

The specific of IT Recruitment and what is the biggest challenge for an IT Recruiter

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ABSTRACT - Recruitment includes the process of sourcing, attracting, interviewing, selecting, hiring and onboarding employees. In other words, it involves everything from the identification of a staffing need to filling it. Finding good, loyal employees is hard. IT Recruitment puts emphasize more on sourcing. It assumes that IT companies need to find their candidates, not just waiting for applicants. Because in IT industry the jobs are looking for candidates, not viceversa. So, the purpose of this topic is to explain why IT Recruitment is so different from other industries and what is the biggest challenge for an IT Recruiter, nowadays.

Keywords – Recruitment, IT industry, human resources, HR departments

I. INTRODUCTION

The performance of a company is influenced, directly, by the quality of the work force involved in its activity. With the rapid expansion of field with a major importance, such as mobile application development, online marketing and programming, finding the best specialists has become increasingly difficult.

Recruitment is an important part of an organization's human resource planning and their competitive strength. Competent human resources at the right positions in the organization are a vital resource and can be a core competency or a strategic advantage for it. The objective of the recruitment process is to obtain the number and quality of employees that can be selected in order to help the organization to achieve its goals and objectives. With the same objective, recruitment helps to

create a pool of prospective employees for the organization so that the management can select the right candidate for the right job from this pool. Recruitment acts as a link between the employers and the job seekers and ensures the placement of right candidate at the right place at the right time. Using and following the right recruitment processes can facilitate the selection of the best candidates for the organization. Thus, according to Edwin B. Flippo, recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization”

Its very important for a company to have enough specialists, in order to ensure the quality and continuity of work. Recruiting process is the one allow the creation of a database with potential candidates from which the ones that best meet the requirements of the vacancies will be selected. If not now, then after a year, or two.

Today, technology is becoming very important in business. It affects the individuals, communities, and businesses. Information technology or IT refer to an entire industry. No matter small or big business, IT has helped the organization, manager, and workers in a more efficient management for improving their productivity and output.

With hundreds of companies in information technology receiving massive investments every year, investments are piling up; hence, there is supposed to be a higher number of IT workers joining the IT industry workforce.

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To maintain such a process, IT companies needs IT Recruiters. Who they are and what they are doing different from other industries?

Recruiters are the driving force behind the process of recruitment through technical skills assessment. A process that can be deemed successful only if it is able to provide ‘*qualified candidates*’ as per the requirement. Incidentally, it is also one of the key metrics of recruiters to measure their performance.

IT Recruiters are responsible the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. In other words, it involves everything from the identification of a staffing need to filling it.

At first view seems that is nothing different. But there are some challenges. Under this circumstance, the HR department faces some of the biggest challenges in IT recruitment to nurture, recruit and retain talents.

The major problem in finding qualified talents is the technical and professional knowledge over the field, and the minor ones are requisite soft skills, experience and formal education.

Successful recruitment validates every business. By adopting a hiring process that is time and cost-effective, companies can find qualified and suitable candidates by letting away the recruitment challenges. While these challenges are only a snapshot of a few barriers to mitigate in 2021, finding a creative strategy to tackle these obstacles may be a secret sauce in reaching the recruiters’ goals.

II. THE MAJOR PROBLEMS FACED IN IT RECRUITMENT PROCESS

Ramping back up after an economic recession affects every aspect of work, and filling post-recession gaps in employment comes with its own set of recruiting challenges. The current pandemic-driven economic downturn has produced unique new recruitment challenges — and magnified existing ones.

Technology continues to play a critical role in recruiting, and that role is rapidly expanding as more companies move recruiting processes online. Even recruiters who have never used technology now rely on it for their daily functioning. Candidate-facing technology, such as video interviewing software, expands your candidate pool to include remote or out-of-state candidates, while technology use on the back end helps recruiters optimize their function.

IT crises are not necessarily caused from the outside, but from within the industry, more precisely from the unbalanced mechanisms of supply and demand. Too much demand for specialists, too low supply.

From this imbalance are born new needs, competition, wage inflation. Also from this imbalance arises the need for IT companies to differentiate themselves in the race to

find and attract talent, thus developing an effective staff insurance policy.

