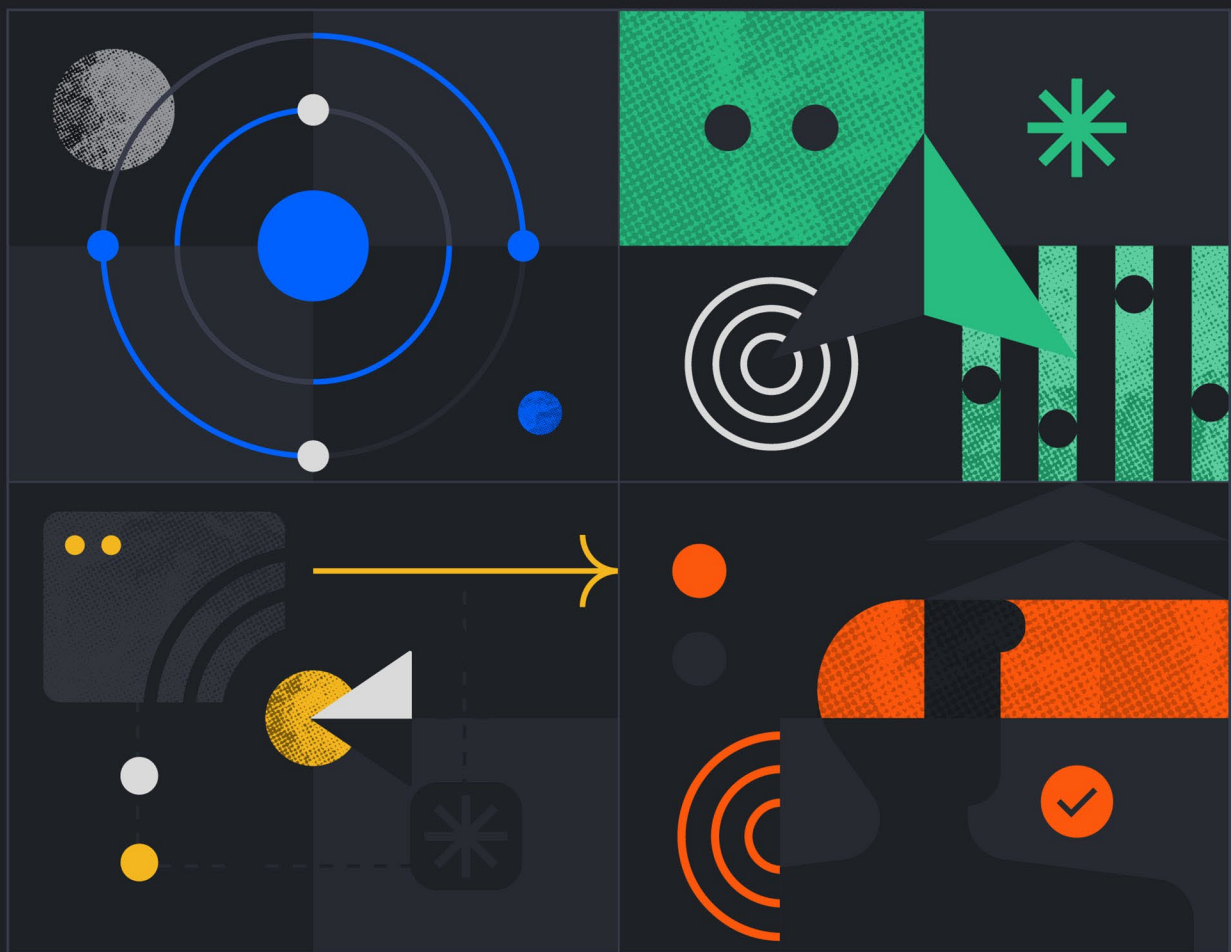


The Tech Recruiter's 2022 Handbook:

How to Build a Remote Hiring System



A step-by-step guide to interviewing and onboarding the best remote software engineers.

