



Рекрутинг в стиле DevOps

Дарья Иванова
Lead Recruiter

12 мая 2018

Обо мне:

- **2013 - 2015** Alpha Personnel Group (Intella incl.): от токарей и менеджеров по продажам до главных бухгалтеров, коммерческих директоров и программистов
- С **2015** в EPAM:
 - 06.2015 – 12.2015 Recruiter;
 - 01.2016 – 08.2017 Senior Recruiter;
 - С 09.2017 Lead Recruiter.

Достижения в EPAM:

- За 3 года работы закрыто 160+ позиций (Developers, DevOps Engineers, Business Analysts, Data Scientists и Delivery Managers);
- The Best Newcomer 2015 EPAM Talent Acquisition Russia 2015;
- The Best Performing Talent Acquisition Contributor EPAM Global 2015;
- The Best High Level Hires 2016 EPAM Talent Acquisition Russia 2016.

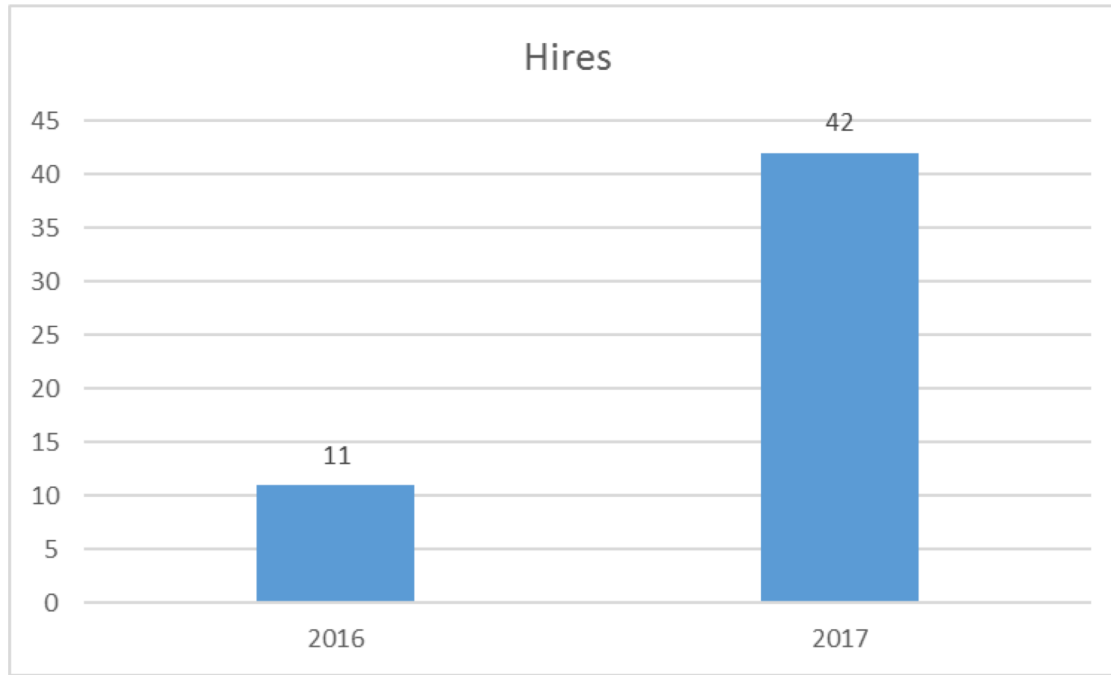


Цели доклада

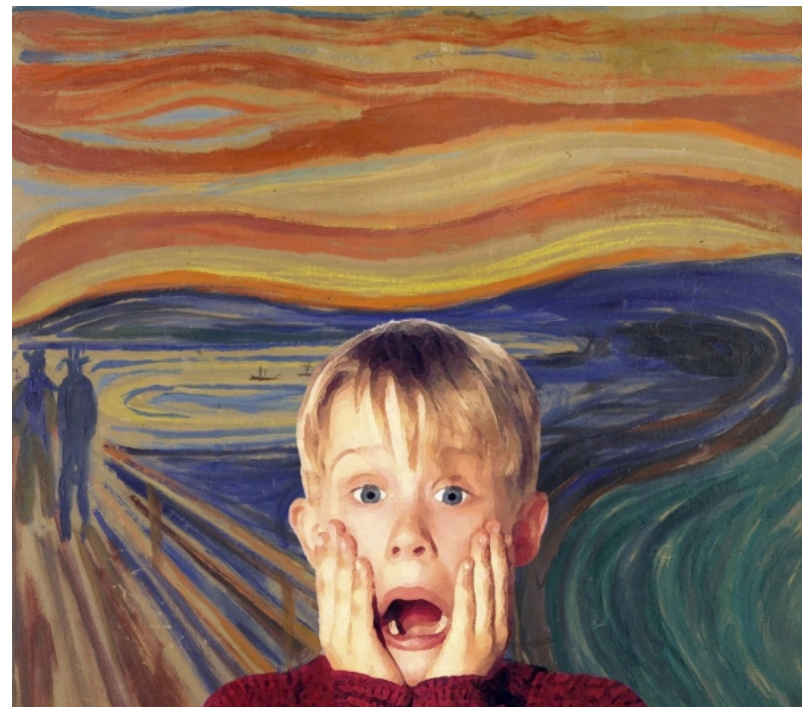
- **Основная:** поделиться приёмами, которые помогли эффективно организовать процесс рекрутинга в ЕРАМ Санкт-Петербург.
- **Косвенная:** объяснить, что такое DevOps, простым и понятным языком.



