



A Tech Leader's Guide to Remote Hiring

Advice From Experienced Hiring
Managers and Tips for Success

INTRODUCTION

The single most important asset to any technology company isn't its inventory or intellectual property. It's the people who make up the company:

The engineers, designers, researchers, and managers who harness their inner knowledge and ingenuity to create something out of nothing.

Accordingly, investing in attracting and retaining top-tier talent is a vitally important initiative for tech teams. And the task must be taken seriously from the beginning: **the hiring process should ensure you're bringing in the right people, as well as laying the groundwork for their future success at the company.** The inability to hire great tech talent can keep your team from meeting deadlines, foster a culture of burnout and even keep you from following through on your roadmap. It's not something tech hiring managers can ignore,

In today's remote working world, it's even more vital that you're intentional with your hiring process and prioritize a positive remote experience. Because the element of human connection is removed when working remotely, the candidate experience is more liable to gaps within the process. As a result, you must be thoughtful about how you adjust your candidate experience for the remote world.

Prospective employees will evaluate your company based on their experience with your hiring process, and a poor candidate experience will deter other job seekers from applying.

While it seems abstract, a positive or negative candidate experience can have a significant impact on your company's ability to recruit top talent. If you have the reputation of being uncommunicative and acting disinterested toward candidates, you'll be hard-pressed to find any top professionals willing to endure your hiring process. A great candidate experience, however, will encourage even the applicants who didn't get hired to recommend your company to peers.

Every member of your recruiting team that comes into direct contact with a candidate plays an important role in creating a successful experience; especially you, the hiring manager. **How you communicate with candidates — both in terms of quality and frequency — heavily shapes their perception of your company.**

Continue reading this guide to understand how to successfully hire great tech candidates remotely and things you can do to improve the overall experience for job seekers.

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SECTION I

How to Adjust Your Hiring Process for a Remote World

One of the first things you must do when hiring tech employees remotely is to make adjustments to your current hiring process. To help you do that in the right way, we tapped into the knowledge of **Shannon Hogue, global head of solutions engineering at Karat**. She has over 20 years of experience managing distributed engineering teams and building hiring programs.

Here's what she has to say about how companies should be thinking of pivoting their hiring strategies.

Three Crucial Concepts

Every company that is moving to remote hiring should consider three crucial concepts: **skills test**, **interviewers** and **measurement**.

Skills Test

The biggest challenges with code tests and remote interviews are that candidates don't know what's being assessed or how they're being measured.

Assign a specific owner to review each job's description and responsibilities, then align these elements to competencies. It may be helpful to think about how the person is going to be evaluated in their review at the end of the year, and what skills they will need to be successful (this will also help when it comes time for onboarding).

Once you know the competencies that are being assessed, **it's critical that your remote interview questions evaluate one competency at a time** — otherwise, you'll introduce noise and false negatives into the process.

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Also, avoid ambiguity. Assess the competencies, not a candidate's mind-reading abilities. Be explicit about what you're asking the candidate to do. If you have a coding question, make it clear if you're looking for functional code, optimality, or speed. And if you want them to test it, tell them rather than introducing false negatives by marking down a candidate for not doing something that wasn't asked of them. Don't try to trick them.

For example, a well-communicated technical interview question would sound something like this: "In the next question, we're looking for you to demonstrate your ability to manipulate data sets. We're looking for a working program, and optimality will be considered but is not a priority. Afterward, we'll have a conversation about how you might test your program and what edge-cases might be."

These methods of assessing competencies are also best practices for in-person interviews, but, because it's more difficult to read body language and clarify minor points in a remote setting, these are even more critical than ever.



Pro Tip:

Be conscious of the amount of time it will take a candidate to complete the skills test. They shouldn't have to spend hours and hours on the assessment. And also think through the best format for the test so that you can properly assess their problem-solving skills.

