



Interviewing and Hiring Like a Boss


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*I would like to begin by acknowledging
the Traditional Custodians of the land on which we gather today,
and pay my respects to their Elders past and present.*

I extend that respect to Aboriginal and Torres Strait Islander peoples here today.





I hate
interviewing.



The great fallacies of our industry...

"The idea that once you know how to code, you know how to interview to find out if people know how to code is perhaps the second biggest fallacy in our field.

The first is the idea that once you know how to code, you know how to lead others who code." – Ted Tencza







I love
interviewing.





What's the company's goal?

To hire the best candidate for the role with long-term potential to grow.

What's my goal?

All of that, and to make this process as painless as possible, for both me and the candidate.



What I'll cover today



Before the interview



Interviewing



Decision Time



Protips

Job descriptions



- Not just a list of bullet points.
- Include information about the day-to-day activities in the role.
- Watch your language for bias.
- Consider writing a "success profile" for internal calibration.

Reviewing CVs

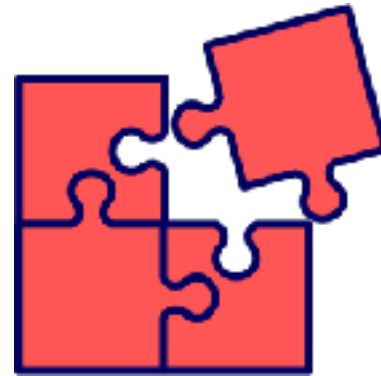


- Don't let them pile up.
- Consider obscuring names/photos.
- Be careful looking people up on social media.
- Have specific criteria in mind.

Interview structure



Number of interviews
and format



Interviewers and
competencies they will
cover



Shadows and
"reverse shadows"

Functional Skills



- Assign them to interviewers to ensure coverage, consistency, and accountability.
- Avoid candidates having to spend a lot of time on wasted work.

Prebrief



- Can be a meeting or an email.
- Double-check the interview setup.
- Explain the role and key competencies.
- Review previous feedback.
- Share support requests.



Interview preparation

- Source appropriate questions.
- Prepare your template.
- Review candidate information.

Interviewing

- Put them at ease.
- Explain what will happen.
- Introduce shadows.
- Know the boundaries.
- Leave time for questions.
- Share next steps.



Capturing feedback

- Look for numbers, scope, and impact.
- Ask probing questions.
- Don't be afraid to cut someone off.





Writing feedback

- Work bottom up.
- Use a standard rubric.
- Avoid biases.
- Don't just recap - synthesise & analyse.

Conducting a debrief

- Start with less tenured/senior folks.
- Ask open ended questions.
- Confirm strengths or mitigate concerns.
- What is the compelling reason to hire?





Coaching and feedback

- Call out positive examples.
- Privately coach where needed.