Количество нанятых DevOps в ЕРАМ СПб 2016 vs 2017

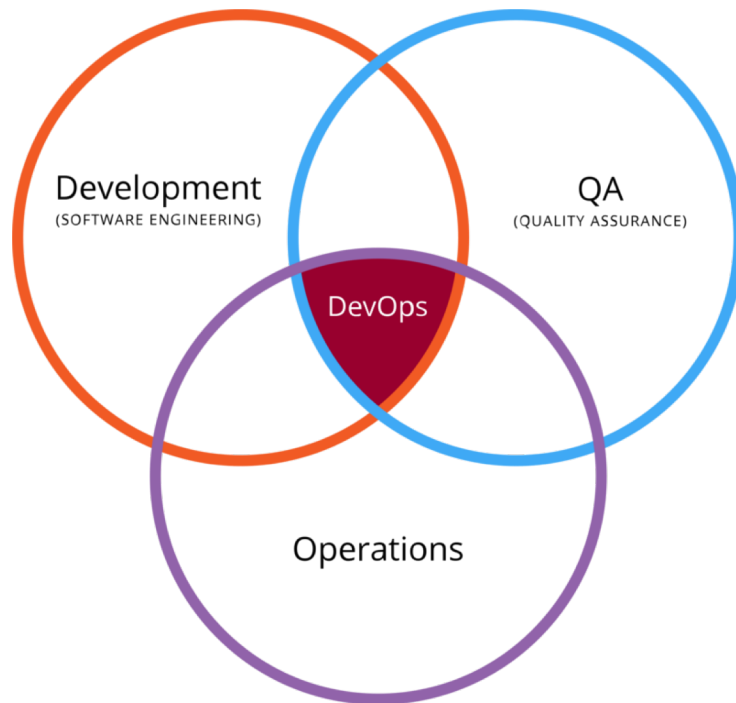


EPAM: участники процесса найма



DevOps - это

DevOps (development и operations) — культурный подход, нацеленный на **активное взаимодействие** и интеграцию специалистов по разработке и специалистов по информационно-технологическому обслуживанию. Базируется на идее о **тесной взаимозависимости** разработки и эксплуатации программного обеспечения, и нацелена на то, чтобы помогать организациям **быстрее создавать** и обновлять программные продукты и сервисы.



Зачем нужен DevOps?

Распределение ответственности, сокращение разрыва между командами Dev, QA и Ops:

- Разработчик – скорость и количество функций
- Тестировщик – число выявленных ошибок
- Отдел эксплуатации – стабильность системы

**Devops инженер –
это тот, «кому до всего есть дело»**

**Сколько программистов
нужно, чтобы вкрутить
лампочку?**

Ноль, это проблема на стороне
«железа».