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Interviewers

Remote interviewers need to be competent technical evaluators, but they must also display kindness, empathy and adherence to clear guidelines. This helps put candidates at ease and lets them demonstrate their true skillset. In remote interviews, it's especially important to start the interview by building rapport with the candidate.

We start every interview with project conversations that give candidates the chance to explain their best work examples. This gets them comfortable with the virtual environment and builds confidence ahead of coding questions.

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At Karat, we have a dedicated community of interview engineers — software engineers whose job it is to conduct technical interviews. Like any other profession, they get better with practice, and we quality control their performance and mentor them to be better over time.

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We coach them to be aware of bias-inducing hand holding, and to give the right assistance or hints when appropriate. A carefully delivered hint can massively skew a candidate's performance, so it's important to set clear expectations and make sure interviewers stay within guidelines.

One advantage of remote/video interviews is that you can record them, not just to assess the candidate more fairly, but also to review and coach your interviewers on how to get better.



Measurement

As an engineer, Hogue found that measuring performance consistently is the most important thing. While subjectivity and bias are by no means absent from in-person interviews or hiring roundtables, aggregating inconsistent feedback from a network of remote interviewers is a surefire way to ruin your hiring signal.

First, to generate usable interview data, interviewers must make observations rather than conclusions. A good observation is that “candidate X was able to write fully functional and optimized programs for the first two questions with moderate debugging, but ran out of time on question three.”

A potentially bias-inducing conclusion would look more like “candidate X had several time-consuming bugs in early questions and, as a result, was unable to complete the assignment.”

Second, make sure everyone is using the same language to describe candidate performance. For instance, if I told you that BuiltIn.com was a good resource, a pretty good resource or a great resource, you’d have a decent idea of what I meant. But if you have 12 different interviewers who say a candidate is OK, strong, pretty good, great, it’s a lot harder to pin down a hiring signal.



Pro Tip:

Create a structured scoring rubric so everyone is evaluating on the same scale and speaking the same language. For each competency, we use drop-down menus with clear performance observations to limit the variables that interviewers can introduce. This creates a consistent hiring bar across office sites, homes, countries... wherever your hiring managers may be.

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5 Things to Remember When Hiring

Many technical recruiters and engineering managers are seeing a spike in inbound inquiries and applications, signaling an opportunity to scoop up top tech talent. But this doesn't mean what you look for in candidates should change. **No matter if you're hiring in-person or remotely, here are five things you should always keep top of mind, according to hiring managers.**

1. Scan Resumes for Accomplishments, Not Responsibilities

A resume should not be a list of job descriptions. If a candidate dedicates precious bullet points to outlining a current or former role, rather than highlighting their wins in those roles, hiring managers must do extra digging to assess that candidate's actual accomplishments.

The difference between output and impact goes beyond catching recruiters' eyes on a first scan, though. A resume that simply lists responsibilities — no matter how important — could indicate an engineer fails to grasp (or care about) the business goals behind their work.

Indigo senior director of engineering Michal Klos, for instance, has reviewed many resumes that list activities like “attended daily scrum.” For him, that's a red flag. Engineers who focus on impact, on the other hand, show they understand the real world and how businesses work, he said. A big part of that is recognizing how a developer's work affects users, stakeholders and the bottom line.



“If they don’t know the business impact, they should know what the intended business impact was,” he said. “So if they don’t know the retention numbers from having built a product, they should know that the goal of the product was to increase retention. And if they don’t know that, then they probably were not asking the right questions when they started building it, or they’re just not interested. They just want to code, but that’s not good enough.”

If a developer isn’t sure where to begin analyzing business impact — or doesn’t have access to the necessary feedback — that’s OK, Klos said. There are multiple ways to tease out impact during phone screens or interviews.

One option is to talk about operational metrics. If a candidate built a rest API in Ruby, for example, they could share the API’s purpose and the number of calls it received each day.

