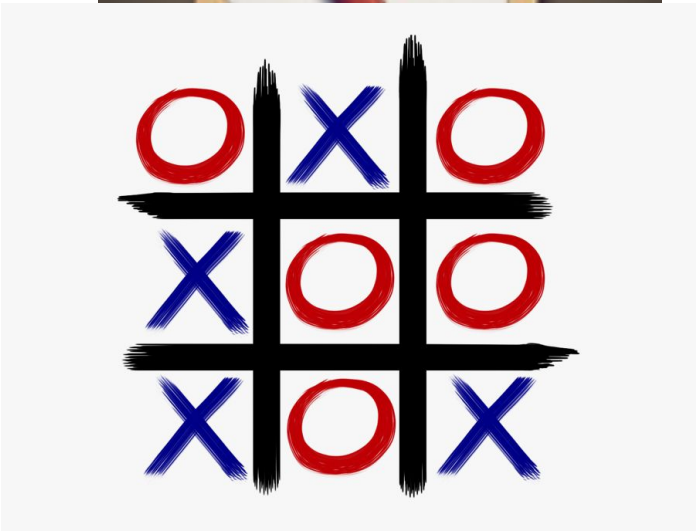




Take-home projects



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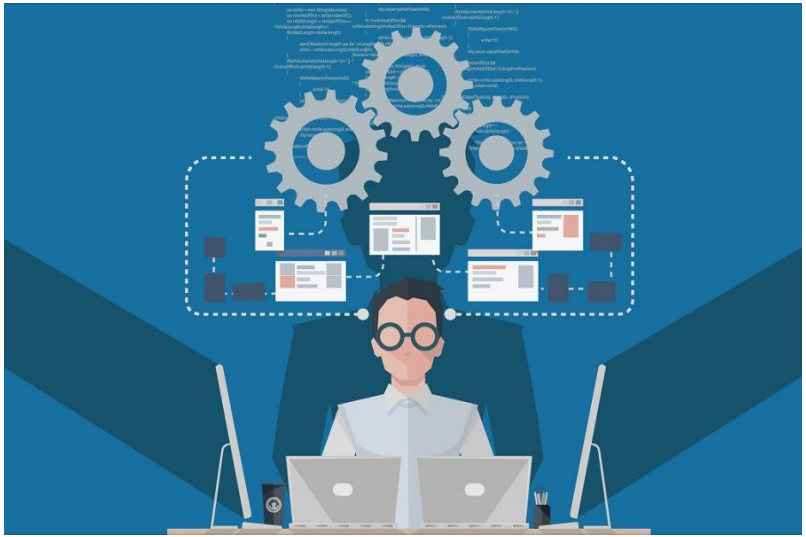

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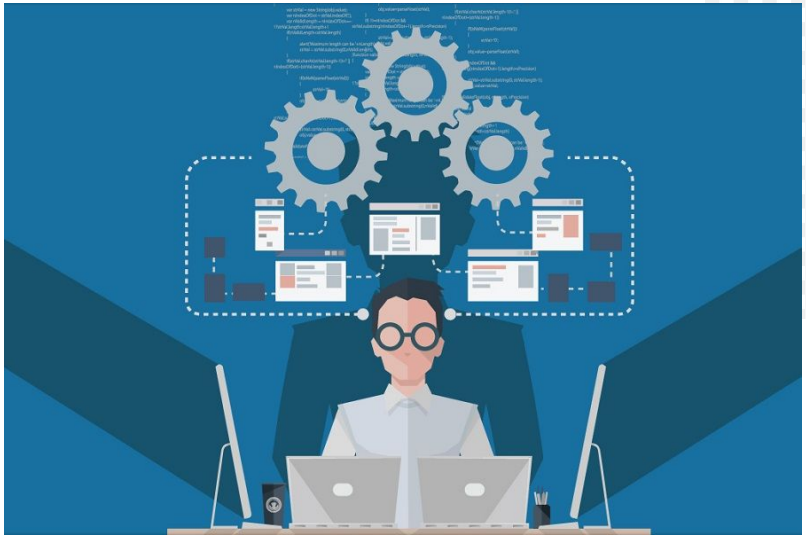

