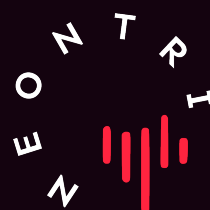




The IT Hiring Handbook

A comprehensive
guide to hiring IT
specialists



Whether you're an HR professional seeking to refine your recruitment strategies or a CEO looking to bolster your tech team, the IT Hiring Handbook will equip you with the knowledge and tools to navigate the competitive landscape of IT talent acquisition.

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Introduction

Introduction

Is your organization struggling to keep pace with the rapidly evolving digital landscape? You're not alone.

The shortage of IT experts presents a considerable challenge for many organizations, hindering their performance and giving their competitors a competitive edge. An alarming **67%** of organizations recognize the lack of digital skills as one of the most substantial barriers to their success.¹

This isn't just an inconvenience; it's a roadblock preventing organizations like yours from reaching their strategic goals and staying relevant in a technology-dominated world.

While the demand for IT professionals is soaring, the reality is that the supply of qualified talent is dwindling. According to a report by the U.S. Bureau of Labor Statistics, there is a projected shortage of over **85.2** million IT professionals globally by 2030.² This surge in demand is fueled by the growing interest in cutting-edge technologies like artificial intelligence, blockchain, and cloud computing across various industries.

As technology advances, so do the capabilities expected of IT specialists. The race for top IT talent resembles a high-stakes chess game. Companies, small and large, are competing for the same pool of skilled professionals, intensifying the challenges of recruitment and talent acquisition.

¹ [2021 Harvey Nash Group Digital Leadership Report](#)

² [Redakt: The Global IT Talent Shortage: How To Prevent This Growing Crisis From Affecting Your Business?](#)

Enter Poland, an emerging powerhouse in the world of technology.



Consistently ranking high in digital performance and connectivity³, Poland's dynamic tech hubs, including Warsaw and Krakow, have become breeding grounds for a wealth of skilled professionals, offering a strategic advantage for businesses seeking to fortify their technical capabilities.

With over **400,000** IT specialists and counting, Poland stands as a robust source of top-tier developers and IT experts.

In this comprehensive guide, we delve into the intricacies of hiring IT specialists and shed light on why Poland is an optimal destination for sourcing tech talent.

From understanding the unique advantages of outsourcing to implementing innovative recruitment processes, we aim to equip you with the knowledge and tools to overcome the hurdles of hiring IT professionals and build a high-performing tech team.

As you navigate this guide, you'll gain insights into Neontri's proven strategies for screening, acquiring, and retaining the best candidates, backed by our recruiters' extensive research and experience.

³ [The Digital Economy and Society Index \(DESI\)](#)

01

Looking for IT Talent: Outsourcing vs. Hiring In-House

1. Looking for IT Talent: Outsourcing vs. Hiring In-House

In the first chapter of this guide, we'll explore the important decision of whether to outsource IT talent or hire in-house specialists. Making this initial step is crucial for any organization looking to build a strong and effective tech team.

By weighing the advantages and disadvantages of both options, you'll be able to make an informed decision that aligns with the specific needs and goals of your company and set the foundation for a successful recruitment strategy.



Outsourcing vs. Hiring In-House

When looking for IT talent, one of the first decisions you have to make is whether to hire an external expert (or company) or to bring specialists in-house. Both paths come with their advantages and challenges.

Outsourcing specialists allows businesses to tap into global talent pools, access specialized expertise, and streamline hiring without in-house management complexities. According to various studies, more than half of businesses have outsourced some IT functions at some point, reflecting a trend of moving towards looking for specialized external support to drive efficiency and innovation.

On the flip side, **hiring in-house** provides a higher degree of control and immediate collaboration. However, this approach often comes with higher costs, as hiring a developer full-time can cost you as much as **\$35,685** in recruitment alone⁴, not to mention the challenges in finding highly specialized talent locally.

Many companies contemplating outsourcing are concerned about communication barriers, data security, and quality control. While all these are valid concerns, finding the right outsourcing partner can mitigate these risks and bring forth the benefits of outsourcing. These include easier access to experts with diverse skills and extensive experience, as well as competitive costs.

One of the main benefits of outsourcing that we don't see highlighted enough is the consulting aspect.

We find that, more often than not, our clients come to us not knowing which experts they'll actually need to complete their projects. As an outsourcing company, one of our roles is to assist them in understanding the best-suited technology and skillset for their needs.

⁴ [iMocha: How Much Does It Cost to Hire a Software Developer?](#)

Outsourcing Models

Let's say you need a software development service and decide to reach out to a service company. Perhaps you lack an in-house IT department, your team faces delays in delivering functionality, or you're dissatisfied with the quality. No matter the reason, there are two main options worth exploring: full IT outsourcing and body leasing. These avenues open doors to specialists equipped with the skills, know-how, and knowledge your project demands.



Full IT outsourcing means you are entrusting an external service provider with the responsibility of delivering complete IT solutions. In this model, the vendor manages the project from initiation to completion, ensuring the achievement of predefined outcomes. Your involvement in day-to-day operations is generally minimal, allowing you to focus on strategic aspects of your business.



Body leasing, also known as staff augmentation or staff leasing, is a model where companies lease IT professionals from a service provider. Under this arrangement, IT specialists work directly for you but remain employees of the service provider. You have full control and management authority over the leased employees.

While most outsourcing companies will offer these two options, there is a multitude of ways to cooperate within them. At Neontri, we work in line with the **Total Talent Management** approach.

Total Talent Management, or **TTM** for short, is an integrated approach to talent acquisition and management that encompasses all types of workers, both traditional employees and non-traditional workers, such as freelancers, contractors, and gig workers.

Here are the staffing models we offer our clients that you might want to consider.



Staff Augmentation

Overview: This classic version of body leasing relies on recruiting individuals specifically to work remotely on your project.

Benefits:

- Flexibility to scale your team up or down as the project evolves.
- Direct involvement in selecting and managing individual team members.
- Access to specialized skills for short-term projects.

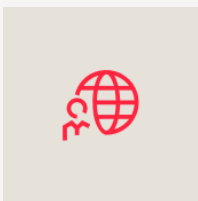


Team Augmentation

Overview: A body leasing model that involves building a dedicated team for your project.

Benefits:

- Formation of a cohesive team tailored to your project's specific needs.
- Enhanced collaboration and shared expertise among dedicated team members.
- Full control over team composition and project management.



Employer of Record (EOR)

Overview: The outsourcing company becomes the legal employer of your staff, handling HR, payroll, tax, and legal compliance.

Benefits:

- Offloading administrative burdens allows you to focus on core business activities.
- Mitigating legal and compliance risks associated with managing a workforce.
- Streamlined payroll processes and reduced HR overhead



Permanent Placement

Overview: Also known as direct placement, in the permanent placement model, the agency recruits a full-time employee for you, handling the whole hiring process.

Benefits:

- Efficient hiring process with the agency managing sourcing, screening, and initial interviews.
- Access to a wider talent pool through the agency's recruitment network.
- Reduced time and effort spent on the recruitment process.



Try and Hire

Overview: A hybrid of staff augmentation and permanent placement balances the need for immediate expertise with the desire for long-term team members.

Benefits:

- Opportunity to evaluate a candidate's fit for your organization before making a long-term commitment.
- Flexibility to transition a successful temporary arrangement into a permanent position.
- Minimized risks associated with direct permanent hires.



Recruitment Process Outsourcing (RPO)

Overview: The agency manages some of your recruitment processes remotely, improving candidate variety and time-to-hire.

Benefits:

- Access to the agency's expertise and resources for specific stages of the recruitment process.
- Faster and more efficient recruitment, leading to reduced time-to-fill positions.
- Improved candidate experience through streamlined and professional processes.

“Our outsourcing models are not just about sourcing talent; they’re about building successful partnerships.

We try to be more than just a service provider, so we try to offer a variety of different collaboration and recruiting models. This allows companies to find the perfect fit for their specific needs, whether it’s full IT outsourcing, staff augmentation, or specialized skill acquisition.”



Sylwia Redlicka

BUSINESS DEVELOPMENT
& STRATEGIC PARTNERSHIPS

The choice of the outsourcing model depends on various factors, including the nature of your project, in-house capabilities, and strategic goals. Consider the scale, complexity, and duration of the project, as well as the level of control you wish to retain. Each offers distinct advantages, and the optimal choice hinges on aligning these advantages with your specific project and organizational requirements.

Whether you decide to fully outsource, augment your staff, or hire in-house, you’ll still have to go through a recruitment process. Continue reading to learn where and how to discover developers and other IT professionals.

02

Mastering the Recruitment Process



2. Mastering the Recruitment Process

Welcome to the heart of our guide, where we share the inner workings of Neontri's recruitment process.

This chapter serves as a detailed map, guiding you through the stages and strategies that make our approach effective in acquiring and retaining top-tier IT talent.

Our team has been recruiting top talent for over 10 years and has been trained in the technical verification of IT specialists. Because of that, we have a deep understanding of the industry and the ability to identify the right candidates.

