

# Engineering a more equitable hiring process

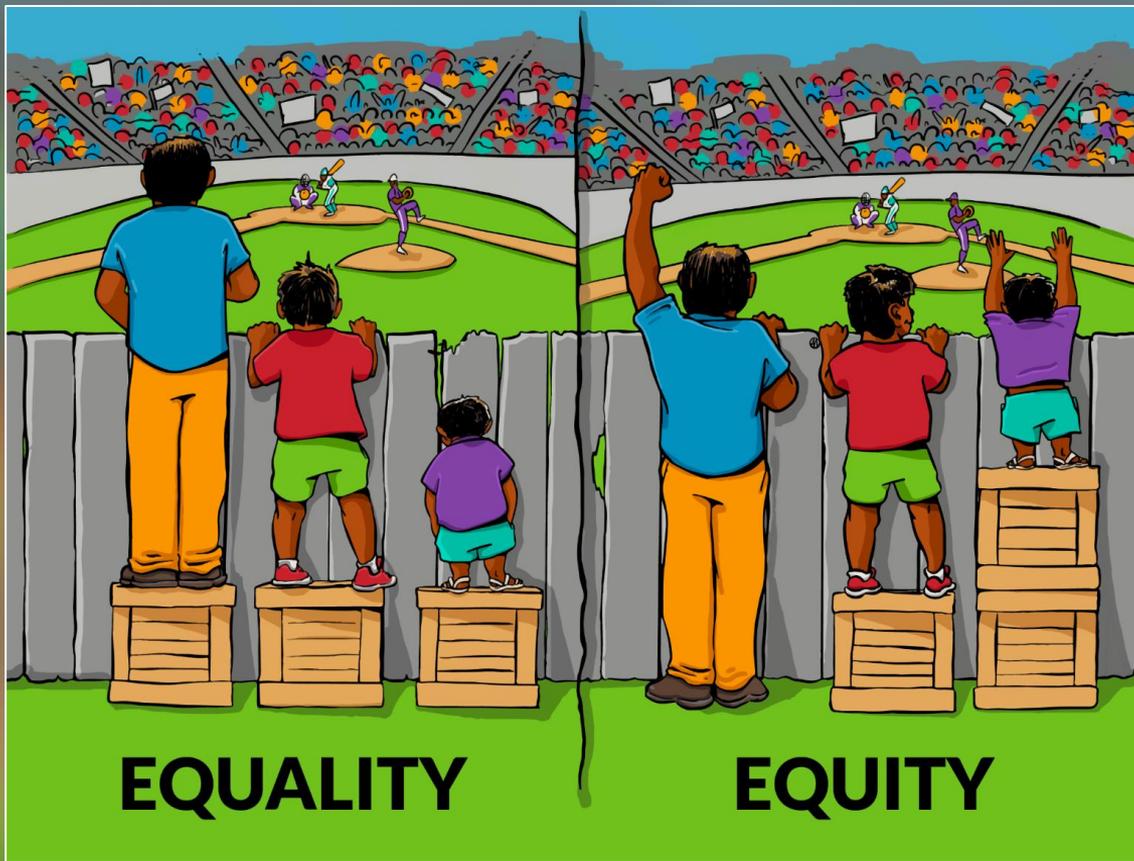
Jason Wodicka they / them

Principal Developer Advocate, Karat

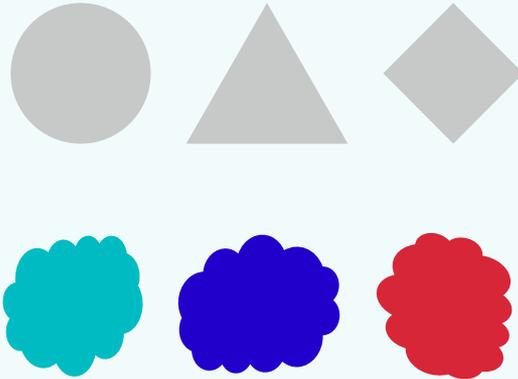
**Engineering a more  
equitable hiring process**

