CHAOSSEARCH

How to find (and retain) your hardest to hire positions

DevOpsDays Chicago 2019

Pete Cheslock

VP, Products - **CHAOS**SEARCH

@petecheslock - Twitter

Past: Threat Stack, Dyn, Sonian

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VP, Products - **CHAOS**SEARCH

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Past: Threat Stack, Dyn, Sonian

After nearly 20 years in Technical Operations...
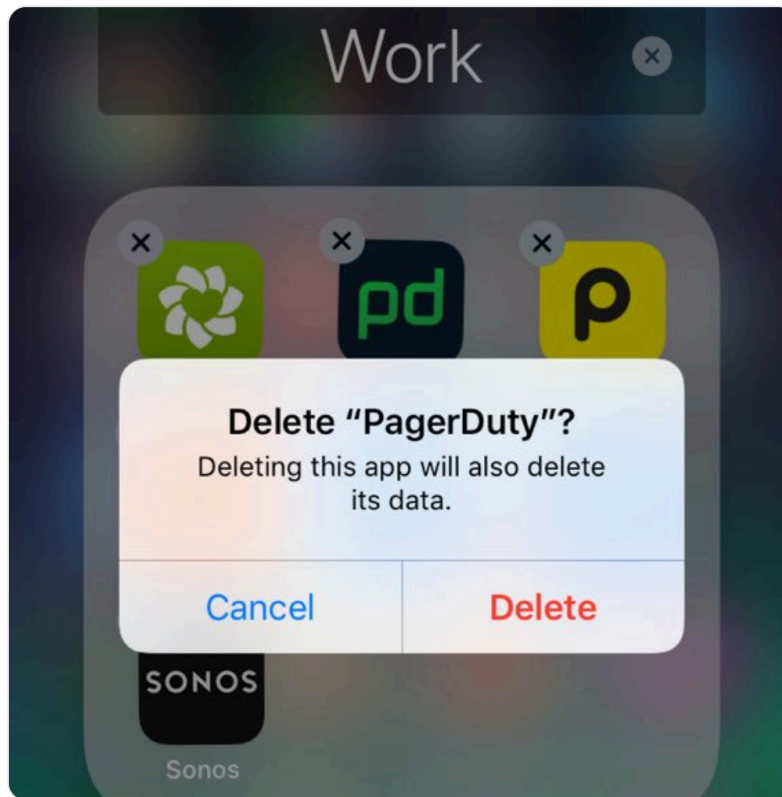
Traded in my Pagerduty account for Hubspot

@petecheslock

Where this all began...

- DevOpsDays Austin 2013

Pete Cheslock
@petecheslock

Just submitted my talk to #DevOpsDays Austin!

2:38 PM - 14 Mar 2013

1 Retweet   **1** Like

💬   ⟲ 1   ♡ 1   📊

And then the talk was accepted...

DevopsDays Austin Proposal: How to retain your hardest to hire positions (DevOps, System Automation, Release Engineering)

Anthony Goddard <anthony@anthonygoddard.com>   Wed, Apr 3, 2013, 10:04 PM
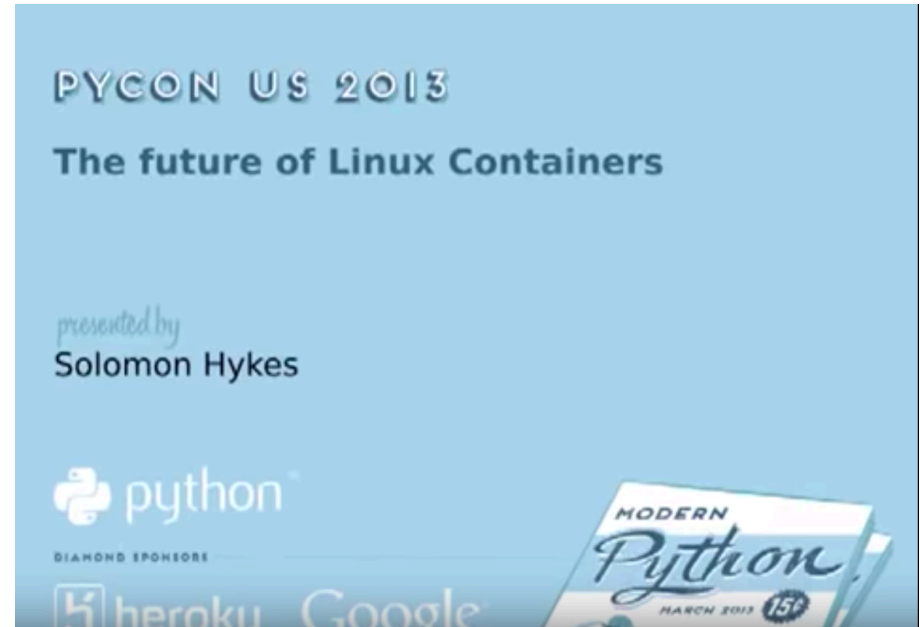
to me, Austin ▾