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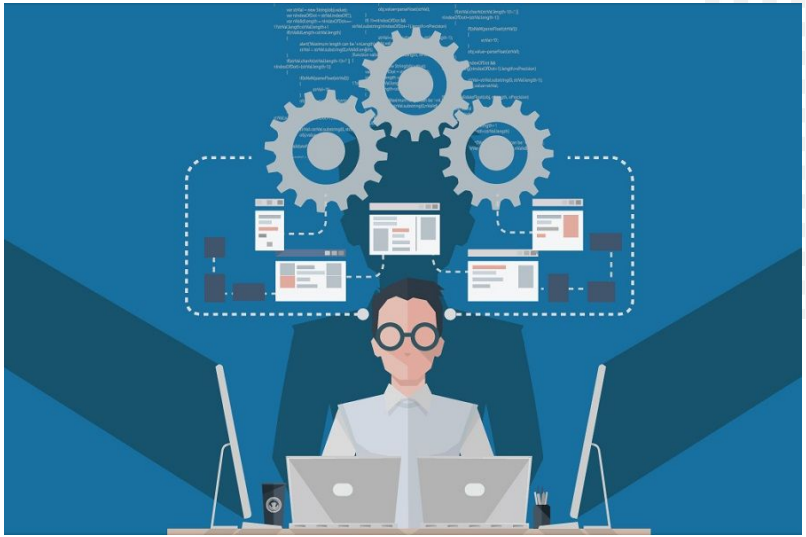

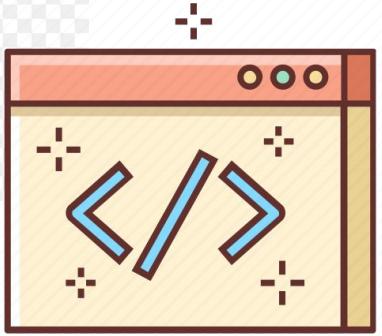

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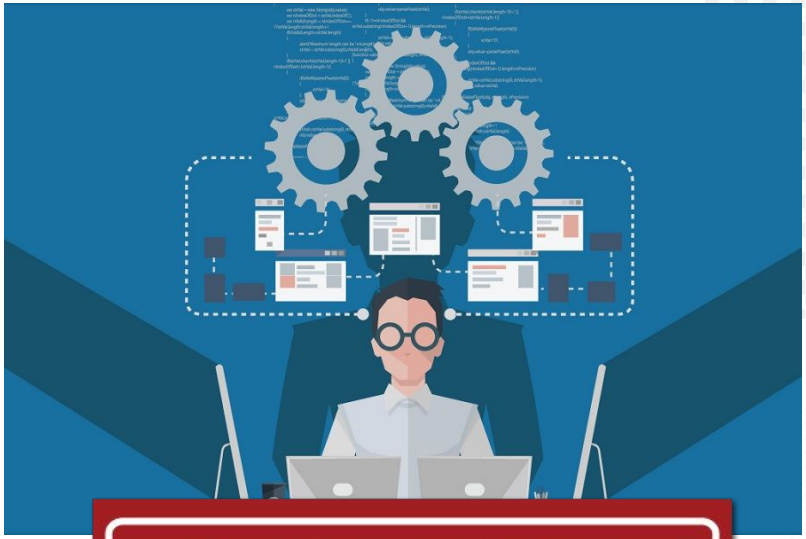

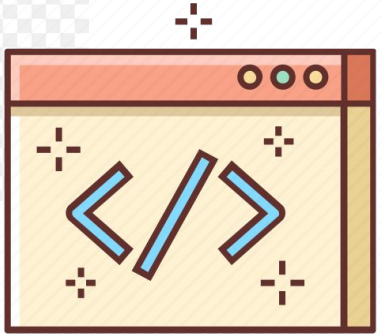

Take-home projects

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1- 2 hours max

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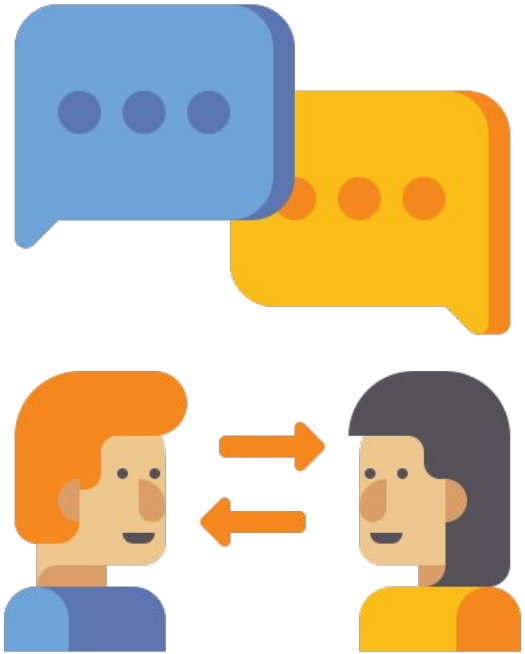