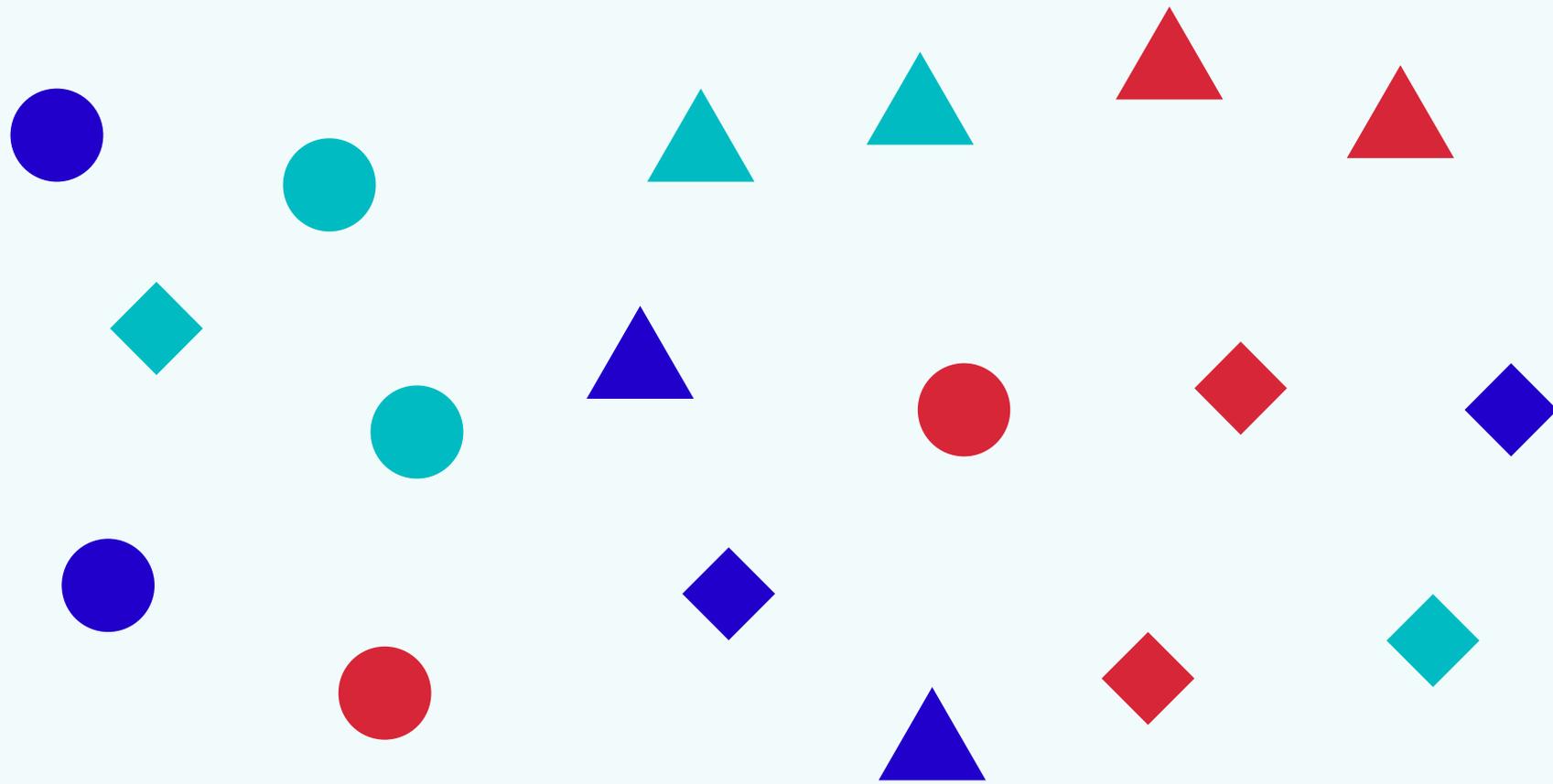
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**Finding the right  
candidates efficiently**

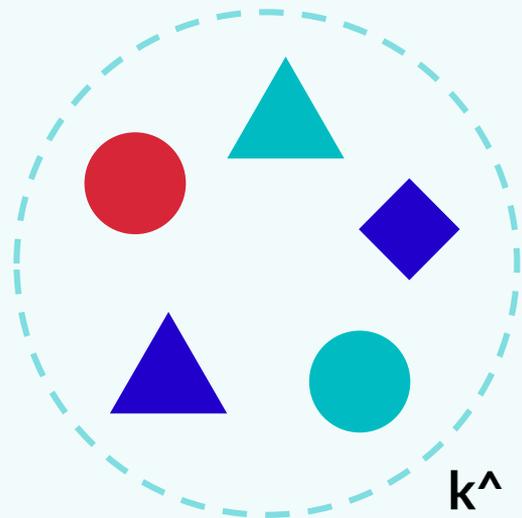
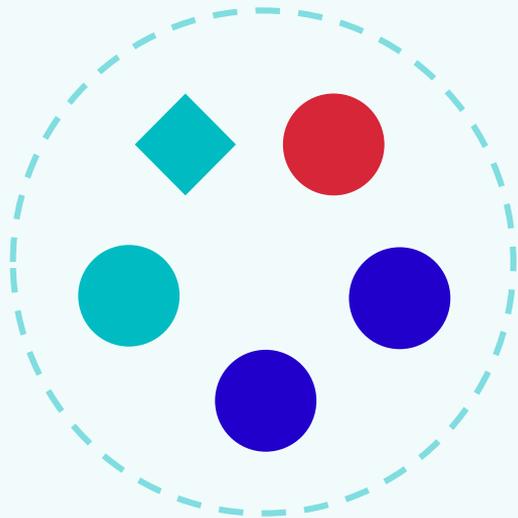
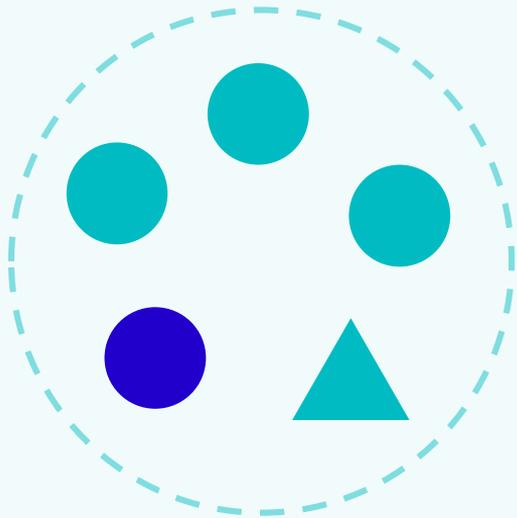


