

Better Hiring:

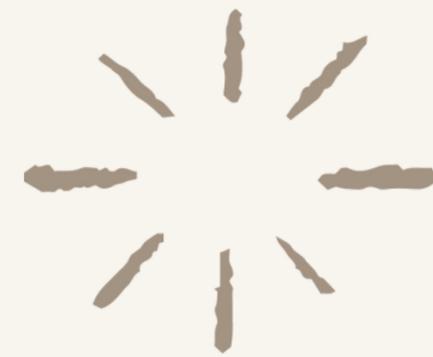
Tools and Feedback Loops to Reduce Bias
and Improve Organizational Agility

Michael Silvi



Let's connect on LinkedIn!

Think about a time ...



Where we're trying to go ...



What You'll Walk Out With

1. Essential building blocks for hiring
2. Tools for training your team
3. Feedback loops to improve your process



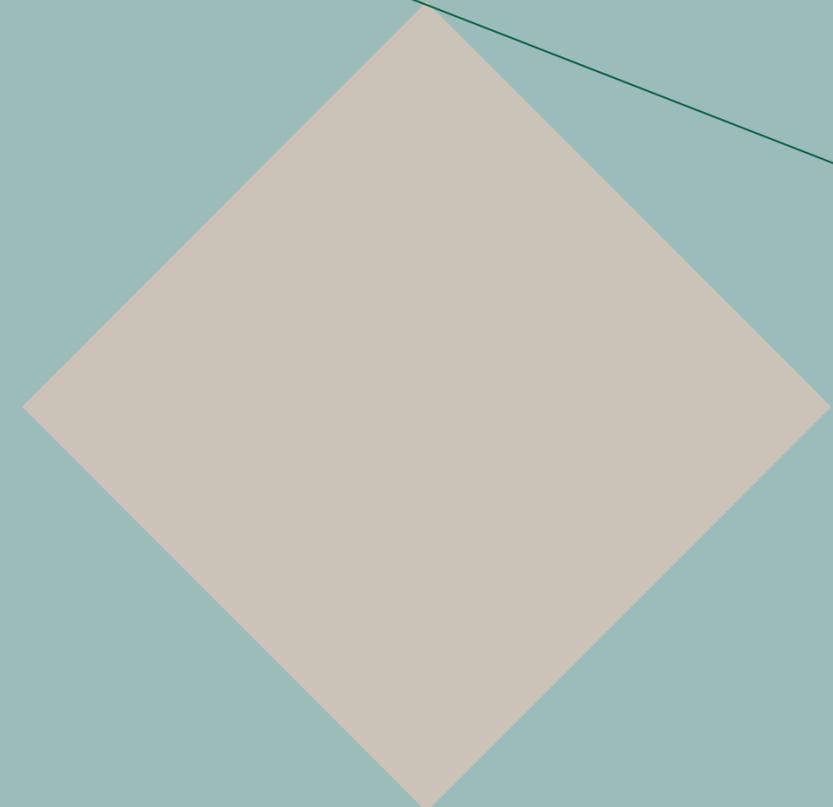
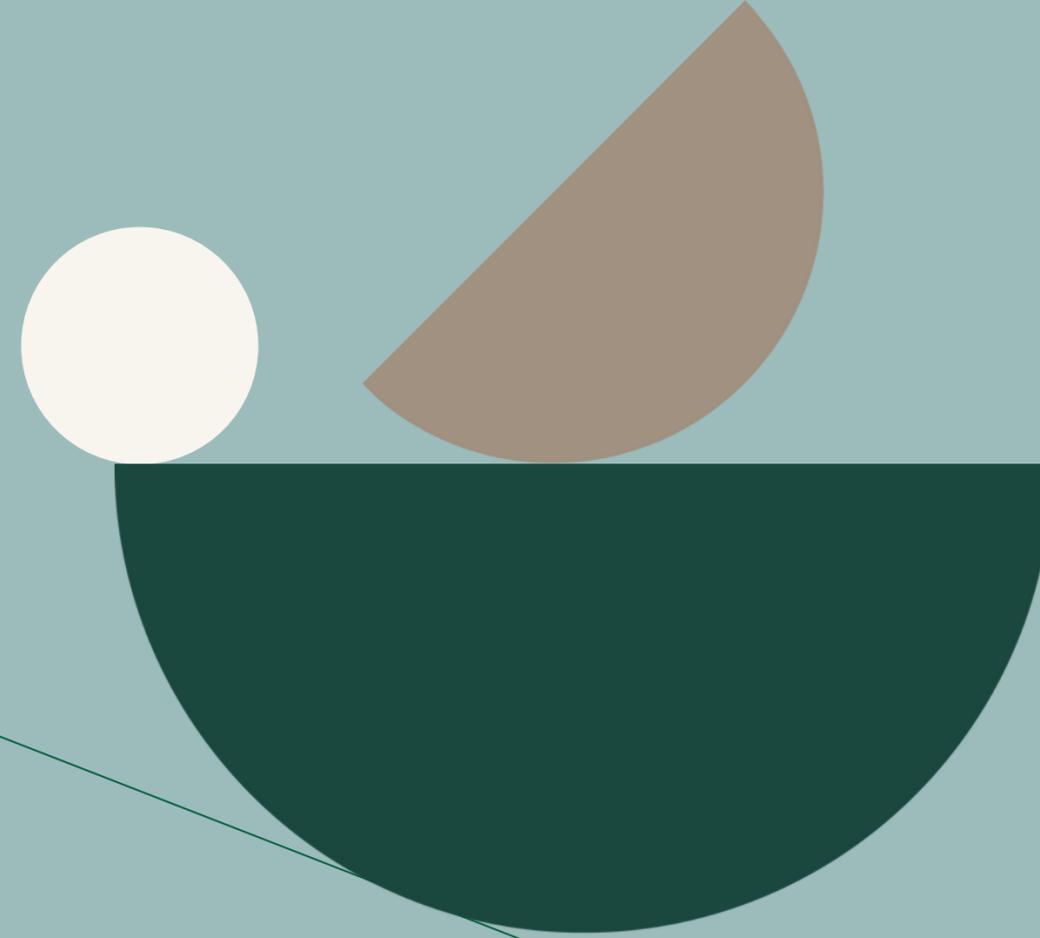
What You'll Walk Out With

1. Essential building blocks for hiring
2. Tools for training your team
3. Feedback loops to improve your process

My Intention: You find 1 tool to apply after Agile 2023



About Me



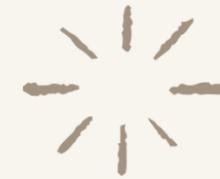
About Me

- Head of Delivery
- Principal Engineer
- 6+ years as People Manager
- Architected the engineering hiring process
- Participated in hiring loops across other functions, including recruiting, sales, product, and finance
- Built software-driven products for early startups to enterprises



About Stride

Collaborative. Non-Dogmatic. Transparent.
Stride builds transformative software.
Our expert engineers, designers, and product managers collaborate deeply with clients to meet and exceed your delivery goals while coaching on best practices to leave technology teams transformed for the better. Hand-in-hand, we build custom software that will scale as you grow and create lasting value for both your business and your users.



