



# How to Attract the Right Developers

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# Introduction

Every great leader knows that people are the backbone of innovation. It's why the war for talent has never been more fierce. Over the past few years, leading-edge companies across all verticals are building revolutionary software to innovate:



Out of 35,000 folks at Goldman Sachs, for instance, 9,000 are technology employees.



Retail giant Walmart launched Walmart Labs, which houses over 2,000 "technologists," including developers, engineers, data experts and more.



Chipotle is not only hiring IT professionals but also hosting hackathons to boost sustainability.



The healthcare industry has seen a 3X increase in tech-driven job postings since 2007, when the HITECH Act passed.

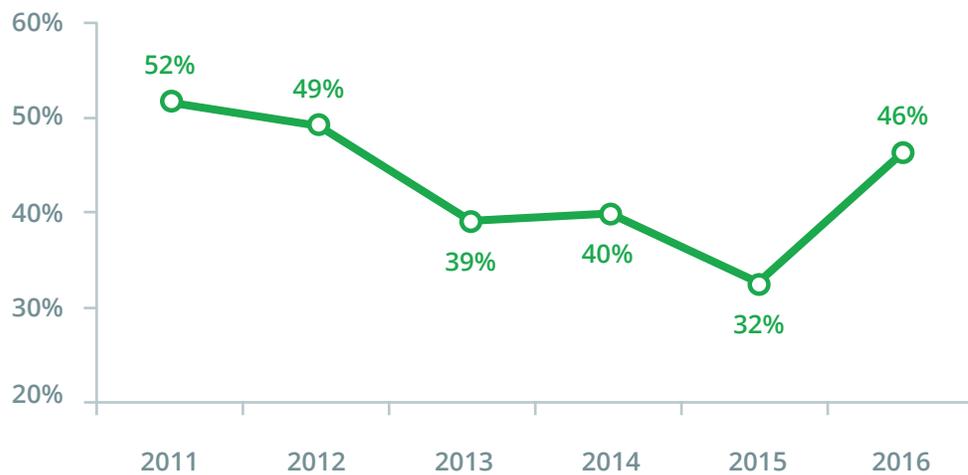
## ***PROBLEM: Competition for talent is fierce. Too many tech roles are going unfilled.***

This demand for engineers is the root of the competitive recruiting environment you are facing today. In fact, since every industry has some form of technology component, the concept of a "tech industry" will soon be obsolete.

Forrester reports that companies which aren't proactively looking for ways to attract top developer talent will end up paying 20% above market salary rates for incoming hires with in-demand skills. Competition is particularly tight in high-growth tech markets. If you're located in the world's leading startup cities, like Silicon Valley, New York, L.A., Boston and Tel Aviv, London, you're likely competing against hundreds of similar startups within a 50 mile radius. Meanwhile, cities without a booming scene, like Little Rock or Milwaukee, are just as difficult because they're generally less appealing to younger talent. As the fabric of society is transforming into a blanket of source code, developers and data scientists reign king.

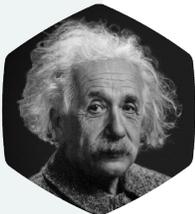


USA: % Having Difficulty Filling Jobs



Source: [Manpower](#)

**SOLUTION: Stop doing what every other tech recruiter does.**



*"Insanity is doing the same thing over and over again and expecting different results."*

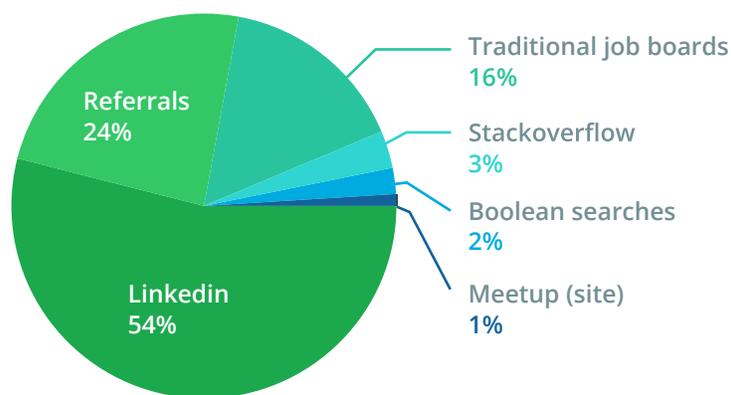
- Albert Einstein

Hiring managers across the board are practicing the same techniques: Combing through LinkedIn profiles, poaching candidates through social networks and--worst of all--sifting through thousands of resumes. To build a strong team, companies must stop playing tug-of-war with the same pool of top talent. There are quite a few theories as to why there is a [talent shortage](#) today. The only thing that's certain is that employers are struggling to find talent.