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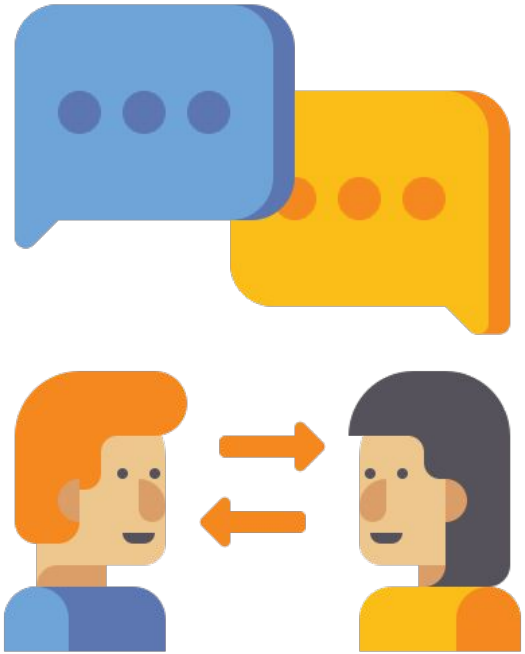

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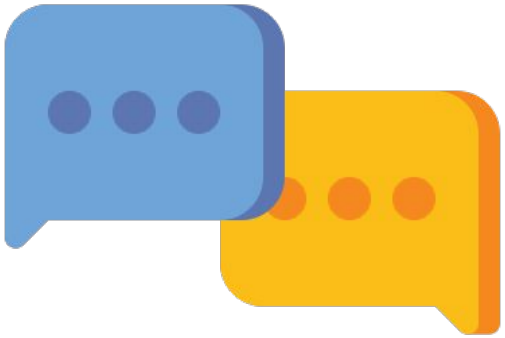

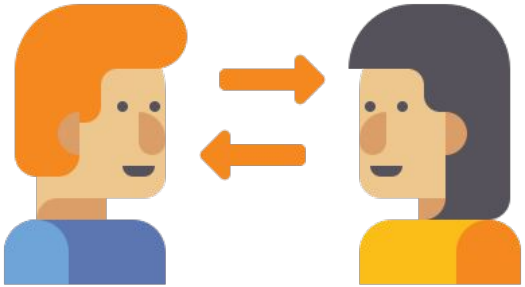

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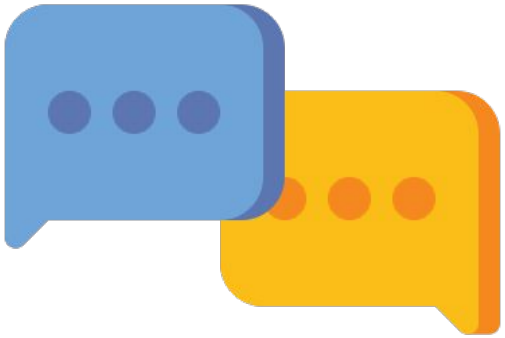
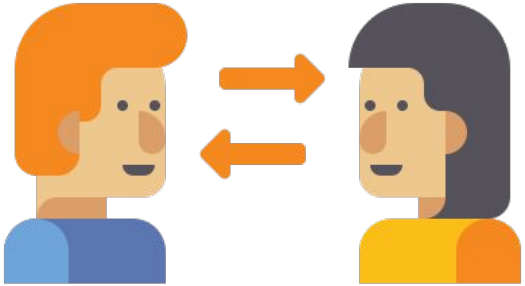
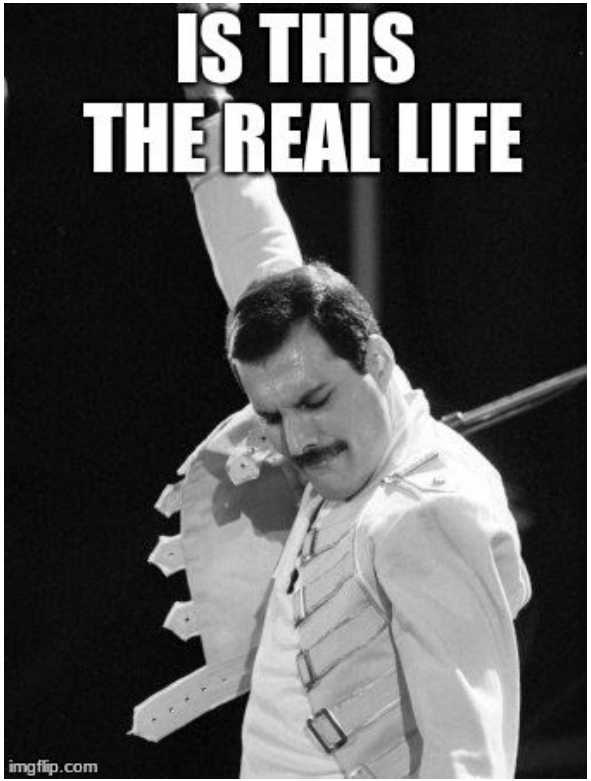