Founded in 2014

by Debbie Madden

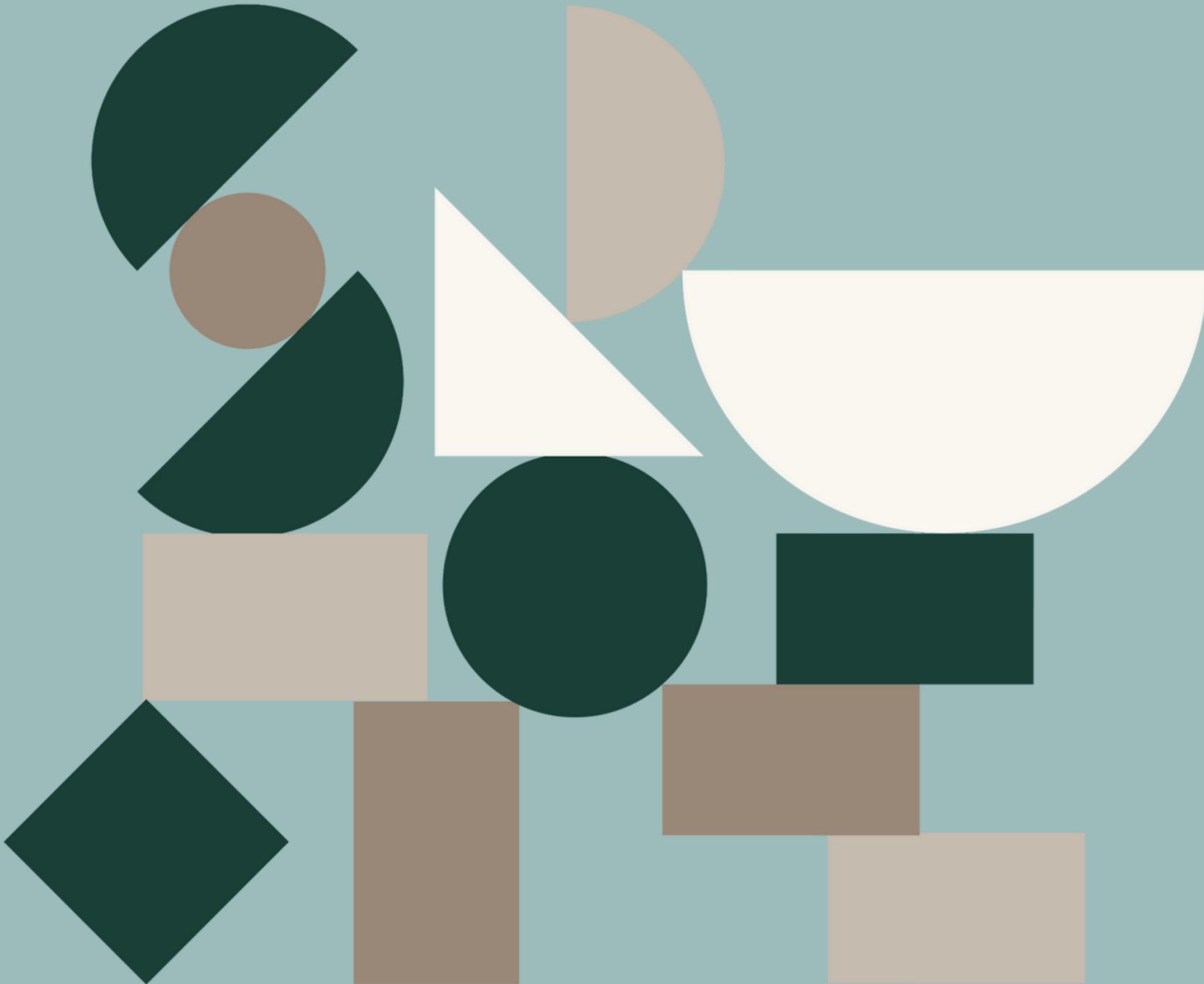
Woman-owned business

Headquarters in NYC

Striders in 15 cities throughout
the USA



Essential Building Blocks



Example Hiring Process

Attract
Candidates

Screen

Onsite
& Debrief

Offer
& Close

Onboard
& Retain

Source the right
candidates

Validate a
mutual fit

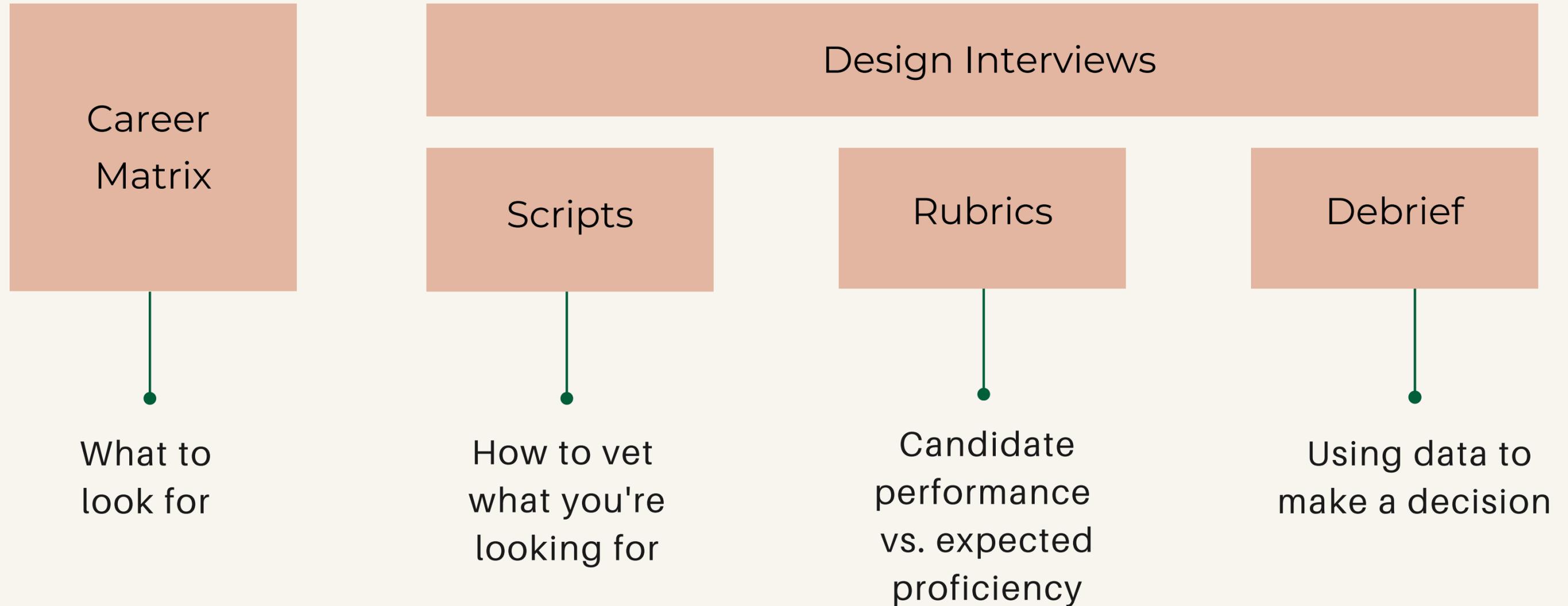
Invest in vetting
and selling the
candidate

Differentiate your
company from the
competition

Retain the great
people you hire

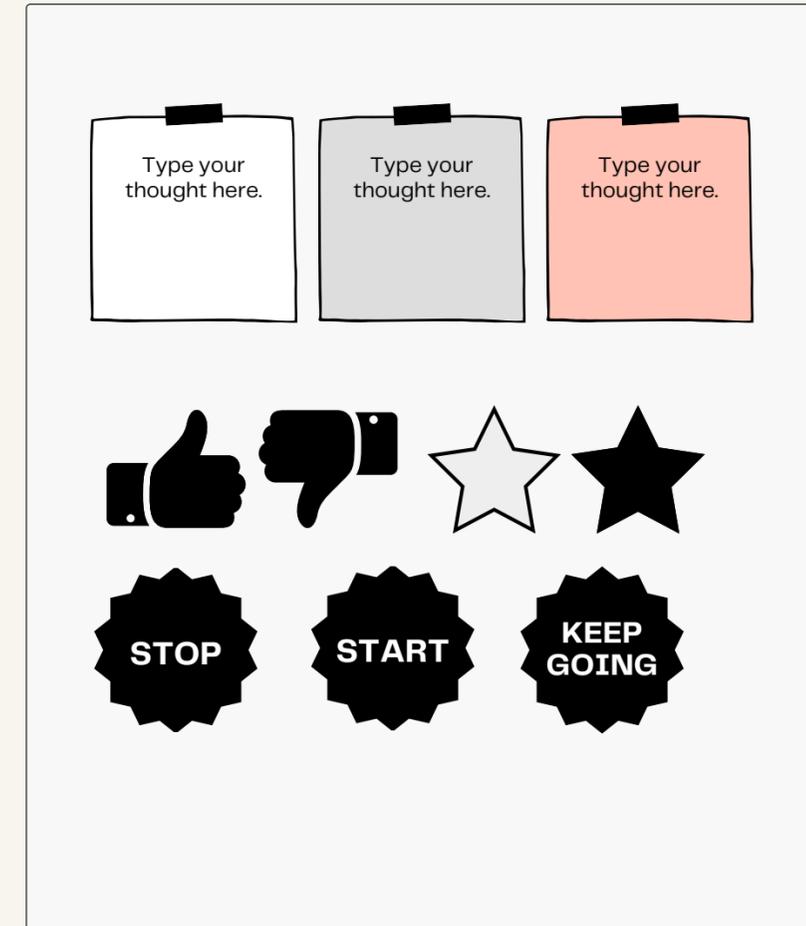


Design The Right Process For Your Company



Career Matrix

A structured framework to plan, assess, and manage careers



Capability Categories

01

Organizational

Capabilities each employee should demonstrate

02

Values

Applies to everyone in your organization

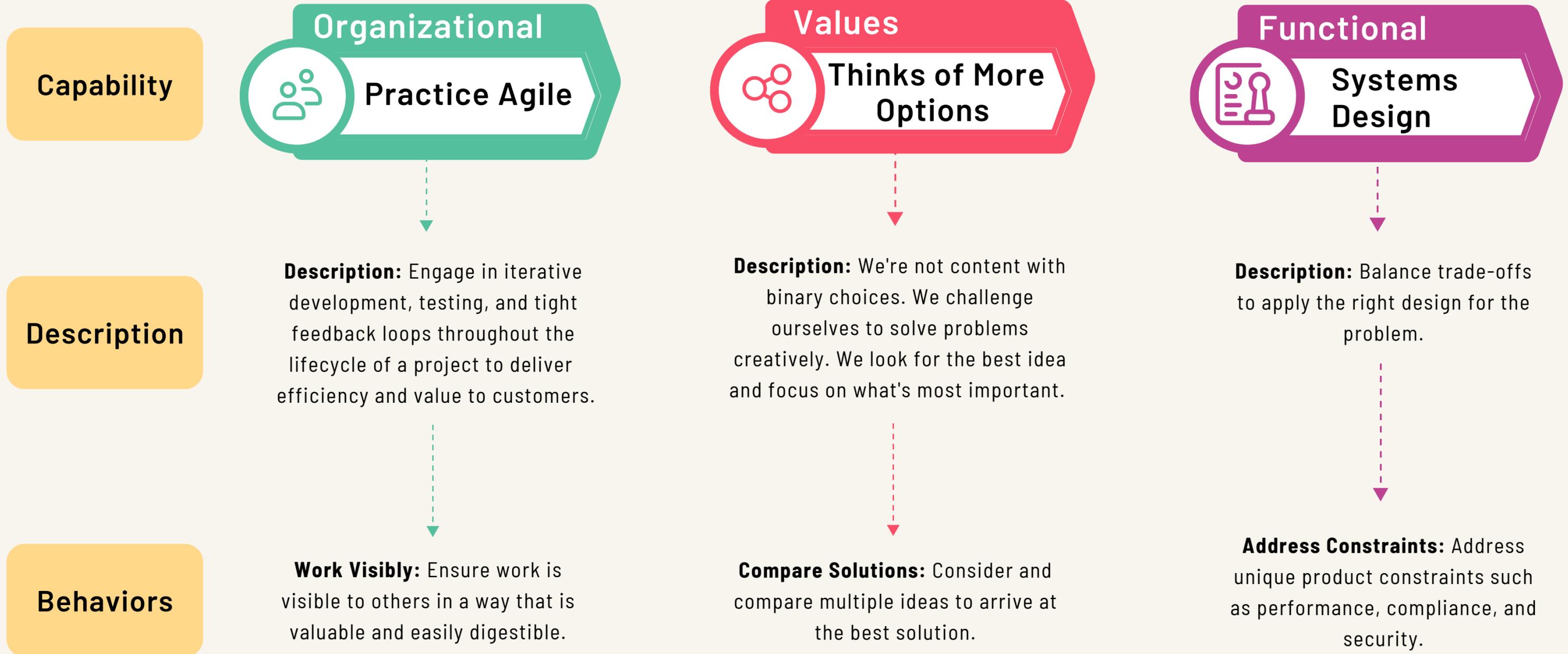
03

Functional

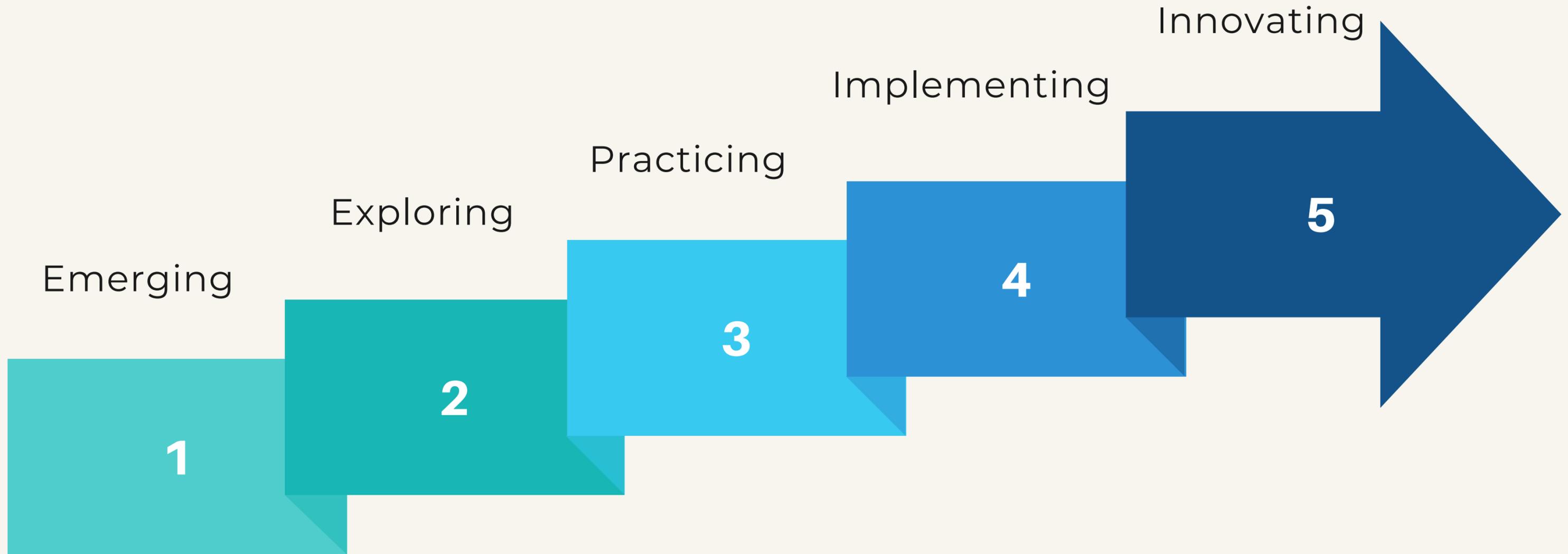
Applies uniquely to each role family, e.g. engineering, product, design, marketing