**There is no such thing  
as a “diverse hire”**

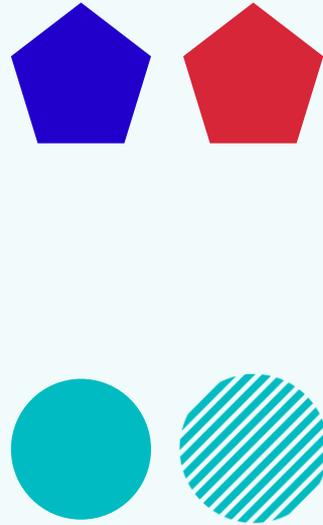
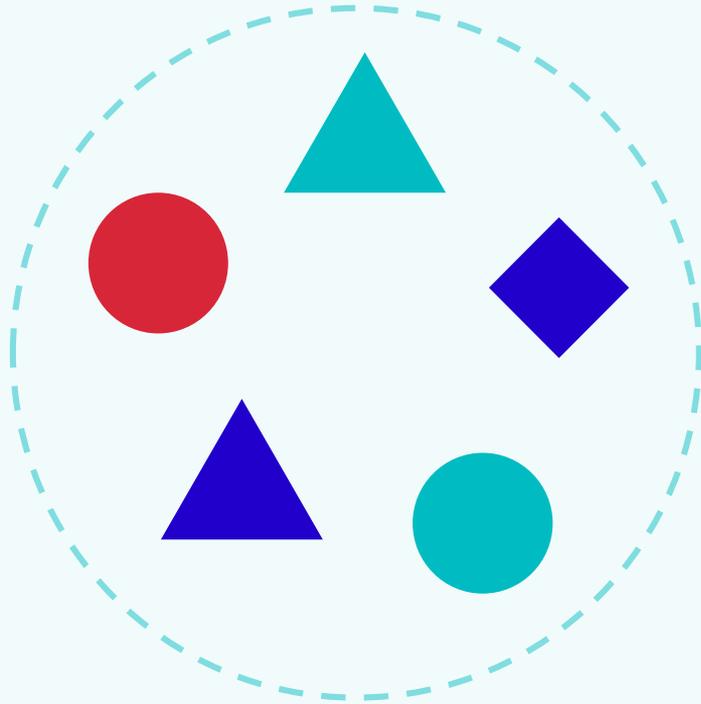




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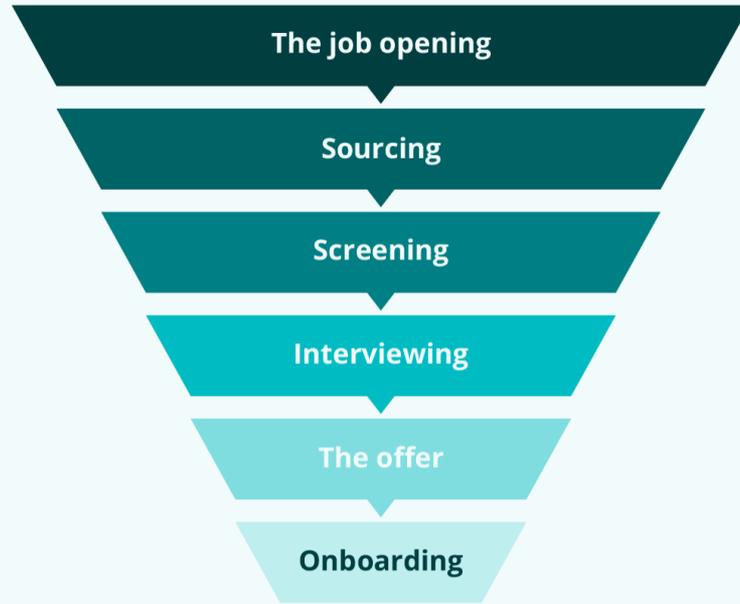


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**These are tools for creating  
an equitable process**





## The job opening

Sourcing

Screening

Interviewing

The offer

Onboarding



**Sebastián Ramírez**  
@tiangolo

I saw a job post the other day. 📄

It required 4+ years of experience in FastAPI. 🧑

I couldn't apply as I only have 1.5+ years of experience since I created that thing. 😂

Maybe it's time to re-evaluate that "years of experience = skill level". ♻️

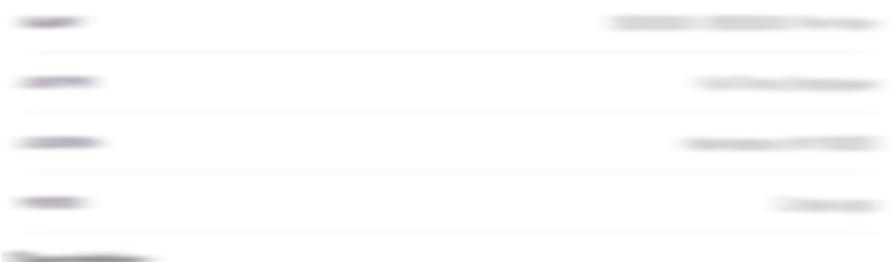
6:40 AM · Jul 11, 2020

43.5K Retweets 3,565 Quote Tweets 173.6K Likes

# What does your job posting signal?



Software Development Ninja



go-to guy

an assertive, ambitious self-starter

excellent craftsmanship

leadership material

speaks his mind

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Understand the role at the start

