

## Developer Selection Rubric 2.0

### Document Purpose

The purpose of this document is to provide clarity on the developer selection process for partner engagements. This developer selection rubric guides how the staffing specialist currently shortlists the best fit developer(s) for an engagement.

### Before Staffing Requests

Staffing is kicked off based on the following:

- **Replacements** - Requests are made by the Technical Success Manager and/or Partner Experience Manager assigned to an engagement based on feedback from the partner, they make the request for replacement and staffing kicks off.
- **Upsells** - Partners sign to have more developers join an already existing and staffed engagement. Requests are made to see if we can fulfil the new developer requirements in terms of skills and D-level. If yes, we sign to bring on new developers and notes are shared via Allocations.
- **New engagements** - After we sign a new partner, notes are shared in Allocations and Staffing Specialists are notified via Slack. The notification is automatically sent after the Solutions Architects team publishes the notes in Allocations.

All of the above, trigger the staffing process to start.

### Service Level Agreement (SLA)

The SLA for staffing is four (4) business days. This is broken down to:

- **Developer application** - 2 days - Staffing specialist(s) post the engagement details to developers for them to apply via Allocations. The developers do research on the partner and submit their applications in Allocations.
- **Developer selection** - 2 days - This entails checking AIS, reading through the applications in Allocations and going through resources shared by the developers in their applications.

### Selection Rubric

This rubric depends on data from Developer Framework, Allocations, AIS and Partner Pulse to give supporting data for making selections. The rubric compares primary/secondary skills that the

engagement requires with skills the developers have, the sources of the developer data are; AIS, SkillsIQ data and Developer Framework for team skills.

## Primary Factors Scorecard

Factor	Score (# of points)
For each required skill/framework that is Andela staff certified	+2
For each required skill/framework that is SkillsIQ certified for proficient or higher	Novice +0.5 Proficient +1 Expert +2
Developer's application was written professionally (no spelling or grammar mistakes, clear sentences, etc...)	+1
Developer's application showed a clear passion for working in the Partner's industry	+2
Developer's application shows a clear knowledge of the people working at the Partner	+2
For each of the Team Skills' Attributes, the developer's average rating in the Developer Framework over the past 3 months is $\geq 1.5$ and $< 1.8$	+0.5
For each of the Team Skills' Attributes, the developer's average rating in the Developer Framework over the past 3 months is $\geq 1.8$	+1
A developer has previous Andela Partner experience in this industry and is not blocked by an anti-competition clause in our contracts with either Partner	+3
A developer has previous work experience in this industry	+1.5
A developer has $\geq 6$ months of previous Andela Partner experience	+1
A developer has $< 6$ months of previous Andela Partner experience	+0.5
A developer has relevant Github work in the languages for the engagements that are less than 6 months old	+2

## Secondary Factors Scorecard

This table covers other factors that are considered, data sources; AIS, Allocations, External resources eg. GitHub

Factor	Score (# of points)
For each full 2 week period that the developer has been on the bench	+1
For each nice to have skill/framework that is Andela staff certified	+2
For each nice to have skill/framework that is SkillIQ Certified for proficient or higher	Novice +0.5 Proficient +1 Expert +2
A developer has $\geq 12$ months of previous work experience doing distributed development	+1
A developer has $< 12$ months of previous work experience doing distributed development	+0.5
A developer is on a Bench Project	+1

### Worth Noting:

1. Interpretations of scores: The primary factors scores are looked at first. If a developer ranks higher than the others being evaluated on the primary factors, then they are selected for the engagement. If the engagement needs more than 1 developers, then the selection is based on descending order. In cases where developers have a close score (within 1 point) or matching scores, secondary factors scores will be used to break the tie. Staffing will look at the cumulative scores and pick based on the highest developer(s).
2. Developers considered for engagements fall into two categories; Available developers and developers rolling off an engagement. Staffing confirms if developers rolling off will be available for a new engagement. All developers are assessed using the same rubric.
3. A developer must have at least one of the required skills for them to be placed on an engagement. In this case, where the developer doesn't have all the required skills, staffing has to get sign-off for placing that developer from the Directors of Success. The next step is to inform the Technical Success Manager and Partner Experience Managers to set expectations correctly with the partner, meaning during the period that the developer is ramping up on new skills, they will be working on stacks they are proficient

in. The developer will create a ramp-up plan and work with the TSM and a Mentor to actualise the plan.

4. It's important to note that you **MUST** have proficiency in the skills you say you are certified in. On engagements, it will quickly become evident if you don't have proficiency in a skill, based on partner feedback and Developer Pulse ratings. Evidence of lack of integrity in self-certifying or obtaining certifications for skills that you are not proficient in is grounds for removal from Andela.