Example Capabilities



Proficiencies



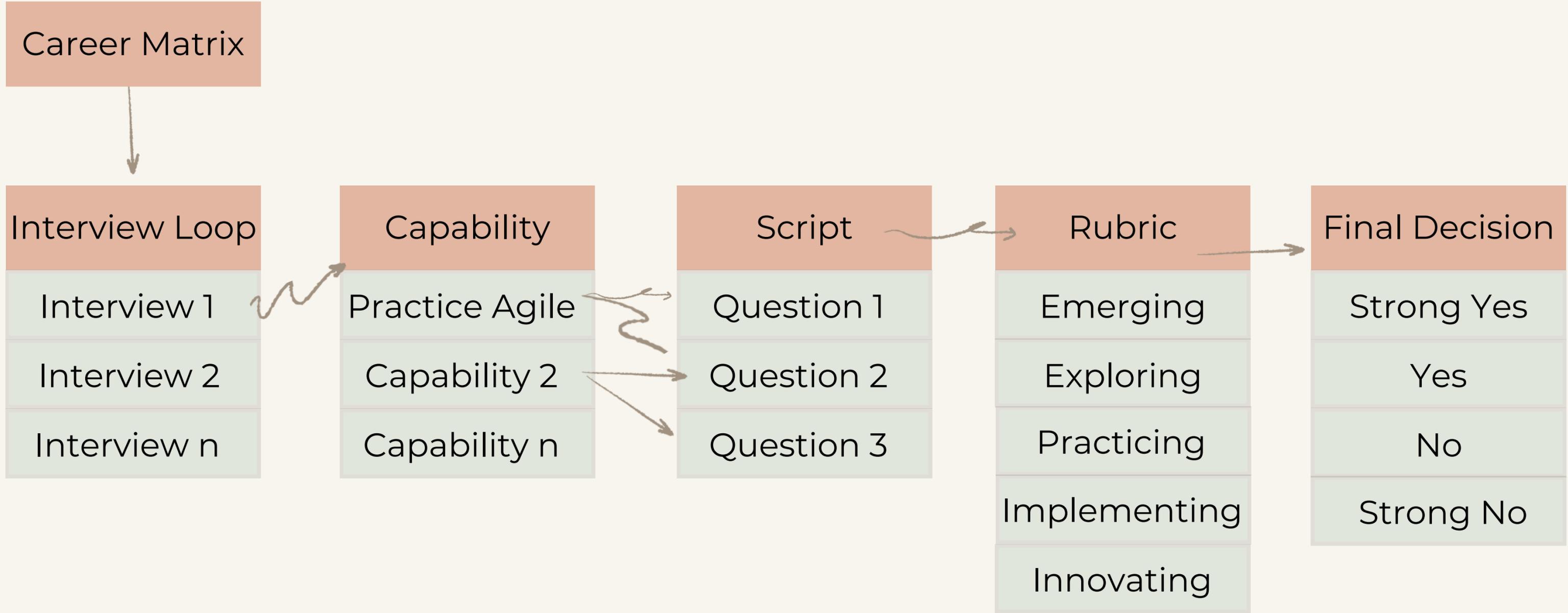
Applying Proficiencies to Levels

Capability	Senior Engineer	Lead / Staff Engineer	Principal Engineer
Practice Agile	Practicing	Implementing	Innovating
Think of More Options	Practicing	Implementing	Innovating
Systems Design	Implementing	Innovating	Innovating

**Proficiencies vary based on what's needed
to succeed in different levels**



Design Interviews



Scripts & Rubrics

1. General reminders for interviewers
2. Introductions
 - a. Introducing self
 - b. Setting time and interview expectations
3. Interview script (most of the interview)
4. Candidate Questions & Wrap-up
5. Rubric
6. Final decision guideline



Debrief & Make Decisions

Outcomes:

1. Hire the candidate - yes or no?
2. At what level?
3. Where in the level (high, medium, low)?



Additionally:

Spot gaps in your process



Debrief Artifact

	Interview:	Screen	First "Onsite" Interview	Second "Onsite" Interview	Third "Onsite" Interview		
	Interviewer:	Jane	Bobby	Interviewer 3	Interviewer 4		
	Capability					Final Proficiency	#
ORGANIZATIONAL	Practice Agile	▼	▼	▼	▼	▼	
	Systems Thinking	▼	▼	▼	▼	▼	
	Make Data-Informed Decisions	▼	▼	▼	▼	▼	
CORE VALUES	Nurture the Curious Impulse	▼	▼	▼	▼	▼	
	Build your Working Relationships to be the Best They Can Be	▼	▼	▼	▼	▼	
	Challenge Systems	▼	▼	▼	▼	▼	
	Make It Better Than You Found It	▼	▼	▼	▼	▼	
	Think of More Options	▼	▼	▼	▼	▼	
	Collaborate Like The Work Depends On It	▼	▼	▼	▼	▼	
Engineering (Functional)	Apply Practice Excellence	▼	▼	▼	▼	▼	
	...Another Eng. Capability	▼	▼	▼	▼	▼	
	...Another Eng. Capability	▼	▼	▼	▼	▼	
	Systems Design	▼	▼	▼	▼	▼	
						Total	0



Example of 1 Review

	Interview:	Screen	First "Onsite" Interview	Second "Onsite" Interview	Third "Onsite" Interview		
	Interviewer:	Jane	Bobby	Interviewer 3	Interviewer 4		
	Capability					Final Proficiency	#
ORGANIZATIONAL	Practice Agile						
	Systems Thinking						
	Make Data-Informed Decisions	Implementing					
CORE VALUES	Nurture the Curious Impulse						
	Build your Working Relationships to be the Best They Can Be						
	Challenge Systems						
	Make It Better Than You Found It	Implementing					
	Think of More Options	Practicing					
	Collaborate Like The Work Depends On It	Implementing					
Engineering (Functional)	Apply Practice Excellence	Implementing					
	...Another Eng. Capability	Exploring					
	...Another Eng. Capability						
	Systems Design						
						Total	0



A Completed Artifact

		Screen	First "Onsite" Interview	Second "Onsite" Interview	Third "Onsite" Interview		
Interview:		Screen	First "Onsite" Interview	Second "Onsite" Interview	Third "Onsite" Interview		
Interviewer:		Jane	Bobby	Interviewer 3	Interviewer 4		
Capability						Final Proficiency	#
ORGANIZATIONAL	Practice Agile		Implementing	Innovating	Implementing	Innovating	4
	Systems Thinking		Implementing		Implementing	Implementing	3
	Make Data-Informed Decisions	Implementing	Innovating		Implementing	Implementing	3
CORE VALUES	Nurture the Curious Impulse		Implementing	Implementing	Implementing	Implementing	3
	Build your Working Relationships to be the Best They Can Be		Innovating		Innovating	Innovating	4
	Challenge Systems				Practicing	Practicing	2
	Make It Better Than You Found It	Implementing		Implementing	Implementing	Implementing	3
	Think of More Options	Practicing		Exploring	Emerging	Exploring	1
	Collaborate Like The Work Depends On It	Implementing	Implementing	Implementing	Implementing	Implementing	3
Engineering (Functional)	Apply Practice Excellence	Implementing	Implementing	Implementing		Implementing	3
	...Another Eng. Capability	Exploring	Exploring			Exploring	1
	...Another Eng. Capability			Practicing		Practicing	2
	Systems Design		Implementing	Innovating		Innovating	4
						Total	36



Review Adjacent Levels

		Lead			Next Tier			
					Principal			
Final Proficiency	#	Current Tier Proficiency	#	Relative Strength	Next Tier Proficiency	#	Relative Strength	
Innovating	4	Implementing	3	1	Innovating	4	0	
Implementing	3	Implementing	3	0	Innovating	4	-1	
Implementing	3	Implementing	3	0	Innovating	4	-1	
Implementing	3	Implementing	3	0	Innovating	4	-1	
Innovating	4	Innovating	4	0	Innovating	4	0	
Practicing	2	Implementing	3	-1	Implementi	3	-1	
Implementing	3	Implementing	3	0	Innovating	4	-1	
Exploring	1	Implementing	3	-2	Implementi	3	-2	
Implementing	3	Implementing	3	0	Innovating	4	-1	
Implementing	3	Implementing	3	0	Innovating	4	-1	
Exploring	1	Implementing	3	-2	Innovating	4	-3	2 of 3 must be Innovating
Practicing	2	Implementing	3	-1	Innovating	4	-2	
Innovating	4	Implementing	3	1	Innovating	4	0	
Total	36	Total	40	-4	Total	50	-14	



Capture Additional Notes

					Total	CV
Technical Background	Candidate has 8 years of experience working full-stack on xp teams, using a variety of tech such as react, angular, typescript, java, python, node, AWS, k8s.					
Interests	Growing as a full-stack engineer, getting to work with more with applicaitons involving B2C front-end and B2C applications that are lifting off and finding product market fit (0-1)					
Strengths	Candidate has extensive experience with hexogonal architecture and working on xp teams as demonstrated in xyz interviews. Candidate effectively describes actions with data-informed approach, e.g. in interview 1 they described how they helped a team adopt, apply, and evolve SLOs and SLIs that ultimately reduced the team's					
Development Needs	Giving Feedback, applying design patterns judiciously (see Interview 3)					
Open Questions						
Call-outs (these are statements about candidate, not Questions)	Candidate works GMT hours					

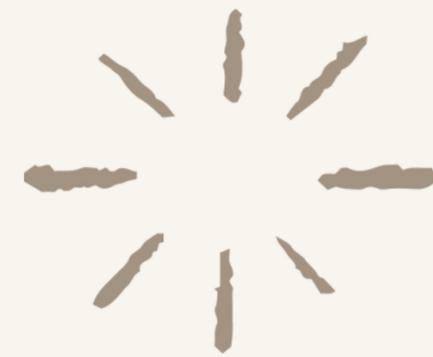


Start Career Development on Day 1

- Available information on development opportunities
- New hires understand expectations
- Check-in after ~3 months:
 - How effectively did the interview process do its job?
 - What are we getting right?
 - What are we missing?
 - How should we iterate?