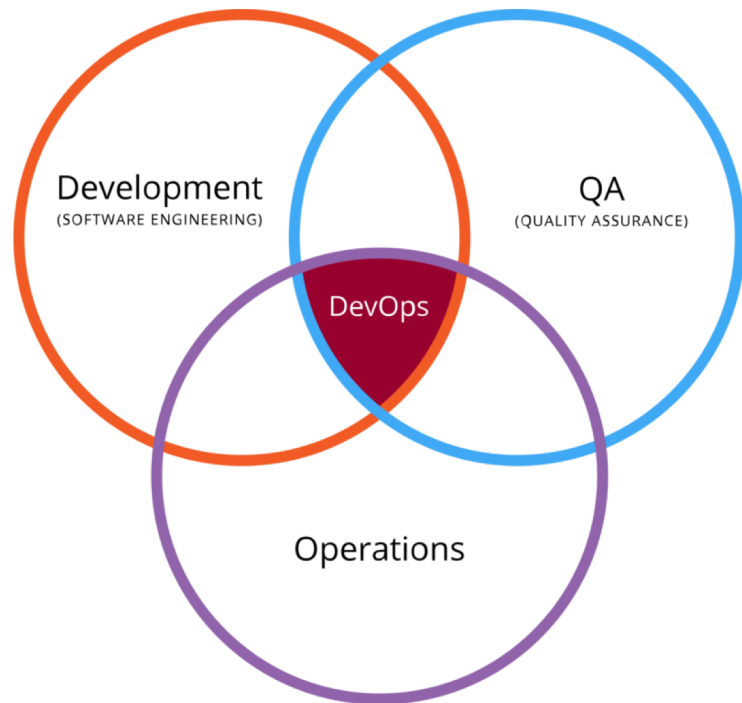
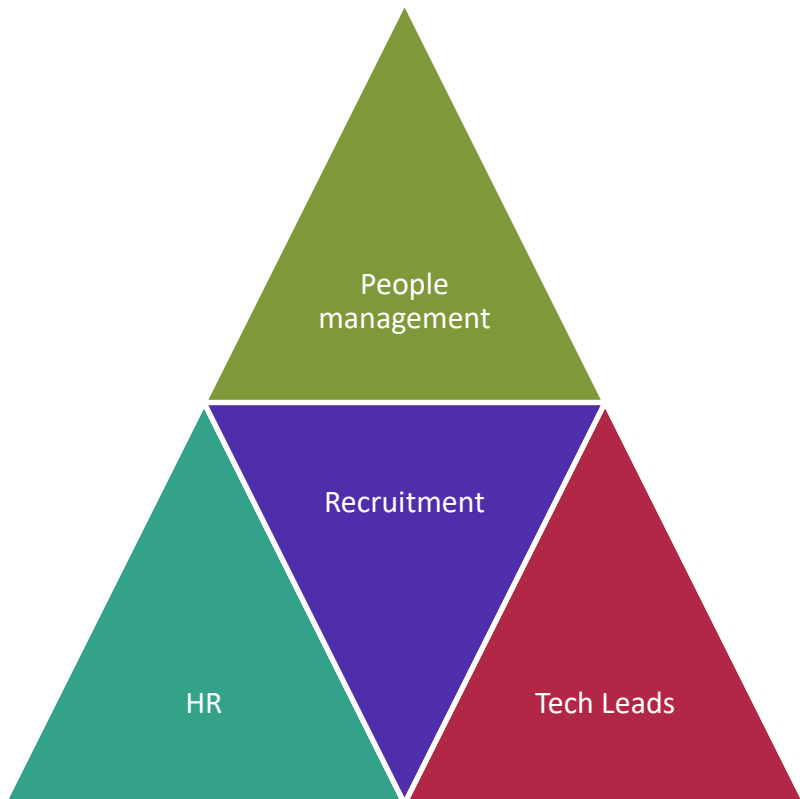


Вопрос:

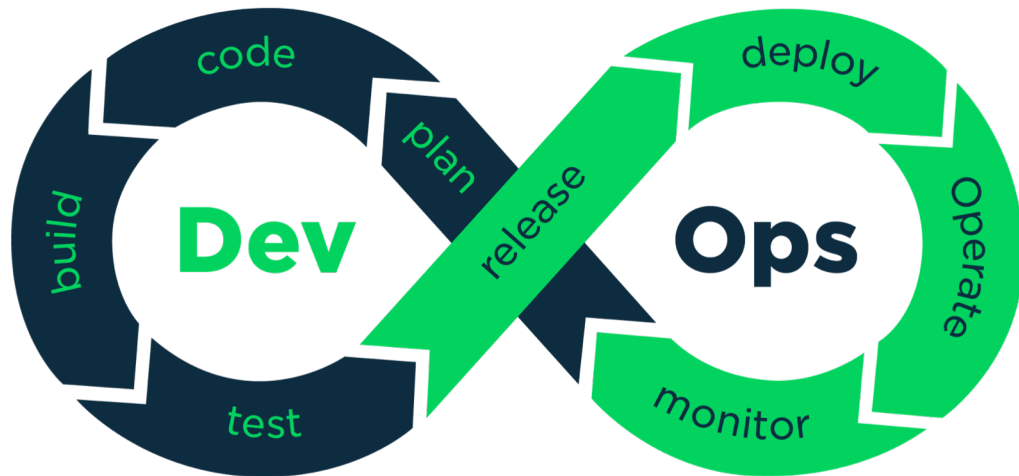
ПРИЧЕМ
ЗДЕСЬ
РЕКРУТИНГ?