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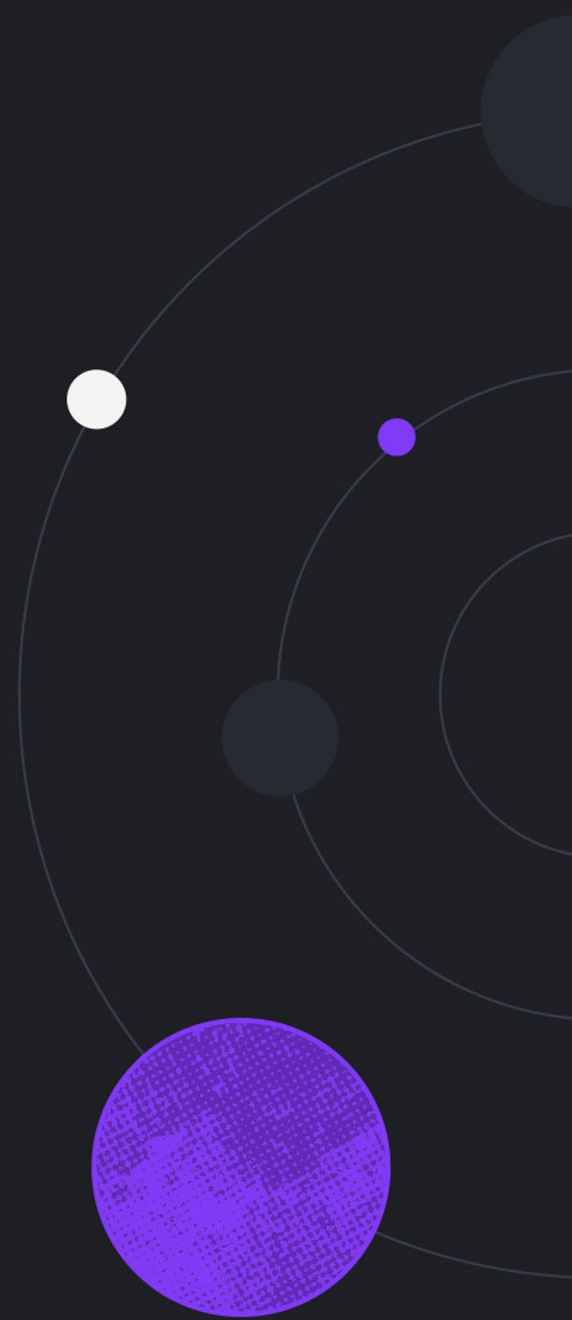
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Hiring Developers Remotely in 2022

The verdict is in: businesses that want to enter 2022 with a competitive edge in the technical hiring market must make remote hiring a core part of their strategy.

In 2020, nearly 70% of businesses said that they were making long-term changes to management practices to adapt to remote work. We're seeing that this year, with 75% of software developer jobs classified as remote and 86% of engineers preferring to work remotely.

Remote work means global talent is up for grabs - by you and everyone else scrambling for engineering talent.

In what has become one of the most intense hiring environments for technical talent, businesses that come into the new year knee-deep in manual processes and in-office requirements will lose the best candidates to employers who give talent what they want.





Replicating the traditional process digitally won't work from both experience and logistics standpoints, so where do you start? And if you've already begun hiring remotely, how can you improve the process? Formalizing an effective, scalable remote hiring process takes iteration, and most of all, know-how.

Luckily, we've got the know-how!

Four Steps to Success

In this ebook, we offer actionable guidance around how to build and optimize your modernized, remote hiring process - from interviews to onboarding - that will result in a great candidate experience, improve your acceptance rates, and keep your engineering team happy and productive.