2. Consider the Different Ways to Measure Career Trajectory

Recruiters and hiring managers scan resumes for career trajectory. But career growth is not one size fits all. Sometimes, job titles matter. Klos said he'll raise an eyebrow if an engineer has remained in a junior position for a long time, for instance. But many senior engineers choose to stay in their positions and build technical expertise, rather than moving into managerial roles.

That means it's important for hiring managers to evaluate career trajectory from multiple angles. **Orit Shamir, a senior manager in technical program management at Instacart**, named a few different approaches. Professional growth could look like taking on larger and more complex projects, seeking out responsibilities with a broader scope and impact, or leading larger teams.

“We want to see that the candidate consistently looked for and identified opportunities to challenge themselves, learn new skills and grow,” she wrote. Along the same lines, take care not to write off candidates with non-traditional career paths. In fact, some career twists and turns can be a positive signal for hiring managers, said **Saad Rehmani, VP of engineering at Reddit**.

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A candidate who volunteered full time for a year or built a startup will likely have more growth than their peers who took the straight and narrow path.”

SAAD REHMANI

VP OF ENGINEERING, REDDIT

3. **Keep Empathy and Communication Skills at the Forefront**

While the term “top talent” is often equated with technical savvy, our experts said people skills are often the deciding factor in hiring decisions. “Strong communication skills” and “ability to influence others” were the first qualities in Shamir’s definition of top talent.

Klos said he would take empathy over technical skills “any day of the week.” It’s tough to find candidates who excel in both arenas, he said, but he’s learned from experience never to undersell the value of communication skills.

“I’ve been at many different companies and we’ve had many different interview processes. And one of the things I’ve learned through many years of hiring is that it’s never worth trying to compromise on people’s ability to get along with each other,” he said. “Technical skills are never going to be the thing that makes or breaks someone.”

4. Don't Get Hung Up on Buy-In and Culture Fit

If candidates unexpectedly found themselves out of a job, it's tempting for them to wallpaper the internet with resumes. Hiring managers could wonder: Do these people really want to work at my company?

That question, Klos said, is a dead end. Yes, some engineers are scrambling. But it's wrong for hiring managers to try to become mind-readers. There are a few reasons it's not worth losing sleep over intangibles like culture fit and candidate buy-in in the midst of an upended job market.

First, evaluating for culture while rifling through stacks of resumes is a fast way to propagate bias in the hiring process. At Reddit, hiring managers actively work to shrink the importance of resumes in their candidate review processes, Rehmani said.

"We tend to avoid relying too heavily on resumes to tell us about a candidate, as it has been proven to show bias against diversity and inclusion, which is something that's extremely important to us," he wrote.

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One of the things I've learned through many years of hiring is that ***it's never worth trying to compromise on people's ability to get along with each other.***”

MICHAL KLOS

SENIOR DIRECTOR OF ENGINEERING, INDIGO

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Second, buy-in is vague and tough to qualify — if not a distraction from what actually makes an engineer a good team member. Instead of demanding passion, hiring managers should share their own passion during the hiring process and hope it sticks. If a candidate says they want the job, hiring managers should take them at their word, Kloss said. Passion, just like skills and competency, can grow with time.

“If someone takes a role but they’re not 100 percent excited about it, there’s an opportunity as they work with the team and see what we’re doing, they could turn on that,” he said.

5. **Stick to Tried and True Hiring Strategies**

So, how are these managers and recruiters processing a large volume of applications while staying focused on the candidate qualities that really matter? Largely, they’re sticking to what works.

Resumes, as Rehmani indicated, are only helpful to point. A deluge of them should not diminish the importance of phone screens and real conversations — the best ways to get a sense of who someone really is.

“I personally think a resume review can only get you so far, and the cost of a false positive merits spending the time on the phone understanding the candidate’s potential,” Shamir wrote. “Put in place a productive process for evaluation — for inspiration, I highly recommend getting acquainted with Daniel Kahneman’s work — and, as hard as it is, make the time for recruiter and hiring manager screens.”