**Take a guess on what the
Talent Review looks like
for employees ...**



Almost Identical to the Debrief Artifact!

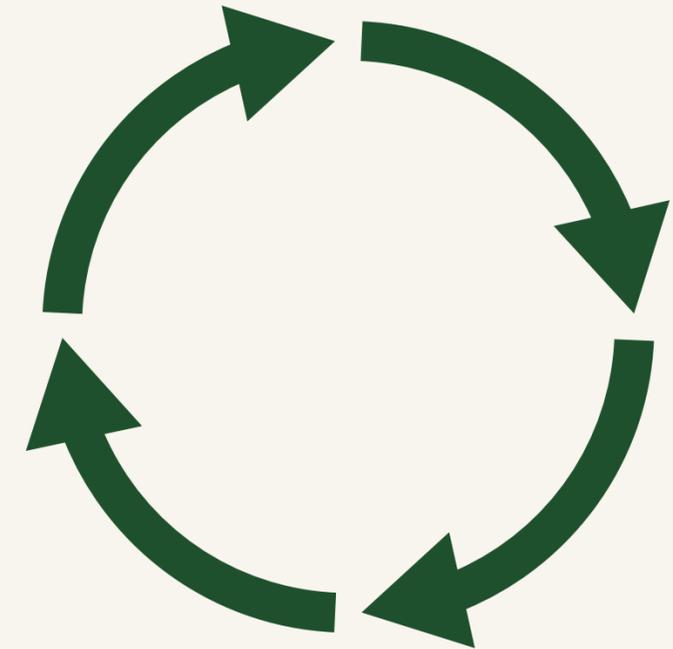
Built from your Career Matrix, reviewing capabilities & proficiencies

	Capability	Self Review	Manager Review	Final Proficiency	#
ORGANIZATIONAL	Practice Agile	Innovating	Innovating	Innovating	4
	Systems Thinking	Implementing	Innovating	Innovating	4
	Make Data-Informed Decisions	Implementing	Implementing	Implementing	3
CORE VALUES	Nurture the Curious Impulse	Implementing	Implementing	Implementing	3
	Build your Working Relationships to be the Best They Can Be	Innovating	Innovating	Innovating	4
	Challenge Systems	Practicing	Practicing	Practicing	2
	Make It Better Than You Found It	Implementing	Implementing	Implementing	3
	Think of More Options	Exploring	Exploring	Exploring	1
	Collaborate Like The Work Depends On It	Implementing	Implementing	Implementing	3
Engineering (Functional)	Apply Practice Excellence	Implementing	Implementing	Implementing	3
	...Another Eng. Capability	Exploring	Exploring	Exploring	1
	...Another Eng. Capability	Practicing	Practicing	Practicing	2
	Systems Design	Innovating	Innovating	Innovating	4
				Total	37

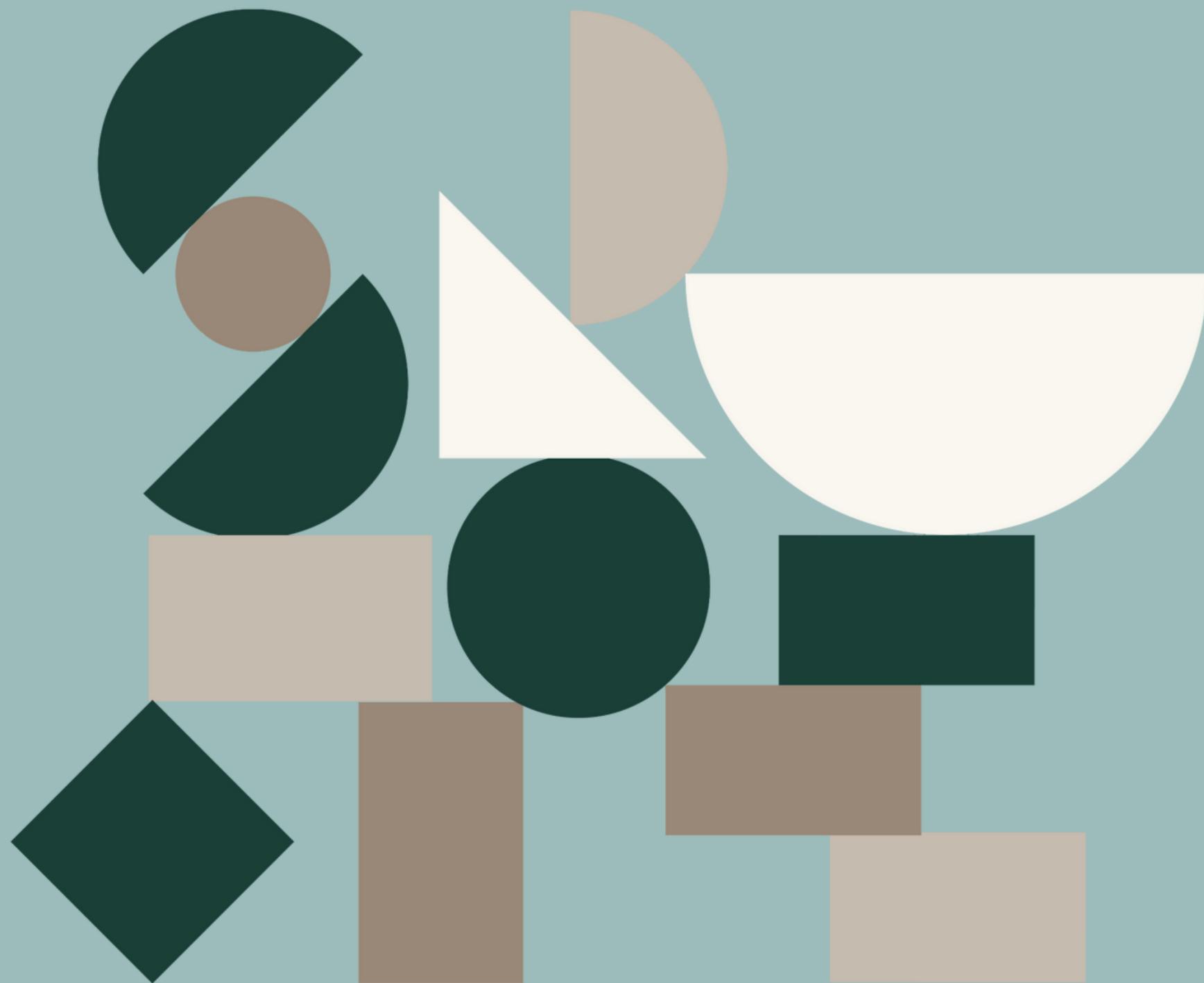


Advantages of having the same standard for hiring and internal review or promotion:

- Reduce bias in evaluation and compensation
- Interviewing team has the same expectations, language, and examples for hiring and internal review
- Evolve your hiring process with your evolving needs for capabilities



Tools For Training



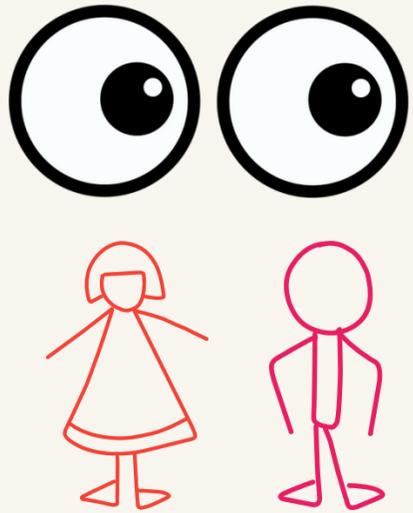
Invest & Be Consistent

- Hiring 101
 - Legal training
 - Bias reduction
 - Framework & tools for interviewers
- See One, Do One, Teach One



See One

See One



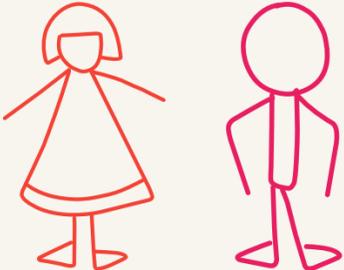
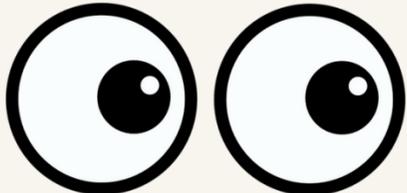
Trainer runs
interview

Trainee
observes



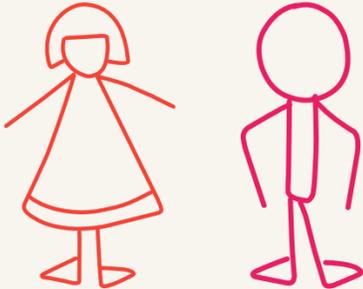
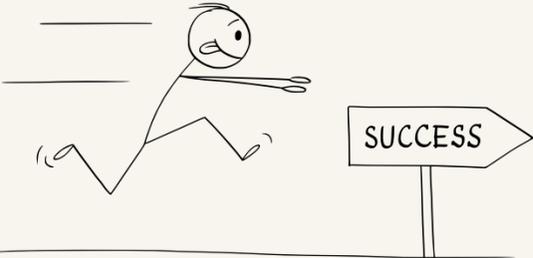
Do One (...or a few)

See One



Trainer runs interview
Trainee observes

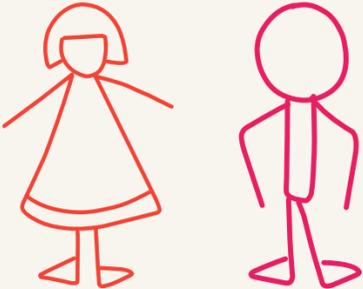
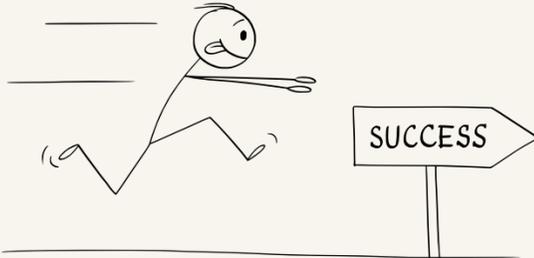
Do One