Metrics



SLAs to identify
bottlenecks



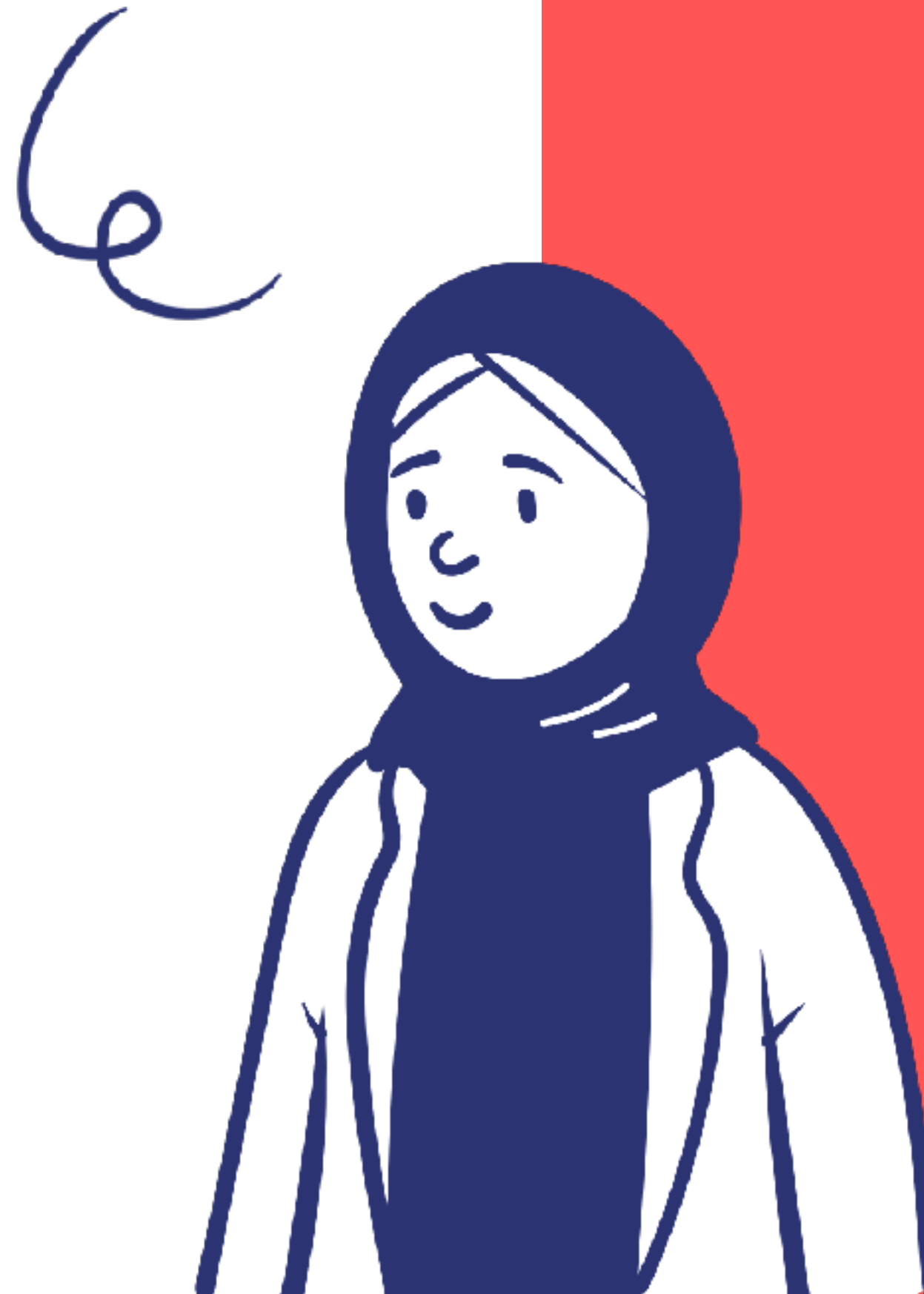
Anecdotal feedback
from candidates on the
experience



Personal calibration

Protips

- Managing your calendar
- "Off-the-record" chats
- Training & rewarding interviewers
- Improving candidate experience



What we covered

1. Before the interview (Hiring Managers)

- Writing job descriptions
- Reviewing CVs
- Planning your interview structure
- Conducting a pre-brief

2. Interviewing

- Planning your approach
- Conducting the interview
- Capturing feedback
- Writing your feedback

3. Decision time

- Conducting a debrief
- Capturing metrics
- Coaching and feedback

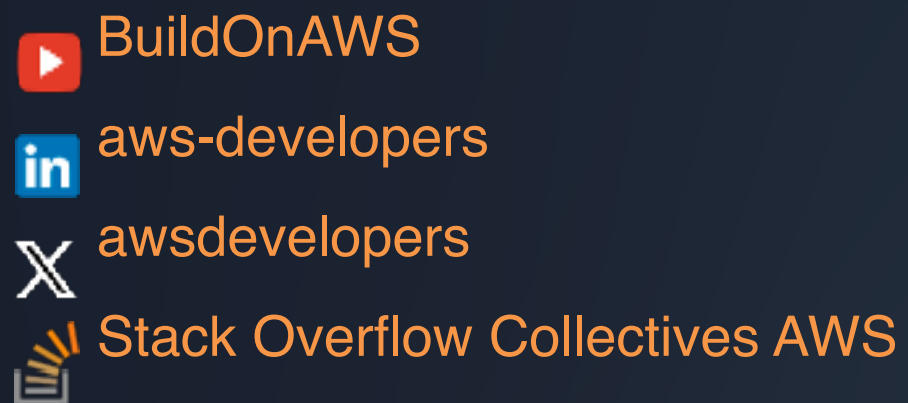
4. Protips

- Managing your calendar
- "Off-the-record" chats
- Training & rewarding interviewers
- Improving candidate experience