“A real-world problem”



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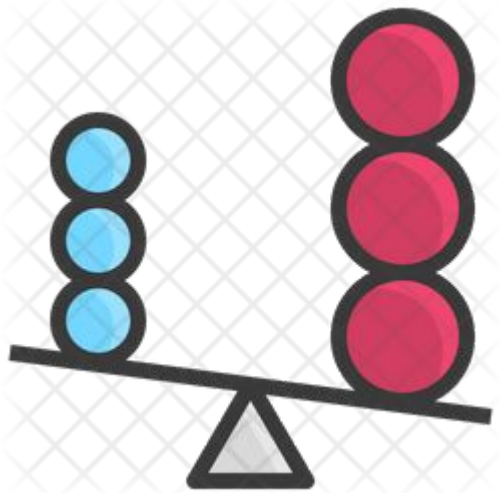

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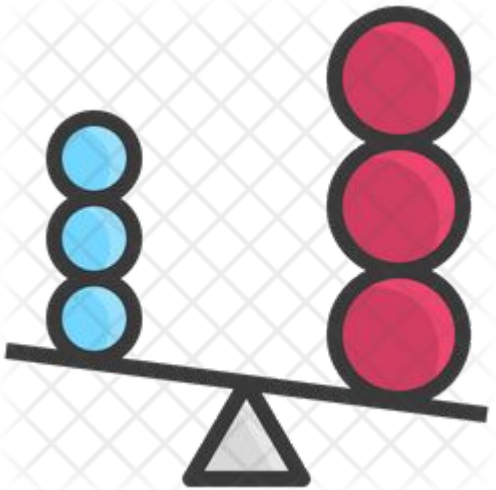

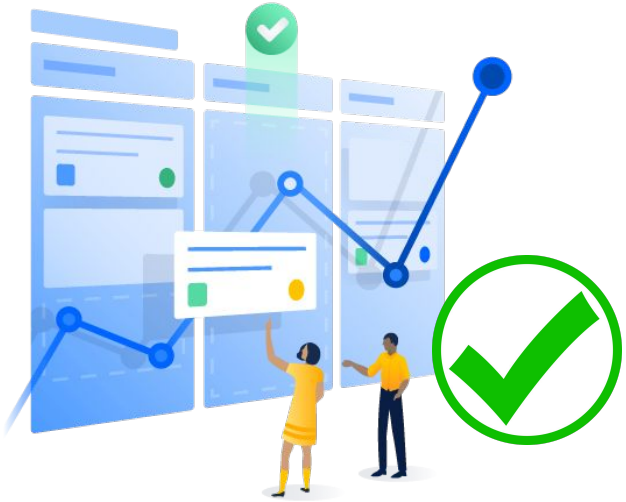

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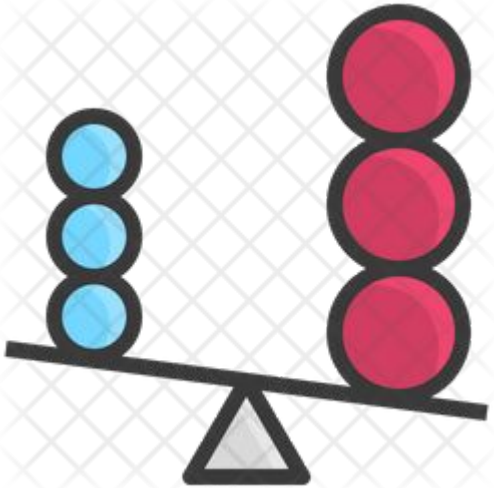