Next, companies shouldn’t lose sight of big-picture hiring goals like diversity. Whether rushing to fill a role or overwhelmed with inquiries, hiring managers must stay diligent about their organizations’ existing commitments to bring on employees of different backgrounds.

Lastly, hiring managers must keep in mind the many variables that make up a great candidate. There’s no substitute for time spent talking to a candidate, Rehmani said, but he still checks LinkedIn for things like shared connections and diversity of experience. If he receives a personal message from busy candidates, all the better.

The job market may look different, but now isn’t the time for companies to reinvent the wheel when it comes to hiring, our interviewees agreed. After all, the switch to remote interviewing and onboarding for engineers presents enough challenges as it is. “I don’t think the conditions warrant any change in how you evaluate and hire people,” Klos said. “What I’ve learned over the last 10 years is applicable in any scenario.”

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Remote Technical Interview Do's and Don'ts

Nailing the technical interview process is one of the most important things that a technology company can do. We went straight to the expert who has invested a lot of time in refining the process at his company 4Degrees. **David Vandegrift, co-founder and CTO of 4Degrees shares some of what he's learned over the course of conducting many technical interviews in his career.**

What *Not* to Do

Bad technical interview processes often go wrong at the structural level: the company doesn't have a good idea of what it's looking for, so interviews tend to be set up on an ad hoc basis until some hiring manager or committee gets the warm and fuzzies about the candidate. This approach has several immediate negative consequences:

1. It often leads to too many interviews, where each subsequent interaction **generates marginally less value but racks up costs** both internally and with the goodwill of the candidate pool.
2. In an ad-hoc process, **there's no guarantee that you're actually assessing the right characteristics.** The interviewers are reacting to what they're seeing and feeling rather than developing a proactive perspective on what good looks like.
3. Your false negative rate goes way up. **In other words, you end up declining on too many good candidates.** That's because these processes often end up being consensus driven, and the more interviews you have, the more likely you are to find one person who just doesn't click for some reason. This often leads to a team of look-alikes and deters you from having team members who approach problems in different ways.

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Once the right interviews are established to assess specific qualities, the actual assessment methodologies themselves are the next major stumbling block.

The tech industry is infamous for some wild interviews: questions about manhole covers, impromptu jogs leaving candidates sweating through their khakis, and bizarre coding environments that look like they were inspired by '70s-era mainframe and terminal programming. Some of the common bad interviews include:

Whiteboarding:

Some companies figure that, since the interview is already an artificial environment, they can capitalize on the situation by having a casual assessment of programming capabilities using a whiteboard and pseudocode.

The problem is that the vast majority of engineers never use a whiteboard or pseudocode in their actual job. Not to mention the strangeness of the medium leads to anxiety and lower performance in many otherwise perfectly qualified candidates.



Knowledge quizzes:

It seems reasonable that if you know more about a language or framework then you'll be better at using it. The problem is that the vast majority of engineering work requires only a tiny fraction of the total knowledge of a given technology.

Plus, any missing knowledge is typically easy to rectify with a quick Google search. Knowledge quizzes are the equivalent of “teaching to the test” in school — you filter for good memorizers, not good engineers.

Brainteasers:

These bizarre questions are meant to test creativity and orthogonal thinking. They've led to an entire interview prep industry training candidates to deal with them. In reality, there is next to no evidence that brainteasers lead to better interview outcomes.

Asking to much:

Even when companies get the rest of the process right, they will often simply ask too much of their candidates as a part of the process. It's not unheard of for a process to include a full day (or more!) of at-home work to get an "appropriate" assessment of their capabilities.

While this type of assessment will undoubtedly generate more data and better prepare the candidate for the job, it also de facto excludes an enormous population of candidates who simply don't have the resources to do that much work for free.



