



# The Guide to Rapidly Scaling, Rapidly Hiring in 2022

An Engineering Leader's Guide to  
Hiring in a New Talent Landscape



# INTRODUCTION

The past two years have completely shifted the talent and recruiting landscape for both companies and candidates. Many companies have considered moving to a fully remote workplace, while more candidates prefer or expect flexible working options. Meanwhile, talent shortages continue to be a major challenge for tech companies, especially when securing high-quality engineering talent quickly and cost-effectively.

To close headcount gaps, more companies are looking to a larger, more global talent pool by hiring in new locations. Unfortunately, some expansion models bring regulatory and tax complexities, unforeseen expenses, and highly nuanced workplace procedural and cultural changes—all of which can become pitfalls if not considered carefully.

We've put together this guide to help you—an engineering leader—decide which hiring model works best as you're building and scaling your engineering team in 2022 and beyond.

# Your Top Options for Expanding Your Talent Pool

While there are many different hiring models that may fit your business needs, we've outlined five common options and the pros and cons to each approach.

## Hire remote engineers, domestically

Many companies are looking to hire full-time remote engineers domestically after 2020 proved that remote work is effective and productive.

- ✓ You get complete control over the hiring, interview, and onboarding process.
- ✗ More work for you and your legal and finance team. You must navigate various legal and tax compliance regulations for each state or geography they hire in.
- ✗ Domestic talent is limited, notoriously hard to secure, and expensive. There is a ton of competition.

## Contract with freelance engineers

This option involves using an existing talent marketplace or job platform to contract with employees in various geographies, usually for the short-term.

- ✓ It's easy to get started and avoids expensive recruiter fees, which may run as high as 40% of the first-year salary, according to Indeed.
- ✗ Potentially low-quality talent. There's often little visibility into how or whether engineers are assessed, meaning companies often don't have control over who they're hiring.
- ✗ Often short-term, so you lose institutional knowledge if they leave after three months.
- ✗ Requires more work and effort from the team to onboard and teach codebase.



## Open a satellite office in a new geography

Whether domestic or international, companies can choose to open an office in a new location to access a wider talent pool of full-time engineering staff.

- ✓ This option gives CTOs and engineering leaders complete control over the expansion and hiring process.
- ✗ If speed-to-hire is important to you, you may need to consider other options, although it might increase the risk level.
- ✗ You will need to consider extra costs (e.g. work with local companies to help source and put roots down).



## Hire remote engineers internationally by yourself

Companies can set up the legal infrastructure to hire remote engineers in a country they don't have a presence in. Candidates are often found through a recruiter or a job listing, without using a talent platform.

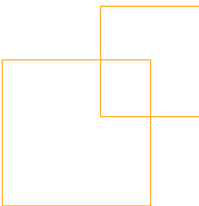
- ✓ Companies may get more out of a hiring budget by working with international engineers due to varying compensation and benefits.
- ✗ It gets complicated because of various legal, tax and other regulations for each geography, such as IR35 in the UK or AB5 in California.
- ✗ You will also still need to source this engineering talent, which is difficult without having regional knowledge or a deep understanding of the landscape from which you're hiring.



## Hire remote engineers through a partner

By working with a staff augmentation partner, companies can access an existing job platform and don't have to navigate compliance issues and other expenses. While these engineers are remote and contracted, they can be embedded within an existing team and culture, and work on long-term projects.

- ✓ Grants access to vetted engineering candidates that are individually matched to a project and team. This partner will take care of sourcing, assessing, matching, hiring, and compliance for you.
- ✓ You're able to hire at a greater volume with lower risk. As your needs evolve, a partner can continuously support a constant flow of candidates with varied skillsets.
- 💡 Because the candidate sourcing and assessment process is off your plate, it may feel like you're losing some control over the hiring process. However, with the right partner and the right assessment process, it shouldn't matter. Regardless, make sure you're clear on what your needs are and communicate them to your partner.



# Decision Framework: Mapping Your Goal to The Best Hiring Options

Every hiring decision you make should map back to a final business outcome, like delivering a feature or building a new product. You're trying to answer the question: How will the team I'm building help our company meet our product development goals? Depending on the overall hiring goal, there are different options you can choose from and important considerations for each.