Trainer runs 50%, provides feedback
Trainee runs 50%



Do One

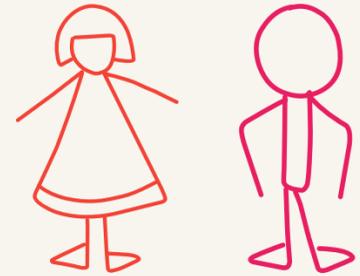
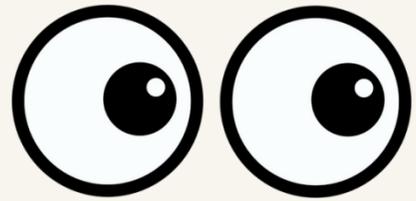


Trainer supports, provides feedback
Trainee runs interview



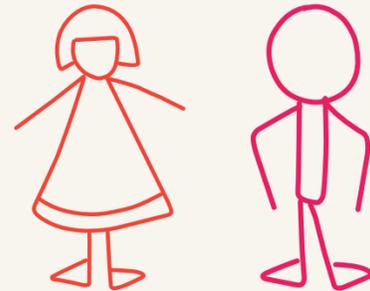
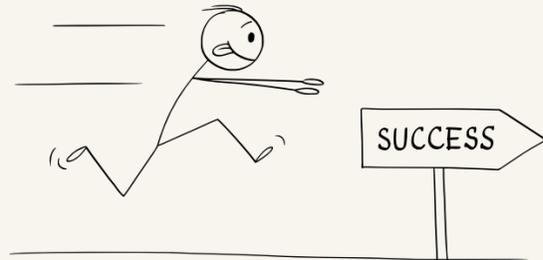
Teach One

See One



Trainer runs interview
Trainee observes

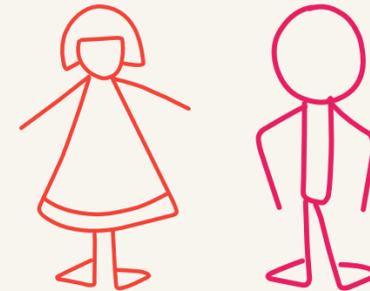
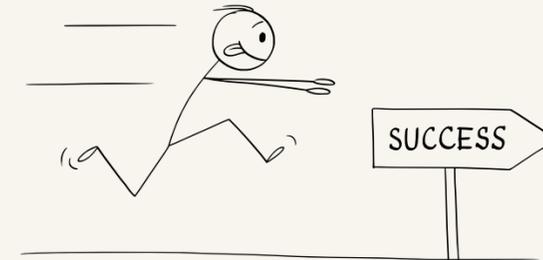
Do One



Trainer runs 50%, provides feedback
Trainee runs 50%

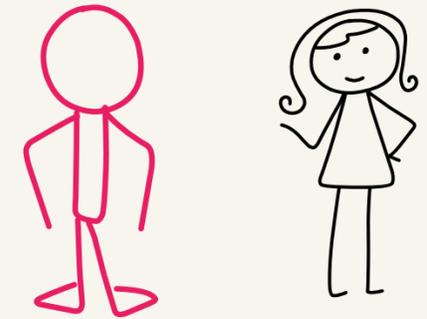


Do One



Trainer supports, provides feedback
Trainee runs interview

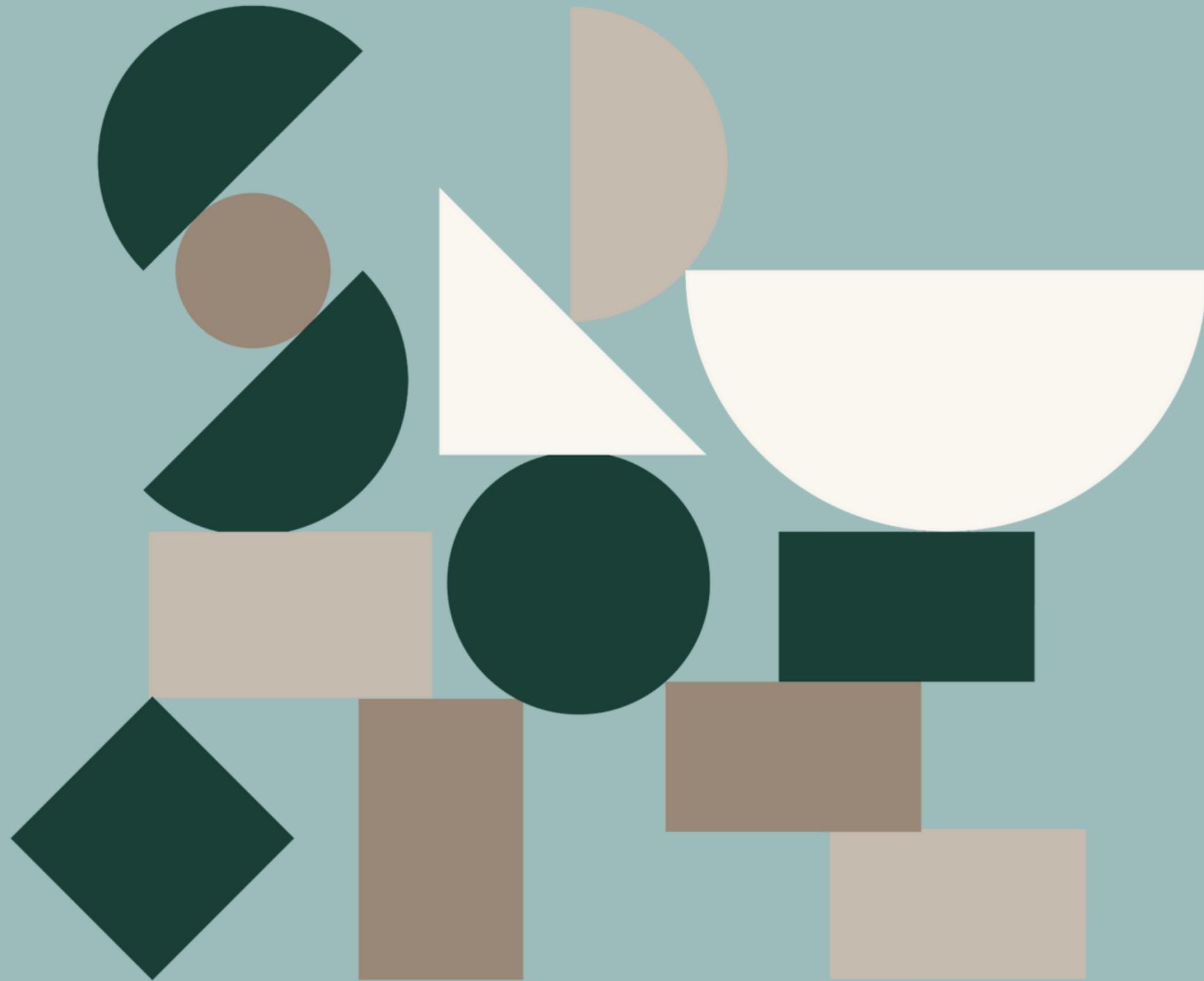
Teach One



Trainer runs interview
Trainee observes



Feedback Loops To Improve

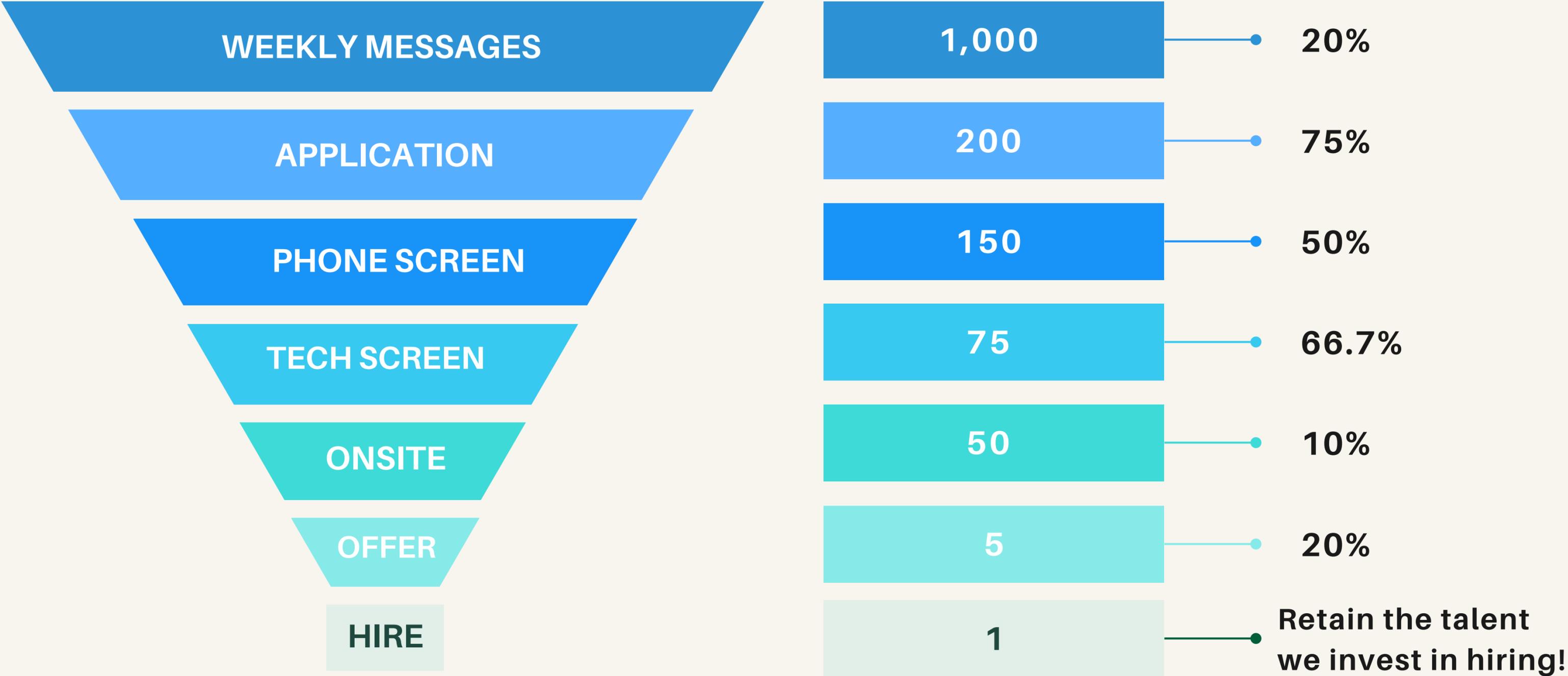


Funnel Metrics

- Understand pass-through rates and implications
- Use data to understand where to improve
- Join funnel data with interview capacity for meaningful insights



How many interviews for 1 hire?



How many interviews do we have capacity for?

Interview	Trained Interviewers	Sustainable interviews / week	Interview Capacity	Interview time + admin time	"Sustainable" Time Allocated (capacity X interview time)
Tech Screen	10	2	20	75 mins	1,500 mins or 25 hours
Systems Design	5	2	10	75 mins	750 mins or 12.5 hours
Pairing Interview	10	1	10	120 mins	1,200 mins or 20 hours



How many hires can we *sustainably* make?