Here's an OpenView survey that illustrates the biggest, most overused strategies that tech recruiters use. In other words, here's what not to do:

### Tools Tech Recruiters Believe are Most Effective for Recruiting Software Engineers



By and large, most employers aren't adopting innovative strategies to uncover talent in different pools. Consider a Brandon Hall Group's recent 2017 State of Talent Acquisition Report:

38%

of organizations consider their recruitment marketing strategy to be effective or very effective.

63%

of organizations don't even have an effective talent acquisition strategy

The best candidates aren't hanging out on job boards or LinkedIn daily. Traditional resumes and cover letters aren't an efficient or effective way to evaluate a person's skills. This comprehensive guide helps you both understand the current state of technical recruiting and develop a proven strategy to build a winning technical team, no matter where you're located.



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# 01 Small Companies: How to Size up Giants

One of the biggest challenges for small companies is to attract talent with a limited budget and resources. Here are two proven ways to jump that hurdle:

## Build a Community Around your Brand

You might not be able to compete with Google's fancy campus, but you have something over the rest of the big giant corporations: Personalization and speed. Start-ups have the advantage of limited red tape when overhauling their strategies and hiring methods. You can move fast and emphasize just how influential every single member of your team is to the bottom line and product. Highlight the most unique benefit you can offer.

Take a look at the other key players in your tech space and find your unique voice that differentiates your culture. Is it your commitment to offering health care access worldwide at ZocDoc? Are you passionate about democratizing investment opportunities, like Robinhood? What do you value most that others can't find anywhere else? Convey a sense of community, leadership and pride through your people. It all starts with your own team-- they're your biggest ambassadors and the most unique thing about your company.

## Look for Skill & Passion, not Job Titles or Brand Names

Another way to go against the grain is to spot true skill instead of fixating on job titles or brand names on a resume. For instance, if you're looking for a [data scientist](#), most recruiters spend hours looking for "data scientist" on LinkedIn profiles and resumes.

Folks outside of the tech space often don't realize that the most astonishing achievements in data science weren't accomplished by just one superstar, unicorn data scientist. When data scientist David Hardtke was tasked with building a strong data science team at startup Bright.com several years ago, he couldn't afford to recruit the best data scientist away from the likes of Google and Facebook. But he knew something most data scientist-crazed recruiters don't understand: At its core, it's all about learning how to ingest data using statistical methodology and computational techniques to find an answer.



Most scientific disciplines require this knowledge. So, he hired scientists across disciplines: physicist, mechanical engineer, statistician, astrophysicist—basically anyone who wasn't a computer scientist or data scientist. Because frankly, the latter two most in-demand jobs are far too expensive.

***While most recruiters are out competing for the same Stanford alumni data scientists, startup recruiters should look for hidden gems--folks with a mix of aptitude and potential—who don't happen to have a fancy degree.***