Today, the selection of the resource is an activity based on the management of human resources, it is more resilient than a basic, intuitive. The recruitment process of an IT company depends on external and internal factors, which must be taken into account when calculating the need to fill certain positions. [1]

The recruitment of competent persons is a rather important task of human resources management, and the recruitment process itself must be constantly adjusted to the changes that occur in society.

The problem of hiring is present in each and every industry, but when it comes to the IT market, this has shown a whole new level of difficulty, with the most recognizable one is to find qualified candidates.

The IT industry is booming with its implementation in many aspects of our daily lives, leading to the unprecedented requirement for IT job openings to be filled.

IT recruiters, believe that the IT specialist on the Moldovan market rarely applies for a job, there could be 2 candidates in a month. In this case, recruiters must make a supply. This process involves identifying and attracting potential candidates. A source creates interest and pursues passive candidates.

Before an IT recruiter can master the offer, he or she must first master the basics. In fact, Boolean searches allow you to combine words and phrases using the words AND, OR, NOT (known as Boolean operators) to limit, broaden, or define your search. A good researcher should know how to do a Boolean Search, and we could use it for LinkedIn sourcing, as well.

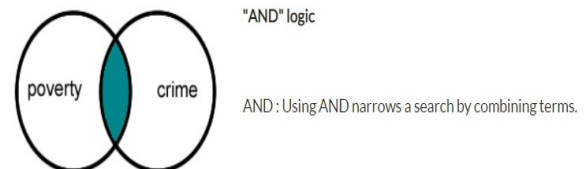


Figure 1. Operator AND.

For example, if we are looking for a designer who has experience with Blender and is from Chisinau, the basic string could look like this: Example: Designer AND Blender AND Chisinau. Therefore, an AND operator tells the database/search that ALL search terms must be present in the resulting records. (Google will look for all conditions to be met before returning any results.)

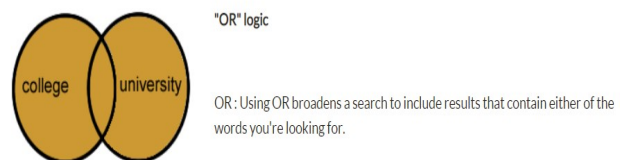


Figure 2. Operator OR.

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Using OR will help us broaden a search to include results that contain either of the words we type. It is also a good idea to use OR when there are several common spellings or synonyms of a word. [4]

Example: Designer OR Artist

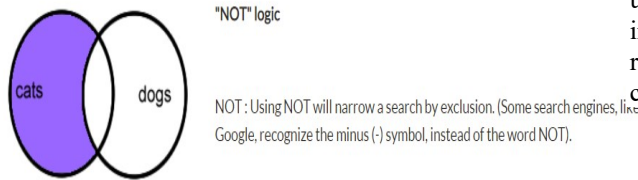


Figure 3. Operator NOT.

Using NOT will narrow a search by excluding certain search items. Example: UX/UI AND Designer NOT Artist [3]

Instead of LinkedIn, we could find good IT potential candidates on GitLab and StackOverflow.

GitLab is a web-based DevOps life-cycle tool that features a Git-repository manager that provides Wiki, issue-tracking, and more. Creating an X-Ray search string is easy. We can just use the **site:** operator, add the keyword, and end it by removing the nonvalid site. In case if we are looking for a Java Developer, we can use next example:

`gitlab.com Java -inurl: (docs|forum)`

However, this will give us all pages where those keyword are mentioned. Targeting the profile page is quite easy in this case because all profile pages have a "Member since" mention of them.

Stack Overflow. Is a Q&A site, and based on their statistics a developer asks a question on this site every eight second or so. Stack Overflow is an interesting place for sourcers because many developers visit this site daily, unlike LinkedIn.

An IT Recruiter can easily check the programmer's Stack Overflow reputation and learn more about their knowledge. Every profile on Stack Overflow includes information as: technologies that the developer is currently working, interests, projects & references, etc.

The biggest challenge for IT Recruiters is that they can no longer search by the classical method. They need to explore special forums and platforms. Where upon, they must maintain a technical discussion and attract candidates with the possibility to test new technologies. [2]

III. THE MOST COMMON INTERVIEWS FOR AN IT COMPANY

The classic method of interviewing, as a query, no longer works. You can be sure that candidates may refuse to come to the interview or, in general, refuse to participate in the next stages of the whole process.