State the real requirements

Eliminate biased language

## The job opening

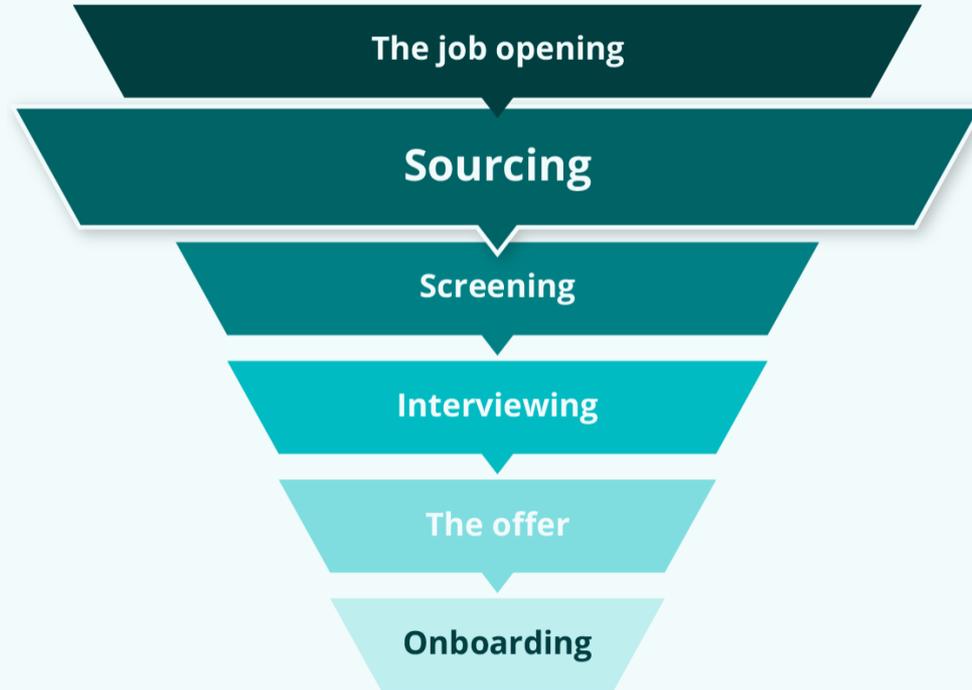
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# Actively seek the candidates you want

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# How and where you search matters

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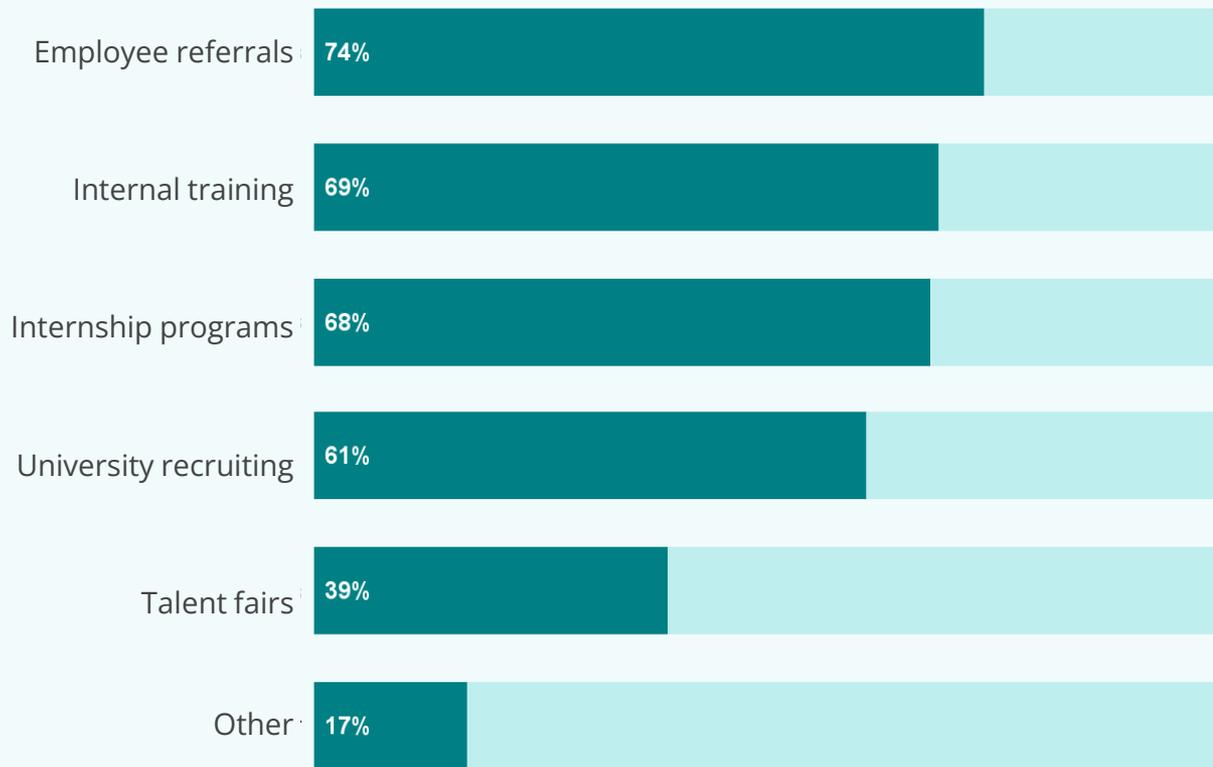
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# How companies find technical talent



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“80% of people who work in Silicon Valley come from the same schools. They all know each other and hire people who they know.  
**We aren't the people they know.”**