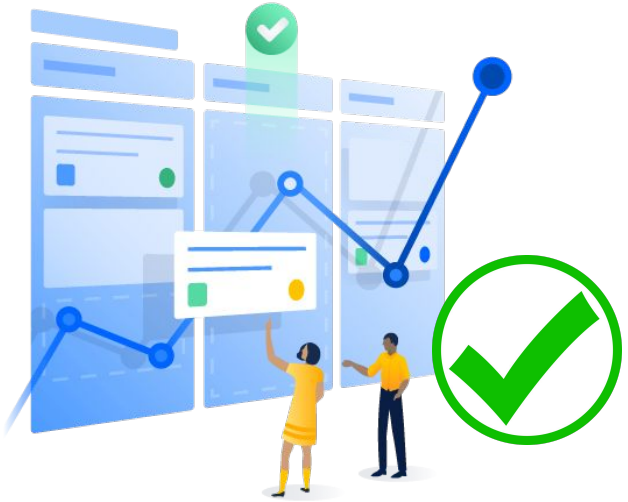

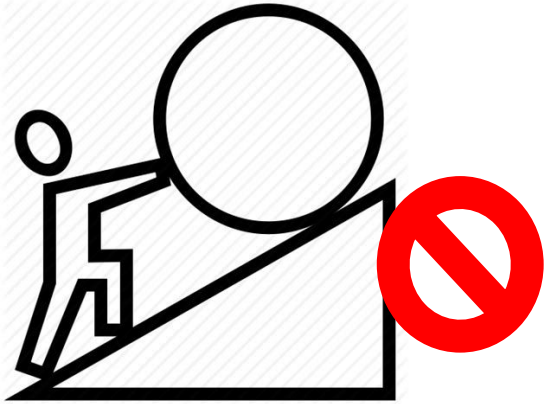

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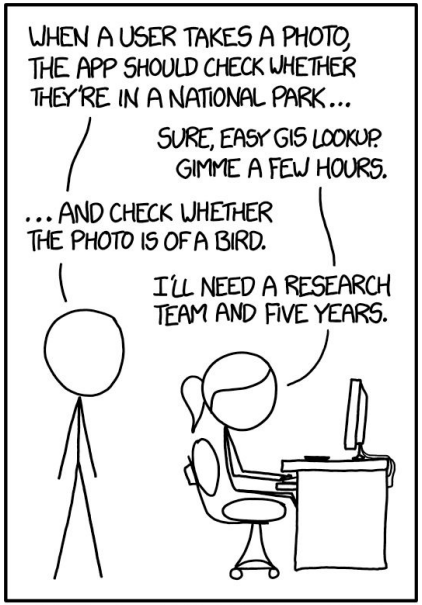
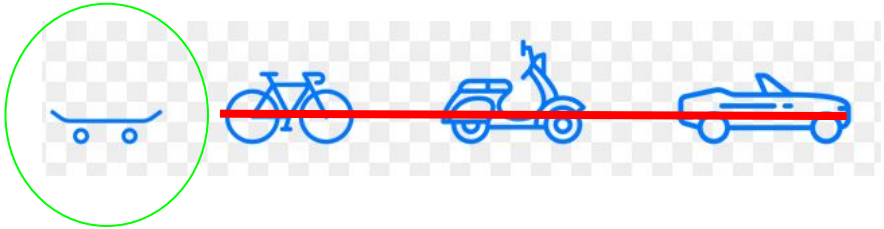


Face to face interviewing

Minimum Viable Interview!



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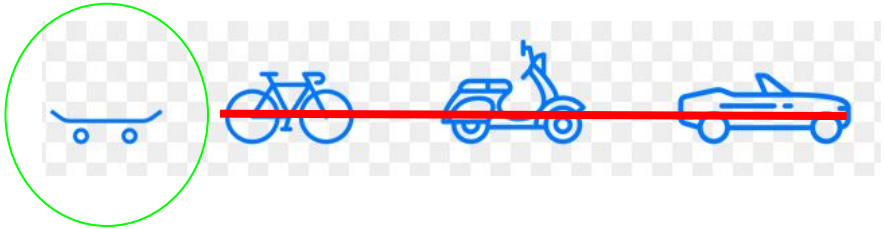

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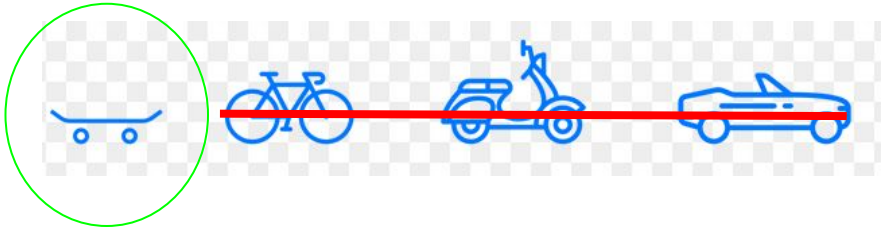


Face to face interviewing

Open ended discussion

- Compare tech stacks
- Ask opinions on tech (python, ecosystem tools, dev process)
- Discuss/review prior test challenge or side projects

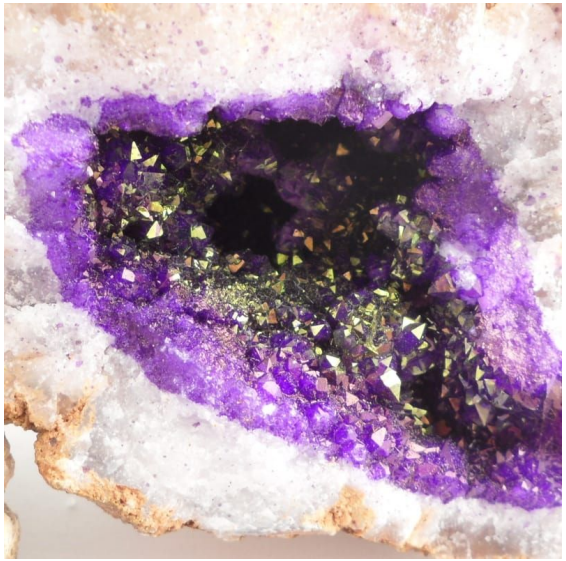
Quizz questions

- What's the difference between str and unicode
- What happens when you enter a url on a browser
- How does a garbage collector work