In the pages that follow, we'll walk you through each step of our recruitment process, sharing insights, tips, and engaging examples. Understanding the nuances of a well-crafted recruitment process is, after all, the key to securing top-tier talent.

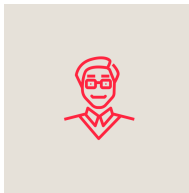


Before you start

Preparing for your recruitment journey is just as important, if not more, as the journey itself. A successful recruitment requires a solid foundation.

Before you hit the job posting button, let's delve into essential factors that set the stage for a seamless and fast recruitment experience.

Understanding Your Ideal Candidate



First things first, the key thing you need is a good understanding of what and who it is that you need, and, more importantly, why you need them.

Before you write the job posting, you should already know who your ideal candidate is. You want to avoid the mistake of hiring without a well-defined objective, just for the sake of expanding the team.

You also should be sure that the person you're hiring and their skillset are the actual solution to your needs. Very often, non-tech companies know why they need additional IT support, but they have no idea what actual skills and technologies they should look for.

Our recommendation? Create a **candidate profile**.

Crafting a Candidate Profile



When a new client comes to Neontri, our first step is to understand their business needs and then translate them into practical requirements for potential hires. We start each process with a conversation with the client about the requirements for the selected role.

We clarify requirements, project scope, team structure and seniority, start date and duration of the contract, budget, and other issues important for contractors. This helps us assess what kind of candidate our client is looking for and create a profile of a perfect hire.

"Here's a personal tip: take the time to delve deeper than just the specifics of the skills and expertise your organization needs. I've learned that before penning a job posting, you must intimately know who you're seeking. It's not just about filling a role; it's about strategically enhancing your team. The candidate profiles I create are extremely detailed, but the time I invest in creating them is an investment in time saved later."



Aleksandra Sworczuk
IT RECRUITER AT NEONTRI

Here are some of the questions we ask when building a candidate profile:

Question: *What causes the need for an additional person in the team?*

Why ask it: The core question to ask yourself, it'll help you understand better who exactly you need.

Question: *What project/s will they work on? Is it a new or an ongoing project? What technologies does it use? How much of the project is active development and how much is maintenance?*

Why ask it: This will help assess what technical skills the candidate needs to have.

Question: *What will be the most important task/challenge for the candidate/team?*

Why ask it: Again, the goal of this question is to get a clearer understanding of the expectations for the candidates and the role you're looking to fill.

Question: *What are 3 interesting or great things about the project/s the candidate will work on?*

Why ask it: One of my absolute favorite questions to ask! It shows what you, your company, and your team value in the project and allows for showcasing it to candidates later on.

Question: *What team will they work with? What is its structure? What role will they serve on the team? What seniority are you looking for?*

Why ask it: An answer to this question will help you find the best culture fit for your team. For example, sometimes you may require someone to fill a specific role that's missing from your team, such as a leadership role, etc.

Question: *What does the work system look like (hours, remote work, etc.) and what methodology is the work carried out in?*

Why ask it: These are all important things from the candidate's perspective.

These questions should help you create a profile of an ideal candidate and get a clearer view of the person you are looking to hire. Is it a mid-level developer who will pick up work that somebody else left? Or maybe it's a team leader for a new AI solution you're looking to implement? Based on these questions, the answer should emerge by itself.

Exemplary Candidate Profile

Creating a candidate profile is more than just figuring out what the person you're looking to hire will do; it's also about who they should be. Think of it as creating buyer personas for your business. You want to flesh out as much information as you can to make sure it's a good fit, right?

Here is an example of how a job description for a candidate profile can look:

Senior Java Developer Profile

Company Description: International banking industry leader, with a strong market presence spanning over three decades and a global workforce of over 10,000 employees.

Project Description: A new, created from scratch (greenfield) project. The goal is to build a new credit process for the bank's business clients. Estimated duration of the project: 5 years.

Team: The team is currently in the formative stages, envisioned to encompass 5 programmers: 2 Senior Java Developers, 2 Regular Java Developers, and 1 Junior Java Developer. One of the Senior Java Developers will assume the pivotal role of team leader. Dedicated testers constitute a separate unit.

Technology Stack:

- Java 17
- Microservices
- Spring Boot
- Hibernate
- AWS
- Docker
- Kubernetes
- PostgreSQL

Methodology: Agile Scrum

Key Responsibilities:

- Engage in the complete software development life cycle, including active participation in application design
- Provide mentorship to colleagues with less experience
- Forge collaborative partnerships with business teams
- Opportunity for team leadership (experience-dependent), with the team leader role reducing programming responsibilities to 20% of working time

Requirements/what we're looking for:

- Proven experience in developing banking projects
- Over 4 years of hands-on experience in a similar role
- Advanced proficiency in the aforementioned technology stack
- English language skills at a minimum of C1 level
- Prior experience as a team leader/any other leadership experience is a strong plus
- Good communication skills

Unique Advantages of the Project/Position:

- New project with multitude of technologies: the ability to influence the technological direction of the project
- Possibility of growth: a chance to take on the role of team leader
- International environment in the fintech sector: opportunity to practice language skills, collaborate with different teams from various regions

Perfect Candidate Profile:

- Seasoned Senior Java Developer
- Extensive banking knowledge/experience
- Good understanding of relevant technologies
- Strong leadership attitude
- Good interpersonal skills
- Forward-thinking and innovative
- Motivated to contribute to a project from inception
- Enjoys collaboration with cross-functional teams
- Detail-oriented
- Thrives in an international environment
- Bilingual

The perfect candidate for this role is not only technically proficient but also possesses the character traits that align with the banking industry's demands.

With a clear vision of who you need and what you expect from them, you can move on to the recruitment process. But to even have a recruitment process in the first place, you need recruiters, and you need to make sure they're the right people for the job.

Recruiters in Technology

One of the issues with insourcing your software engineer recruitment is that you may not have the right skillset on board to find good hires. Most recruiters aren't trained in various technologies and don't understand enough about software development to be able to identify and attract quality candidates.

At Neontri, our process begins with a fundamental differentiator—our recruiters are not just experts in hiring; they are internally trained in technology. This ensures that every recruiter possesses a deep understanding of the skills, languages, and frameworks relevant to the positions they're filling.

Key Features of Neontri's Recruiters

- **Technical Expertise:** Recruiters undergo extensive training in technology during onboarding, ensuring a deep understanding of relevant skills, languages, and frameworks.
- **Continuous Learning:** Quarterly workshops cover industry updates, emerging technologies, and other essential knowledge areas.
- **Creative Problem Solvers:** We look for recruiters who excel in creative problem-solving, are team players, and can navigate challenges independently.
- **Diverse Backgrounds:** We make sure to have recruiters coming from all groups and backgrounds, with a focus on those who don't get enough recognition in the IT sector, to ensure a fair assessment of candidates.

"When hiring recruiters, I always look for individuals who embody a dual quality—team players unafraid to navigate solo towards a shared objective. These are the people you can rely on to independently address challenges, offering unique solutions to the tasks at hand."



Dorota Wetoszka

HR MANAGER AT NEONTRI

The result? A streamlined process where technical evaluations are conducted with precision and ease, leading to the identification of candidates who not only meet but exceed expectations.



Recruitment Process Insights

Now that you've identified your ideal candidate and have a sound recruiting team ready to lead the process, it's time to kick off recruitment.

When it comes to hiring, time is of the essence. The traditional recruitment process, often marred by lengthy procedures and bureaucratic hurdles, can result in the loss of top talent to more agile competitors.

Recognizing that urgency, we've optimized our hiring process to provide our clients with top talent within **as little as 5 days**—from their first contact with us to signing the papers with the right candidate. This agility is achieved through a carefully constructed recruitment process that suits our way of work.

How you design your process is all up to you—it should align with your unique goals and company. There are countless ways to structure it, and every organization might take a different approach.



Did you know?

It takes 50% longer to hire technical talent compared to other positions.⁵
On average, it takes 66 days to find the right software developer for an open position.⁶

⁵ [The State of Developer Shortage in 2022](#)

⁶ [The State of Developer Shortage in 2022](#)

Overview of Neontri's recruitment process

To assist you in crafting the perfect recruitment process, we've decided to share our own. We've distilled it into **four key steps** to provide a clear and manageable framework.

Keep in mind that not every step mentioned here is a universal requirement for every recruitment; the key is adapting it to meet your specific needs.

Stage 1: Candidate Profiling & Acquisition

- **Collecting Requirements:** We kickstart the process by gathering crucial information about the project and the required IT specialists. This involves delving deep into the specifics of the project scope, team structure, and the exact skill set needed.
- **Crafting a Candidate Profile:** To guide our search effectively, we create a detailed profile of an ideal candidate. This profile serves as a blueprint during the recruitment process.
- **Initiating the Search:** We embark on the search for the right candidates through carefully chosen acquisition channels.

Stage 2: Screening and Selection of Candidates

- **Comprehensive CV Analysis:** We scrutinize candidate resumes with a keen eye to identify potential fits, including both pre-verified and non-verified candidates.

Stage 3: In-Depth Candidate Assessment

- **Remote Interview:** We conduct a phone/video interview with potential candidates, where we present introductory information about the project, our company, and the client.

