Hiring Great SREs
brian rutkin
@arocknerd
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HELLO my name is Brian
The Hiring Pipeline

1. Announcing
2. Sourcing
3. Screening
4. Interviewing
5. The Offer
6. New Hire Orientation / Onboarding
Hiring an SRE
Or someone like an SRE
The Fundamentals
Will the candidate be able to do the job we want them to \textit{eventually}?
How long do we expect it to take for them to reach that eventually?
Is this someone we want to work with for years?
What makes a Great SRE?
Have a breadth of knowledge that applies to many different areas

Strong feeling of ownership/care for things they are responsible for

And for the things adjacent to those

General need to understand how things work/find root cause

Excellent problem solvers

Love of automation and tooling, especially for broad, reusable solutions

Strong desire for impact, helpfulness, and to take action

Willing to be Hero/Martyr for service availability*

Curious, continuously seeking knowledge for many sources
Finding Answers
Finding Candidates
Determine what we need them to do

➔ Is there a specific skill set they need?
Finding Candidates
Determine what skill will be non-optional

➔ Is there a specific skill set they need?
➔ Do they need experience with our specific tech stack?
Finding Candidates
Determine what skill level is required

➔ Is there a specific **skill set** they need?
➔ Do they need **experience** with our **specific tech stack**?
➔ What **skill level** do we really need?
Getting Signal

Why it is hard to get answers:

- Short time to evaluate a candidate
- Don’t do it very often.
- Aren’t methodical and or uniform
- Don’t view interviewing as fundamental
The Interview

And how you can make it work for you
Have a Strategy

Publish Strategy

Evaluate Regularly

Use Consistently
The Twitter SRE Process
There are 10 types of people in the world...
Having a Conversation
**Sample Rubric Format**

<table>
<thead>
<tr>
<th>Category</th>
<th>Comments</th>
<th>Score (0 - 2)</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-Technical</strong></td>
<td></td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Communication</td>
<td>• Performed poorly</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Monitoring</td>
<td>• What “poor” means for this question</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Topic 1</td>
<td>• Performed Adequately</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Topic 2</td>
<td>• What “adequately” means for this question</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Troubleshooting</td>
<td>• Performed well</td>
<td>2</td>
<td>2</td>
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<tr>
<td>Topic 1</td>
<td>• What “well” means for this question</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Topic 2</td>
<td></td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

**Candidate Level**

| SRE I |

**Total:**

| 0 |

**Percentage:**

| 0.00% |

**Maximum Possible Score:**

| 20 |
Identifying a Great Jr. SRE

or someone (without experience) who could be
Interviewing Junior Candidates

★ Look for good fundamentals.
★ Don’t expect complete answers to all questions - but do ask follow ups!
★ Leading questions are fine!
★ Do not focus on areas which they are weak/inexperienced - move on quickly.
★ Remember you are evaluating their future performance
Sell It:

● Yourself
● Your Org
● Your Company