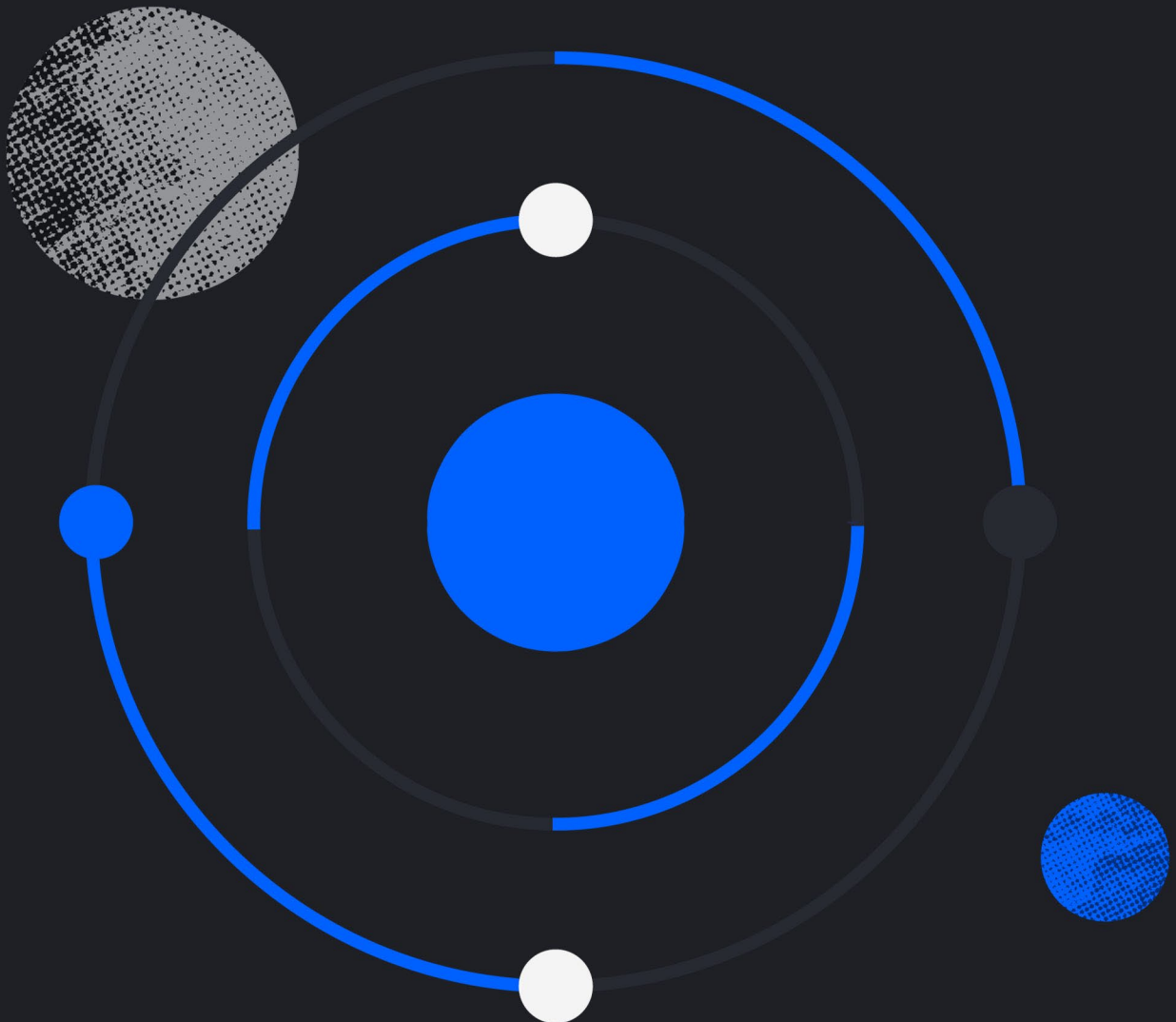
We're sharing our decade of experience hiring remote software engineers from around the world to explain:

- 01  How to align with C-suite objectives, justify remote hiring, and rectify concerns
- 02  What to look for during the tools, services, and platform selection process
- 03  How to restructure the interview process for remote hiring
- 04  Tips for crafting a great remote onboarding process for candidates

STEP 01

Leadership Conversations & Getting Buy-In

01



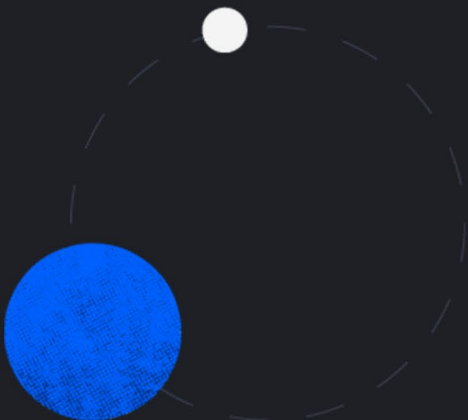


There are two parties with which TA teams must align before structuring a formal remote hiring system for software engineers: company leadership and engineering management.

Making sure the leaders at your company are on board with hiring engineers remotely will inform the foundation of your recruitment process to align with business objectives. Ask the leadership team to share broader, long-term company goals that will touch your hiring strategy (like diversity benchmarks, and a shared definition of diversity).

Work closely with engineering management to understand personnel goals and the finer details (like the number and seniority of engineering hires, timelines, and needed vs. desired technical skills and soft skills).

Next, you'll need to demonstrate how a remote hiring strategy will provide the company with more value.



Q&A: Common Concerns

Clarifying benefits and resolving concerns are essential to getting everyone on board. Codility works closely with key stakeholders and engineering teams to identify their technical hiring needs so that the systems they set up will help them achieve their goals.

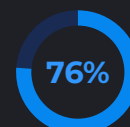
Here are the most common concerns we hear (and answers you can provide):

> Can we guarantee an ROI on what we'll invest in platforms and services to hire remotely?

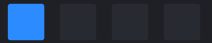
Selecting the best tools and platforms will improve the accuracy of our assessments, and therefore increase the chances that we are making the right hires - reducing turnover and improving the quality of output. We'll also see ROI in the reduced amount of time it takes to vet and hire candidates.