Dear Pete,

Thank you for submitting a proposal for DevOpsDays Austin 2013!

Congratulations, your proposed talk 'How to retain your hardest to hire positions (DevOps, System Automation, Release Engineering)' was selected by our program committee to be a part of the DevopsDays Austin program this year.

This year was tough - we received over 35 proposals for only 7 speaker slots, and spent considerable time deciding on the program for the event.

Docker was very new.

**Solomon's talk was
March 21st, 2013**

PYCON US 2013

The future of Linux Containers

presented by
Solomon Hykes

python

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Python
MARCH 2013 15¢

How to Keep the People You Need

System Automation
Release Engineering
Operations

@petecheslock
@DynInc

Dyn

01 **Has the recruiting and hiring process changed?**

02 **Incorrect assumptions over the last 6 years?**

03 **Actionable ways to improve the Employee/Company relationship**

Disclaimer

- I still believe there is no One True Way™ to recruit/retain

- This talk is largely based on my personal experience

- But also from books, blogs, personal interactions and...

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- This talk is largely based on my personal experience

- But also from books, blogs, personal interactions and...

- ...Doing the wrong thing a bunch of times.

Kinda Important Note

You may not be able to keep everyone.

People will eventually leave

@petecheslock

Is Company Name Recognition Still Important?

Is Company Name Recognition Still Important?

probably not

01 **The Team**

02 **The Technology**

03 **The $$$**

Has Recruiting Changed?

@petecheslock

Has Recruiting Changed?

The bad are still bad.

Angela Navarro
@gelgels

Follow

LinkedIn Premium is expensive but have you tried negging?

I have never heard of Google or Classpass

Inbox ×

Mon, Apr 22, 4:30 PM (20 hours ago)   Reply

Hey Angela,

I've honestly never heard of any of the companies that you've worked for or the school that you went to but people tell me they're okay. I almost didn't write this email because I'm really busy but figured hey why not? Anyways,   and I'm a recruiter at   . In case you haven't heard of us, tech-focused, well-funded, ideally mission-driven companies are the sort of companies we like to work with, such as:

I can't promise that you're going to be a fit at these companies because I haven't heard of your current employer

@petecheslock

Has Recruiting Changed?

Good recruiting is playing the long game

BosOps - Technical Operations Meetup

Boston, MA

511 members · Public group ?

Organized by **Patrick Flaherty** and **2 others**

@petecheslock

Relationships still Matter

Hiring is a Key Part of Retention

The wrong hire can destroy:

teams

projects

motivation

your sanity

Who are the right hires?

Do your checkbox hires work?

Do you lose people at the whiteboard?

What if those are bad ways to hire?

What If Instead?

Hire for:

Intellectual Curiosity

Aptitude to Learn

Ditch the Whiteboard

Instead:

Clearly Defined

Aligned with the Role

Increasing Levels of Difficulty

Time-boxed

What We Did

Build an API Server

Any Language

Responds with Current Time

4 Hour Max

Escalating Difficultly

Add Time Zone Conversion

Deploy **somewhere**

Add SSL support for deploy

Keeping people starts with hiring the right people

I missed this last time

Losing People is still the worst

Losing People Sucks

i'm a Quitter!!

Why Do We Lose People in the First Place?

Why Do We Lose People in the First Place?

What Drives Us?

- **Autonomy**

- **Mastery**

- **Purpose**

Drive: The Surprising Truth About What Motivates Us: Dan Pink

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Autonomy

I tell my daughter what to do, not my engineers

Autonomy

I tell my daughter what to do, not my engineers

How Can Work Get Done?

- **Align work with an owner**

- **Back off and let them work**

- **Offer support as needed**

- **Filter unnecessary distractions**

Mastery

- **Get better at something that <u>matters</u>**

- **Continuous Learning**

- **Skill Improvement**

- **Not <u>JUST</u> technical skills!**

@petecheslock

Purpose

- **Being a part of something greater**

- **Fulfilling, important work that matters**

"I want to write code that no one will ever use."