Рекрутинг vs рекрутинг в стиле DevOps



DevOps + рекрутинг



- Plan = планирование найма
- Code = поиск кандидатов
- Build = представление кандидатов
- Test = процесс интервью
- Release = предложение о работе
- Deploy = онбординг
- Operate = мотивация и удержание
- Monitor = коммуникация и аналитика

Философия DevOps в рекрутинге

- Распределенная ответственность лежит на всех членах команды
- Data-driven подход: аналитика, конверсия, прогнозирование
- Soft skills часто важнее hard skills



Распределенная ответственность: инструменты

INTERVIEW ALL INTERVIEWS MY CALENDAR INTERVIEWERS

SEARCH DENIS FEDOROV

TECHNICAL INTERVIEW 28 Aug 2017 09:00 Online

Share (1) Add Comment Edit Feedback PROFILE

Candidate: SO ID 3717558 | Talent ID 161441

Interviewer: Technical level Senior Software Engineer | Primary skill .NET | English level NA | Location Russia

SUMMARY

Final Score: 3.3 GREAT CANDIDATE!

Estimated Seniority: Software Engineering L3

Skills: .NET, English: B1 | Microsoft SQL Server

FEEDBACK

Senior Software Engineer

Summary

I evaluate Denis as strong D3. Ready to consider him for iLevel project. He is familiar with .NET memory model, MSSQL, architecture, and algorithms. Moreover, his approach to developing architecture and working with the legacy code displayed so that he has common sense and a good understanding of software development and architecture. Besides, he wasn't nervous or aggressive during the job interview and... But the drawback is that he has a lack of understanding methodologies. On top of that, he isn't an expert in ASP.NET, WCF or other frameworks. So, to recap, I recommend hiring him.

Pros and Cons list (optional)

MSSQL: he has a good theoretical knowledge. He told us that he usually spend only 5% working with MSSQL, but he managed to explain all necessary details about indexes, Methodologies. he is familiar with UP, but he has never worked in agile teams. Performance monitoring. his answer about fixing performance issues was sufficient: network monitoring, profiling, SQL profiling with build plan, bottleneck

Serialization: it seems that he's never worked with binary serialization and has never investigated how binary serializers work.

.NET: he managed to explain how CLR works (memory model). Also, he answered on a tricky question about ref and var.

LINQ: he knows LINQ, but it seems that he doesn't have enough experience using it because he spent a lot of time remembering LINQ methods.

Legacy code: he figured out how to continue working with legacy example and what kind of information about domain

GUESTS FEEDBACK DETAILS DESCRIPTION

Candidate	Pool
Primary skill .NET	Code PC-RU-NETWEB
Location Russia, Saint-Petersburg	Multiple Job Functions
	Primary skill .NET
	Location Saint-Petersburg

Settings

Applicant Tracking System



Trello

Initial Contact

- Aleksandr Babitskiy - exp. architecture & UI
- Mikhail Khabibulin
- Kirill Borozov
- Denis Khabibulin
- Alexander Ostrov
- Sergey Kaban
- Vlad Struzh
- Kirill Kovalev - 10138877 - no response yet @ 10/11/17
- Aleksandr Khabibulin
- Andrei Vlaschuk

Proposed for IT

- Rustan Burhanov
- Artur Ostrov
- Artur Kulakov
- Artem Dubinin - Security (MSSQL + SQL Server)
- Alexander Tshurbin
- Alexander Blizhev
- Evgeny Protolov - mezzano Systems 01-1
- Evgeny Karavich - exp. ASP.NET MVC / PHP
- Ivan Geraschenko
- Steven Rabinovich - 1/1 15.03
- Vladimir Haskardov

To Hire

- Ashraf Rafsanjani
- Aleksandr Pribitvitskiy
- Denis Dubinin - via TF message, on 16 January, 11:15:03
- Evgeny Protolov - mezzano Systems 01-1
- Ivan Geraschenko
- Steven Rabinovich - 1/1 15.03
- Vladimir Haskardov
- Natalia Luchina - HR BP - pag. 47 Table - in table (responsive, exp or C#) only

Offer made

- Georgii Baranovskiy - HR assist - about 27/08/17 applied, no response yet received in response to contacts
- Alexander Karavich
- Denis Sapozhnikov
- Maksim Brandencko
- Alexander Pribitvitskiy
- Artem Timofeev L3
- Kirill Dubinin
- Denis Chiribabian L2
- Incumbent Schwaberg - L3
- Evgeny Vetrovskiy - HR BP - exp. C# and ASP.NET, in table (no need future interviews)