## GOAL ONE:

### **Access talent in new geographies to build a global presence**

*Hiring options to consider: [All of the above](#)*

This goal can align to various benefits, from hiring more culturally-diverse employees in different time zones for 24/7 coverage to expanding an organization's presence in a new geography. Any of the above hiring options could be a fit, but keep these considerations in mind.



Be ready to navigate the various legal terms and conditions required to hire in certain locations (even specific U.S. states) without having an office there.



Contracting with freelance engineers may not be the best fit for hiring long-term, embedded engineers. While you can quickly scale a team this way, low retention can derail a project.



*Contracting with freelancers can certainly help with short-term projects, but at Andela we've found that long-term embedded engineers are most fully equipped to understand your business's unique needs and deliver maximum impact.*

**Alvaro Oliveira**  
EVP, Talent Operations



Remember that this is a nuanced process.



*Working with a globally distributed team may have its initial logistical obstacles, but the benefits outweigh the challenges. The clients we support have come to rely upon the diverse and expert talent in our network to provide additional layers of insight into products serving a similarly global customer base.*

**Sachin Bhagwat**  
EVP & GM, Client Solutions



You may recognize the value in hiring remote engineers, but don't know where to start. There are important considerations to be made around sourcing and assessing talent, as well as cultural and managerial challenges like onboarding, documentation, and communication.



One benefit of a long-term, embedded contract team member is you can take the time to give them enough context and guidance to truly understand the project and team dynamics and become familiar with the codebase.

## GOAL TWO:

# Bring in short-term engineers immediately to help with a new project

Hiring options to consider: [2](#) and [5](#)

Short-term team members are often brought in to help scale quickly for a new project or build up a team's expertise in a new area or programming language. Contracting with freelance engineers or working with a staff augmentation partner should be considered.

- ⚡ One pitfall to watch out for when working with short-term freelancers for project-based work is that they don't know the existing architecture, documentation, and coding processes.

“



*When Andela wanted to expand its presence into Egypt, it took us six months to properly set up a new office, ensure all regulations were met, and set up payment processes for employees.*

**Vitri Bhandari**  
Chief People Officer, Andela



A staff augmentation firm can handle the necessary administrative processes to take background checks, payroll, and compliance off your plate. These firms usually have vetted engineers and speed-to-hire relies on you and your needs.

“



*In evaluating augmentation partners, I recommend finding one that understands what you really need, as opposed to just placing engineers in roles based on superficial needs like programming language instead of the wider problems you're trying to solve.*

**VJ LeBlanc**  
CTO, IZEA



## GOAL THREE:

### Hire long-term, embedded team members cost-effectively

*Hiring options to consider: 4 and 5*

There's a balance between scaling quickly and cost-effectively while also maintaining the productivity and culture of an engineering team. Opening a new office or hiring remote engineers domestically yourself may not be quick or cost effective, while freelancers don't always provide the long-term support needed. Hiring remote engineers internationally by yourself or with a partner are options to consider.



There are cost benefits to hiring internationally, but you can run into issues with finding high-quality, vetted talent. Additionally, beware of timezones or other discrepancies that may impact business continuity.



*What you have to identify and solve for is how much distance there will be between a developer and the wider team. This could mean distance between location, working hours, culture, language. It takes the right kind of candidate and management to be able to cover some of those distances.*

**Ata Bhatti**

*VP Engineering, Premise*



When working with remote contract engineers, context is a major success factor. You need to ensure these team members feel truly part of your team. An augmentation partner also brings a view into wider trends around sourcing, hiring, and compensation.



Andela is the first long-term global talent network that connects companies with vetted, remote engineers in emerging markets. Hundreds of leading companies like Cloudflare, InVision, and ViacomCBS leverage Andela to scale their engineering teams quickly and cost-effectively. A distributed organization spanning four continents, Andela is backed by investors including Generation Investment Management, SoftBank, Chan Zuckerberg Initiative, Spark Capital, and Google Ventures.