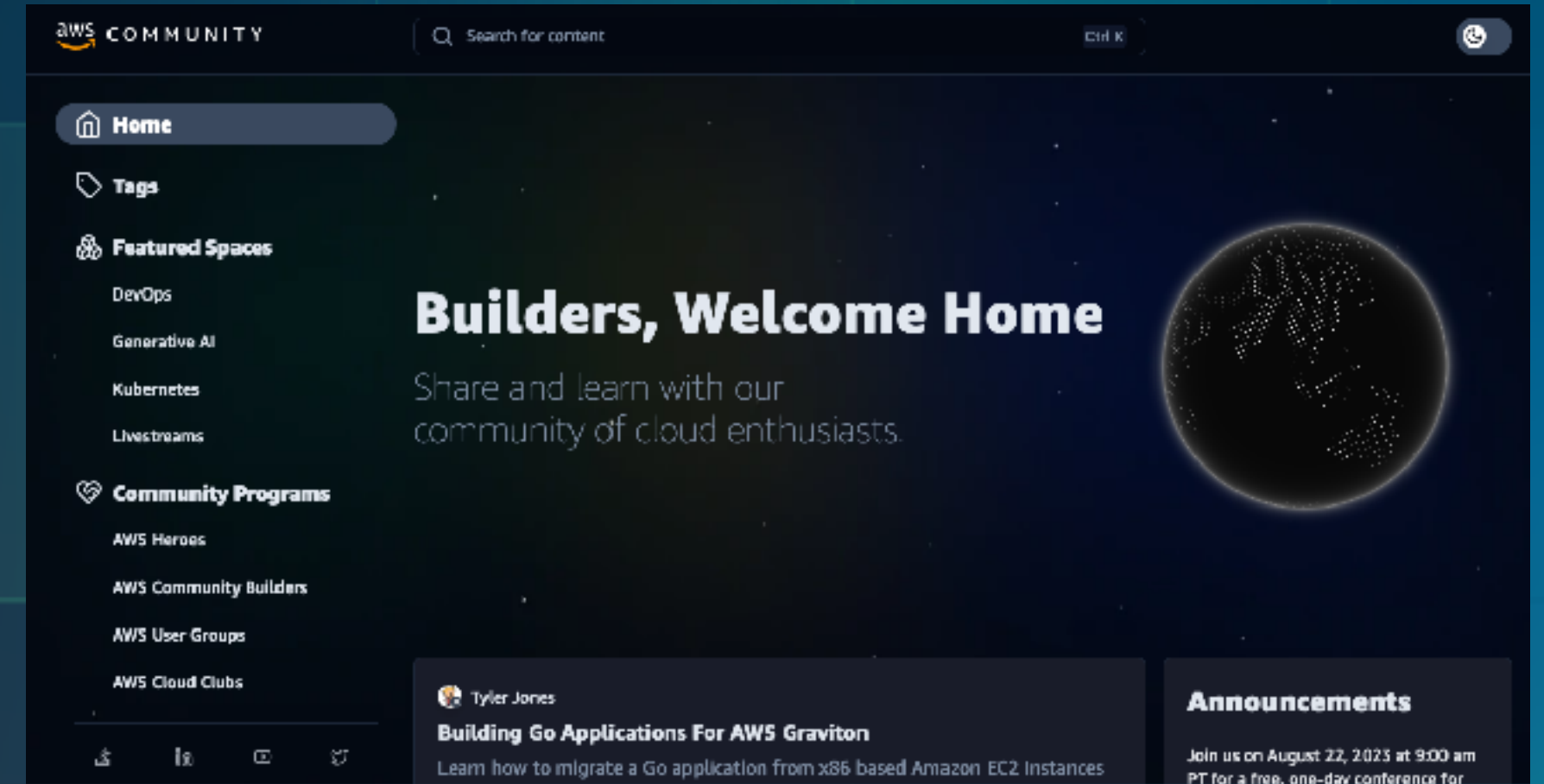
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Thanks!

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YOW!
Perth