Face to face interviewing

Face to face interviewing

Face to face interviewing

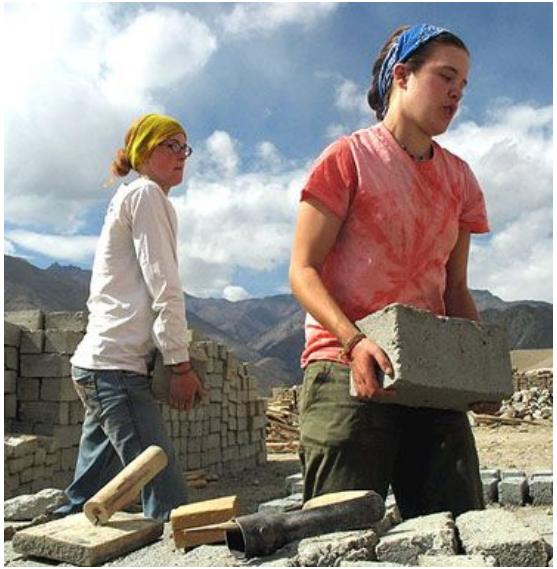


Face to face interviewing

- Reassure: no right or wrong answers
- Dialogue, not interview
- Ice breakers

Testing on the job

Testing on the job



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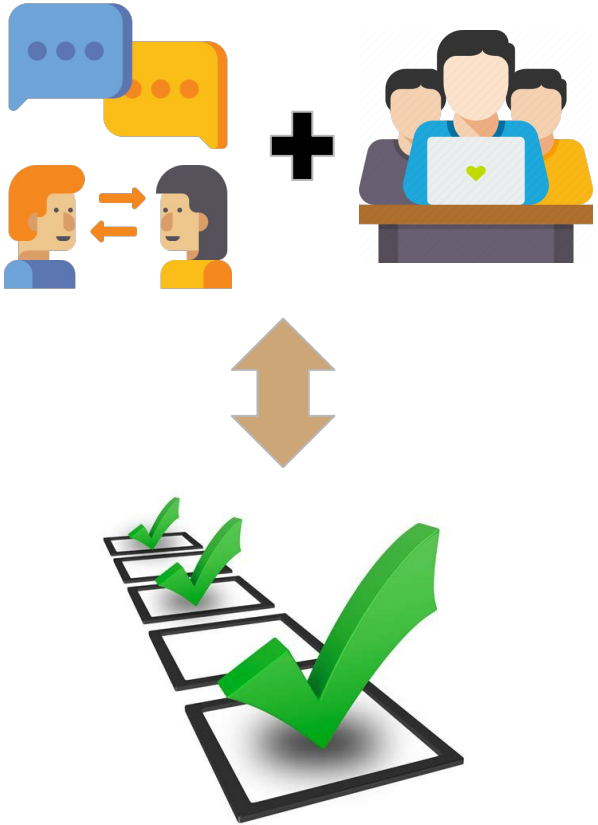

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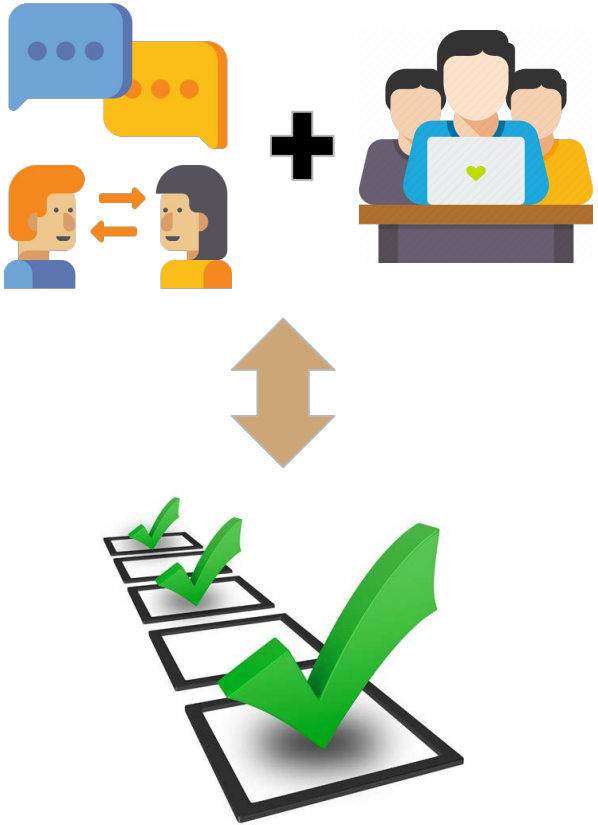