Outstanding

- Georgii Sapozhnikov L1
- Denis Sapozhnikov L3
- Maksim Brandencko
- Alexander Kaban L2
- Artem Timofeev L3
- Kirill Dubinin
- Denis Chiribabian L2
- Incumbent Schwaberg - L3
- Evgeny Vetrovskiy - HR BP - exp. C# and ASP.NET, in table (no need future interviews)

On Hold

- Aleksandr Kaban - MFC
- Denis Chiribabian
- Sari Gromov
- Alexander Pribitvitskiy
- Ivan Kaban - exp. .NET - ping in august
- Kirill Dubinin
- Evgeny Vetrovskiy - HR BP - exp. C# and ASP.NET, in table (no need future interviews)

Data-driven подход: аналитика, конверсия, прогнозирование

HR Аналитик данных как профессия становится трендом

Rejections by Recruiting Stage:

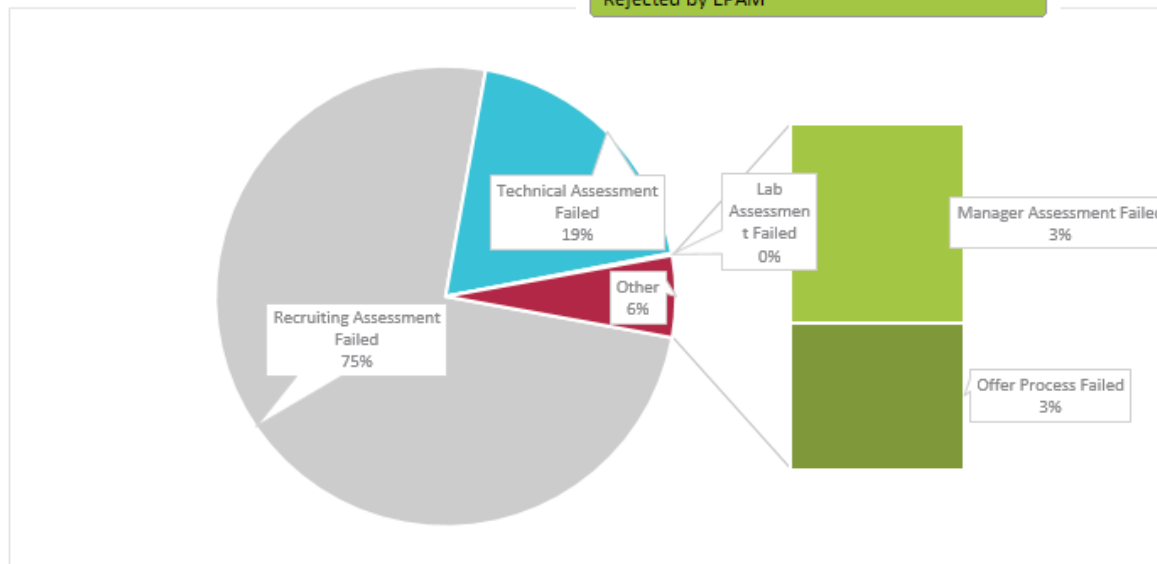
Rejected By



N/D

Rejected by Candidate

Rejected by EPAM



Mindset & soft skills часто важнее hard skills

- Взятие на себя ответственности
 - Постоянное улучшение и изменение
 - Принятие решений на основе данных и готовность решать проблемы
 - Честность (что не можешь что-то сделать, например)
- ⇒ Кандидату на 4/4 я готова простить незнание Boolean search по щелчку пальцев или Python фреймворков
- ⇒ Потому что это *тот человек, которому до всего есть дело*