- **Behavioral Interview and Case Study:** This phase dives into evaluating professional behavior and problem-solving skills, essential for success in dynamic projects.
- **FRIS® Tool Assessment:** A unique approach involving the expertise of a Certified FRIS® Trainer to diagnose the candidate's thinking and action styles.
- **Technical & Language Verification:** If needed, we conduct thorough technical assessments to validate skills, expertise, and language proficiency.
- **Candidate Experience Focus:** Prioritizing a positive candidate journey is at the core of our values.



FRIS® is a diagnostic tool developed in Poland. It's based on 4 cognitive perspectives and describes individual styles of thinking and acting, drawing on models and theories from the field of cognitive psychology. It describes differences in the ways of thinking, reacting, making decisions, and solving problems.

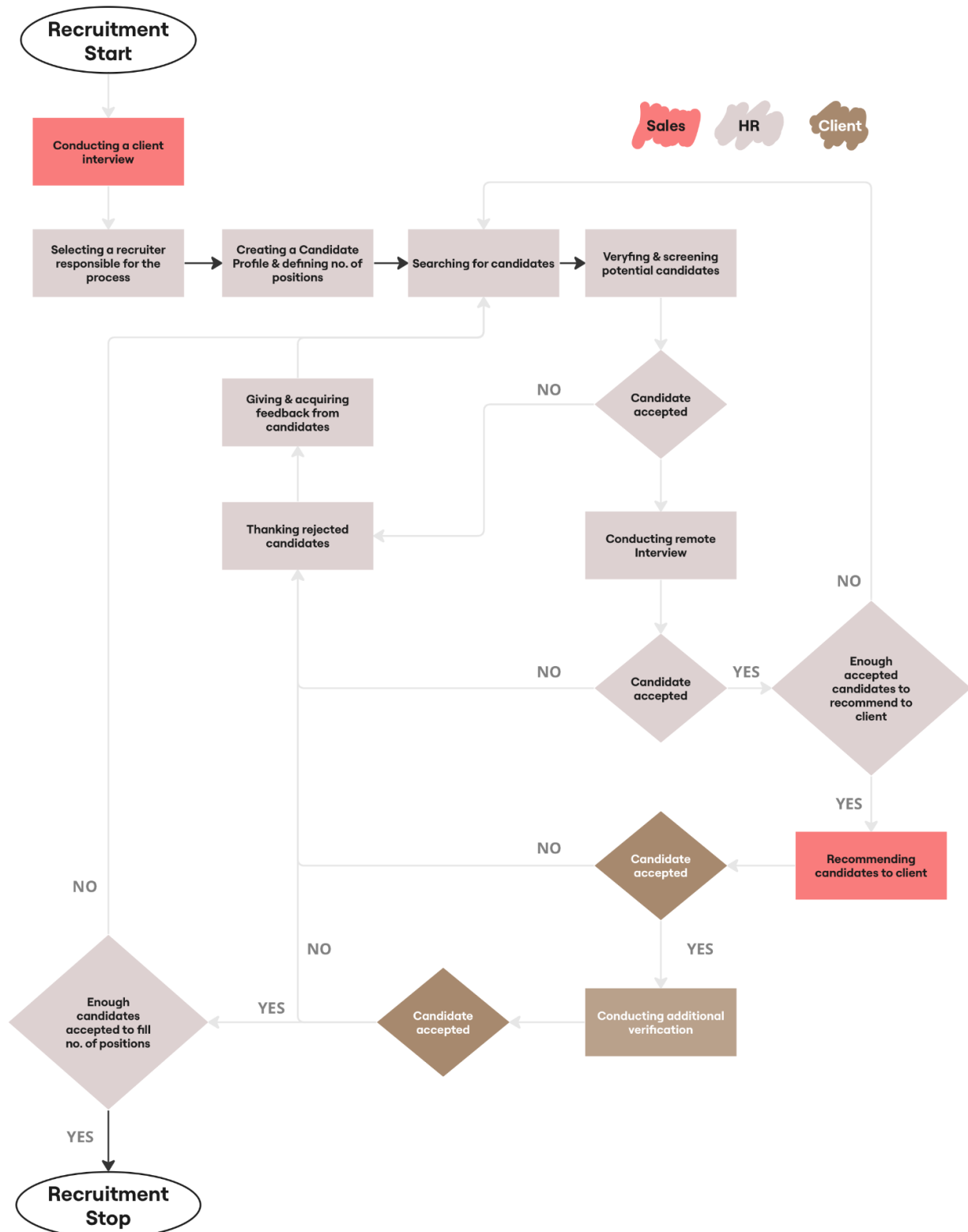
FRIS® is a Polish tool, created and verified by Polish researchers and based on the answers provided by Polish respondents. It has gained the trust of many leading businesses such as Google for Startups Warsaw.⁷

Stage 4: Client Engagement and Finalization

- **Sending Recommendations:** We send resumes of chosen candidates to the client for further verification within 24-72 hours from the start of the search thanks to our unique use of candidate acquisition channels.
- **Cultural Fit Assessment:** To thoroughly assess candidates, we arrange meetings between them and the client to check compatibility and align expectations.
- **Finalization:** We finalize the recruitment process based on the client's decision after they have evaluated all chosen candidates.

⁷ [FRIS](#)

The flowchart below shows how we handle the recruitment process for a single candidate profile.



It's important to note that a single candidate profile can sometimes translate to multiple positions. The great thing about this process is its adaptability—you can handle multiple positions within one recruitment cycle. If your hiring needs involve multiple candidate profiles, you would just repeat the process as many times as necessary.

This structured approach is designed for efficiency and precision, providing a streamlined journey for candidates, hiring teams, and our clients.

As we delve deeper into each stage, you'll uncover insights into the strategies and nuances that make Neontri's process a successful model for acquiring and retaining top-tier IT talent.

Candidate Acquisition

Setting out to find the perfect candidate starts with choosing the right channels. You want to attract candidates who match the unique needs of the role you're looking to fill.

Here are our selected channels for effective candidate acquisition that we use to connect with individuals possessing the precise skills and expertise we're searching for.

LinkedIn Direct Search

LinkedIn is a powerful platform for professional networking and outbound hiring. Our approach involves a technique known as **direct search** or **headhunting**, where recruiters actively seek out and approach individuals with specific skills and experience.

Best HR Practices for LinkedIn Direct Search:

- **Craft Well-Defined Boolean Search Strings:** Use boolean operators ("AND," "OR," and "NOT") to create complex search queries. This refines searches and identifies candidates with precision.
- **Regularly Update Search Criteria:** Keep your search criteria dynamic, adjusting them based on evolving recruitment needs and industry trends.
- **Engage with Potential Candidates:** Enhance outreach by sending personalized messages. Effective engagement contributes to building a positive rapport.

GitHub, StackOverflow, and Beyond: Tapping into Tech Communities

Tech communities on platforms like **GitHub** and **StackOverflow** serve as rich pools of talent. Neontri actively explores these platforms to identify candidates showcasing their skills through open-source contributions, coding projects, and community engagement.

Best HR Practices for Navigating Tech Communities:

- **Assess Contribution Quality and Relevance:** Evaluate the quality and relevance of candidates' contributions on GitHub and StackOverflow. This provides a tangible demonstration of their expertise.

- **Consider Active Participation:** Take note of candidates who actively participate in tech-related discussions. Engagement like that reflects a commitment to the field.
- **Utilize Platform-Specific Tools:** Leverage tools specific to these platforms for efficient candidate identification. Such tools can streamline the process of finding candidates with particular skills or experiences.

Advertisements on Job Boards

Strategically placing job advertisements on specialized job boards is a proactive approach to attracting talent actively seeking new opportunities. You can utilize these platforms for **open recruitment** to ensure an inflow of a diverse pool of candidates with varying skill sets and experiences.

Neontri leverages specialized job boards in Poland, such as NoFluffJobs, known for catering specifically to the IT and technology sector.

Best HR Practices for Job Boards:

- **Craft Engaging Job Postings:** Create job postings that are not only informative but also engaging. This helps attract the attention of top talent.
- **Utilize Analytics Tools:** Leverage analytics tools provided by job boards to gain insights into the performance of your postings. This data can inform your recruitment strategy.
- **Regularly Refresh and Update Postings:** Maintain visibility by regularly refreshing and updating job postings. This ensures that your opportunities remain relevant in a dynamic job market.

Google X-Ray Search

X-Ray searching on Google involves leveraging the search engine's capabilities to X-ray through specific websites, uncovering potential candidates who may not be easily discoverable through conventional methods.

Best HR Practices for Google X-Ray Search:

- **Master Crafting X-RAY Search Queries:** Develop expertise in crafting X-ray search queries to navigate various websites effectively. This skill is crucial for uncovering hidden talent.

- **Explore Niche Communities:** Tap into niche communities, forums, and platforms beyond traditional job boards. This expands your reach and allows you to discover candidates with unique skill sets.
- **Stay Updated on Google's Functionalities:** Google's search functionalities evolve. Stay updated on these changes to optimize your search results.