- Nobody, Ever.

Open Source Projects

- Gives people ownership

- Can make it easier to recruit later

- Costs can be minimal

- Benefits can be massive
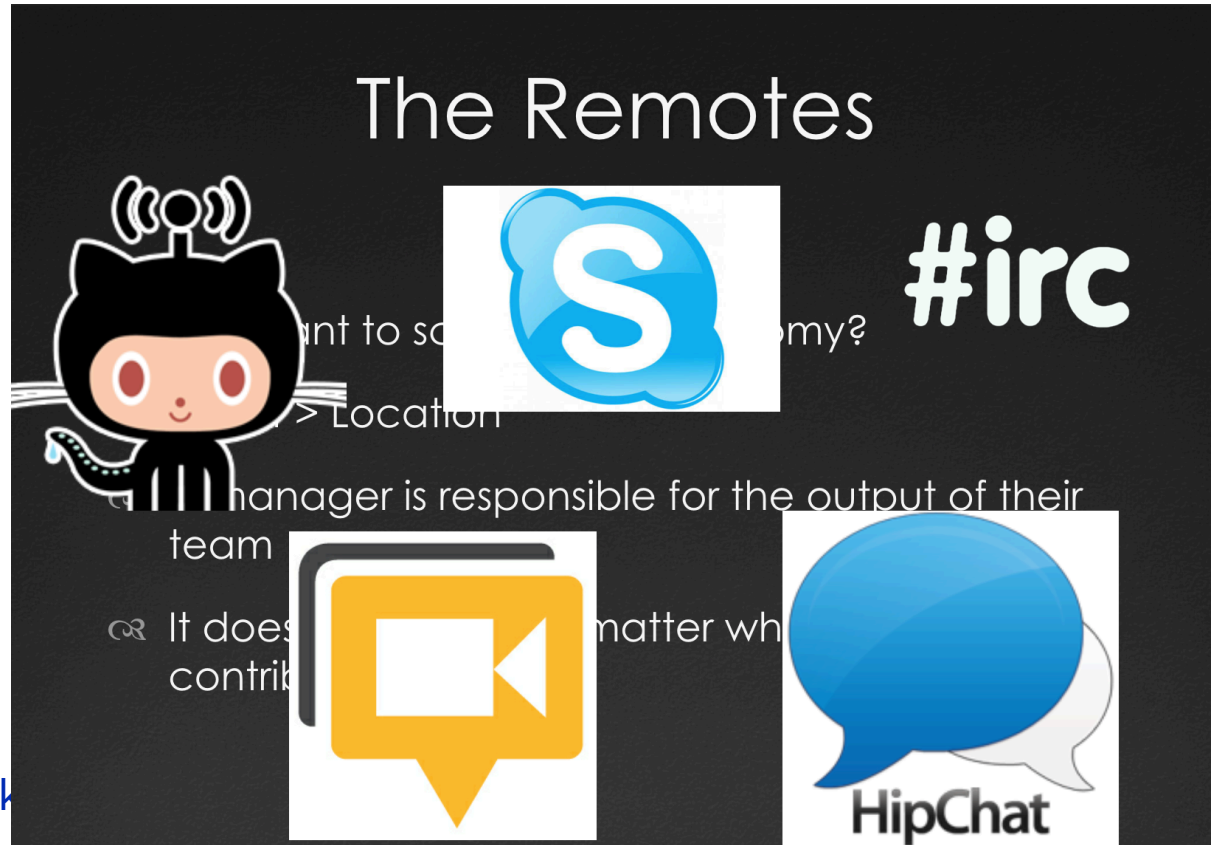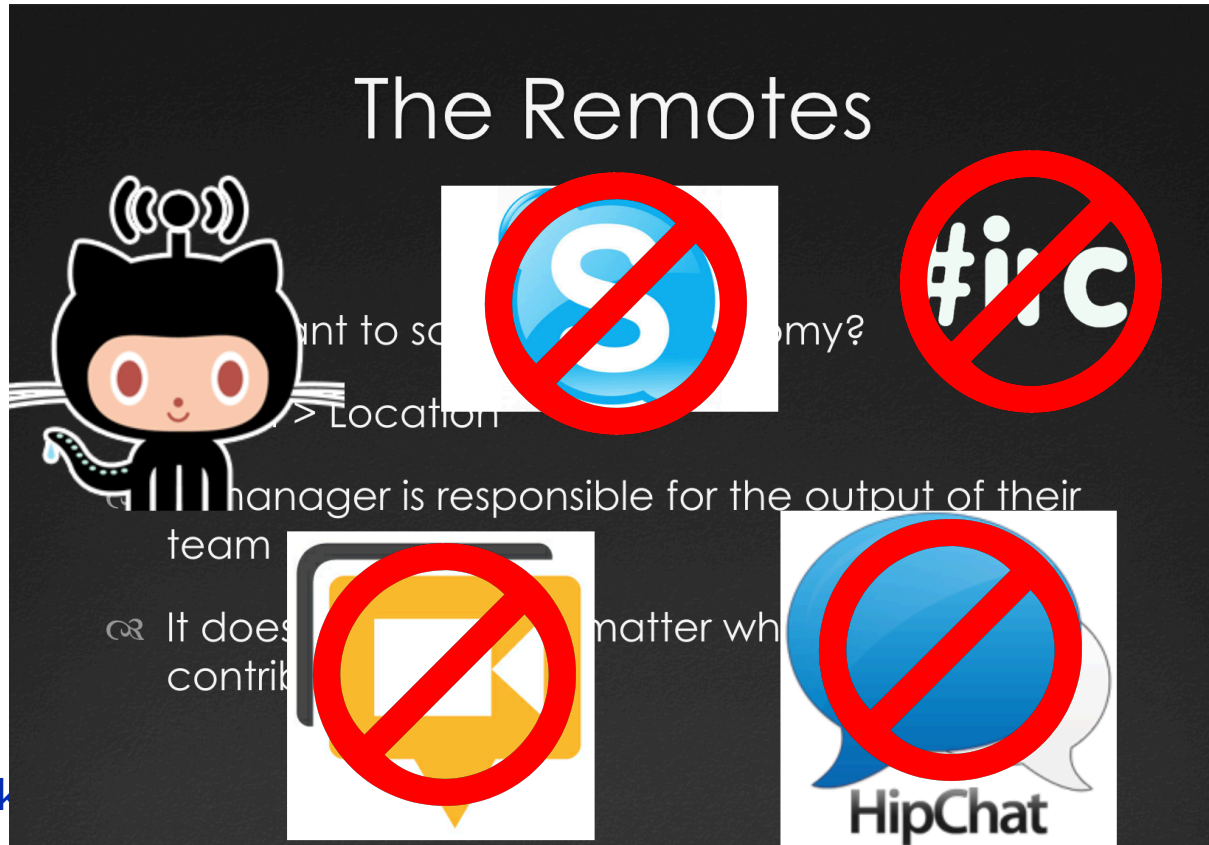
Open Source Projects