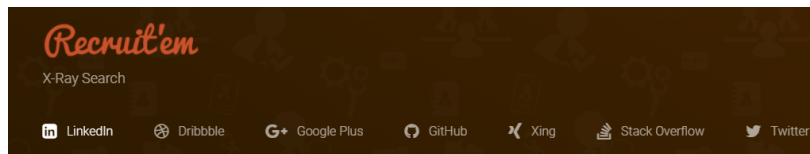
Automate them all



Автоматизация: поиск кандидатов



Recruit'em

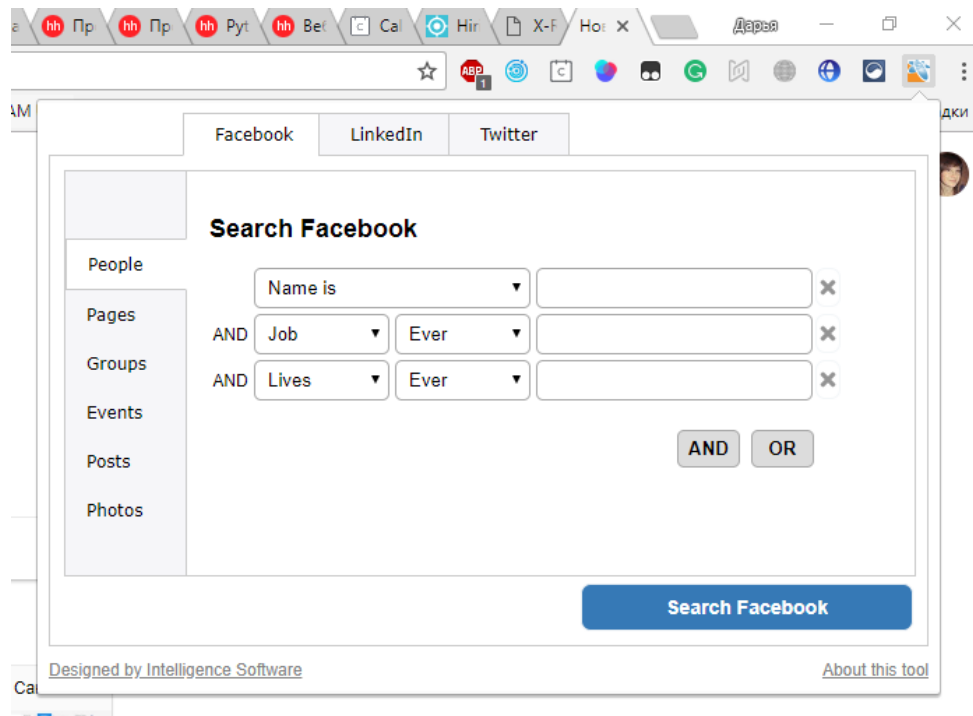


Easily use Google to search profiles on LinkedIn

Country	?	Job title	?
<input type="text" value="All countries"/>		<input type="text" value="E.g. accountant OR cfo"/>	
		<input type="checkbox"/> Show similar jobs?	
Location or keywords to include	?	Keywords to exclude	?
<input type="text" value="E.g. London OR Paris AND html"/>		<input type="text" value="E.g. Assistant OR secretary"/>	
Education	?	Current Employer	?
<input type="text" value="All candidates"/>		<input type="text" value="E.g. Paypal"/>	

Find the right people on LinkedIn

Intelligence Search



Автоматизация: представление кандидата

build

Сев



Moscow, Russian Federation

Experience

Senior software engineer (golang) • Juno Inc.

Moscow • Aug 2016 - Present
Working on geo services in the highload environment using golang, redis, MongoDB, postgresSQL, NATS, AWS.

Made a lot of performance improvements and new features to our framework. Introduced observability practices to our platform with OPS team:

- logging: Async logging in services collected with ELK stack
- metrics: A lot of instrumentation for existing packages & systems. Prometheus based.
- distributed tracing: OpenTracing support in framework and tool to instrument 3rd party packages. Jaeger with ElasticSearch as a storage.

Lead of platform team • Lingualeo

Москва, Россия • Nov 2015 - Sep 2016
Evangelist of new technologies in the company (GO, Docker, Terraform and many more).

Design and plan process for migrating from legacy monolith application to microservices architecture in all aspects:

- extracting services from the monolith
- powerful developer-friendly CI
- infrastructure for running dozens of services (metrics & logs collecting, monitoring, service discovery, deployment)
- develop services with high traffic in go

Design and implementation of analytics events pipeline. (Go, AWS Redshift)

Steps further for DevOps methodology adoption:

- no manual operations. All infrastructure is described in Terraform scripts
- developers are fully responsible for their services.
- create "products" to being used by developers (vagrant boxes, docker images, CI configuration etc).

Metrics collecting pipeline (based on Prometheus)

Senior GO Developer • Lazada Group

Moscow, Russian Federation • Jun 2015 - Nov 2015

Backend developer.