Internal Database of IT Specialists

The secret to our quick hiring process lies in our internal database—a goldmine of talent meticulously divided by seniority and technology.

With around **40,000 pre-verified individuals**, this database serves as a catalyst for swift and efficient candidate screening. What sets it apart is the inclusion of specialists in unique niches and industries, often challenging to source elsewhere, such as card payment specialists and banking system experts, enriching the distinctiveness of our outsourcing offering.

Notably, 80% of these candidates have undergone thorough interviews with us, adding a layer of assurance and expediency to the whole process.

While we recognize that not every company has access to a similar resource, the following sections will share insights and best practices to help optimize your hiring process, even without such a database.

Leveraging Industry Connections and Networks

Getting recommendations from trusted sources is a great way to find potential candidates.

When your current employees recommend someone, it not only helps identify talent but also strengthens your sense of community. Recommendations from clients highlight your organization's credibility and often result in high-quality referrals.



Tip: Consider implementing a structured referral program that incentivizes employees and clients to recommend potential candidates. Rewarding those who contribute to successful hires can significantly boost participation.

Actively participating in industry events is another strategic approach to leveraging connections and enhancing your organization's visibility. These events provide opportunities to showcase your organization, connect with professionals, and foster relationships with specialized talent.

Consider allocating resources to sponsor or host tech meetups. This not only enhances your organization's standing within the community but also provides a platform to engage with potential candidates in a more relaxed and interactive setting.

Building connections in the industry is not a one-time effort; it requires a comprehensive and ongoing approach. Strategic outreach, active participation in events, and a commitment to forming meaningful relationships contribute to building a strong brand and a community that attracts top-tier talent.

Screening and Selection

After finally establishing your recruitment process, you'll probably be faced with a large stack of resumes to review. The challenge at this stage lies in determining if someone is the right fit, based solely on a piece of paper. That's what we call the screening stage.

Screening plays a critical role in the hiring process, acting as a strategic filter for hiring managers to efficiently sift through the candidate pool. This step is essential in ensuring that only the most qualified individuals advance to the interview stage.

In this section, you'll find out what to pay attention to when looking through resumes, what additional tools you can use to screen and select candidates, and how to streamline the whole process altogether.



Reviewing CVs

Resumes are more than just bullet points; they're a goldmine of information about your potential hires.

To make the initial CV screening process smoother, you can use **applicant tracking systems** (ATS), which automate the screening of resumes based on predefined criteria. In fact, about **98% of Fortune 500 companies use ATS for initial CV screening**.⁸

When reviewing the resumes of IT specialists, the focus shifts to technical skills, experience, and project contributions. Unlike generic CV screening, where soft skills may take precedence, decoding IT specialist CVs requires a deeper understanding of the candidate's technical proficiency and alignment with your technological needs.

To guide you through this process, we decided to describe our approach to deciphering the CVs of tech candidates:

1. Alignment with Position Requirements:

- **Strategic Checklist:** Use a checklist to outline specific position requirements, focusing on technology proficiency, relevant skills, and educational background.
- **Technology Fit:** Ensure the candidate's technical expertise aligns with the technological needs outlined for the role.



Tip: Develop a scorecard that aligns with the key criteria for the position. A scorecard provides a systematic and standardized approach, helping you with a consistent evaluation of all candidates.

2. Cooperation Dates and Job Descriptions:

- **Timeline Understanding:** Review cooperation dates carefully to understand the candidate's career progression.
- **In-Depth Descriptions:** Pay attention to details in job descriptions, seeking specific contributions and achievements.

⁸ [2023 Applicant Tracking System \(ATS\) Usage Report: Key Shifts and Strategies for Job Seekers](#)

3. Company Experience and Size:

- **Company Background:** Scrutinize the candidate's work history, paying attention to the types of companies they've been associated with. Are these recognized and reliable names? Always check the company's background.
- **Company Size:** Consider the size of previous employers to understand adaptability to different organizational structures. For example, a person who worked only in big companies of 500+ people might not feel comfortable working in a small family-sized company, and vice-versa.

4. Frequency of Job Changes:

- **Stability Assessment:** Evaluate the duration of each employment and the candidate's stability in previous roles.
- **Frequency of Changes:** Analyze how often the candidate has changed jobs, considering industry norms and expectations. Frequent changes don't have to be a red flag, but they might be an indication of something bigger, so pay attention to employment dates.

5. Technical Studies Completion:

- **Educational Background:** Confirm the completion of technical studies, especially if it's a requirement in the candidate's home country. Not every company and not every country requires diplomas nowadays, but some still do, so don't skip this step.
- **Relevance:** Assess the alignment of the candidate's educational background with the demands of the position. What does their educational background tell you about them and their skills?



Tip: Look for indications of continuous learning, such as certifications, workshops, or relevant training. It signals adaptability and a commitment to staying updated.

6. Project Portfolio and Responsibilities:

- **Project Diversity & Tech Stack:** Examine the types of projects the candidate has taken part in and the technology used. If they don't include any relevant information about the projects they've been working on, it might be a potential red flag.
- **Responsibility Spectrum:** Evaluate the level of responsibility held in previous roles to understand how they'll fit into your existing team and company structure.

All in all, our biggest tip is to develop a standardized review process that integrates the key elements outlined in this guide. A systematic approach enhances consistency in evaluations and empowers recruiters to make well-informed decisions aligned with organizational goals.

To help you understand the process, here is an example of a resume we could have in our database that covers most of the points we touched on.



The description focuses on particular industries

Senior Java Developer

Java Developer with 10 years of experience in developing, maintaining, and testing software. Proven ability in developing with a wide range of technologies, languages, and tools in projects for clients from retail, banking, insurance, and logistics industries.

TECHNICAL SKILLS

- Programming languages: C/C++, Java, JavaScript, PHP, Python, Ruby, SQL
- Libraries / Frameworks: Android SDK, AngularJS, Boost, Hibernate, jQuery, JUnit
- Operating Systems: Android, BSD, iOS, Linux, MacOS, Solaris, Windows
- Webmastering: AJAX, Apache, CSS, Glassfish, JavaScript, Jetty, Nginx, Tomcat, (X)HTML, XML
- Groupware: Bugzilla, Git, Jira, Mantis, Subversion, YouTrack
- Databases: MySQL, PostgreSQL
- Automatic Building: Ansible, Ant, CMake, Gradle, Hudson, Make, Maven
- System-level Programming Processes, shared libraries, sockets, threads, HTTP
- Documentation: UML
- Software: Eclipse, IntelliJ Idea, NetBeans IDE, Microsoft Office, Microsoft Visual Studio, OpenOffice.org, RubyMine

Related skills are grouped together and categorized

Employment History

Industry: Technology/ information

Number of employees: <200

Senior Java Developer / Team Lead

10.2022 – current

- Software and architecture development
- Code reviews
- Communication with other team members, PMs, and clients
- Prepare and manage technical interviews
- Performance, usability, and accessibility optimization
- Usage GCP infrastructure
- Java 17 (Spring (including spring-boot) Framework, Gradle)

Industry: Software development

Number of employees: <200

Senior Software Engineer

09.2017 – 10.2022

- Software and architecture development
- Manage technical infrastructure (DevOps)
- Modular, scalable, robust, and reusable code
- Performance, usability, and accessibility optimization
- Development of high scalable and performant Java services

A detailed list of responsibilities for each position

Industry: Marketing

Java developer

06.2014 - 09.2017

- Creating an application for a client from the airline industry
- Work in a microservices architecture
- Planning and estimation of new tasks
- Doing Code Review

Education and certificates

- Wrocław University of Technology, Department of Computer Science and Management, Computer Science, master studies, faculty of Software Engineering
- Oracle Certified Java Programmer
- Microsoft Certified: Azure Fundamentals
- Kubernetes Maestro
- Java SE 8 Programming

Languages

english – C1

german – B2

Additional information showcasing learning willingness from the candidate

Screening Tests

Depending on the unique needs of your role, your internal processes, and the sheer volume of applicants, you can deploy specific screening tests along with resume collection.

Screening tests are a powerful tool in managing high volumes of applications, providing quick insights into a candidate's foundational skills and problem-solving abilities. However, their effectiveness diminishes when hiring for senior or other more experienced roles due to the complexity and richness of real-world scenarios that such roles entail.

Additionally, most developers and other IT experts above a certain level of experience refuse to participate in such tests, as they don't see it fitting. You can find more about this topic in the section about [technical verification](#).

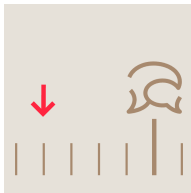
When deploying screening tests, ensure they're tailored to the specific needs of the role. Common examples for developers include tasks like "String Reversal" and "Sorting Algorithm Creation," which efficiently evaluate foundational skills.

Conducting Interviews

Interviews are the cornerstone of the hiring process, providing a direct and interactive means of assessing a candidate's suitability for a role. Effective interviews go beyond a simple question-and-answer session; they delve deep into the candidate's skills, experience, and cultural fit within the organization.



But before jumping into the interview itself, there is some preparation involved.