Unity, for example, ran 750 software engineering candidate tests over a 3 month period, saving 2,200 hours of interview time.

> What if our virtual engineers struggle with working remotely?



76% of software developers said working remotely **makes them happier** ([The State of Remote Work for Engineers](#)).



and 42% of managers said they saw an **increase in developer productivity** during remote work in 2020.



Almost 60% of managers said remote work had a **positive impact on developer productivity** (Statista).

Part of our modernized hiring strategy will be prioritizing assessment of the soft skills that signal whether a developer will be successful working remotely.

We'll ensure that we provide our virtual hires with the right tools so they can be productive - and that will involve early coordination with departments like IT.

> There are a ton of remote hiring tools out there. How will you determine which ones are worthwhile?

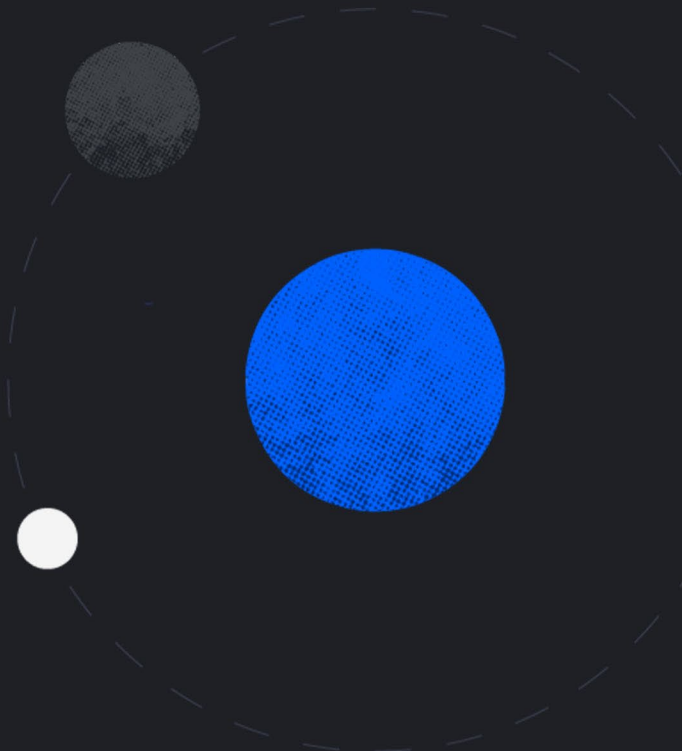
Validity measurements, which are based on science and research, are a great way to assure a platform's effectiveness in assessing engineering skills.

Customer references are another valuable vetting tactic for our software and services selection process. (We'll discuss this further in Step 2).

> How can the TA team assess technical aptitude remotely if they don't know code?

There are virtual engineering skills testing platforms that automate much of the assessment process and for a long list of coding languages. TA teams won't need to have the technical expertise to conduct these tests.

While our engineering teams will still review assessment performance to help us determine the best fit, smart technology will save them (and us) time, reducing the time gap between engagement and offer.



STEP 02

Selecting Software Platforms & Service Partners



When you find the right engineers, the challenge will lie in creating a truly engaging interview process that will get them to say “yes!” to your job offer.

This is particularly true for remote hires because there's less face time involved.

And while you want to drive a high acceptance rate, you also want to be sure you're offering jobs to the best candidates who will remain with the company for a long time.

These core needs are why replicating the manual, in-office recruiting operations will prove ineffective.

Think outside of the box and consider partnerships that make financial and logistical sense in terms of recruitment and application tracking, skills testing, payroll processing, and ongoing engagement.

The Must-Haves Checklist for a Skills Testing Platform

Skills testing is the heart of your selection process. Since remote engineers can't come into the office to complete a coding test, you'll need an assessment platform that checks some seriously important boxes:



Globally compliant

Choose a platform that meets regulatory standards, like [GDPR](#), across the continents in which you plan to recruit - or face roadblocks and heavy fines.



Security

Does the platform integrate multiple security measures into the testing process? Look for a sophisticated, real-time candidate ID verification process, anti-plagiarism safeguards, and the ability to track IP switching.

You can rest easy knowing the person taking the assessment is who they say they are, and is generating their own work.



Automated Analytics

How is the platform helping you streamline the assessment process with [data-driven analytics](#)?

AI-driven and automated analysis features will help TA teams do more of the heavy lifting, and also [reduce the presence of inherent bias](#) at the testing stage.





Validity

There are testing platforms, and then there are testing platforms that use a proven scientific basis for their evaluation criteria. Validity is a look at accuracy and precision.

