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Background



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Debugging Recruiting



Basic Process

➤ Sourcing

- Referrals, Direct Source, Applications, Recruiting Agencies

➤ Evaluation

- Technical ability, work history, culture fit, references (formal/back channel)

➤ Conversion

- Pre-closing, comp discussion, offer delivery

If you don't have a **healthy conversion** rate (75%)
on offers, nothing else **matters**.

Conversion Issues

- Person was not ready to receive the offer (pre-closing)
 - Unclear role expectations (current & future)
 - Decision making timeline
- Compensation
- Unaddressed organizational issues
 - Reporting structure
 - Leadership gaps
- Scared off in the interview process

Fixing Conversion

- Interview each person an offer is made to
 - Important to know why people say “yes/no”
- Identify conversion issue
 - Top of the funnel, evaluation, closing/compensation
- Remove conversion obstacles

Fixing candidate experience will prevent
leaky bucket problems.

Evaluation

- Diagram experience
 - If not consistent, then make it so
 - Identify and fix holes
- Understand your funnel
 - When are most people eliminated?
 - Where are they choosing to opt out?
- Sell early and often
 - Begin the closing process

Recruiter Screen

- Generate interest, basic validation

Technical Phone Screen

- Technical evaluation, answer ?s

1st Onsite

- Work history/ relevant exp, tech eval, culture fit, test

Recruiter Check-in

- Determine interest, barriers to joining

2nd Onsite

- Final eval, pre-close

Offer Delivery

- Check references

Targeting the right people and telling a great story
will improve conversion downstream.

Top of the Funnel

- Do we have the right targets set?
- Systematically drive internal referrals
 - If N is small find out why
- Hiring managers must source
- Hire recruiter, engage agencies
- Increase external presence
 - Events, meetups, speaking engagements

Storytelling

- Why does it exist, what's the potential?
- What's unique about the company?
- Why is it relevant to the candidate?
- Why should they care?
- Can everyone involved in recruiting tell the story?