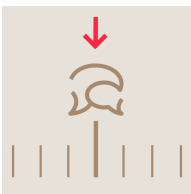


Before the Interview

Make sure to assemble a diverse interview panel that represents various organizational perspectives.

That means it should include key stakeholders such as the potential boss, the boss's boss (CTO or CEO), senior HR personnel or recruiter, and technical experts who are needed for a comprehensive skill assessment.

Prepare a welcoming environment that encourages candidates to express themselves freely. Right before meeting with any candidate, make sure to familiarize yourself with their resume, portfolio, and any pre-interview assessments that they have sent.



During the Interview

In evaluating candidates, our approach centers on gathering insightful information about their behavior in the work environment.

This enables us to assess competencies crucial for achieving business goals within a specific job position.

Assessment Process

- 1) **Biographical Analysis:** We always start with a thorough examination of the candidate's professional achievements. This step provides a foundational understanding of their career trajectory and accomplishments and helps to clarify any ambiguities that arose during the screening phase.
- 2) **Competency Interview:** Moving beyond the resume, we delve into a competency interview. This phase assesses the candidate's behavior in situations typical for the given job position. It's also time to truly test the key soft skills such as adaptability, teamwork, and interpersonal relations.
- 3) **Cultural Fit Evaluation:** Cultural alignment is a priority. We inquire about the candidate's work preferences, collaboration style, and adaptability to our organization's ethos. This ensures a harmonious integration within various work environments.

Remember, interviews should be a two-way street.

Offer candidates the opportunity to learn more about your company, team, and the role they're applying for. This fosters transparency and helps candidates make informed decisions.

"It's crucial to remember that behind every resume is a person with unique experiences, aspirations, and potential.

To truly understand the candidate, it's not just about evaluating skills; it's about uncovering the person. Be more than an interviewer—be a genuine conversationalist, eager to learn about the individual beyond their professional achievements. When you show your human face—expressing genuine interest, empathy, and a desire to know the person beyond the professional facade—it creates an environment where candidates feel seen, heard, and valued."



Agata Tomasik

HEAD OF OUTSOURCING,
BOARD MEMBER

Interview Structure Formats

To gain a comprehensive view of the candidate, our interview structure incorporates various formats tailored to different aspects:

1. Behavioral Interviews:

- **Objective:** Explore past behavior as an indicator of future actions.
- **Approach:** Pose situational questions to understand how candidates have navigated challenges in previous roles.

2. Technical Assessments:

- **Objective:** Evaluate hands-on skills, particularly problem-solving and coding abilities.
- **Tailoring:** Customize technical assessments to align with the specific requirements of the role.

3. Case Studies & Scenario Questions:

- **Objective:** Present real or hypothetical scenarios relevant to the role.
- **Evaluation:** Assess the candidate's analytical and problem-solving capabilities in practical situations.

4. Cultural Fit Evaluation:

- **Objective:** Assess alignment with company values, work culture, and team dynamics.
- **Focus Areas:** Explore preferences, collaboration style, and adaptability to organizational ethos.

Crafting Good Interview Questions

Developing effective interview questions for software developers and IT specialists involves a focus on the individual's accomplishments rather than merely assessing the tools or programming languages they use. Why? Knowledge of specific languages does not guarantee a great developer, so relevant questions from their portfolio usually prove more insightful.

"During our interviews, we focus on a set of pretty fundamental questions that we organize thematically. Our primary objectives are to assess teamwork and technical competencies. The priority is to genuinely gauge a candidate's skill level. We firmly believe that the essence of effective screening lies in identifying those whose resumes accurately reflect their actual capabilities."



Adrianna Wioncek
IT RECRUITER SPECIALIST

Good interview questions possess two key characteristics: they are **open-ended** and **don't have a right or wrong answer**. Use the STAR (Situation, Task, Action, Result) method to gain insights into the candidate's experience. The focus should be on their problem-solving skills and ability to contribute to the company's success.

1) Behavioral Questions

Pose open-ended behavioral questions to gain insights into the candidate's traits and qualities crucial for success in the role. Include inquiries about teamwork, time management, project and communication skills, as well as scenarios related to success and failure.

- **Teamwork:** "Tell me about a time when you had to work closely with someone whose personality was very different from yours."
- **Communication:** "Tell me about a time when you had to explain a technical issue to a non-technical co-worker."
- **Values:** "What are you proud of? What were some of the best things you've built?"
- **Management Style:** "How do you like to give and receive feedback?"
- **Trait-Based:** "Tell me about a time you failed. How did you deal with the situation?"

2) Technical Questions

While the technical questions you'll ask will vary depending on what role you're looking to fill, a good idea is to look for candidates who can articulate their understanding of both business goals and the technical domains of their past projects.

Assess whether they can describe the pros, cons, and potential pitfalls of all the tech tools listed on their resume as well as if they can easily communicate their use to a non-technical person.

3) Scenario Questions

Scenario questions reveal a candidate's problem-solving approach and collaboration skills. By exploring a candidate's responses to situational questions you gain insights into how they act and think.

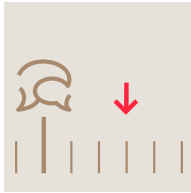
- **Bug Resolution Scenario:** "A bug is causing havoc with the system, and your manager asks for your input. Where do you start?"
- **Client Feedback Scenario:** "You've delivered a complex feature for a client, and they claim it's not what they asked for. What's your first step?"
- **Team Role Scenario:** "If the company is a machine, what part does the developer play?"⁹

4) Probing Questions

Probing questions help clarify answers and provide interviewers with a deeper understanding of a candidate's thought process. Example probing questions:

- "You mentioned... Could you tell me a bit more about that?"
- "Can you give me an example of...?"
- "I'm not sure I understood. Could you tell me about...?"

⁹ [CodeSubmit: How to Recruit Top Software Developers \[Updated for 2023\]](#)



After the Interview

After the interview, it's time to assess the candidates. This is a crucial step for you, as it'll impact who you decide to hire. Immediately after the interview, document your impressions and assessments. This will help you later on in making objective evaluations during the decision-making process.



Tip: After the interview, rate shortlisted candidates on **Skills**, **Experience**, and **Personality**, using a scale of one to five for each category.

Communicate with the rest of your interview panel, and compare notes and impressions. Key aspects to cover include technical skills, cultural fit, and overall suitability for the role. Create a document that encapsulates all individual observations, assessments, and any concerns raised during the interviews.

This consolidated feedback document will serve as a valuable reference during the coming later decision-making discussions. More on reaching the decision and comparing the candidates can be found in [Chapter 3: Reaching a Decision: Hiring The Right Person](#).

Skill Verification

Skill verification is a crucial step in ensuring candidates have the right abilities for the role you want to fill.

One of the most common questions we receive is how we verify our developers and other IT experts at Neontri. The answer? It varies. Our approach is flexible, adapting to the unique needs of each hiring scenario.

A lot of the candidates we recommend to our clients get their skills verified by us even before a particular recruitment process starts. Thanks to that we can make recommendations quicker than the market average.

Here is how we handle technical and language proficiency verification in our recruitment process.

Technical Verification

Our well-trained recruiters primarily rely on technical questions during interviews for skill verification. However, if a client desires a more comprehensive technical assessment, we incorporate technical leaders—experts in the relevant technology—to conduct tailored technical verifications.

Like most companies, we moved away from the whiteboard in-person live coding assignments in favor of remote pair programming interviews and take-home coding challenges.

*"During technical verification, the most important thing for me is to see **how someone actually works**.*

My favorite way is to ask candidates to walk me through how they work on code while other developers are making changes to it at the same time.

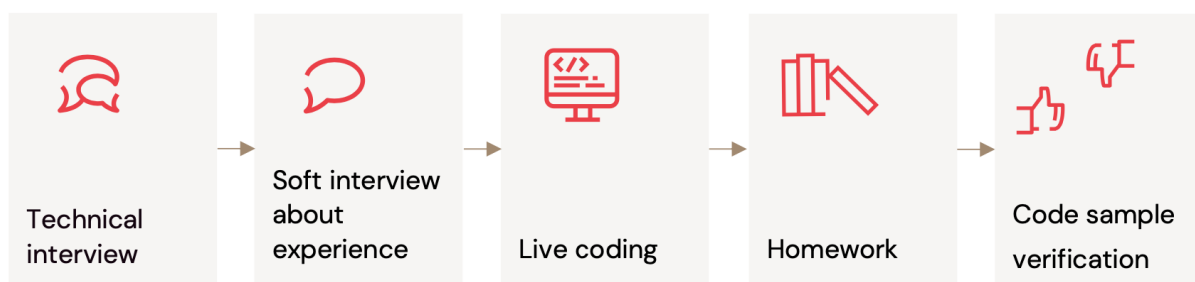
Thanks to this, I can understand what their flow looks like and how they carry out code reviews. When it comes to the programming language itself, only at the end do I give a difficult language task – e.g., asynchrony and multithreading in Python. The most important thing is to ask questions that go beyond bootcamp knowledge. It allows me to examine where someone actually stands with their skill."