Ask for product-based validity research from the vendor, and see if they have a Chief Organizational Psychologist on staff who works to scientifically prove that the assessments are legitimate.

Not only will this improve the accuracy of your skills assessment at a distance, but it will also protect you from discrimination lawsuits.



Flexibility

Will you need to test for ten different coding languages across engineering teams? Do you expect to hire a data scientist? Do you want to include a whiteboarding session in your assessment?

Look for a platform that has a sufficient variety of assessments for as many languages, roles, and engineering skills as possible.

Super-niche testing platforms will prevent you from evolving your hiring process in tune with company changes.



Customer referrals

Customers don't make money from reviewing a vendor, so it's a good way to get an honest review.

If a vendor can't connect you with several customers who will vouch for them, that's a red flag. Be sure to also look at reviews on respected review sites like G2 and Capterra.



Accessibility & UX

Diversity means many things, so make sure your testing platform is accessible to everyone. Beyond that, a user-friendly interface will eliminate potential test-taker frustration.



True to the job

There are many testing platforms out there that measure developers on obscure computer science concepts they'll never actually use.

Make sure your skills testing provider offers assessments that reflect the context of the developer's day-to-day work.

Also, a platform that analyzes how a candidate thinks and solves problems provides some insights into how they'll operate in a remote environment.





Helpers We Love!

Codility only works with the best, so let us save you some search time. Below is a list of service providers and platforms that we recommend to clients who are building out their global remote hiring strategy for technical talent.



[Gem](#) is an all-in-one recruiting platform that offers **holistic visibility into the hiring funnel, including analytics to measure your ROI.**

The platform integrates with LinkedIn, email, and other applicant tracking systems (ATS).

With customers like Slack, Twilio, and Lyft, Gem has earned its ever-bigger following in the tech recruitment funnel and analytics sphere.



[Deel](#) works with customers on the cutting edge of technology, like Coinbase, Dropbox, and Shopify.

Deel provides HR departments with **payroll and compliance tools for employees** in more than 150 countries - which means you'll avoid hefty compliance fines and save time on navigating complex regulations across geographies.



Africa is THE [fastest growing continent for developers](#), making it a hotspot for recruiters seeking diversity. But hiring across 54 markets you're unfamiliar with is no small task - that's where Andela comes in.

The company uses **data to match companies with the best fit, vet candidates, and support onboarding** to connect you with Africa's best engineers.

In addition to providing peace of mind, Andela greatly reduced the overhead of doing this in-house.



Engagement doesn't end once a candidate accepts employment - [83% of developers](#) want "new challenges and continuous learning opportunities" at their job.

[CultureAmp](#) knows culture comes first, which is why they've refined their products around employee development, engagement, and performance management.

CultureAmp **helps managers recognize good work** - even if it's done thousands of miles away - and create cultures in which top performers want to stay.

STEP 03

Rewiring the Interview Process for Remote Hiring



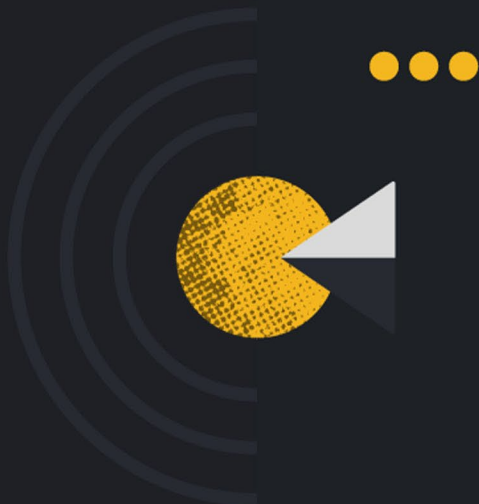


What's the difference between an in-person interview and a Zoom interview?

A lot. For one, technical problems like frozen video or a mic that's not working can throw a wrench in an already stressful situation for the candidate (particularly for the introverted engineer).

When it comes to skills testing, the steps that TA teams took before remote work (verifying identity, being able to see the candidate coding in real-time) are now gone.

This means you'll need the right tools in place to ensure the security, precision, and breadth of your former testing processes carries over remotely.



Speed + Simplicity = Your Winning Combo

Candidate experience is now king, with much of that experience relying on how much time you ask for and how well you use it.

Pre-pandemic, it was not uncommon for software development candidates to spend a month (or more, for senior engineers) going through various rounds of in-person interviews and completing coding tests on-site. But in today's aggressive remote hiring market, moving faster than your competitors is a crucial part of getting the best candidates to accept an offer.