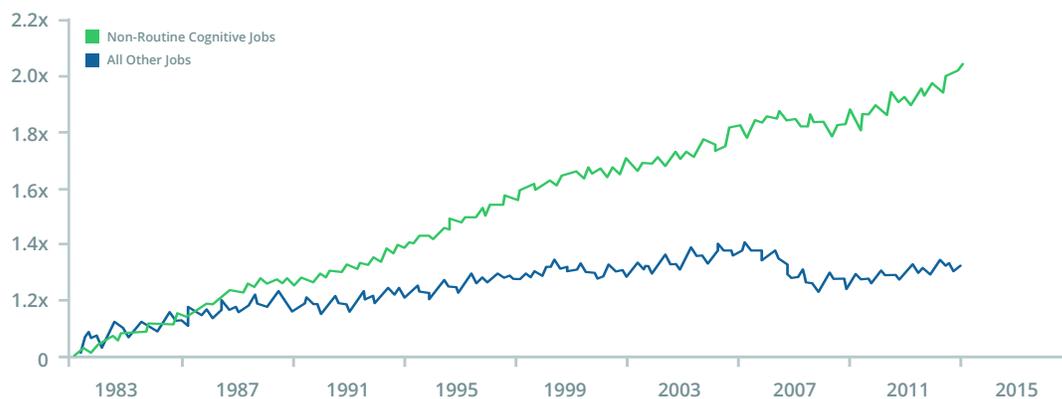
## Quantify Skills with 100% Accuracy

Traditionally, resumes have been the go-to source for skill evaluation, but they're not an accurate representation of skills. The 2017 HireRight Employment Screening Benchmark Report reported that 85% of respondents said they spotted a lie on a resume.

As the demand for specialized technical skills has increased, vetting highly specialized technical candidates requires a more calculated process. This explains why the average time to hire has boomed in parallel with specialized jobs.

***High-skilled/knowledge-based Jobs grew 2x Since 1983, while other jobs grew 1.3x***

Non-Routine Cognitive Jobs\* vs. All Other Jobs Growth  
USA, 1983 - 2015 (Indexed to Jan 1, 1983)



\*Non-Routine Cognitive Jobs = High-Skilled and Requires Flexibility, Creativity & Problem Solving



As the need for technical roles increases, the need for a more comprehensive screening process is required by companies, thus increasing the time to fill.



*"There's been a marked change in the composition of the workplace in recent years, with a shift away from low-skilled, routine jobs and towards higher-skilled positions requiring more sophisticated skills. Hiring specialized and technical workers requires a more careful - that is, longer - vetting process."*

*- Glassdoor Chief Economist, Dr. Andrew Chamberlain*



Smaller companies don't always have the luxury of time when candidates have multiple offers on the table and are moving quickly. The recruiting process also typically requires hundreds of hours of your engineering manager's time, the cost of hiring can quickly add up.

The good news: Given the right automated screening tools, you can evaluate candidates with 100% accuracy using data analytics.

To optimize for accuracy in your screening process:

- Pinpoint the technical skill that you really need. For example, if your team is in dire need to find a database specialist, craft a challenge that only the best database experts would be able to crack.
- [Craft a technical challenge](#) that's highly relevant to your business and the open position.
- Incorporate the challenge in your screening process to filter out candidates who aren't skilled enough to solve your unique technical challenges

Here's a sample CodeChallenge problem statement from a finance company. The real-world challenge relates to the stock market:



## Problem Statement:

Historical Values of the Day's Highest Price for a Stock



A time series of a stock's highest price during a trading day (at the New York Stock Exchange), is provided to you. In each test case, the day's highest prices is missing for certain days. By analyzing data, try to identify the missing price for those particular days.

### Input Format:

The first line contains an integer  $N$ , which is the number of rows of data to follow. This is followed by  $N$  rows of data, each of which contains a time-stamp in the first column and the day's highest price for the stock in the second column. There is a tab delimiter between the two columns of data. There are exactly twenty rows in each input file, where the day's highest price is missing. The missing prices are marked as "Missing...1", "Missing...2" ... "Missing...20". These missing records have been randomly dispensed in the rows of data.

### Output Format:

The output should contain exactly twenty rows, each containing your predicted value, for each of the missing values (Missing\_1, Missing\_2... Missing\_20) in that order.



## 02 Large Companies: How To Get Quantity Without Sacrificing Quality

### Adapt Your Strategy

With a low pool of candidates, you'll need to turn over every rock to find the best talent. Don't fish from the same pool that every other tech recruiter is fishing from. The key to successfully maximizing all your resources is to think like a developer and go where the developers hang out.

Most--if not all--developers are obsessed about solving challenges. It's the nature of their work:

*"We're an optimistic bunch. As soon as we hear requests or calls...we immediately start to think about solutions"*

- Brent Jenkins, Senior Director, Engineering, Ticketfly

### Conferences and Meetups

A great source for candidates, and another way to enhance your talent brand, are the large gatherings where developers get together to refine their skills and discuss the latest in software development. Having a presence at these types of events is an opportunity to engage with many potential candidates in a more casual environment. They also help you vet candidates from a cultural fit standpoint, which can, in turn, speed up your overall recruiting process.