CS Student from Howard University, 2014

Actively recruit outside your comfort zone

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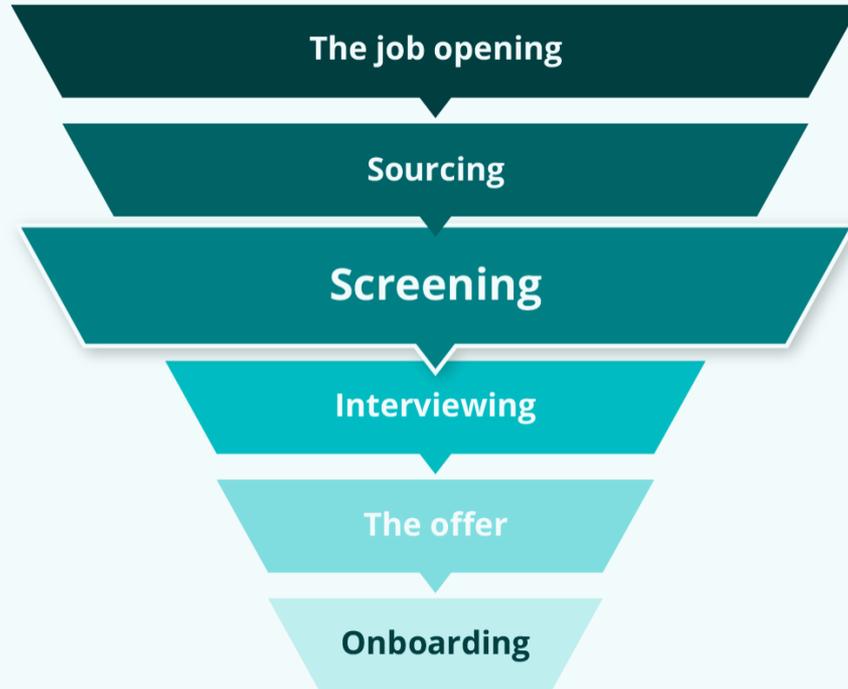
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# Avoid pedigree bias



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# Don't over-screen applicants

Source	% of total	Candidates per hire
In-person events	2%	9
Referral	10%	11
Direct applicants	25%	18
Social media	11%	24
Recruiter outreach	34%	27
Third-party boards	14%	29

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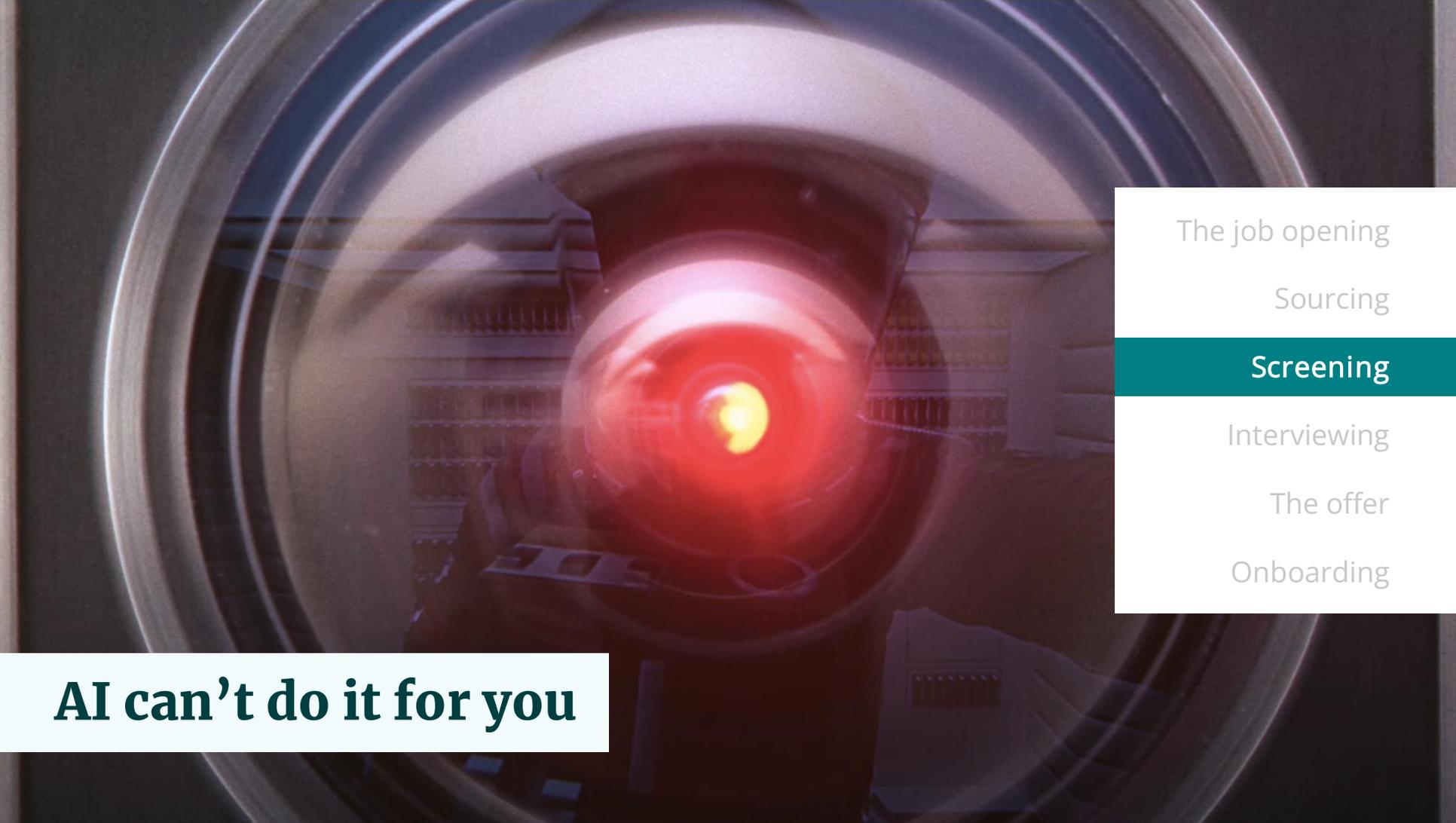
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**AI can't do it for you**

