



INDUSTRY: **RETAIL**

HOW ENGINEERING TEAMS AT DICK'S SPORTING GOODS **SAVE TIME WHILE SCALING FASTER**

ABOUT THE COMPANY:

DICK'S Sporting Goods is a leading omni-channel sporting goods retailer offering an extensive assortment of sports equipment, apparel, footwear, and accessories. The company operates at 734 locations across the US., serving and inspiring athletes and outdoor enthusiasts to achieve their personal best.

THE CHALLENGE

A company's capacity to ship technology ultimately lies in the ability to support the team with new engineering talent. So what do you do when your company has an ambitious roadmap, yet your engineers spend too much time on interviewing new candidates?

The team at DICK'S Sporting Goods no longer wondered how it can hire more engineers to ship the code but how they can make hires more quickly and free some of their engineering team's time.

“As an Engineering Manager, my calendar was filled with interviews. I was doing the tech screenings as opposed to having other engineers do them. I was too busy reviewing resumes, most of my hiring was in person, and I had multiple teams to build at that time.”

Trevor Garside
Engineering Manager

The team needed to ensure that particular interviewers, including 3 tech recruiters and loads of engineers, were not being overloaded. But it's hard to assess a technical skill-set from a resume, so instead of putting only the top candidates through the pipeline, the engineering team had to interview almost everyone.

“It was a direct result of how frustrated we were having over 5 phone screening interviews a day. Oftentimes, we knew

quickly that's not a good match. Within the first few minutes, we'd know that a candidate has no basic technical skills. It was a poor use of time for our team and the candidates.”

Seth Rowe
Engineering Manager

CHALLENGES:



More than **5400 tech & product applications** a year.



Engineers spent **too much time** interviewing per hire.



Lower quality of candidates put through to interview.



Only **3 technical recruiters** to support the process.

THE IMPLEMENTATION

Introducing a technical pre-screen

The team at DICK'S Sporting Goods decided to introduce a technical screening test sent by a recruiter, and designed to gauge whether a candidate had the proper fundamental knowledge. This would enable top candidates into the interview pipeline, and the successful candidate would have a significantly better chance of performing well throughout the rest of the process.

Implementing a platform for skills assessment

The team also wanted to make sure they use only objective data points to qualify applicants in the screening process. It was therefore

important to ask - what skills do they need, and how does the team assess them? With this in mind, the team drafted one engineering test for everyone and allowed their candidates to complete it in their preferred coding language.

“Our tests are designed to have the maximum timer so that the person is as least stressed as possible. We made a lot of things googleable - because we're engineers, we google things! We also want to avoid college, algorithm-heavy things our team would never use. It's meant to be concise and evaluate real-life scenarios.”

Trevor Garside
Engineering Manager

Depending on the seniority level and technology skillset, the candidates may expect anything from complex coding exercises to simple multiple-choice questions to quickly check the fundamentals. Most importantly, it's not only about the score but about the problem-solving skills.

“We love seeing the play feature to review the test, so we can understand how the candidates figured out the solution. We can always teach people programming languages, but we can't teach them solving problems,” says Seth. “In fact, this approach helps us get better candidates into the pipeline: maybe the resume was middling, but if the candidate has great coding skills, I'll move them to the next round,” adds Trevor.

Learn more about tech career opportunities at [DICK'S Sporting Goods](#).

Current recruitment process for a mid-level software engineer

- **Screening Resumes**
- **Technical Phone Screen**
(10 mins)
- **CodeCheck Assessment**
(45-90 mins)
- **Panel Interviews** (2-3 hours)
 - Technical Interview
 - Management & Leadership
 - Meet the Team

THE RESULTS

By introducing a prescreen step, engineering managers were able to rule out half of the candidates that would be otherwise considered for interviews.

“Codility serves as a very effective technical filter. Instead of having to guess, I can review the results and prioritize candidates who have the right technical skillset. The phone screenings don’t have to fit into my calendar anymore. If they executed the technical assessment well through Codility, I invite them straight for the panel. In fact, I’m waiting for more candidates to show up, as

opposed to filling that time with multiple screening meetings.”

Trevor Garside
Engineering Manager

Introducing changes into the recruitment process resulted in surprisingly positive feedback from both the candidates and hiring managers.

“Our candidates are grateful for the opportunity they can meet with different members of the team and go through their test results together with one of our engineers. The communication with the candidate has improved, the new process is

simply more efficient and transparent. It helps me paint the picture upfront, managing expectations with all the different stakeholders.”

Heather Corrigan
Lead Recruiter

As a matter of fact, by moving the recruitment process online, DICK’S Sporting Goods gained a significant competitive advantage in the talent war, building a strong position as a tech employer.

“A year ago we were competing for local talent, but not so much now. Today, we can recruit from anywhere,

and ever since we made a change to remote hiring, our applications at least doubled. Every phone call I have, I hear ‘I would love to work for your company!’ Candidates now see DICK’S Sporting Goods as a destination for an exciting career in technology. Last year we received 5400 tech applications and our candidate pool is often created through word of mouth and referrals.”

Brooke Toole
Manager of Corporate Talent Acquisition

Learn more about tech career opportunities at DICK’S Sporting Goods [here](#).

Received **5400 applications** for engineering positions.

Screened and interviewed **over 500 tech candidates** with Codility.

Hired 132 new engineers in technology & product teams.

Opened a **wider pool of candidates** thanks to remote hiring.