You can reduce the steps and complexity of the remote interview process and improve the accuracy of your assessment in three ways:



Standardize interview formats



Swap manual processes for automation where it makes sense



Assess the soft skills needed for a remote work setting

TIP

Let your candidate know what to expect going into each phase of the interview process. What format will the interview be in? How long will it take? How will the candidate be expected to work with the person they are speaking with?

Overcommunicating this information will show the candidate you care, provide a better experience for them, and keep interviews on track.



Why Standardized Interviews are Optimal for Remote Hiring

Also known as a structured interview, a standardized interview follows a formula of consistent question formats to keep interviewers on track and provide a template for note-taking.

By preventing interviewers from going off-topic and requiring a written accounting, it makes the most of the time allotted.

It's also a great way to prepare thoughtful, quality questions that are rooted in competencies to better assess a candidate's fit. (One structured interview has shown to be as productive as three or more unstructured interviews.)

As you settle into your remote hiring process, structured interviews are more important than ever because they promote equitable evaluation by reducing the role that unconscious bias plays in the human-to-human process.



Less unconscious bias in the interview process means you'll have an easier time moving diverse candidates through your recruitment pipeline.

With more access to talent across the globe (and cultures), off-the-cuff interview questions can really complicate the ability to get a holistic view of a candidate.

Where Automation Makes Sense

Speed and simplicity should materialize in condensing and reducing the number of steps a candidate must take to complete the interview process.

Automation makes sense in three areas: the resume screening process; the skills testing phase; and follow-up correspondence for candidates that were not selected.



Automating CV reviews makes high volumes of applications manageable and removes inherent bias from another touchpoint in the process (via gatekeeping based solely on qualifications).

Automated skills testing like Codility helps TA teams without technical knowledge gather assessment data that will help engineering teams' better gauge skill and fit. Otherwise, TA teams must sift through a long list of tests without knowing if they are the best fit, and engage in a high-touch process of scheduling, administering, and reviewing the assessment.

Automating rejections to applicants is a time-consuming task but a necessary one - ghosting applicants will harm a company's reputation. Consider automating customizable rejection letters, as well as generating and collecting feedback on the interview process for future improvement.



For the human-centered touchpoints, review your pre-remote hiring process.

- Who is essentially duplicating interviews? Who won't be working directly with the candidate that may not be adding value to the interview process?
- Consider whether group or "panel" interviews make sense (with no more than three interviewers at a time).

Panel interviews also help you see how dynamics play out with the potential new hire.
- Empower the candidate to determine who they speak with beyond the core interview team - after all, they are interviewing you as much as you're interviewing them.

Offer them the chance to speak with other employees they might be working with (or for) so they can determine how many more steps they take.

The Importance of Emphasizing Professional Development Opportunities

Your interview questions should include professional development topics that demonstrate the job's opportunity for growth potential.

Remote workers want to know their performance will be seen and rewarded in a virtual environment, especially if they are part of a hybrid team where others are getting face time.

Asking about what their long-term professional goals are, how they'd like to grow within the company, and what skills they'd like to learn can demonstrate that the company values employee development. If your company offers perks around professional development and training opportunities, put that in the job posting.

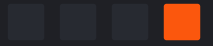
What Soft Skills Assessment Affect Staying Power

In a remote work environment, measuring soft skills is as important as "hard" technical skills. Why? Because a talented coder won't last if he or she can't communicate and work well with team members. In fact, a lack of soft skills is behind most firings.

Certain soft skills have become even more important in a virtual work environment since remote employees need to have self-discipline, be flexible communicators, and be able to integrate feedback, among others.