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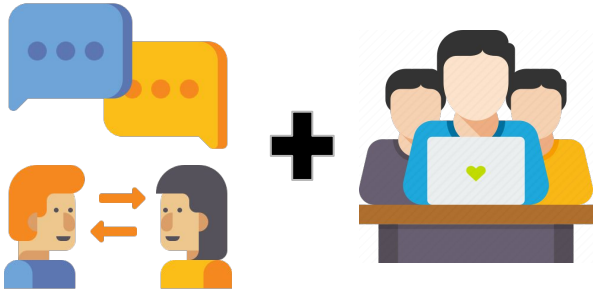


“Working people over comprehensive testing”

Testing on the job

Probation period

Testing on the job

Probation period

Paid short contract

Testing on the job

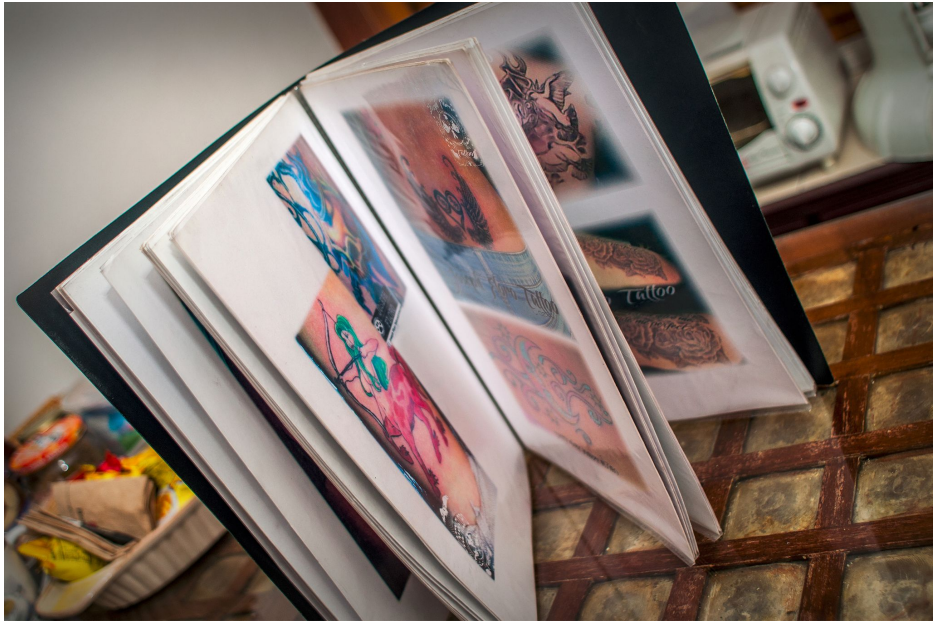
Probation period

Paid short contract

One day at the office

Testing on the job

When the candidate has a portfolio



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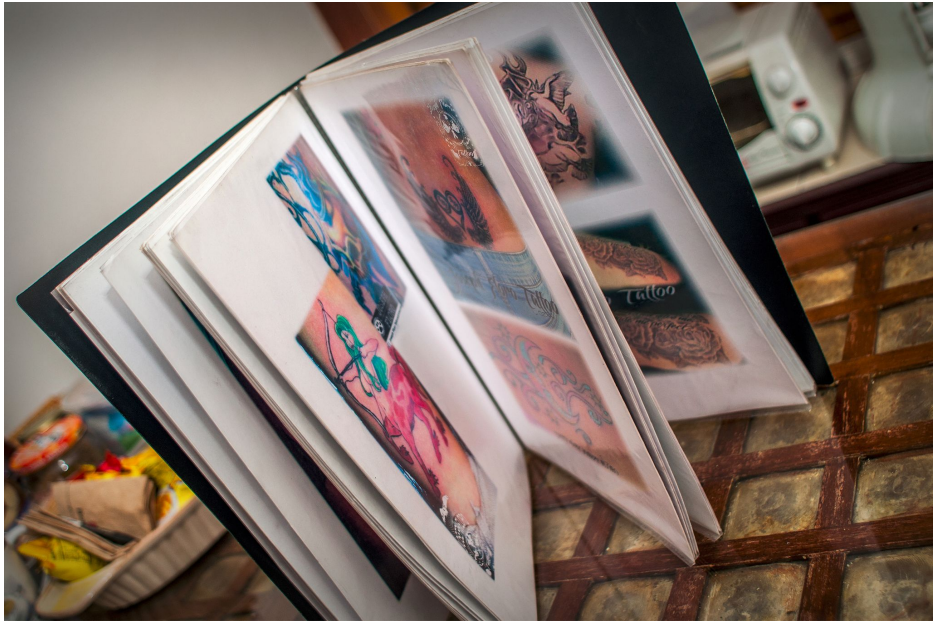

