

# Hiring and Staffing

15-313, Spring 2016

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*November 17, 2016*

# Questions to address today

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- ❖ How should we choose who joins our software projects?
- ❖ *Who* does it take to form a team?

# Like everything else in software engineering...

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- ❖ Staffing and hiring are about *tradeoffs*.
- ❖ Why can't we have it all?

# Today: Experiential Staffing

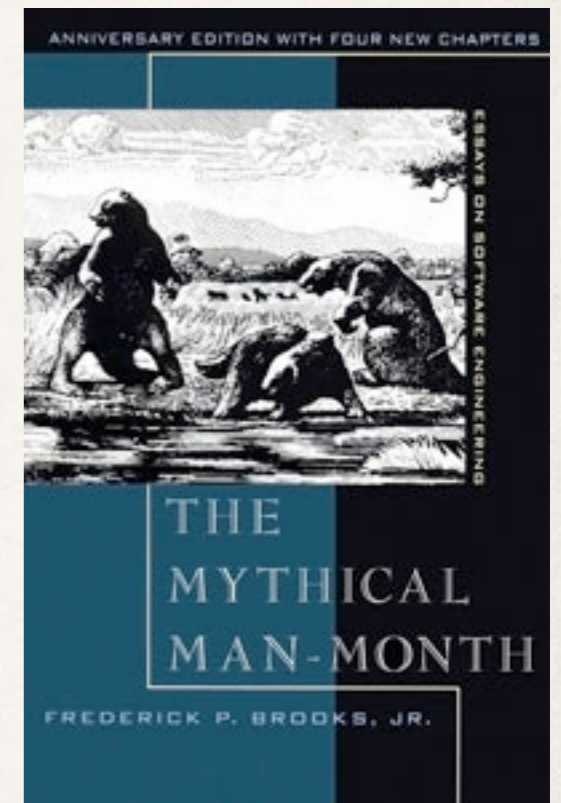
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- ❖ You will extend between 0 and 2 job offers today.
- ❖ I will show you a process you could follow. There are others.

# Identifying a need

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- ❖ What problems can hiring people solve?
- ❖ When is hiring not going to help?
- ❖ Who do you need to hire?
- ❖ By when?



# Hire the best?

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- ❖ What does “best” mean?
- ❖ On what does it depend?

# Team thinking

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- ❖ What gaps are there in the team's skillset?
- ❖ What **skills** are required to be productive?
- ❖ What **values** are required to be cooperative?
- ❖ Diversity

# Evaluating candidates

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- ❖ What will this candidate be able to do?
- ❖ What areas will the candidate need help with?
  - ❖ Mentoring
  - ❖ Training
- ❖ How long will the candidate stay here, if hired?



# Bias

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- ❖ What kinds of biases might you be subject to?
- ❖ Why is bias bad?
- ❖ How can you avoid (unconscious) bias in hiring?

# Today

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- ❖ Each team: write a job description
- ❖ I will distribute résumés
- ❖ Each team: write down questions for each candidate
- ❖ I will use your questions to conduct the interviews
- ❖ Teams decide who to make offers to

# Job description

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- ❖ Your job description (today, anyway) will encode your key needs and values.
- ❖ You might disagree (individually) with the decisions!
- ❖ Take < 10 minutes.

# Résumés

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- ❖ For each candidate, guess likely strengths and weaknesses.
- ❖ What concerns do you have with each candidate? Read between the lines. Who are these people?
- ❖ Write 3 questions per candidate according to your job description.
- ❖ Anything *job-related* is fair game. Be direct.
- ❖ Don't break the law (see next slide).

# Important US laws ([eeoc.gov](http://eeoc.gov))

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- ❖ It is illegal for an employer to discriminate against a job applicant because of his or her race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), national origin, age (40 or older), disability or genetic information. For example, an employer may not refuse to give employment applications to people of a certain race.
- ❖ An employer may not base hiring decisions on stereotypes and assumptions about a person's race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), national origin, age (40 or older), disability or genetic information.

# Whom to interview?

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- ❖ Vote for first interview.
- ❖ Vote for second interview.
- ❖ In the real world, someone might choose whom to interview individually.

# Interviews

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- ❖ Take notes if you like.
- ❖ Immediately after the interview, write down (without discussion) “hire” or “don’t hire”.
- ❖ Candidates: refer to your crib sheets. Make things up if necessary.

# Making a decision

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- ❖ Avoid bias. Counterbalance each other.
- ❖ Reveal opinions at once?
- ❖ Be careful — someone's career is at stake.
- ❖ For each candidate, choose: *hire* or *don't hire*.
- ❖ If not sure, pick *don't hire*.
- ❖ If you want to hire more than one, pick one “best” candidate.



# Discussion

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- ❖ Did you make the right choice?
- ❖ Disagreement?
- ❖ How did you make your decisions?
- ❖ What, if anything, would you tell the candidates?