### Welcome Candidates From All Angles

Collect information from any inbound candidates that stumble upon your company in their search. Allow developers to qualify themselves by adding a public link to an open coding challenge to your career page. Many candidates land here in their research to learn more about a company as an employer, take this opportunity to allow them to proactively push themselves forward in the process. Screening candidates who find you with open coding challenges widens your search with very little effort on your end.



## Show Off Your Innovative Team with an Engineering Blog

It used to be exciting to be able to play ping pong at work. Now, every startup within a 100 mile radius offers the same old perks:



Game Room



Free Snacks



Dogs At Work



Health Benefit

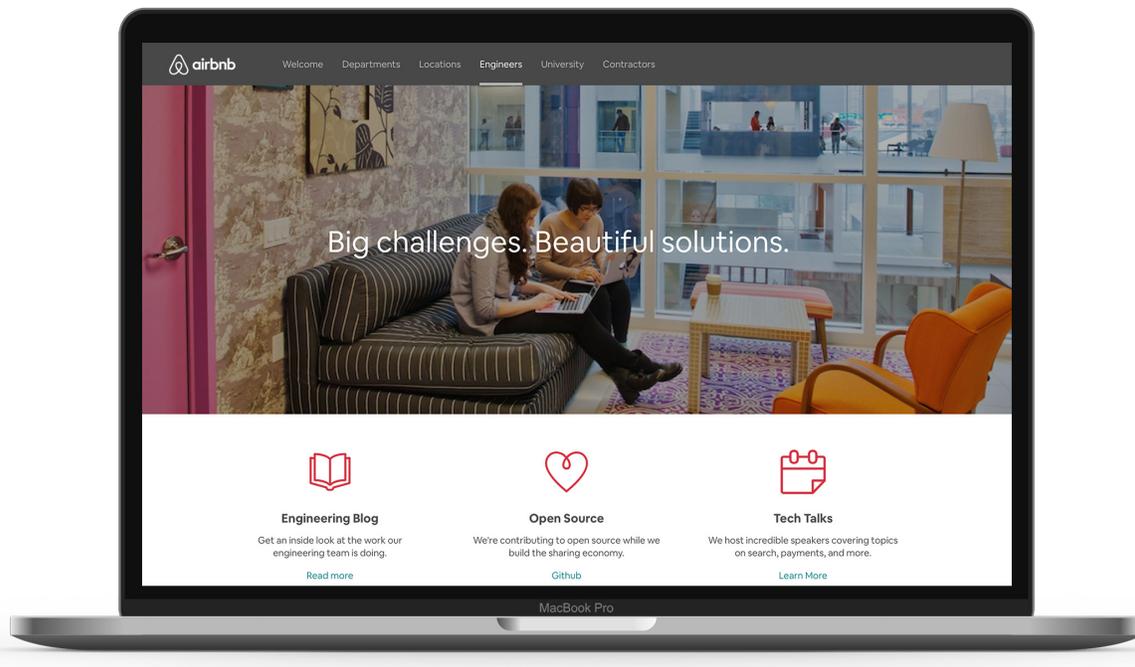


Casual Dress

The best engineers don't work at a company just for the free food or ping pong. Engineers who are truly passionate about their craft are looking to work in a team that compliments their passion--their desire to change the world with technology. Give engineering candidates a platform to be part of something bigger than themselves.