Marcin Dobosz

DIRECTOR OF TECHNOLOGY
AT NEONTRI

Recruitment process



Pair Programming aka Live Coding

In a **pair programming** session, which is a form of a live coding interview, candidates dive into real-time coding challenges. In this setting, the candidate actively writes code while the recruiter, serving as the observer or navigator, provides immediate feedback.

This interactive approach serves as a dynamic demonstration of the candidate's coding skills, logical thinking, and problem-solving abilities.

"Live coding interview is one of the best ways to assess and shortlist candidates' technical skill objectively"

~ALGOBASH¹⁰



However, live coding interviews aren't easy to implement. Common issues include performance anxiety, time constraints, and communication difficulties. Critics argue that these interviews may not accurately reflect the actual work a developer performs in their role and may unnecessarily stress candidates.

One of the most significant mistakes you can make is assigning the wrong individuals to conduct the interview. While technical proficiency is crucial for accurately assessing candidates, equally important is the ability to navigate social interactions, as these sessions are known for being very stressful and strenuous on candidates.

Best Practices for Live-Coding Interviews:

1. **Prepare the Candidates:** Let candidates know what the coding test will be about, how it'll be conducted and by whom, which tools they'll be expected to use, and which skills you'll assess.
2. **Clearly Define the Problem:** Present a well-defined coding problem relevant to the role that aligns with the candidate's expected day-to-day tasks.
3. **Create a Collaborative Environment:** Encourage open communication during the interview. This reflects the real-world collaborative nature of software development.
4. **Conduct a Considerate Assessment:** Evaluate not only the final solution but also the candidate's problem-solving approach, coding style, and adaptability to feedback.

¹⁰ [Aglobash Insight: Live Coding Interview: Advantages and Disadvantages](#)

Take-Home Challenges

Take-home challenges provide candidates with an opportunity to showcase their coding skills within a specified timeframe, offering the flexibility to complete tasks from the comfort of their own homes. This approach allows candidates to demonstrate their abilities to you while in a stress-free environment, better mirroring regular work conditions.

While take-home challenges present an advantageous way for candidates to show how they work, they are not without their issues. Some view these challenges as a form of unpaid labor. Additionally, the length of these tests, often exceeding 40 hours, coupled with a lack of feedback, deters many candidates from participating in recruitments that employ them.¹¹

Key Considerations for Take-Home Challenges:

1. **Create Realistic Scenarios:** Craft a challenge that mirrors the type of tasks the candidate would encounter in the role but avoid making it too company-specific.
2. **Include Realistic Timeframes:** Candidates should use about the same amount of time on their tests as they would on the job, meaning it should be completable in one setting.
3. **Allow Flexible Submission:** Allow flexibility in submission format, such as code repositories, to accommodate diverse workflows.
4. **Create Clear Assessment Criteria:** Establish a structured rubric for evaluating submissions, focusing on code quality, functionality, and adherence to guidelines.

Examples of Coding Challenges

Skill verification is a nuanced process, requiring a tailored approach for each role. Whether you want to incorporate live coding, take-home challenges, or both, depends on you. It's a decision that should be suited to your unique business and the roles' requirements

Big companies, like **Google** or **Netflix**, blend live coding and take-home challenges for a thorough look at the technical skills of their candidates. However, smaller companies might not need such an extensive process.

¹¹ [CodeSubmit: How to Create a Take-Home Coding Challenge Developers Love](#)

If you decide to incorporate pair programming or a take-home challenge into your recruitment process, here are some examples of common tasks you could use:

- **E-commerce Platform:** Ask candidates to design a simplified e-commerce platform with basic functionalities like product listing, shopping cart, and checkout.
- **Algorithm Optimization:** Provide a code snippet and request candidates to optimize it for better performance or efficiency.
- **API Integration:** Task candidates with integrating an API into an existing application, considering error handling and data validation.

Tailor these tasks to match what your roles need, making your skill-checking process more effective.

Methods for Verifying Language Proficiency

Effective communication is the backbone of successful teamwork, especially in a global work environment. Language barriers can lead to misunderstandings, negatively impacting project outcomes.

To streamline the language proficiency check and avoid lengthy tests, we integrate **language assessment** into the interview process itself. This involves conducting at least part of the interview in the target language and assessing written communication skills through documentation or email responses.

A great, yet simple, task to include to **verify language proficiency** while also examining overall communication and technical skills is to ask your candidates to write brief documentation explaining a complex technical concept in a way that's easily understandable for a non-technical audience.



Tip: Ask candidates to create concise documentation explaining a complex technical concept to evaluate their ability to articulate technical concepts using clear and accessible language.

By incorporating this task into the assessment process, you gain insights into various skills crucial for success in a collaborative and diverse work environment.

Best Practices for Language Proficiency Assessment:

1. **Include Role-Specific Vocabulary:**
Tailor assessments to include vocabulary relevant to the job.
2. **Conduct Spoken Interaction:**
Include conversational elements to assess fluency and clarity.
3. **Examine Written Communication:**
Evaluate written communication skills through documentation or email responses.

03

Reaching a Decision: Hiring the Right Person

3. Reaching a Decision: Hiring the Right Person



The cost of making a wrong decision isn't only going to hurt your wallet, but also your team morale, productivity, and even your brand's reputation.

So, what to do to avoid it?



Did you know?

- The average cost of a bad hire ranges from \$17,000 to \$240,000.¹²
- 29% of managers who have admitted to making a bad hire said they focused more on the candidate's skills rather than their attitude.¹³

¹² [Zippia: The Cost Of A Bad Hire \[2023\]: How Bad Hires Impact Business](#)

¹³ [Zippia: The Cost Of A Bad Hire \[2023\]: How Bad Hires Impact Business](#)

How to Identify the Right Candidate

In 2022, **67%** of candidates that we presented to our clients received a job offer. More than that **98%** of them tend to be retained for over six months. How do we do it? We know how to identify the right candidates.

Selecting the right candidate not only contributes to the immediate success of a specific role but also impacts the overall dynamics of the team and organization. Consider how well each candidate embodies the core principles and cultural elements that define your organization and how well they fit your ideal candidate profile.

Assess not only the immediate fit for the role but also the candidate's potential for growth within the organization. Take into account their ability to adapt, learn, and take on additional responsibilities over time. A candidate with a growth mindset adds long-term value to the team.

Here are some qualities we look for in candidates:

- **Inquisitive:** At Neontri, we're always on the lookout for people who are not afraid to ask questions.
- **Collaborative Mindset:** IT projects often involve teamwork. We look for candidates who can effectively collaborate with cross-functional teams and contribute positively to a team environment.
- **Good Personality to Project Fit:** Depending on the project, we always make sure to establish what type of personality we look for and hire accordingly.
- **Attention to Detail:** IT experts need to be meticulous to ensure the accuracy and quality of their work.

"Identifying the right fit involves tapping into intangibles like curiosity, collaboration, and personality-to-project resonance. As a seasoned talent strategist, I've witnessed firsthand how these subtleties become the catalysts for long-term success within a team and organization. There was a time when our team, relying heavily on data, almost overlooked a candidate with incredible potential. It was that moment of gut feeling, a hunch, that led us to reconsider. Long story short, we hired them, and they turned out to be one of our most outstanding hires.

So, my advice? Embrace the data, but don't shy away from that gut feeling—it might be the key to unlocking exceptional talent for your team."



Aleksandra Sworczuk

IT RECRUITER AT NEONTRI

After Reaching the Decision

Once the decision is made, the final stage, often neglected yet crucial, is providing feedback.

If You Make the Hire:

- Clearly communicate why the candidate was selected.
- Highlight their strengths and what they excelled at.
- Provide constructive feedback on areas for improvement.

If You Don't Make the Hire:

- Clearly communicate the reasons for the decision.
- Acknowledge what the candidate did well.
- Offer constructive suggestions for improvement.

Why is this so important?

In a recent Lever study, **80%** of people stated that they wouldn't apply again to a firm if they weren't informed of the status of their application. Yet, according to the same study, only **41%** of candidates receive interview feedback.¹⁴

Tips for Providing Feedback

- **Be Specific and Direct:** Give specific, to-the-point feedback without beating around the bush. Address both strengths and areas for improvement.
- **Positive Feedback Matters:** While addressing weaknesses is essential, also commend the candidate on their strengths. Positive feedback boosts morale and makes candidates feel valued.
- **Look to the Future:** Discuss the candidate's past performance but also provide insights into their future potential. This forward-looking approach helps candidates understand areas for growth.

¹⁴ [Lever: 10 Candidate Sourcing Strategies to Find Top Talent](#)

Improve your Hiring Process

What sets Neontri's recruitment process apart is how much effort we put into its continuous improvement. This helps us to keep the quality of candidates who participate in recruitment at the highest level. We encourage you to do the same by employing some of the steps highlighted below.