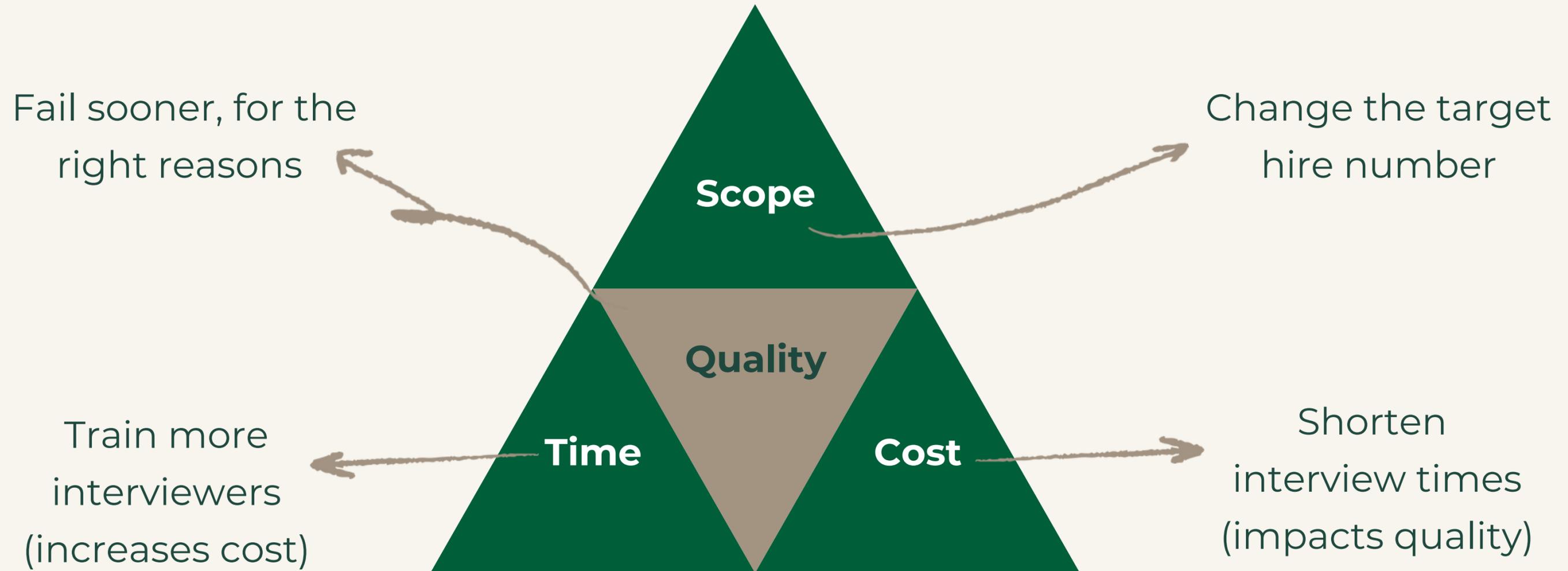
Interview	Interviews Needed for 1 Hire	Weekly Interview Capacity	How long for 1 hire?	Time for 1 hire
Tech Screen	75	20	3.75 weeks	93.75 hours
Systems Design	50	10	5 weeks	62.5 hours
Pairing Interview	50	10	5 weeks	100 hours
Total:	175			256.24 hours (~6 weeks)

↓
Time

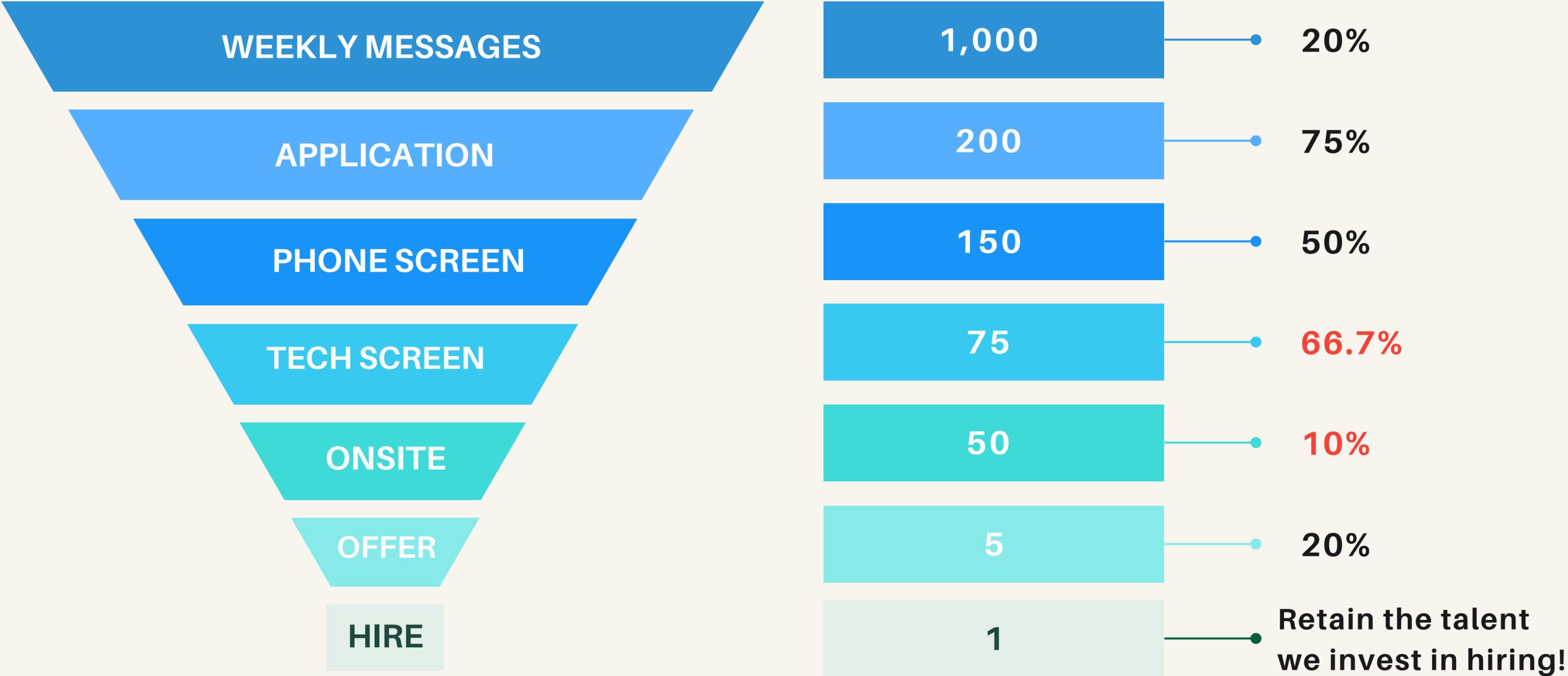
↓
Cost



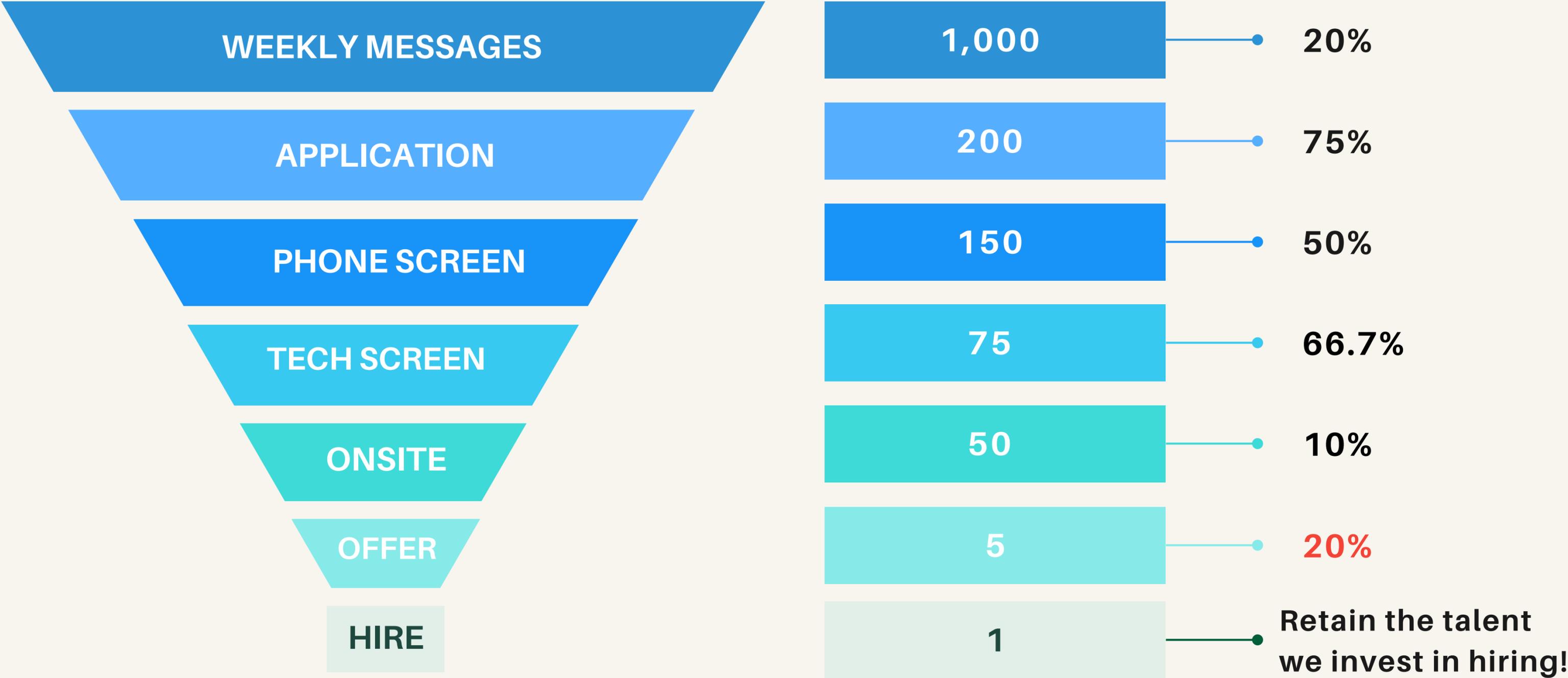
Levers To Evolve Process



How many interviews for 1 hire?



How many interviews for 1 hire?