Sensu

Let's Talk About Your Remotes

- You want to scale, in this economy?

- Talent > Location

- A manager is responsible for the output of their team

- It doesn't (shouldn't) matter where people are contributing from.
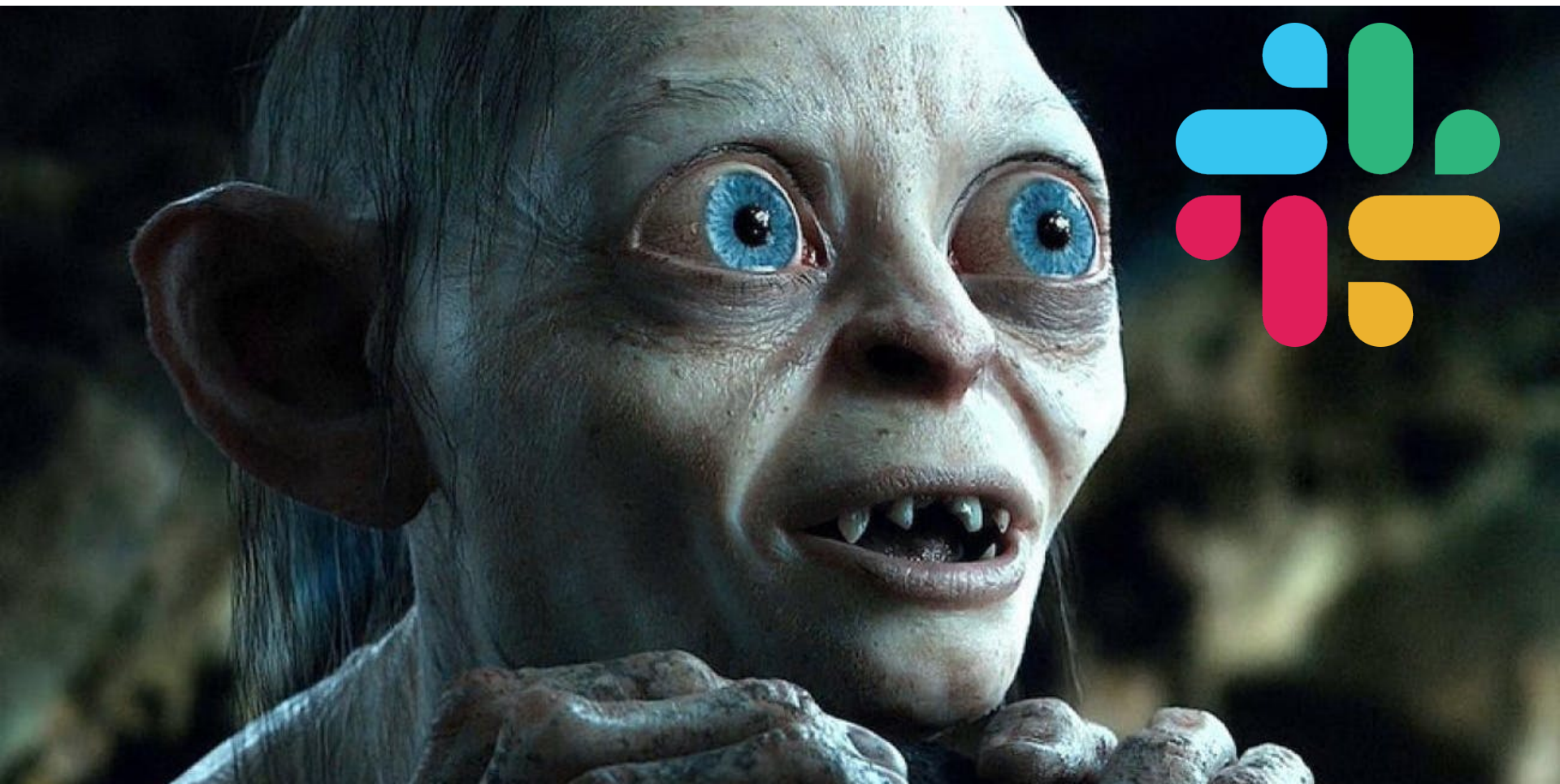
Some things didn't age well...

Some things didn't age well...

Money

Opinion Leader
@InternetHippo

"What attracted you to our company?"

Well, I heard you pay money in exchange for work

9:57 AM · Jan 29, 2016 · TweetDeck

5.7K Retweets   **11.9K** Likes

Money

"Everyone takes a pay cut to be here"

Above market offer turns into a huge bump

Money

Pay people enough to take the issue of money off the table

Money

Pay people enough to take the issue of money off the table

STPR

Money

Underpay Engineers At Your Own Risk

But We Have Stock Options!

- Are you a founder?

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- Were you granted Restricted Stock? (at a very low price?)

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But We Have Stock Options!

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- Were you granted Restricted Stock? (at a very low price?)

- Does your grant have protections for change of control?

- Is there a convertible note on the company?

- What is the liquidation preference on the shares?

There are too many reasons why you probably won't get rich at your startup.

But that doesn't mean you don't have a chance to make money in other ways.

There are too many reasons why you probably won't get rich at your startup.

If you work at a public company and you were granted RSU's none of this applies.

I did all that and someone left anyway
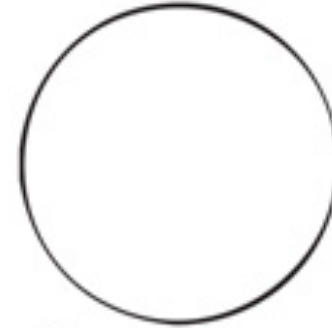
Congratulate them

Ask them for honest feedback

Wish them the best in their new role

High Levels of Trust Across the Organization
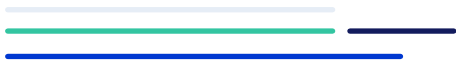
Personal Ownership and Responsibility

circle of trust

you

Challenging Meaningful Work

Employee Ownership

High Levels of Trust

Treat them like adults

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https://chaossearch.io

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