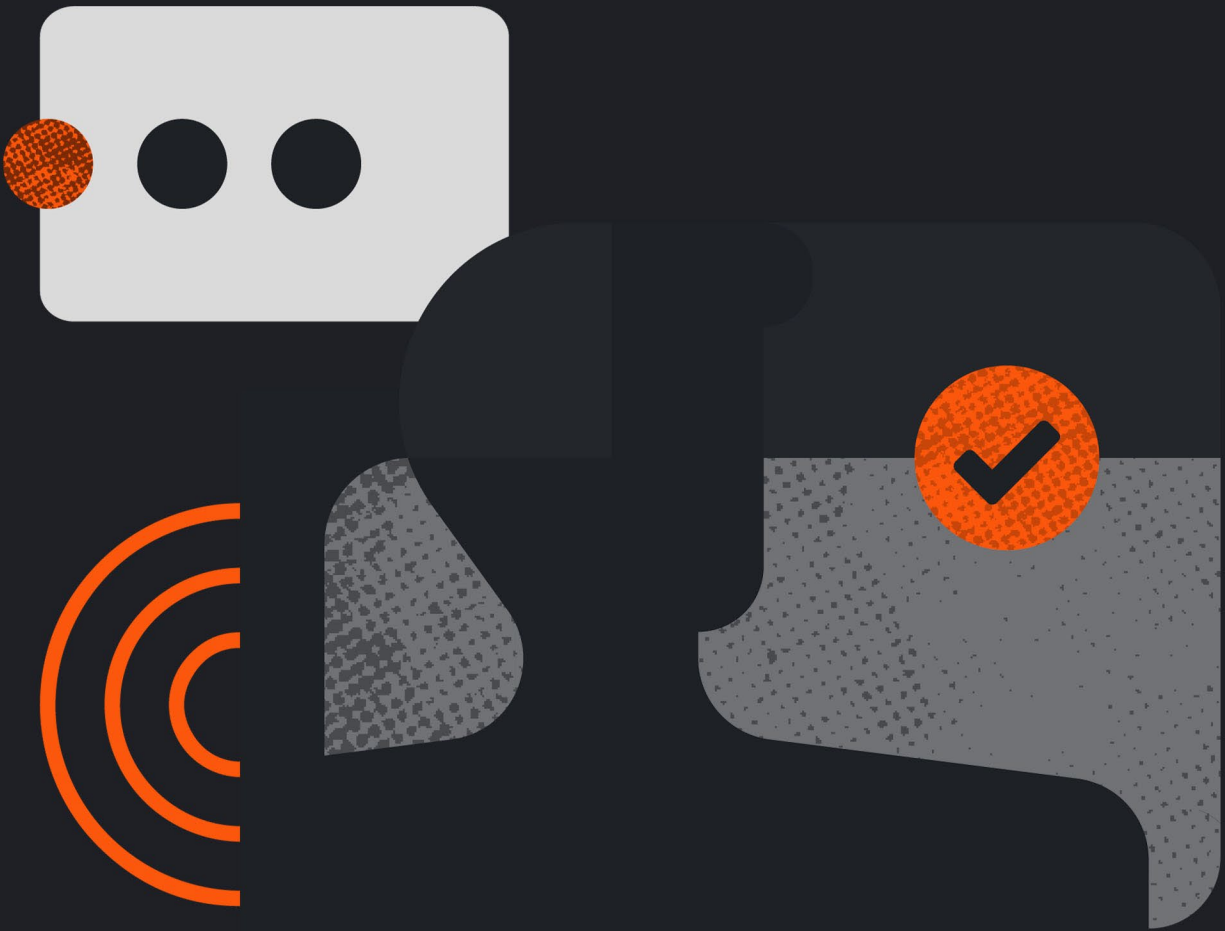
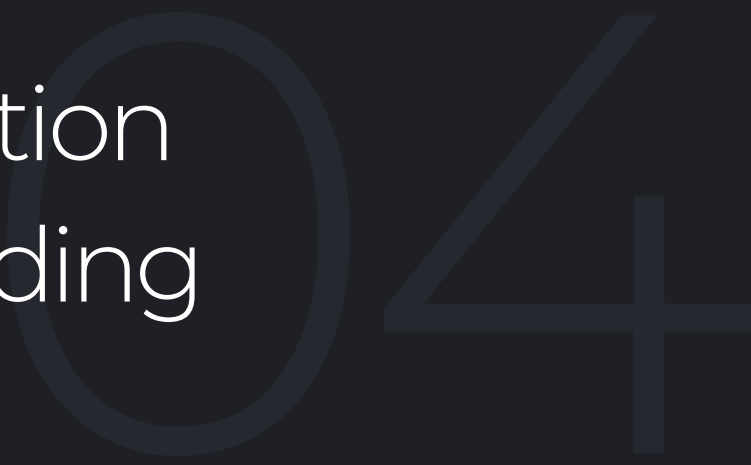
Measuring values is another great predictor of turnover because if the candidate is used to working differently than the team they're on, their proficiency becomes less important. For example, a new developer that emails around the clock will disrupt an engineering team that prioritizes work/life balance.

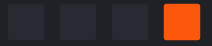
Looking to leverage a framework around gauging soft skills? We love Arctic Shores, which uses a neuroscience-based approach to help TA teams measure candidates' personal strengths (like creativity and resilience) and get behavioral insights beyond their CVs.



STEP 04

The Selection & Onboarding Process





In 2022's competitive job market where lucrative offers abound for engineers, candidates now have the power.

Carry over that fast-moving mindset from the interview process by presenting the candidate with the best offer possible. The shift to remote work has made benchmarking compensation more complicated because candidate salary can vary by region, function, and fluctuating supply vs. demand.