## Other Factors that are considered:

### Priority List

Some developers end up getting placed on engagements and they never get to kick-off, go on maternity/paternity leave or sick leave. They end up not applying to engagements and miss out on getting placed. All these developers are added to a prioritisation list where they are given a head start of 4 points as compared to placing them without looking at other options. Worth noting that they first must have the required skills for the engagement before consideration.

### Location

Placement on engagements is always based on the best fit candidate but considerations are made when we are placing developers that are on their first Partner engagement. If an engagement needs more than one fresh D1 developer then the preference will be to have them in the same location, but they all have to be qualified to work on the engagement first. In the case where only one developer in a given location rates higher by **over 4 points** than others in different locations, considerations will be made for cross-location with approval from the VP of Success. Worth noting that some partners will explicitly request for developers to be collocated in this case the notes will reflect this or the staffing specialist will let the developers know via available developers channel in case it's not captured in the notes. At times we don't have senior developers meaning can't advise on location. In this case, we have to wait until one is hired or becomes available before we can announce the location to the developers.

### FIT Interviews

FIT interviews ideally determine whether a developer will "fit" into an organization based on its values, features and overall objectives of the firm. This determines whether the developer can perform and succeed in a certain environment. FIT interviews are usually conducted by the partner. Worth noting that this is mostly discouraged and we ask the partner to trust our process in selecting for them the right developer.

## Travel Readiness

All developers are expected to be travel ready when they join D1, to help with ensuring that you are travel ready please reach out to your country's travel team. Travel-ready means you have your Passport and a US visa. If the partner is outside the US then we will help facilitate the Visa to that country. If the partner is based in the US and the developer with the highest score on the rubric is not travel ready, they will **NOT** be placed with the partner. Instead, the developer with the next highest score on the rubric, and who is travel ready, will be placed.

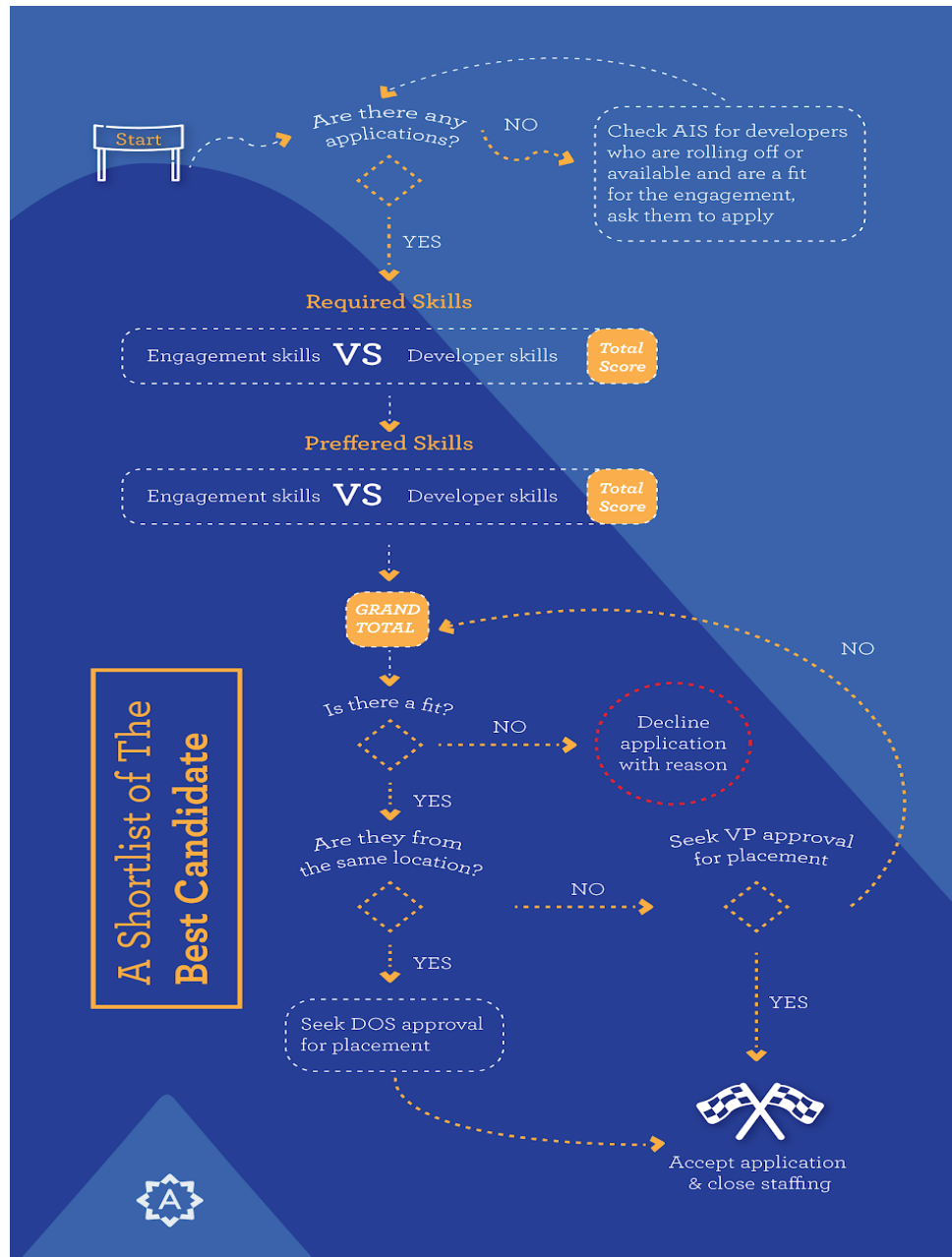
## When there's no obvious match;