Avoid pedigree bias

Screen your applicants consistently

Hire based on skills, not CVs

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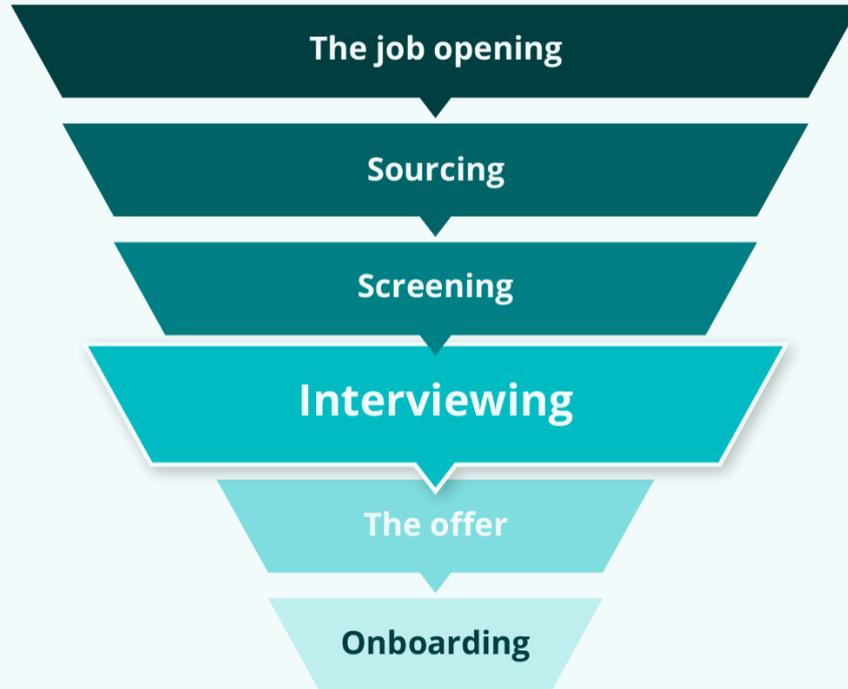
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# Familiarize candidates through practice

Proportion of Black Engineers Who Felt **Likely to Succeed** in a Technical Interview



Candidates who complete 3+ practice interviews are **6x more likely to land a job** and **twice as likely to feel confident** in succeeding in an interview.

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# Let candidates retry their interview

“Some people don’t interview well and having that as an option can be **life changing.**”

– Candidate feedback about interview redos

Black candidates are **30% more likely** to take a redo interview. <sup>1</sup>

**60%** of underrepresented candidates **improve their performance** in a redo interview.

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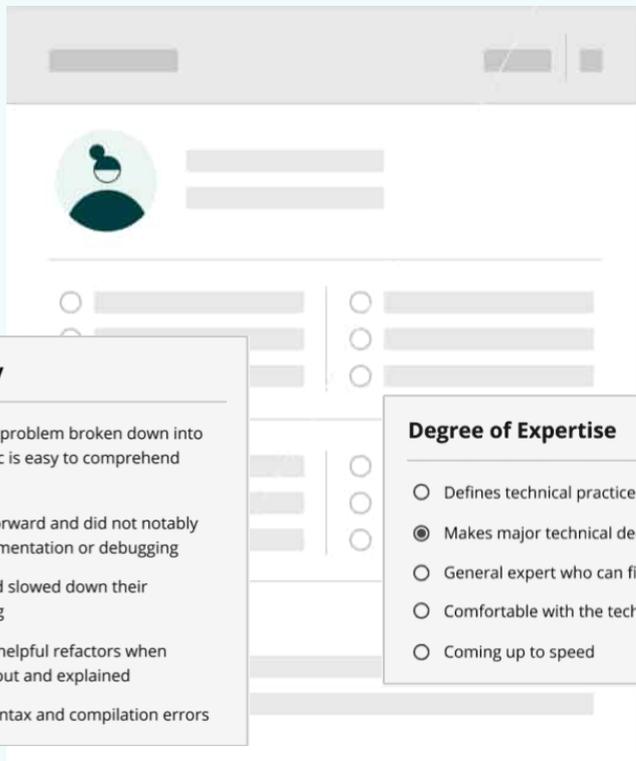
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<sup>1</sup> Compared to non-URM candidates across the interviewing cloud

# Use structured evaluation



## Implementation Quality

- Code was well organized. I.e. problem broken down into single purpose methods, logic is easy to comprehend without error
- Code was relatively straightforward and did not notably slow down candidate's implementation or debugging
- Code confused candidate and slowed down their implementation or debugging
- Candidate could not identify helpful refactors when confusing code was pointed out and explained
- Code contained significant syntax and compilation errors

## Degree of Expertise

- Defines technical practices and standards across the engineering organization
- Makes major technical decisions, or designs new systems or major components
- General expert who can fix any problem within their area or responsibility
- Comfortable with the technology and/or expert in one significant domain
- Coming up to speed

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# Decouple assessments



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# Eliminate hidden assessments