Unrealistic situations:

Online and timed coding tests are now the norm for low-cost mass filtering of applicants. Algorithmic coding challenges are considered a gold standard for an engineer's capabilities. The problem with these and other coding assessments is that they don't reflect what real coding work is like.

Most engineers can perform exceptionally well with no formal knowledge of algorithms, and engineers pretty much never have to code with a clock ticking down in an unfamiliar IDE.

A Good Technical Interview Process

An entire book could be written on how not to conduct a technical interview process. But that's the easy part. The real question is: **What does a good process look like?**

First, it's important to remember that every company and situation is different, with specific requirements leading to a different "perfect" approach. No single process will be ideal for every hiring manager in every situation. Instead, it's crucial to carry a set of good principles into any given situation. Those principles include:



Intention:

The key to a good interview process is being intentional: thinking through what you're looking for in a candidate and what you need to assess to get confidence on those attributes.

Design a process that accommodates those assessments. Then stop there. Don't keep adding on layers to the process just to try to find more comfort with your decision.

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Range:

While it's important to keep the process concise, it's equally vital to bring a bit of variety to the various interviews to get a range of readings on the candidate. At 4Degrees, every technical process includes one live assessment and one take-home assessment. The live assessment is kept under an hour and is framed as a collaborative exercise, like paired programming.

It assesses the candidate's thinking process and ability to work with others. The take-home assessment is longer, designed to take about three hours and mimic a real task the engineer might do on the job. It assesses the candidate's ability to tackle a problem from start to finish and some of the more specific skills required for the job. While a long in-person assessment could theoretically measure the same things, many candidates would struggle with the stress of direct oversight for such a long period of time.



Assess the Non-Technical:

Although an engineer's job is ostensibly to write code, the reality is that every employee in your company also must bring to bear a full suite of non-technical skills in order to be successful. The skills vary from role to role, but include collaboration, communication, resilience, ingenuity, authenticity and commitment.

The Principles of a Good Technical Interview

1. Intention
2. Range
3. Assess the Non-Technical

The Ideal Template

Every situation is different and should be approached with thoughtfulness around the specific requirements of the role and the candidate. Still, by combining a basic list of do's and don'ts, we've managed to develop a good template for technical interviews at 4Degrees. **This template typically gets us 80 percent of the way to a real-world process while allowing flexibility to adjust as needed.**

The process is as follows:

1. Initial Expectation-Setting Call:

Nearly every process begins with a 30-minute casual chat over the phone. The hiring manager shares the background on 4Degrees, what we're looking for in the hire, and why. They then ask for the candidate's background and what they're looking for in the role.

While the call is not strictly evaluative, it actually does end up weeding out about 20 percent of candidates who otherwise looked good on paper (typically because what they're looking for isn't a good match). For the other 80 percent, the call helps make expectations clear and can tailor the rest of the process to better assess the candidate.

2. **Live Technical Assessment:**

The first formal step in the interview process is a 60-minute technical assessment, typically done via screen share. About 45 minutes of the interview are spent in an actual coding environment, with the rest set aside for introductions and questions from the candidate.

The coding is meant to be collaborative, somewhat like a paired programming exercise. The coding tasks are meant to be as reflective of the real on-the-job work as possible and often include writing from scratch as well as editing existing code.

3. **Vision/Values Alignment:**

The second interview is another hour, this time focused on the non-technical. Specifically the vision, value and mission of the company. This interview is particularly valuable at companies that place a strong focus on the role of these artifacts within the company.

If nothing else, this conversation gives the candidate an idea of what the culture of the company is like and can raise an early flag if they depart from these core values in a major way.

4. **Take-Home Assessment:**

The penultimate step in the process is for the candidate to tackle a take-home assignment designed to mimic the on-the-job tasks they will be expected to do once hired.

The assignment is meant to take the average candidate about three hours, and an additional hour is given as a buffer. The assignment is rigidly time-boxed to ensure consistency across different applicants.