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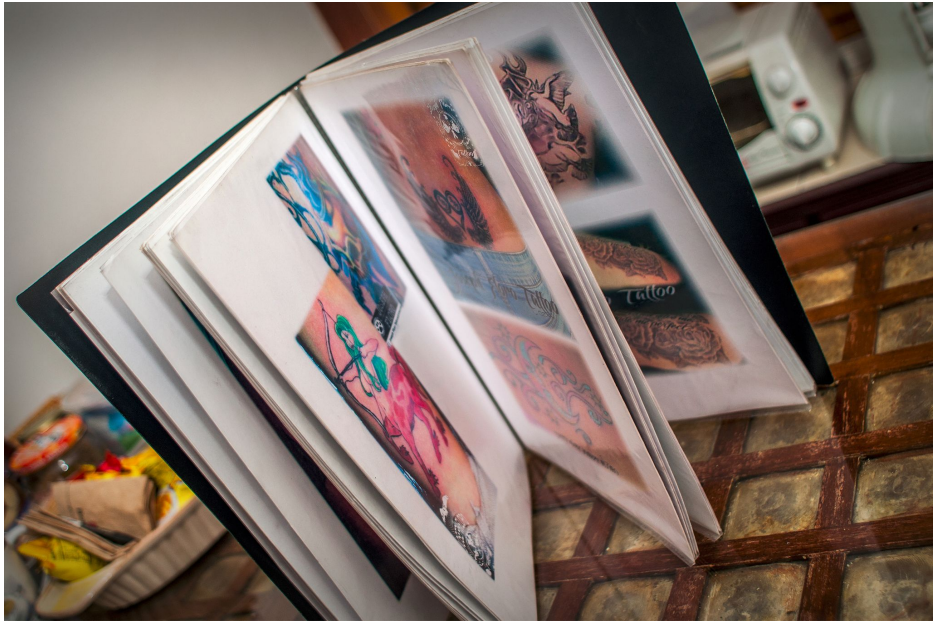

What if I get a bad hire?

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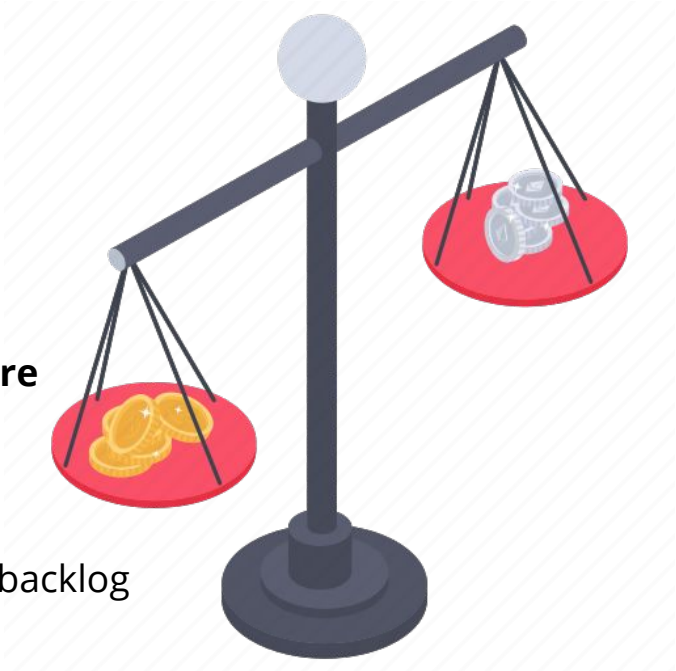

Looking for the perfect hire

- time invested in hiring
- recruiters
- temporary contractors
- features piling in your backlog

Bad hire (for a short time)

- salary
- time invested onboarding
- exit compensation

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Holistic tips

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Few steps

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Few steps

Flexible

Holistic tips

Few steps

Flexible

Collaborative

Holistic tips

Few steps

Flexible

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Fault-tolerant

Holistic tips

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Make it agile!

Closing remarks

- Hiring is hard, and we make it worse
- Agile hiring: communication, collaboration, adapting, results
- Different tactics work for different cases
- Hiring goes both ways

Thank you!

Followup online:

- @marbu
- coconauts.net
- coconauts