Created few tools:

- client for service communications for JSON-RPC and REST API
- client & server side library for collecting & visualizing tracing information

Projects

Lingualeo.com

Wikimart

<http://wikimart.ru>

Wikimart Merchant API

<http://merchant.wikimart.ru>

Skills

Go • PHP • MySQL

Languages

Английский

Friendwork



Желаемая должность и зарплата

Senior Software Configuration Engineer / DevOps

Занятость: не имеет значения

График: не имеет значения

Место работы: не имеет значения

Опыт работы (10 лет 11 месяцев)

октябрь 2016 - по н.в.
(1 год 9 месяцев)

Senior Software Configuration Engineer T-Systems

Windows Administration: Hyper-V based remote virtual environment, multiple AD forests, MS SQL, MS Exchange, SharePoint, PowerShell scripting and all kinds of related technologies, MS Azure.
Linux Administration: CentOS, Debian, CoreOS, Docker, SystemD units, CloudFlare SSL, Apache Reverse Proxy, Squid, Bash scripting.
Telegraf/InfluxDB/Grafana monitoring solution.
Developers support and environments configuration. SVN, Git, Jenkins, WildFly, GlassFish. Environment documentation, DevOps.

октябрь 2015 - октябрь 2016 (1 год)

IT Security Administrator G1 Entertainment

IT audit and systems hardening.
Active Directory Audit: logon, group membership changes, GPO changes, alerts, granular permissions delegation.
MS Exchange Audit: Mailbox access and delegation, administrative actions and configuration changes monitoring, roles hardening.
GPO design and implementation. Workstations hardening.
Symantec DLP, DataInSight, Messaging Gateway, Endpoint Protection products deployment and administration.
Working with Cisco Firepower.

август 2013 - август 2015 (2 года 1 месяц)

Co Founder OrgTrade

After returning to Russia, I and two other persons have founded service company named OrgTrade. Company's main business areas are:

- IT outsourcing
- Printing materials and supplies
- Printing devices repair and servicing
- Infrastructure IT projects implementation and consulting

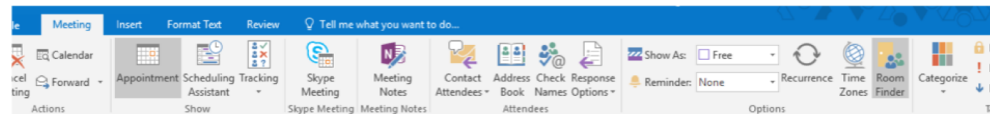
Examples of projects performed include but not limited by:

- Assessing requirement, resources and implementing infrastructure for a private accounting system.
- Migrating some of the company's local services into Azure cloud with access from inside via IPsec tunnel and option to access it from outside in case office's operation is hindered in some way.
- Picking up abandoned infrastructure, supporting, revitalizing and documenting it up to the

Автоматизация: назначение интервью



Calendly.com



The following recipient is outside your organization: Kirill ✖
No responses have been received for this meeting.

To: Kirill <sk@tkv@gmail.com>
Subject: Accepted: Kirill and Daria Ivanova
Location: Skype / Cell
Start time: Mon 08-Jan-18 19:30
End time: Mon 08-Jan-18 20:00

Meeting Name: 30-min Interview

Please choose the most convenient time for you

Location: Skype / Cell

Skype or Cell (provide me with the most convenient contact, please): +79112002124

Cancellation Reason:

Powered by Calendly
calendly.com

Youcanbook.me

DevOps, SRE.

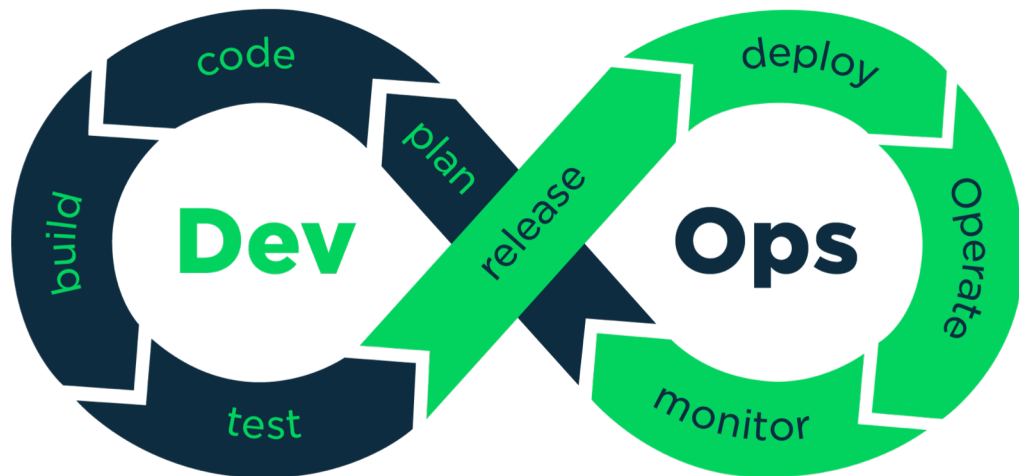
Click on any time to make a booking.