5. **Full-Team Interviews:**

The final step in the interview process is a full set of in-person (or video) interviews with the team. For 4Degrees, these interviews have historically included every member of the team (so three to five total interviews in one day).

We're quickly growing past the point where including the full team isn't reasonable; we've found that after about five hours the candidate's performance in an interview can't reasonably be expected to reflect their on-the-job performance. These interviews are tailored to focus on any as-of-yet unanswered questions from earlier in the process, and therefore have the least consistency across processes.

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Tips for Conducting Remote Interviews

Remote hiring makes conducting in-person interviews more difficult or sometimes impossible. **Because of this, hiring managers must feel comfortable with alternative methods for interviewing such as video conferencing.**

Whether your team has experience with video interviews or not, it's important to thoroughly prepare for the unique challenges and nuances of adapting to a digital interview process. An unpolished process can come across as unprofessional and even damage your employer brand. Keep reading for our top tips for conducting successful remote video interviews.

Be Conscious of Your Body Language

Treat a video interview like you would an in-person one. Just because there's a screen between you and the candidate does not mean that common courtesies are off the table. A whopping 55 percent of communication is nonverbal, and another 38 percent is conveyed through tone of voice; your words only amount to seven percent.

In short, the way you present yourself is extremely important, even in a video interview. Make eye contact, sit up straight and nod to show you're following what the candidate is saying.

Dress Appropriately

Even if you're no longer in the office, dress professionally. Showing up to the conversation in sweats and a t-shirt, unless it is typical office attire for your organization, will signal to the candidate that the conversation isn't really important. If a shirt and tie is most appropriate, wear it; you can always change after the interview.

Dressing as you would in the office gives the candidate a sense of your culture and makes a video interview feel more in line with an onsite interview. Of course, your attire is usually only visible from the waist up, so a blouse, collared shirt or nice sweater is perfectly acceptable.

Highlight Your Company Culture

Candidates can't experience your company culture firsthand during a video interview, so make a point to highlight your culture throughout the conversation. Emphasize your core values and company mission, share stories about team outings, and talk about how your office is structured and the intention behind it.

Paint a clear picture of what it's like to work at your company. Above all, infuse your culture into the interview by embodying your values and treating the candidate as you would a colleague.

Review Past Interviews and Take Notes

Ahead of a video interview, review your notes from previous conversations with the candidate so the next one is as productive as possible. Take notes on what the candidate says, how engaged they seem and their general demeanor during every interview.

Note that it's important to inform the interviewee that you're taking notes to reference later and that you're still paying full attention to the conversation. They can't tell what you're writing, and to them, it may seem like you're not paying attention.



Pro Tip:

Invest in a video conferencing platform with transcription services. Fortunately, most platforms offer this feature, which makes it easier to capture the entire conversation and share it with other stakeholders. Still, jot down notes on things that stand out to you during the interview

Be Considerate and Compassionate

Give your candidate the respect they deserve by minimizing background noises and distractions. However, life happens — especially at home — and there may be interruptions.

Before diving in, take a moment to acknowledge and appreciate the candidate's flexibility in moving the interview to a video conference and ask them for their patience if things pop up. Additionally, don't fault candidates if the same happens from their end.

Ask Consistent Questions

Regardless of interview format, it's vital that you ask all candidates a consistent set of questions. No need to reinvent the wheel; continue to use the questions you've outlined for in-person and onsite interviews.

That way, if interruptions happen — as they're likely to during video interviews — you're better prepared to evaluate and compare candidates based on the merit of their responses. Additionally, use an interview scorecard to remain unbiased in your evaluations.

Consider Pre-Recorded Interviews

When time constraints and access to resources make it difficult to schedule video interviews, consider asking candidates to complete a pre-recorded interview. Provide them with a limited number of questions and be mindful about the length of response each requires. When asking in-depth questions, stick to just a few.