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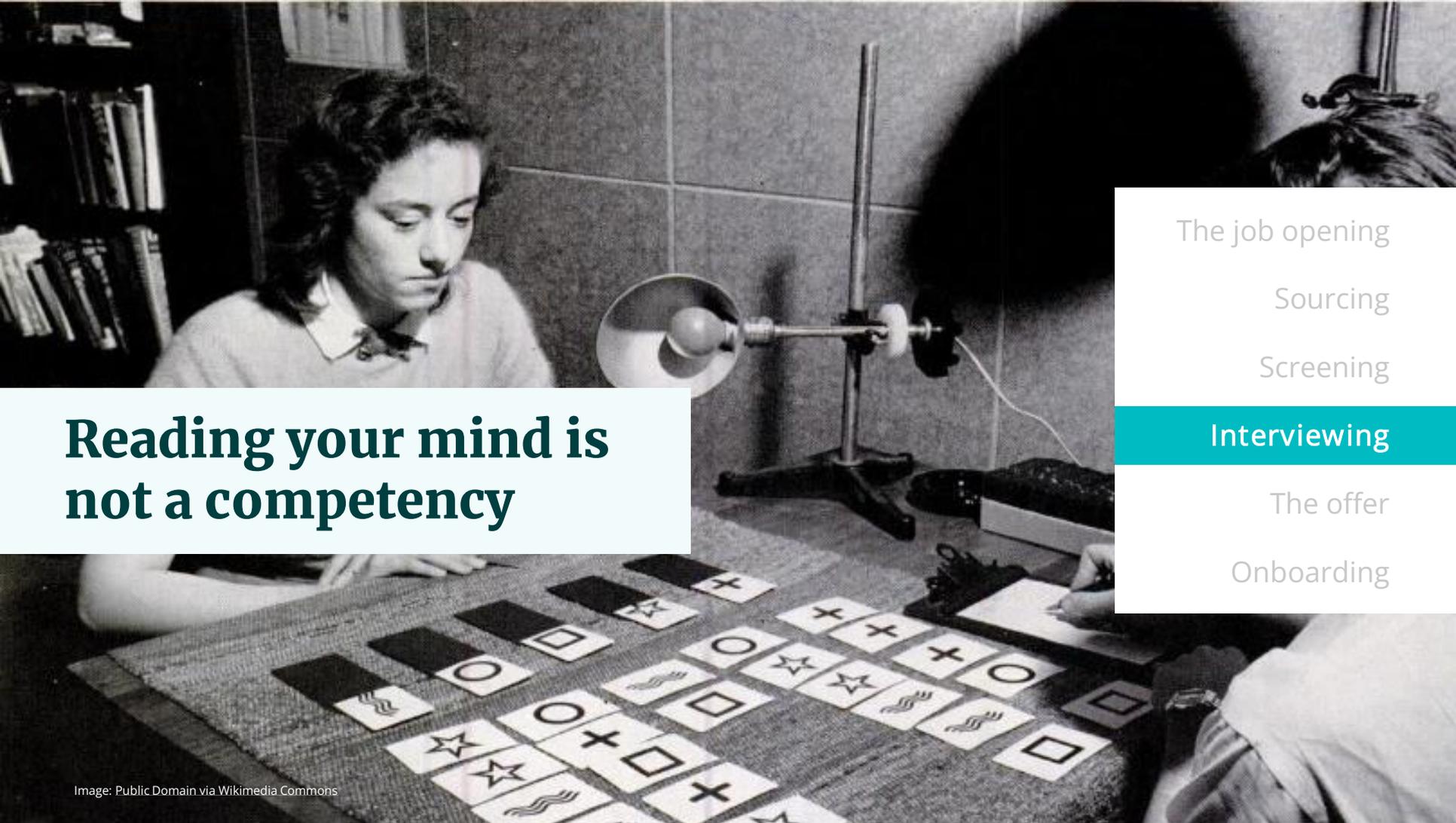
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## Reading your mind is not a competency