Time Zone: Europe Moscow

Вт 08.05.18	Ср 09.05.18	Чт 10.05.18	Пт 11.05.18	Сб 12.05.18	Вс 13.05.18	Пн 14.05.18
12:00	12:00	12:00	12:00	12:00	12:00	12:00
13:00	13:00	13:00	13:00	13:00	13:00	13:00
14:00	14:00	14:00	14:00	14:00	14:00	14:00
15:00	15:00	15:00	15:00	15:00	15:00	15:00
16:00	16:00	16:00	16:00	16:00	16:00	16:00
17:00	17:00	17:00	17:00	17:00	17:00	17:00
18:00	18:00	18:00	18:00	18:00	18:00	18:00
19:00	19:00	19:00	19:00	19:00	19:00	19:00
20:00	20:00	20:00	20:00	20:00	20:00	20:00
21:00	21:00	21:00	21:00	21:00	21:00	21:00

Powered for FREE by YouCanBook.Me

DevOps + рекрутинг



- Plan = планирование найма
- Code = поиск кандидатов
- Build = представление кандидатов
- Test = процесс интервью
- Release = предложение о работе
- Deploy = онбординг
- Operate = мотивация и удержание
- Monitor = коммуникация и аналитика

Ценность рекрутинга в стиле DevOps для бизнеса

- Улучшение взаимодействия между разными подразделениями:
рекрутер помогает в адаптации, мотивации, удержании сотрудников
- Все участники процесса в курсе происходящего
- Улучшение и ускорение обратной связи
- Автоматизация (снижение рисков человеческой ошибки)
- Итог: сокращение времени закрытия вакансий.
«Бесшовный» процесс.

=> Бизнес быстрее зарабатывает деньги



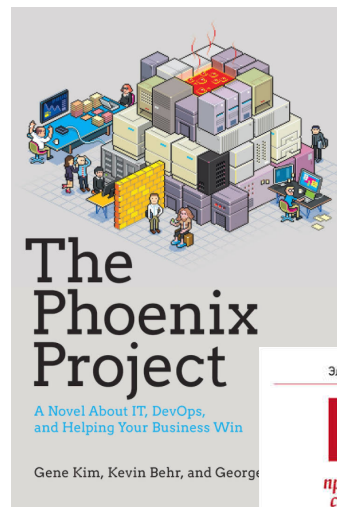
Полезные ссылки и источники

Сервисы:

- <https://cееv.io/> - парсинг CV
- <https://friend.work/> - парсинг CV
- <https://calendly.com/> - автоназначение интервью
- <https://youcanbook.me/> - автоназначение интервью
- <https://www.codility.com/> - технический прескрининг
- <https://leetcode.com/> - технический прескрининг
- <https://triplebyte.com/> - технический прескрининг
- <http://www.intel-sw.com/blog/facebook-search/> - удобный поиск на FB, Li, Twitter
- <https://recruitin.net/> - X-Ray Search on LinkedIn
- <https://vcv.ru/> - видео отбор кандидатов
- <https://www.jazzhr.com/>, <https://www.bamboohr.com/> - ATS

Что почитать про DevOps:

- Ким, Бер, Спаффорд: Проект "Феникс". Роман о том, как DevOps меняет бизнес к лучшему
- Элияху М. Гольдратт, Джеф Кокс Цель. Процесс непрерывного совершенствования
- [Просто о сложном: что за зверь такой, DevOps?](#)
- [О Роли DevOps в IT](#)
- [11 важных вещей, которые нужно знать про DevOps — часть первая](#)
- [11 важных вещей, которые нужно знать про DevOps — часть вторая](#)
- [Все ищут DevOps-инженера — но мало кто знает, зачем он нужен](#)
- [DevOps — автоматизируй всё](#)
- [6 DevOps recruiting tips: How to land the right people](#)
- [7 keys to finding phenomenal DevOps talent](#)
- [DevOps Hiring Explained In 10 Points](#)



Контакты

E-mail:

Daria_Ivanova1@epam.com

Da6ka.iv@gmail.com

Skype: daria.ivanova111

Telegram: @Da6ka

Cell: +7 (965) 770-75-86

Fb: [/daria.ivanova.505](https://www.facebook.com/daria.ivanova.505)

Li: [/dariaivanova](https://www.linkedin.com/company/dariaivanova)