Candidates will record their answers and submit the interview as a video file. This can either be done via email or a confidential content sharing platform. Some platforms even support this style of video interview.



Don't Forget

Be sure to specify the file size and format, as well as any time limitations. Explain how the video will be used and evaluated differently from a live video interview. Remember to over communicate — include any information you can provide to reassure the candidate and help them prepare.



Have A Backup Plan

No matter how many times you test your video interview software, problems can still occur. In the event that video or audio functions aren't working, internet access becomes unstable or surroundings are no longer conducive to an interview, have a failsafe in place.

Whether you default to a phone call or switch to FaceTime, ensure you have an alternative method for conducting the interview.

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Talk with the candidate about what is most convenient for them. If internet access is the issue, they may need to switch to a phone call. Alternatively, if background noises become too much of an interruption, you may have to reschedule the interview altogether or switch to a pre-recorded interview.

Silence Your Phone & Notifications

Give candidates your full attention and turn off the rest of the world when conducting video interviews. Your device's built-in speakers can pick up and magnify notification noises, which makes for a very unpleasant interruption.

On top of that, it's rude and disrespectful of your interviewee's time. Remember, this is a time to both assess a candidate's fit for the role and sell your company as a potential employer, so treat them with the same respect you expect from them.

Log On Early

Don't let your candidate wait around wondering if they've got the right time or joined the right meeting. Show up to the video interview five minutes early and switch off your video functionality while you wait. This will ensure you're on time to the meeting, but you can continue to work or organize your space in the meantime. Your candidates will appreciate your punctuality and preparedness.

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BONUS: Questions to Ask Your Talent Acquisition Team

Your talent acquisition team's job is to help recruit the best and brightest to your organization. However, at companies with aggressive hiring goals across all departments, recruiters can't do it all. **In order to get the support and resources you need as a tech hiring manager, here are some questions you should be asking your people team.**

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1. What is your strategy for bringing in top tech talent to our organization?
2. What platforms are your using to bring in qualified tech talent?
3. How are you showcasing the culture of our technology team?
4. How do you explain our tech stack to potential candidates?
5. What technology projects do you highlight for job seekers to see?

The responses to these questions will help you determine where you can fill in gaps, how you can use your team's knowledge to support these efforts and identify opportunities for improvement.

In order to be successful in attracting top tech talent, hiring managers and talent acquisition teams must be partners. Be sure to approach these questions in a thoughtful way and be willing to support their efforts in any way that they may need.

Key Takeaways

The foundation of your interview process should remain unchanged.

When adapting to a remote interview process, not every step will need a massive change. Instead, keep the foundation of your process the same. A drastic overhaul of your interviewing process is unnecessary and will cause more problems for your team. Don't overcomplicate it: identify what doesn't work remotely and focus your efforts on adjusting those steps.

Company culture needs to be a constant.

Conducting remote interviews often means a lack of in-person interactions. This makes showing off your company culture that much more difficult. You must make culture a focus either throughout the entire interview process or the sole focus of one interview. This will allow candidates to understand the culture of your company and hopefully get excited to be a part of it.

Simplify your technical assessment.

The technical assessment portion of your interview shouldn't be tricky. After all, it's meant to mirror the experiences candidates will have in their day-to-day role and assess how they handle them. Sometimes simple is better. Finding a problem to present to candidates that directly relates to the potential role is the best way to determine whether they are the right candidate or not.

Focus on building an unbiased evaluation process.

When multiple interviewers are involved and there isn't a standardized measurement process for candidates, bias is bound to be alive in your interview process. You must take action to prevent these biases from occurring by building a measurement process that can easily be followed by everyone involved.

Don't forget to assess soft skills.

Technical skills are a must but don't underestimate the value of soft skills. These are what will make a good candidate great. The ability to clearly communicate and collaborate with teammates will set your team up for success. Find ways to evaluate and take notice of these skills throughout your conversations with a potential candidate.



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