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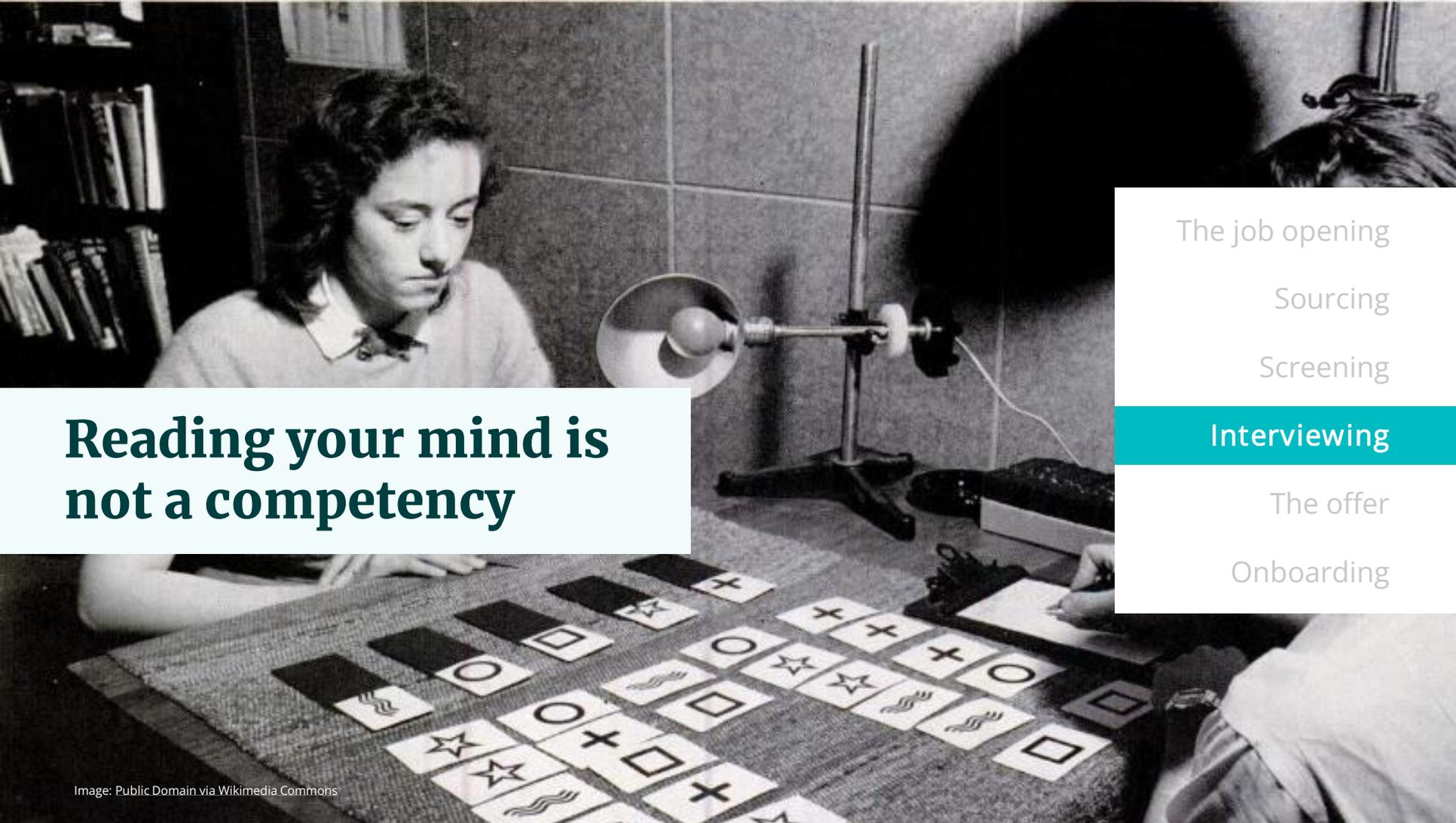
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## Reading your mind is not a competency

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# Provide structured assistance

Practice and redo interviews are equitable

Structured evaluations are key

Evaluate job-relevant skills

Provide a consistent experience

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**Make consistently fair offers**



# Recognize the differential value of benefits

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Make consistently fair offers

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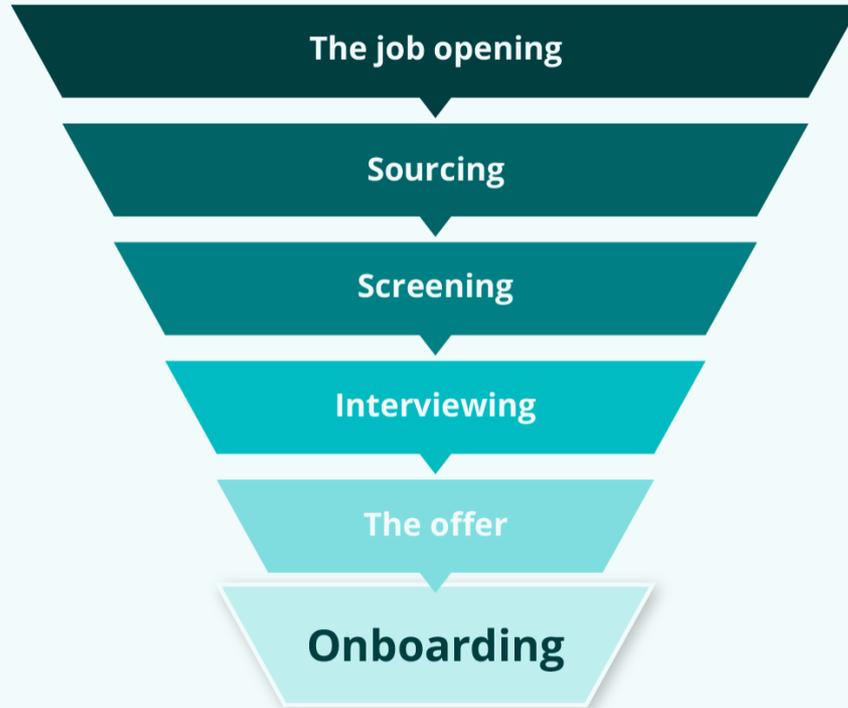
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# Assume competence

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# Create a personal onboarding plan

Set your new hire up to succeed

One size does not fit all

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The entire  
process

# Measure results and create accountability

Does your organization set specific diversity requirements, goals, or metrics?

**Yes** 28%

**No** 72%

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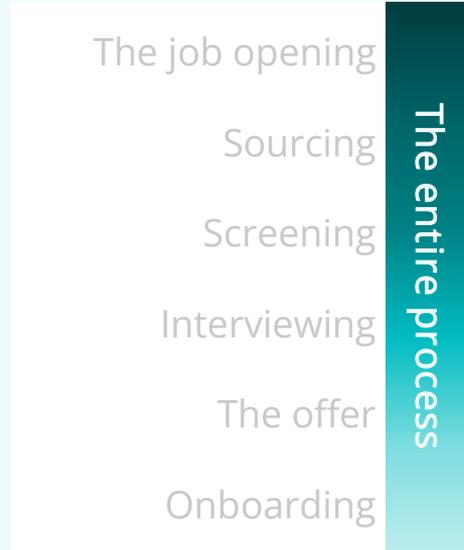
Interviewing

The offer

Onboarding

The entire process

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**Yes.**  
**This is hard.**



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# I'm (still) Jason



Principal Developer Advocate at Karat



they / them

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