Sell Candidates on Your Value Proposition



Compensation
& Benefits



Mission



Culture
& Values



Success
Stories



Career
Growth

**Your Interview Process is an
expression of your Brand & Culture**



Sell Candidates on Your Value Proposition



Compensation
& Benefits



Mission



Culture
& Values

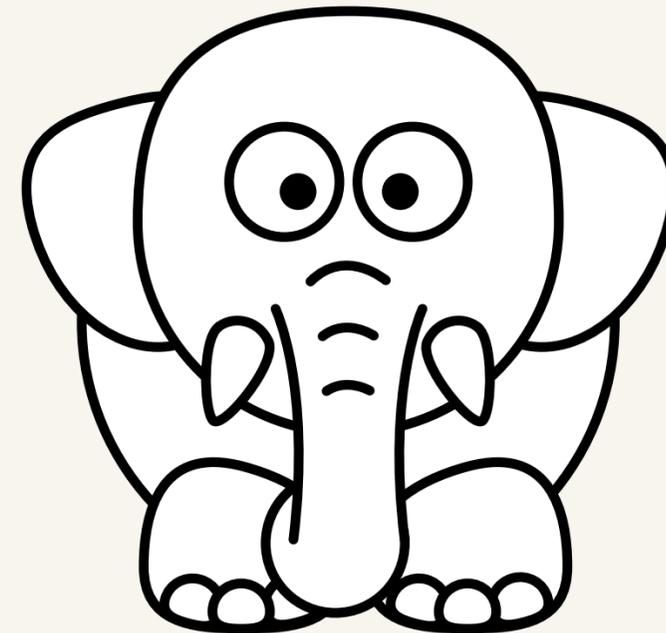


Success
Stories



Career
Growth

**Your Interview Process is an
expression of your Brand & Culture**



**Address
Elephants**



Use Data to Build Your Team's Pitch



Stay + Exit interviews



Glassdoor \ Blind



Company Position +
Competitive Advantages



Candidate Experience



Qualitative data from
Hiring Team



Advantages of Team



Compensation + Benefits



Success Stories



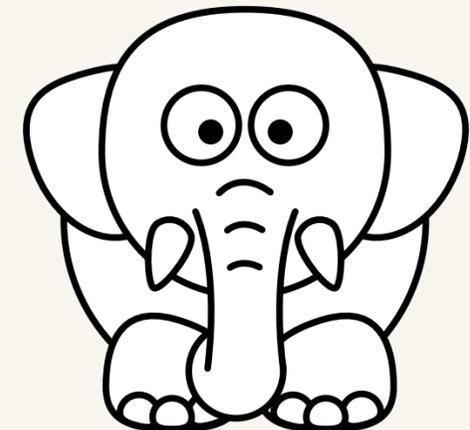
Mission



Career Growth



Culture + Values

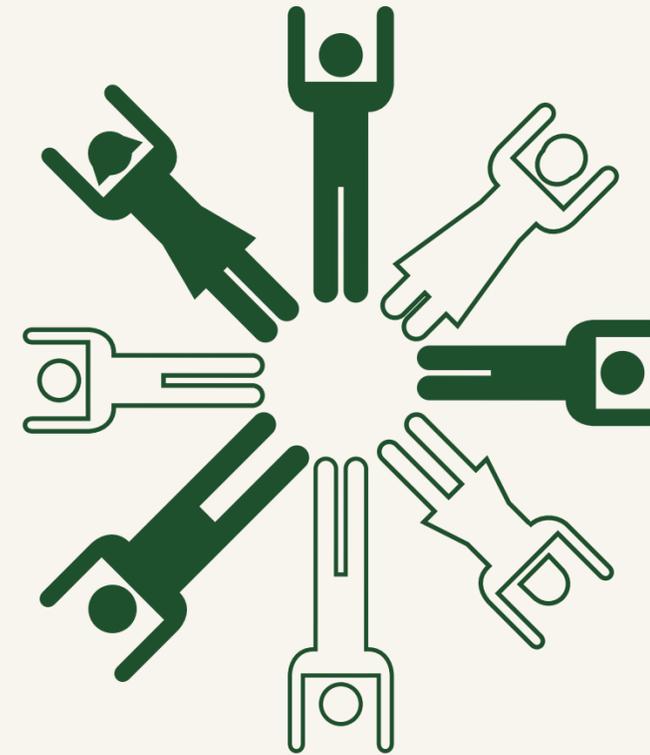


Elephants

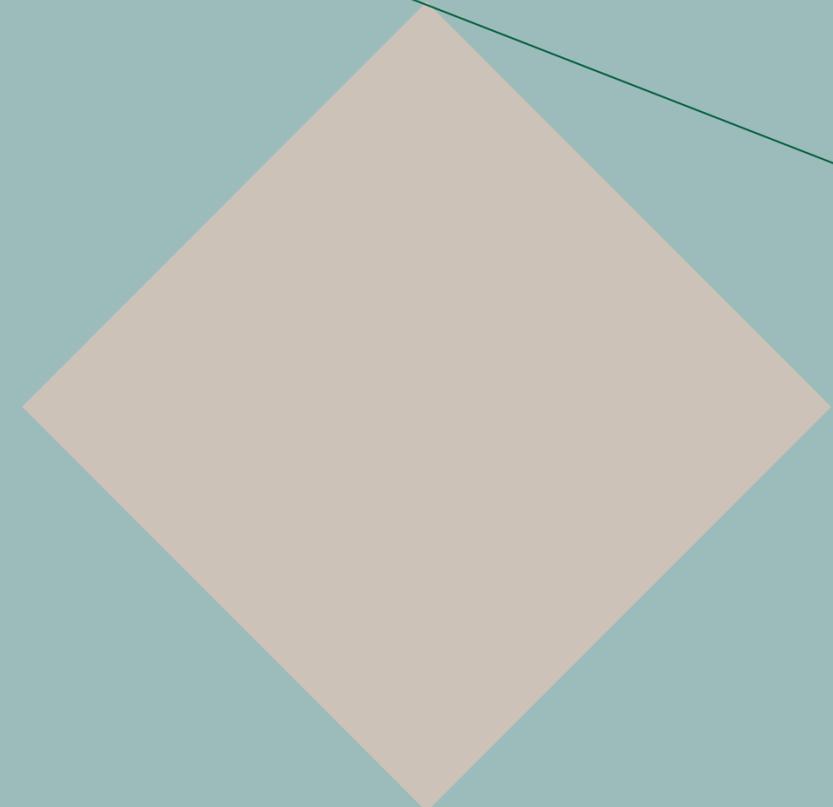
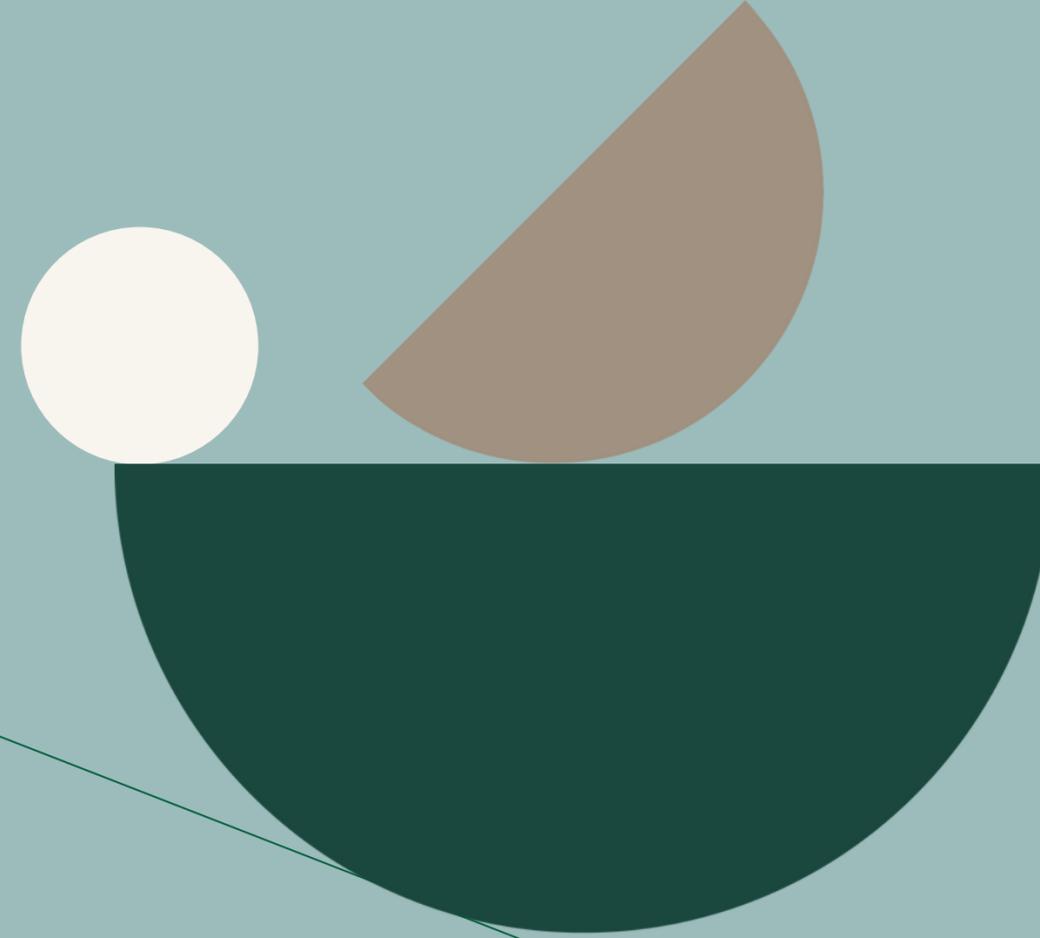


Additional Considerations

- **Diverse** Interview Team
- Commit to **iterating** on the process
- **Retrospectives** (see appendix)



To
Conclude



What We've Covered

- Essential building blocks
 - Connect career matrix to interview design
 - Consistent scripts & rubrics
 - Tie it all together with debrief
- Tools for training
 - See one, do one, teach one
- Feedback loops
 - Optimize your funnel
 - Manage interview capacity
 - Sell your value proposition



Thank You!