When you lose an offer, understand why - if an underwhelming salary and benefits package is a recurring reason, it's time to readjust budget expectations.

Candidate experience has become so important that companies are now awarded for it!

The [Talent Board's CandE Award](#) feeds into ongoing research efforts to identify candidate experience gaps.

The Talent Board also offers candidate experience audits to help TA teams improve. Think you qualify? **Consider applying!**

Remote Onboarding: The Final Frontier

Since candidates aren't walking into the office on day one and getting their laptop directly from IT down the hall, TA teams need to re-think the onboarding process so that candidates feel both welcomed and oriented. Start with answering two questions:

- What does onboarding mean for your organization?
- What is the goal of onboarding?

Answer these questions by:

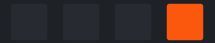


Establishing cross-department coordination.

HR sends benefits and payroll paperwork, [engineering management wants the new hire onboarded quickly](#) for pressing projects, and IT is deploying software and hardware.

Aside from checking to-dos off everyone's list, how will each department ensure the candidate has a great experience throughout?

Set goals with each department (like, "in 10 days we want to be here, in 30 days we want to be here"). Once you've [refined this](#), it will be easy to do at scale.

 TIP

Once the candidate has accepted your offer, work with IT as early as possible to make sure they have the hardware they need and that all access is secure.

The pandemic's ensuing supply shortage is affecting every corner of every industry, and you don't want to find out there's no laptop or app access for your engineer's first day!



Collecting data

Data is more important than ever before if you want to truly understand your pipeline metrics, conversion rates, diversity ratios, and of course, the ROI your executive team was concerned about from the beginning - so do what you can to measure your onboarding effectiveness.

How (and when) will you collect core feedback metrics about the onboarding process from new hires?

Iterating around data will help you foster a strong relationship with your engineering teams.

 TIP

Examine which steps in the onboarding process are taking up time and think about where you can automate them.

There are great automated onboarding flows and systems out there (we recommend [BambooHR](#)).

An Important Note on Scaling

We'll be honest: you will run into issues as you scale your remote hiring process, more so toward the end of the funnel.

That's why it's good to start small and iron out the kinks as you expand your remote hiring process company-wide.

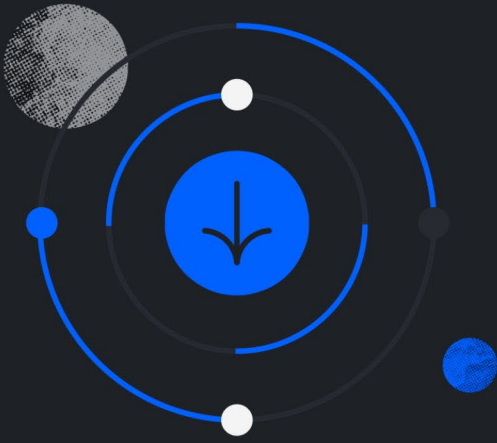
For example, data protection laws in various countries are getting stricter and continue to evolve, which is why we suggest partnering with platforms and providers who take that seriously and already understand the landscape.

Security will be another issue you'll encounter. Not all companies have VPNs yet, and when employees are working from anywhere, consistent network access is important. Work with providers who prioritize security via certifications. IT should audit every partner before purchasing.

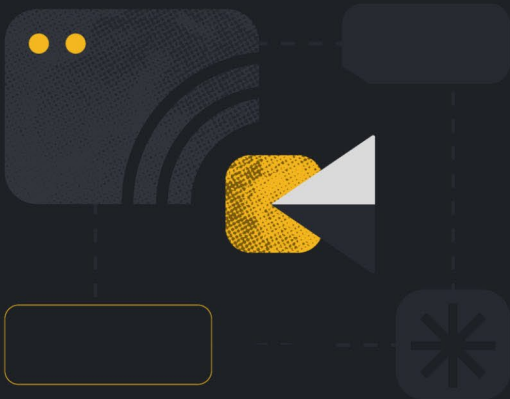
Earlier in this ebook, we put "validity" on the checklist - opting for a skills testing platform that hasn't proven scientific validity in how it assesses candidates will come back to haunt you at scale. A lack of ROI, increased turnover, and incompatible candidates will force you to re-tool your testing platforms at a much more difficult phase of growth.

Is your virtual recruitment process up and running? Congrats!

Now it's time to read our [Guide to Remote-First Hiring](#), which outlines the cultural practices that have a data-based link to high retention rates for remote workers.



Ready to start building your remote recruiting process?



If you've reached the end of this ebook, then consider yourself a newly minted, remote-savvy tech recruiter.

Take the next step and book a demo with us.