- 1) After closing the position, encourage candidates to provide feedback on your recruitment process. Their opinions are invaluable for continuous improvement. Ask about what they liked, disliked, and areas for enhancement.
- 2) Use performance analytics to assess the effectiveness of your hiring process. Analyze data on past hires, including their performance, tenure, and contributions to the organization. Identify patterns and correlations that can inform future decisions.
- 3) Evaluate the success of different candidate sourcing channels. Track the sources of your most successful hires and allocate resources to channels that consistently yield high-quality candidates.
- 4) Benchmark your hiring metrics against industry standards or competitors. This can help you understand how your organization compares in terms of efficiency, quality of hire, and other critical factors.
- 5) Regularly review and update your data analytics approach. Monitor ongoing recruitment metrics and adjust your strategies based on the evolving needs of your organization.

"When it comes to hiring, consistent small adjustments are the unsung heroes of progress. Reflecting on Neontri's journey, I've observed how minor tweaks after each recruitment cycle lead to substantial improvements over time.

A small change in our interview format, for instance, significantly enhanced candidate engagement. It's the cumulative effect of these little changes that refines the hiring process. Rather than waiting for a grand shift that will likely cause even more havoc, embrace the power of continuous, incremental enhancements for constant and seamless work of your HR department."



Dorota Wetoszka

HR MANAGER AT NEONTRI

Incorporating these practices after closing the recruitment process serves as an effective strategy to maintain and enhance the quality of your hiring.

04

Winning the Battle for Talent

4. Winning the Battle for Talent



In the pursuit of securing top-tier IT talent, organizations face fierce competition. The skills that are in high demand are sought after by a multitude of companies. As a result, the recruitment process becomes a battleground, with companies vying to attract the same pool of qualified candidates.

As businesses increasingly recognize the pivotal role of technology in their operations, competition for skilled IT specialists has intensified. Top-tier developers, data scientists, and cybersecurity experts are hot commodities, with top candidates being off the market within, on average, 10 days.¹⁵

So, how do you win the fight for a candidate against other companies?

¹⁵ [ApolloTechnical: Insightful Recruitment Statistics for Attracting Top Talent \(2023\)](#)

Strategies for Attracting Top Candidates

In this section, we'll delve into a few aspects of attracting candidates.

First and foremost, your recruitment process won't matter that much if your offer itself isn't compelling. A good recruitment process and candidate experience can sway potential candidates who are considering multiple hiring options, but if your job offer doesn't garner attention, you'll not make it into the consideration stage at all.

Another important factor is your brand and how it's viewed by your current and potential employees. Good employer branding reduces cost-per-hire by 50%.¹⁶

Crafting Compelling Job Descriptions

One of the key strategies for winning the battle for talent is to craft compelling job descriptions. These descriptions should not only outline the technical requirements of the role but also highlight the company's culture, values, and opportunities for growth.

By effectively communicating the unique value proposition of the organization, companies can capture the attention of top candidates and differentiate themselves from their competitors.

There are many great resources online on how to write a good job posting, but, on average, shorter job offers that convey all the key information and are written in clear and concise language tend to receive more applications.¹⁷ When it comes to writing job descriptions, remember that inclusivity is key, and using inclusive language can help attract a wider range of candidates.

Your job description is often the first point of contact between your organization and potential hires, and it must stand out from the crowd.

By crafting a compelling job description, you can increase the number of qualified applicants and ultimately make better hiring decisions.

¹⁶ [LinkedIn: Employer Brand Statistics](#)

¹⁷ [LinkedIn: 17 Tips to Increase Your Number of Job Applicants](#)

Building a Positive Employer Brand

When it comes to talent acquisition, a positive employer brand is a truly powerful asset. It's not just about the job description; it's about how your organization is perceived as a workplace.

Potential candidates are increasingly looking for employers who offer a supportive and inclusive work environment, opportunities for career advancement, and a strong commitment to employee development. Organizations that invest in their employer brand and showcase their dedication to their employees are more likely to attract high-caliber IT professionals.

Established brands with significant expertise, like Neontri, can leverage their reputation. For instance, having years of experience in recruitment for recognizable banks and fintech companies established our credibility in the sector and continuously garners us interest from both clients and potential hires in the industry alike.

Letting your experience speak for itself can set you apart in the eyes of the candidates.

If you lack social proof, don't worry—building a strong opinion about your business takes time.



Prioritizing Candidate Experience

Arguably the most critical point on this list, second only to crafting a compelling job description.

Prioritizing **candidate experience** is a cornerstone of a successful recruitment process. From transparent communication to a seamless interview process, creating a positive and memorable journey for every candidate is essential, as it shows candidates how you treat your employees.

Imagine it as a roadmap; when candidates know what to expect, the path becomes clearer, and the overall experience becomes more enjoyable. Clarity in communication sets the right expectations, enhancing the journey for everyone involved.

Providing feedback to each candidate is equally essential, as we already stated. Your recruiters, in this scenario, play the role of professional educators, and the insights they can share about your candidates' performance during the recruitment process are invaluable. It not only helps them understand areas for improvement but also positions your company as supportive and invested in their professional growth.

"We once found ourselves in a situation where we needed to choose between two candidates. In the end, it was their experience that influenced our decision. It was a bit disheartening to let go of the candidate we didn't select, but we provided them with comprehensive and honest feedback regarding our choice. Surprisingly, two years later, this individual reapplied. During the time in between, they diligently accumulated additional experience they lacked the first time. What motivated them to come back? They had such a positive recruitment experience that it rekindled their interest in our organization when they were on the lookout for new opportunities."



Andrzej Puczyk

HEAD OF DELIVERY
AT NEONTRI

A positive recruiting experience, coupled with helpful feedback, can inspire candidates to enhance their skills and consider applying for a position at your company in the future.

Common Mistakes

Navigating the recruitment process is a delicate task, and companies can inadvertently make mistakes that impact their ability to attract and secure top talent.

While we already mentioned the most important ones, here are some more of the common mistakes to avoid:

1. Flawed CV Collection System

Challenge: The use of multiple channels for candidate acquisition introduces the potential for a flawed and leaky CV collection system. In simpler terms, it means you're losing a candidate's resume and never acknowledging their application.

Impact: Overlooking qualified candidates can result in missed opportunities and a less diverse pool of applicants.

Solution: Implement a streamlined and standardized process for CV collection. Ensure every candidate's application receives a thorough review, acknowledging their effort and maintaining a positive candidate experience.

2. Inadequate Interviewing

Challenge: Technical roles demand a unique approach to interviewing. Recruiters must comprehend the intricacies of the position, ask pertinent questions, and provide satisfactory responses to all possible candidate queries.

Impact: Inadequate interviewing techniques may lead to misjudgments about a candidate's suitability, contributing to suboptimal hiring decisions.

Solution: Invest in training interviewers with a focus on technical aspects. Equip them with the ability to ask insightful questions and respond knowledgeably, ensuring a thorough evaluation of candidates.

3. Overemphasizing Technical Skills

Challenge: Placing disproportionate emphasis on technical skills while neglecting soft skills and cultural fit.

Impact: A myopic focus on technical skills may lead to the recruitment of candidates lacking essential interpersonal skills or cultural alignment.

Solution: Strike a balance between technical proficiency and soft skills when evaluating candidates by using proper interviewing techniques. This ensures a holistic assessment, aligning candidates not just with job requirements but also with the organizational culture.

4. Inadequate or Vague Communication

Challenge: Failing to provide clear and timely communication throughout the recruitment process.

Impact: Vague or inconsistent communication can create uncertainty and frustration for candidates, potentially tarnishing the company's reputation.

Solution: Prioritize transparent and consistent communication. Keep candidates informed about the process and timelines, fostering a positive candidate experience. Put systems in place to avoid potential mishaps and automate any possible points of contact.

5. Not Providing and Gathering Feedback

Challenge: Neglecting to offer constructive feedback to candidates and failing to gather insights about your recruitment process.

Impact: Without feedback, candidates miss opportunities for improvement, and companies may overlook valuable insights for enhancing their recruitment processes.

Solution: Establish a feedback loop where constructive feedback is provided to candidates and collected back from them, as well as from interviewers and hiring teams. This continuous feedback loop facilitates ongoing improvement.

05

Why Poland for Tech Talent?

5. Why Poland for Tech Talent?

Whether outsourcing or hiring specialists in-house, the challenge of finding top-tier tech talent is a constant concern for businesses. In this chapter, we'll explore why Poland has emerged as a prime location for sourcing tech specialists and why it should be a top consideration for companies seeking skilled professionals in the IT sector.



Why Choose Poland for Sourcing IT Specialists?

The answer lies in a confluence of factors that position the country as an exceptional reservoir of tech talent.

With a high standard of education, a competitive pricing structure, and a cultural work ethic that aligns seamlessly with global business practices, Polish developers have proven time and again to be a strategic choice for enterprises seeking excellence in their digital initiatives.

Strong Educational Background

The country's education system, renowned for its emphasis on technology and engineering, consistently produces a stream of graduates ready to contribute to the global digital landscape. The country is home to several world-class universities known for producing top-tier graduates in IT-related fields. Several Polish universities, including the University of Warsaw and Jagiellonian University, are ranked among the top in the world for computer science and information systems.¹⁸

Additionally, English proficiency is widespread among the Polish population. The country's emphasis on teaching foreign languages, especially English, from an early age resulted in ranking it as sixth in the world in English proficiency.¹⁹ This gives Polish tech professionals the ability to work effectively in a global context with international teams and clients.