The candidates prefer a personalized and individual approach. This means a very friendly discussion about the company opportunities such as benefits, career and salary growth. After that the candidate, for sure, will be open to share his experience. It means project experience, complexity of tasks, stack of technologies that he has used previously. Usually, HR department has to adapt interview questions to this precise industry. We recommend using the following types of interviews that currently work with developers and IT.

A. Case interview

During a case interview, the interviewer asks you to analyze and solve a challenging business situation. Many of the cases they present are based on real-life situations, often having occurred at the company. Technology industry may use a case interview to see how you problem solve in situations that you may experience at work. During a case study, thoroughly read all the instructions they give you to ensure you can correctly solve the case.

B. Unstructured interview

An unstructured interview is when the questions an interviewer asks you change based on your responses. They may have a few questions prepared ahead of time but then think of more questions during the interview. This kind of interview tends to be more fluid and casual. Though this may seem less intimidating than a traditional interview, still treat it seriously and remain professional.

Since there are no guidelines for these interviews, a researcher is expected to keep their approach in check so that the respondents do not sway away from the main research motive. For a researcher to obtain the desired outcome, he/she must keep the following factors in mind:

- Intent of the interview.
- The interview should primarily take into consideration the participant's interest and skills.
- All the conversations should be conducted within permissible limits of research and the researcher should try and stick by these limits.
- The skills and knowledge of the researcher should match the purpose of the interview.
- Researchers should understand the do's and don'ts of unstructured interviews.

Advantages of Unstructured Interviews:

- Due to the informal nature of unstructured interviews – it becomes extremely easy for researchers to try and develop a friendly rapport with the participants. This leads to gaining insights in extreme detail without much conscious effort.
- The participants can clarify all their doubts about the questions and the researcher can take each opportunity to explain his/her intention for better answers.

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- There are no questions which the researcher has to abide by and this usually increases the flexibility of the entire research process.

Disadvantages of Unstructured Interviews:

- As there is no structure to the interview process, researchers take time to execute these interviews.
- The absence of a standardized set of questions and guidelines indicates that the reliability of unstructured interviews is questionable.
- In many cases, the ethics involved in these interviews are considered borderline upsetting.

C. Behavioral-Based Interview.

Known as Critical Behavioral Interviewing (CBI), the theory is that past performance in a similar situation is the best predictor of future performance. This method of interview probes much deeper than the usual interviewing techniques. Have specific examples ready that highlight your attributes in core areas such as teamwork, problem-solving, communication, creativity, flexibility and organisational skills. However, be structured in your answers and explain your examples in terms of the situation, the task, the action you took, and the outcome achieved. [5]

After the interviews, it is important for all participants to receive a feedback or follow-up, even if the final answer is no. This helps both, the candidate and the organization, and opens the door to further collaboration, as I mentioned about consulting their own databases.

IV. CONCLUSION:

In the case of the IT industry, the role of human resources department, especially the talent recruitment division, has gradually gained its credit, under the circumstance of talent shortage in recent years.

As far as we are concerned, recruitment is an important process for which it is necessary to pay close attention to details. To put it another way, underestimating one of the factors, will influence the quality of the recruitment process. But in this case, the company may incur additional costs over the time.

No matter what type of interview we will do, or how we will organize it. The most important factor is to adapt the interview to the company processes and requirements. The tools of the interviewer are his questions. They should be used with dispatch and yet with the utmost care. Sarcasm or obscure humor should be avoided unless the interviewer is positive that the interviewee perceives them as such. Usually, the latter's interpretation of such activity is entirely serious; he or she may respond at the time with a semblance of perceived humor, but the real reaction is often deep concern and suspicion. In the same time we need to do this very delicate manner, friendly, and not as an interrogatorium as I mentioned previously.

Through the judicious use of questions, the skilled interviewer not only obtains information but also guides the talk along productive lines. Leading questions or questions designed with built-in responses are usually not very effective. Similarly, the double negative type of interrogation is to be shunned as it tends to evoke anxiety. To avoid slipping into such traps, even the best interviewer should review his questioning techniques from time to time.

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