greylock partners.
Background

Daniel Portillo

greylock partners.

CODE2040

mozilla

Rypple
Debugging Recruiting
Basic Process

- **Sourcing**
  - Referrals, Direct Source, Applications, Recruiting Agencies

- **Evaluation**
  - Technical ability, work history, culture fit, references (formal/back channel)

- **Conversion**
  - Pre-closing, comp discussion, offer delivery
If you don’t have a healthy **conversion** rate (75%) on offers, nothing else **matters**.
Conversion Issues

- Person was not ready to receive the offer (pre-closing)
  - Unclear role expectations (current & future)
  - Decision making timeline
- Compensation
- Unaddressed organizational issues
  - Reporting structure
  - Leadership gaps
- Scared off in the interview process
Fixing Conversion

- Interview each person an offer is made to
  - Important to know why people say “yes/no”
- Identify conversion issue
  - Top of the funnel, evaluation, closing/compensation
- Remove conversion obstacles
Fixing candidate experience will prevent leaky bucket problems.
Evaluation

- Diagram experience
  - If not consistent, then make it so
  - Identify and fix holes

- Understand your funnel
  - When are most people eliminated?
  - Where are they choosing to opt out?

- Sell early and often
  - Begin the closing process
Recruiter Screen
- Generate interest, basic validation

Technical Phone Screen
- Technical evaluation, answer ?s

1st Onsite
- Work history/relevant exp, tech eval, culture fit, test

Recruiter Check-in
- Determine interest, barriers to joining

2nd Onsite
- Final eval, pre-close

Offer Delivery
- Check references
Targeting the right people and telling a great story will improve conversion downstream.
Top of the Funnel

- Do we have the right targets set?
- Systematically drive internal referrals
  - If N is small find out why
- Hiring managers must source
- Hire recruiter, engage agencies
- Increase external presence
  - Events, meetups, speaking engagements
Storytelling

- Why does it exist, what’s the potential?
- What’s unique about the company?
- Why is it relevant to the candidate?
- Why should they care?
- Can everyone involved in recruiting tell the story?
Questions