Compatibility & Security

Ranked 40th globally for ease of doing business²⁰, Poland boasts a highly competitive and well-diversified market, ranking 37th on the WE Forum Global Competitiveness Report.²¹

Polish tech professionals are recognized for their strong work ethic, reliability, and cultural compatibility with Western business practices. The country has widely

¹⁸ [QS World University Rankings 2022](#)

¹⁹ [McKinsey: Poland 2025: Europe's new growth engine](#)

²⁰ [Statista: Poland: ease of doing business ranking 2019–2020](#)

²¹ [The Global Competitiveness Report 2019](#)

adopted remote work after the pandemic, which makes collaboration with international teams smooth and efficient.

Moreover, Poland's strategic geographical location places it in a time zone that allows for convenient collaboration with both Western Europe and North America. This advantage ensures overlapping working hours, facilitating real-time communication and project coordination.

The country's EU membership means not only stable growth and security of investments but also mandates strict cybersecurity and data protection measures, making Poland a low-exposure risk country.

Growing Tech Industry

Poland's tech industry is experiencing rapid growth, with a 10% year-on-year increase in the number of tech companies.²² The country ranks 15th among digital nations worldwide, being the second-highest-rated European country.²³

With over 400,000 IT professionals, Poland boasts one of the largest talent pools in Europe, and according to HackerRank research, it has the third-best developers globally.²⁴ The country's annual production of around 20,000 IT graduates ensures a steady influx of fresh talent into the job market, addressing the ever-growing demand for skilled IT specialists.

The country's thriving IT ecosystem, including tech parks, clusters, and innovation hubs in cities like Warsaw, Krakow, and Wroclaw, attracts tech talent, fostering collaboration and innovation. Global tech giants like Google, IBM, and OpenAI have recognized the value of Polish IT specialists, further validating Poland's standing in the global tech landscape.

²² [The Information & Communication Technology Sector – a PAIH report](#)

²³ [SoftwareMind: Why choose Poland for IT Outsourcing in 2021? TOP 20 factors](#)

²⁴ [HackerRank: Which Country Would Win the Programming Olympics?](#)

Competitive Cost

Poland not only offers top-notch talent but does so at a competitive cost. The average annual salary for a software developer in Poland is notably more budget-friendly than in many Western European countries or the United States.

The Polish government plays a proactive role in fostering growth in the IT sector. It has established 14 special economic zones across the country where investors can benefit from tax exemptions.²⁵ These zones are strategically designed to promote economic development, attract foreign investment, and stimulate job creation within the IT industry.

Poland has also entered into tax treaties with a substantial number of countries and includes major economic players such as the USA, Australia, and Canada. These treaties are designed to prevent double taxation for investors engaging in business activities or offshoring operations in Poland.

By avoiding double taxation, these agreements provide a favorable environment for international businesses, making Poland an attractive choice for companies seeking cost-effective and financially efficient solutions.

It's a win-win for quality and cost-effectiveness.



If you'd like to explore more about why Poland is the go-to destination for outsourcing developers, you can read our detailed article [here](#).

In essence, Poland provides a unique blend of quality education, technical excellence, and cost-effectiveness, making it the ideal destination for sourcing top-tier IT professionals.

Polish teams speak excellent English, share a similar ethos and business culture with companies in Europe, the UK, and the US, and possess a deep understanding of the industry, ensuring efficient, effective, and successful collaborations.

²⁵ [Poland – Corporate – Tax credits and incentives](#)

“This drive for tech innovation in Poland, a country that only transitioned to a market economy 30 years ago, can seem either surprising or natural. But Poles are visibly more inclined than other European nations to use new tech solutions. Combined with an openness to new ideas, a highly educated society, and a substantial market size, it makes Poland a great place for creating and testing out innovations. It shows—earlier in how quickly Polish customers adopted contactless payments, and now in the use of mobile banking. Whatever comes next, be sure you’ll find it in Poland.”



Maciej Stępień

CEO & CO-FOUNDER
OF NEONTRI

06

Final Thoughts

6. Final Thoughts

The recruitment and hiring process for IT specialists is an extremely dynamic journey that demands precision, adaptability, and a comprehensive understanding of the evolving tech landscape.

As we unraveled the intricacies of IT talent acquisition in this guide, we anticipated the questions that often arise during outsourcing discussions. How can you streamline your processes further? What about the cost-effectiveness? How can outsourcing truly benefit your enterprise? We have the answers, and we're eager to share them with you.

The Essence of a Good Hiring Process

Hiring top-tier IT talent is a strategic task that goes beyond simple technical assessments. It's about understanding the individual, aligning them with organizational values and needs, and fostering a positive candidate experience.

Key Questions Answered:

- How can tailored recruitment processes align with your business goals?
- What methods ensure skill verification beyond technical prowess?
- How does clear decision-making impact brand reputation?
- What does a commitment to continuous improvement entail?
- Why consider Poland a strategic hub for IT talent?

By combining tailored recruitment strategies, effective assessments, and a commitment to continuous improvement, you can position your organization for success. Keep the methodology and the strategies outlined in this guide in mind, and watch as developers are drawn to your organization.

While this guide equips you to navigate the intricate landscape independently, some enterprises find directing their efforts elsewhere more strategic.

Enter **Neontri**—a seasoned partner with the expertise to liberate your team from the intricacies of talent acquisition and elevate your projects with top-tier IT professionals seamlessly integrated into your workflows.

Why Partner with Us?

Each hiring scenario poses its own unique objectives and challenges, but Neontri excels at crafting personalized solutions. As you contemplate your next moves, we encourage you to think about us as your partners for the journey and consider the value we bring to the table. What questions do you have? What pain points can we address together?

Our commitment is to align our expertise with your vision and deliver solutions that will tangibly help you succeed.

Whether you're scaling your team or in need of specialized skills, our focus is on adapting our approach to ensure your objectives are met. With over 10 years of experience in the intricate landscape of IT talent acquisition, we offer quicker and more efficient hiring processes than staffing agencies, as well as headhunting and outsourcing companies, which will save you time and effort.

"What sets us apart? I think it's the fact that we always work with our client's best interest in mind and that we are uniquely equipped to truly understand what that best interest is.

We have our guiding values that we make sure any person hired and recommended by us abides by, and we are able to provide top-notch talent thanks to the years we've put into creating a name for ourselves."



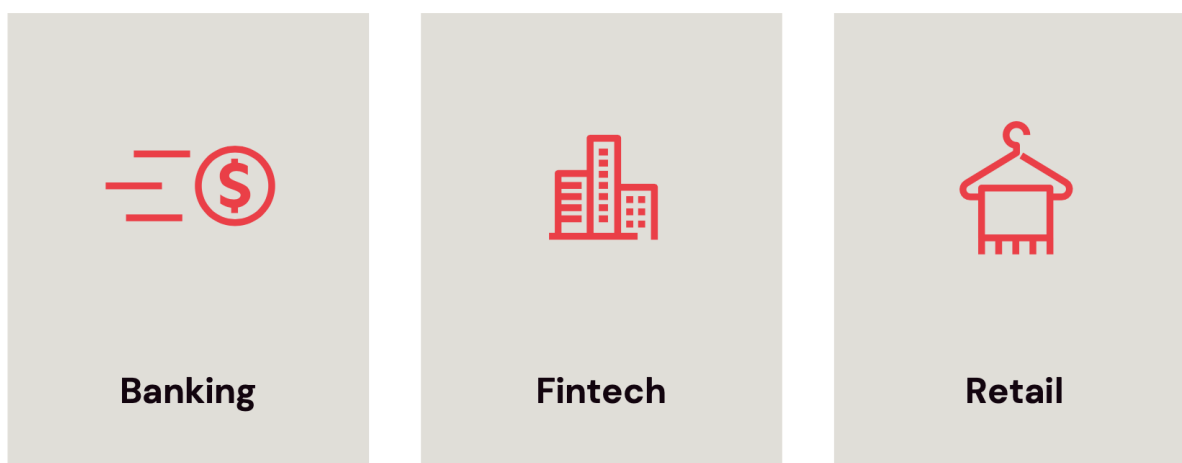
Dorota Wetoszka

HR MANAGER AT NEONTRI

We have easy access to individuals specializing in specific fields, such as experts in card payments and banking systems—often challenging to obtain otherwise.

Our clientele spans industry leaders and challengers, including major banks and payment services in Poland.

We operate in sectors like finance, retail, e-commerce, media, and pharmaceuticals, and we're proud to be a certified EU R&D facility.



Consider this guide as the beginning of a dialogue that leads to transformative collaboration. **Our commitment to building enduring client relationships is reflected in our 100% client retention rate in 2022.**

If you want to learn more about the results you can get by outsourcing your software development, we encourage you to browse our [portfolio of successful cooperations](#).

And in the meantime, we wish you all the best in your endeavor in hiring tech talent. If you have any questions or need further assistance on the topic of IT talent acquisition, don't hesitate to [contact us](#)—no strings attached.

Happy hiring