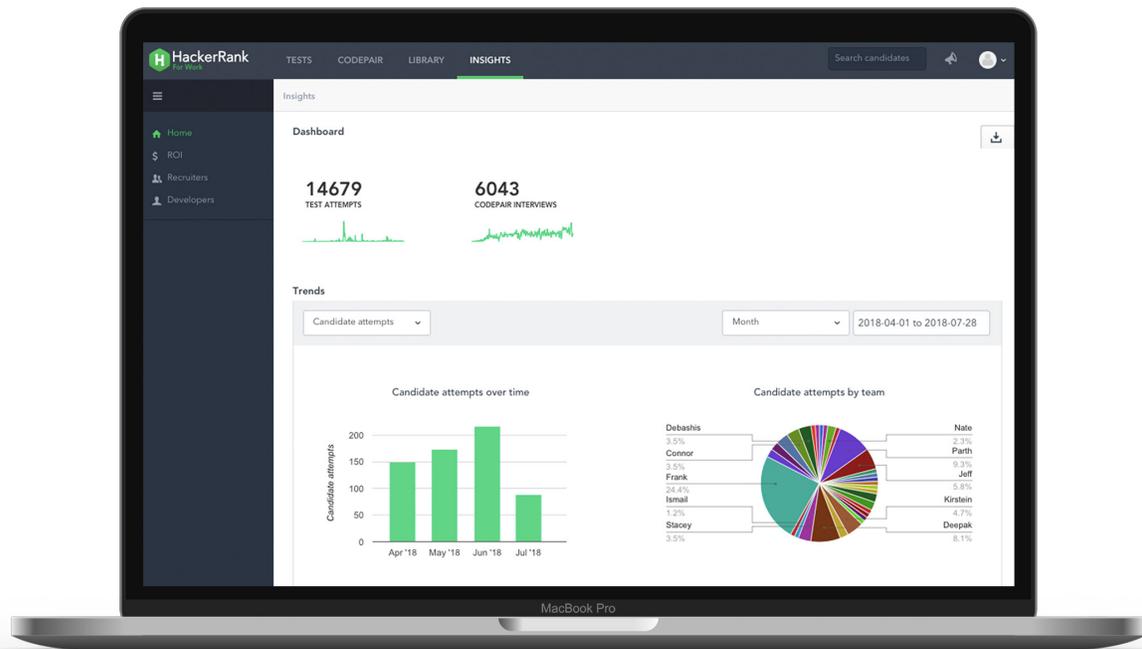


From Cisco to AirBnb, every top engineering team has a website dedicated to the engineering team about their latest innovations. AirBnb does a great job providing a portal for engineers to learn more about what they'd be doing if they worked at the most cutting-edge travel company.





## Take Data-Driven Action



When you're recruiting for a larger team, over time, you start to accumulate a rich treasure trove of data that can help you make better long-term decisions for your engineering team.

Companies--as a whole--have increasingly turned to Big Data to forecast and plan business decisions. In the past year alone the amount of organizations with deployed data-driven projects has increased by 125%, according to an IDG Enterprise study on Big Data Analytics. Implementing a robust data analytics system into your talent acquisition program can help attract more candidates, faster.

For instance, if you use HackerRank for Work, which integrates with top Applicant Tracking Systems (ATS), like Greenhouse and Taleo, your recruiting team may have access to key insights like:



**ROI CALCULATOR:** See exactly how much money you're saving by automating your recruiting through CodeChallenges.



**INDUSTRY BENCHMARKS:** Get an inside view of how your recruitment team is performing against other companies based on their size, industry, and location.



**RECRUITER PERFORMANCE:** Detailed stats for every recruiter your team gives you direct insight into who is sourcing from the best channels and how their hiring funnels compare against each other. You can also measure which screening questions are the most effective.



Having a dashboard that beautifully displays your recruiting activity overtime is a great way to see which questions and recruiting channels are truly working. Over time, you can measure how long it takes your team to assemble a full funnel for any given job title, making your yearly talent acquisition strategy more predictable. Data-driven decisions can help you make more strategic and accurate decisions and further expand your pool of talent.



## 03 Conclusion

The war for talent is aggressive, but talent leaders who combine a creative approach and data-driven platforms will be able to source wider, more accurately and successfully. People are the biggest asset and investment for every successful company, from startups to conglomerates. Investing in innovative strategies to go beyond traditional recruiting methods is the key to overcoming the--so called--talent shortage.

Want to learn more?

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# HackerRank

## Match Every Developer to the Right Job

HackerRank is a technology hiring platform that is the standard for assessing developer skills for over 1,000 companies around the world. By enabling tech recruiters and hiring managers to evaluate talent objectively at every stage of the recruiting process, HackerRank helps companies hire skilled developers and innovate faster.

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