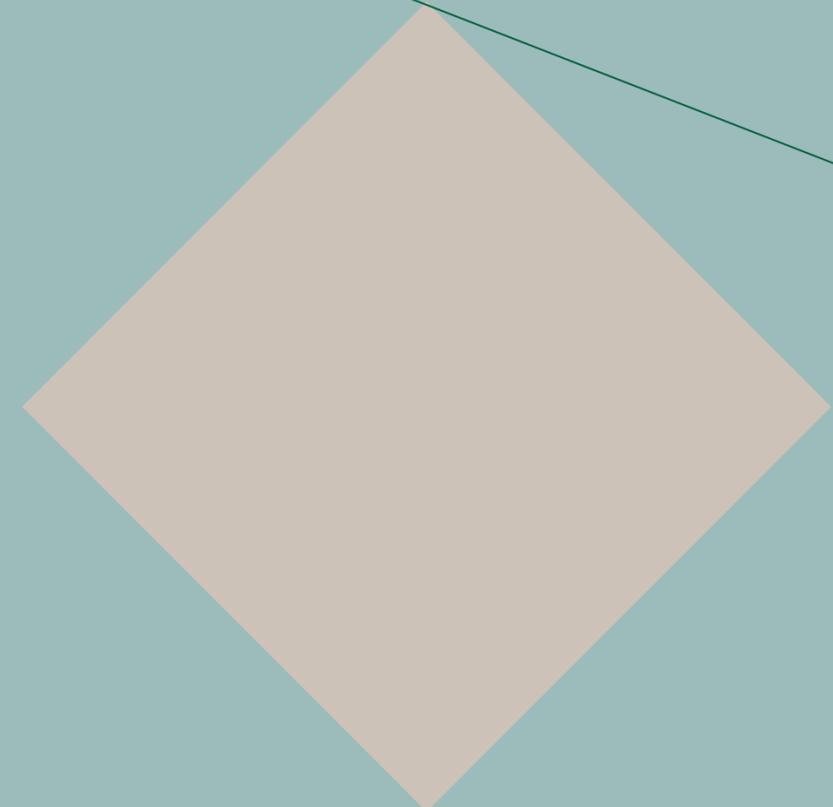
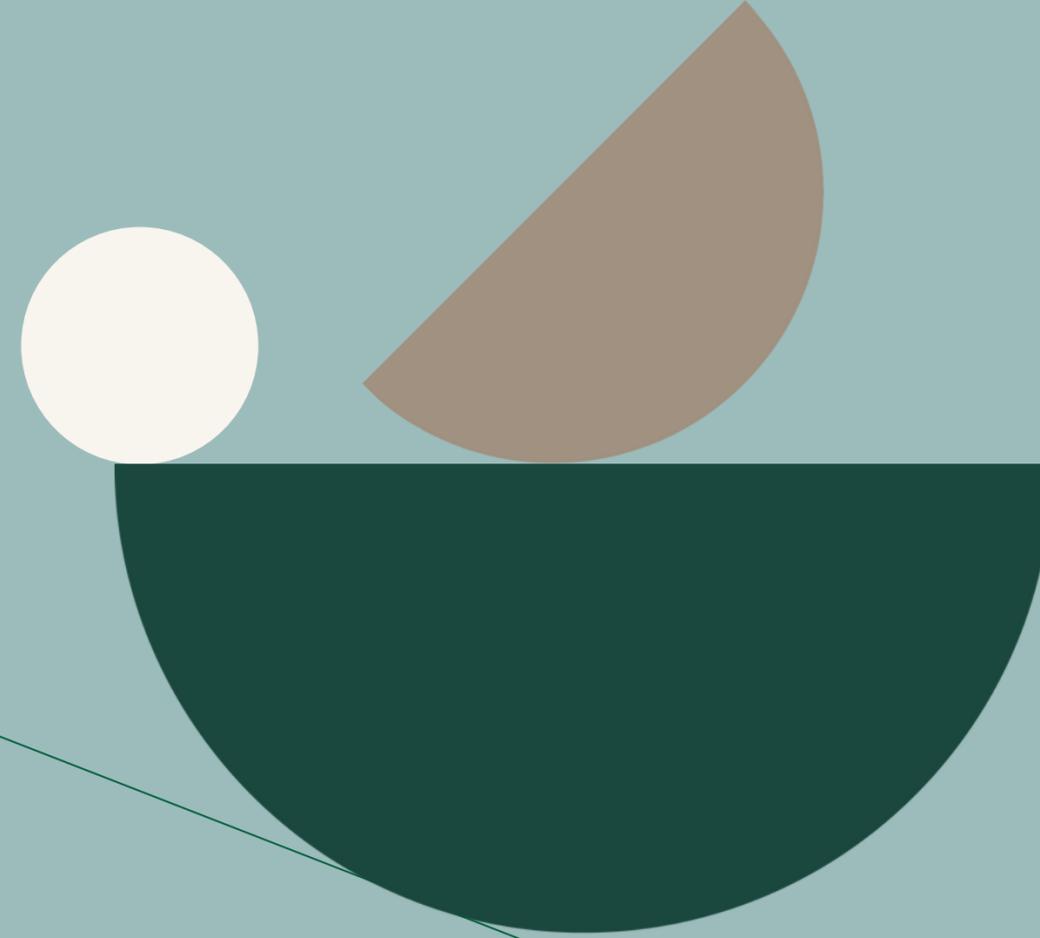
Let's connect on LinkedIn!

Michael Silvi

Head of Delivery, Principal Engineer



Appendix



Some Book Recommendations

1. An Elegant Puzzle: Systems of Engineering Management, by Will Larson
2. Who, by Geoff Smart, Randy Street
3. Management 3.0: Leading Agile Developers, Developing Agile Leaders (Addison-Wesley Signature Series (Cohn)), by Jurgen Appelo
4. Hire With Your Head: Using Performance-Based Hiring to Build Outstanding Diverse Teams, by Lou Adler
5. Hiring Geeks that Fit, Johanna Rothman
6. Agile Retrospectives: Making Good Teams Great, by Esther Derby and Diana Larson
7. To Sell is Human, by Daniel Pink
8. Hire Women: An Agile Framework for Hiring and Retaining Women in Technology, by Debbie Madden, Stride's Founder and Chairwoman



Example of "selling" Talking Points from Stride

Career Growth

- 2x / year talent review
- Daily, weekly, bi-annual feedback processes
- Clear & transparent career matrix
- X amount per year for training & development
- Pair \ ensemble \ solo

Transparency

- Core values
- Company-wide decisions \ voting
- Sharing company financial health (monthly \ quarterly \ yearly results)
- Burnup chart for key measures
- Scorecards for new work

Meaningful Work

- Enable green energy on grid, EdTech, int'l organization for human rights
- Visualize how much of our current portfolio is aligned to our target portfolio

Variety of Clients & Tech Stacks

- Open-source
- Language \ tech-stack agnostic
- Learn effective approaches from client work and add those to your toolbox



Common Evaluation Methods

- Present on a topic
 - Helpful for understanding communication, depth, public speaking
- Behavioral - “tell me a time when”
 - Great for conversations about values
- Scenario-playing
 - Higher-stakes moments where outcomes are important, e.g.: giving feedback, selling a deal
- Collaborate on a problem together
 - Can gauge problem solving, collaboration, values, feedback
 - Examples:
 - Pair on code, design, or putting together a story map
 - Design a system
 - Analyze a funnel (marketing, sales, recruiting, product)



Retrospect

1 Imagine that your project is a ship sailing to the islands that symbolize your goals. What factors can help or obstruct your ship's voyage?

2 Share your thoughts on what these factors may be by adding a sticky note under the respective headers.



Boosts

What will help your project move faster?



Goals

What are you aiming for?



Delays

What blockers might slow down your project from shipping at the right time?



Your Hiring Team

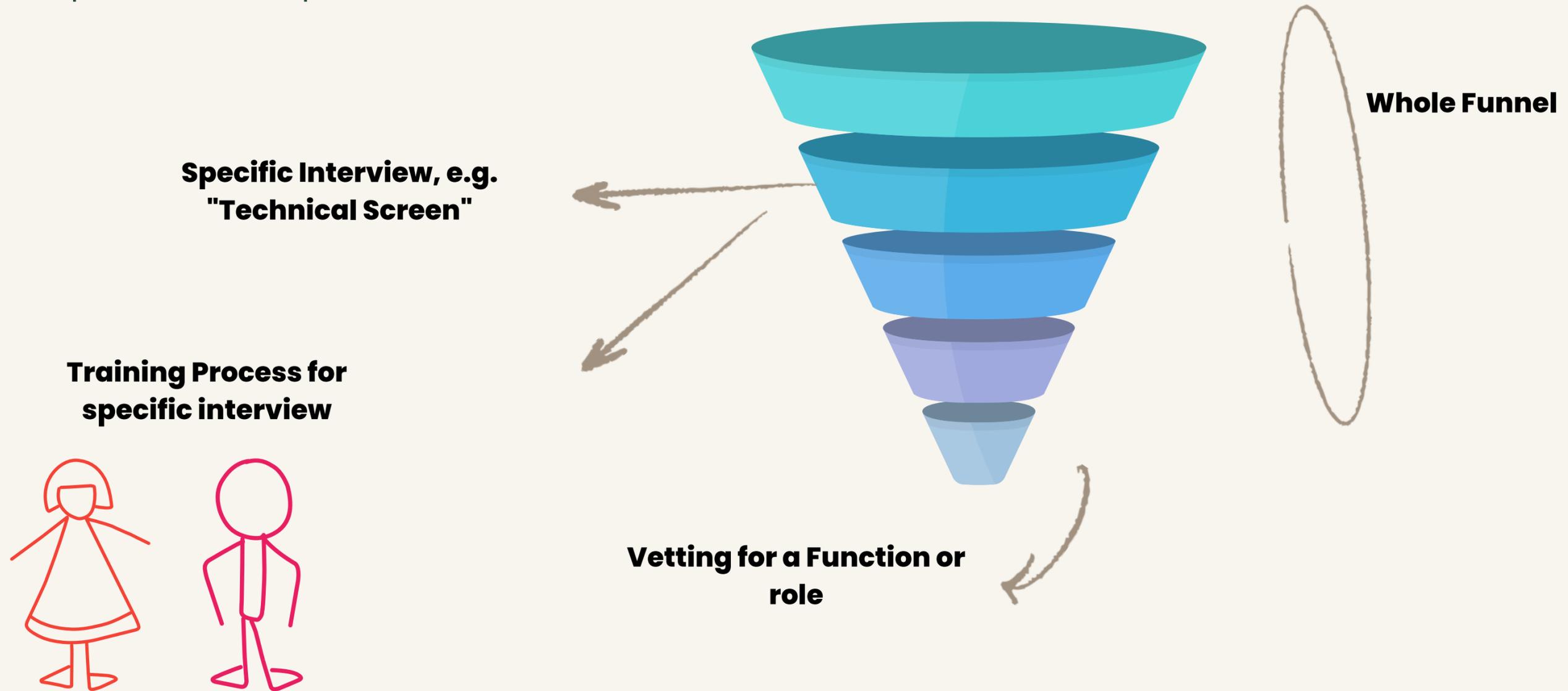
Risks

What issues might block your project from sailing smoothly?



Retrospect

What scope to retrospect?



Data Ideas for Retrospection

- Funnel metrics \ data
 - Pass-through rates (Applicant Tracking Systems (ATS) have many views into this)
- **Collect feedback on interviews in each scorecard; aggregate them and bring into retrospective**
- Survey candidates post-interview about their experience
- Ask new hires about their experience
- Interview Trainees have rich observations to share, survey them as well!
- **Methodically track why candidates reject offers**
- **Identify patterns where candidates typically fail**
- (Sensitive) Identify how effectively you level candidates by understanding performance of new hires, e.g. compare debrief with talent review



Remote Retrospectives

Homegrown open-source from Stride!

[Remote Retro](https://remoteretro.org) (<https://remoteretro.org>)

Remote
Retro by Stride Consulting

Free. World-class. Agile retrospectives.

RemoteRetro helps teams turn painpoints into progress.