During staffing, some roles will not have developers who match the engagement or no applicants at all. Staffing team will go through AIS to see if we have developers who did not apply and match the role and try and find out why they did not apply. After they will advise the developers to apply and ensure they gather as many details as they can regarding their concerns and pass these to the other stakeholders (TSM and PXM) to ensure the developer is supported and their concerns are taken into consideration.

When the developers don't have all the skills needed and are interested in the role, the TSM and PXM on the engagement will be made aware of this, support will be given to the developer to restack. This information is passed to the partner and expectations are set with them. The restacking may happen before or while the developer is working with the partner, in both cases, the partner is notified so that the tasks assigned have this in mind.

Sometimes staffing is left in a situation where one developer is a match for multiple partners without any other option available for placement, a decision has to be made on which partner the developer is placed. Staffing will use the partner prioritisation queue shared by sales to make a decision. The queue shows which partners Andela prioritises based on different metrics, the size of the team, at risk partners, ideal Andela partners, kick-off dates etc. The Queue is constantly changing and decisions can be reversed even after a developer is informed. These decisions are made with the approval of a Senior Sales Director and the Success VP in consultation with Directors of Success.

## Shortlist of Best Candidate



## **Glossary**

### **Staff Assessed Skills**

This is the official stack that the developer has been assessed on and is found in AIS under Technical Skills.

### **Simulations Stack**

The simulations stack is also considered to determine whether the fellow has been exposed to various languages and technologies which are required in the engagement. These skills may be listed under the preferred or technical skills of the engagement.

### **Self Assessed Skills**

Developers should periodically self-assess themselves and update their AIS profile with the skills.

### **Skills IQ**

Developers can get 3rd party qualification by using SkillsIQ, the results will be surfaced on AIS for consideration during staffing.

### **Previous Partner Experience**

Due to previous partner experience developer who has been on engagements get an extra point as they have more experience working remotely.

### **Work Experience/Pre-Andela**

Certain engagements will require stacks that are not Andela supported, developers with this stacks will get an extra point, the rationale is the ramp-up time they will take with that stack.

### **Developer Interest**

New opportunities are submitted to the available developers Slack channel and developers who are interested have 2 days to apply using Allocations. While the Staffing Specialist takes each application into consideration, indications of interest do not guarantee placements as illustrated in the rubric flow above.

### **Team Skills (formerly soft skills)**

Based on the [Application Template](#), the developers list their team skills which are matched to the skills required in the notes posted.

### **Consultations with TSMs, Learning Facilitators, TTLs and/or Developers on the Engagement**

Feedback on the developer's abilities and competency may sometimes be sought from people who have previously interacted with the fellow including Learning Facilitators and TSMs for those who were previously placed on partner work. They should be in a position to provide a better understanding of the fellow with respect to what the engagement is looking for. At times developers placed on that engagement (including TTLs) will be asked to talk to potential candidates to see if they are a fit and help weigh in on the decision on who to place on the engagement.

### **Bench Duration**

This refers to the amount of time that a developer has spent on the bench. It is found in Allocations. For D1s who have never worked with a partner, it is the period of time from when they progressed/were promoted to D1 level to the current date. For D1s and other levels who have worked on partner work, it is counted from the date the developer was marked available in AIS to the current date.

Version	Changed By	Date	Revision Description	Approval By	Approval Date
1.0	Peter Njoroge	13/06/2018	Original draft	Lisbi Abraham	13th June 2018
2.0	Peter Njoroge	28t/08/2018	Version 2.0	Wambui Kinya	28th August 2018