

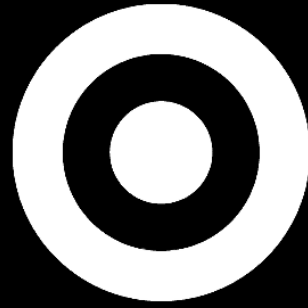


Minnesota Workplace Success Stories

Target 

Nidhi Sen – Sr. Engineering Manager (Mobile Apps)

Anna Maxam – Sr. Software Engineer (Supply Chain)



- Minnesota based Fortune 50 retailer with stores in all 50 U.S. states
- Employs 4000+ software and data science engineers
- Women make up 25% of technology team
- 63 Opensource projects
- Member - *Open Invention Network*
- Over 500 patents

About Target

Top Tech Recruiting Challenges



- ▷ Recruit technical talent in an ecosystem of negative unemployment
- ▷ Increase diversity of background and life experiences
- ▷ Increase retention with joint investment in career growth

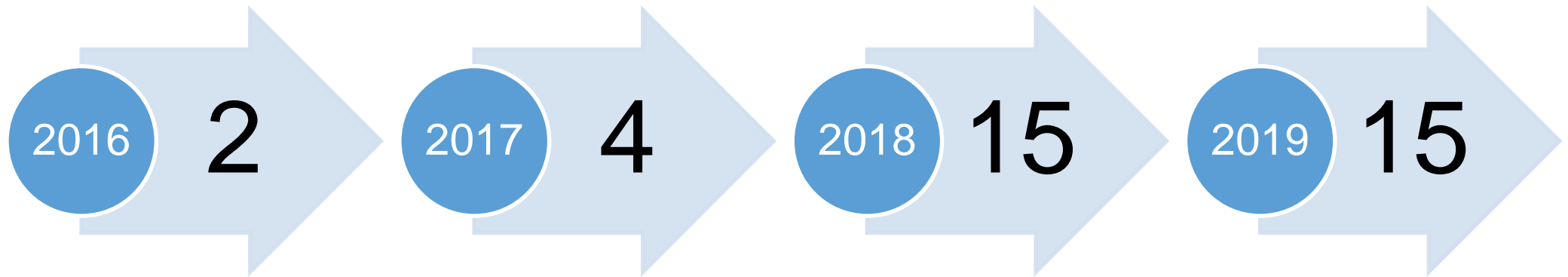
Possible Solution

- ▷ Experiment with hiring from non-traditional talent source
- ▷ What is a Coding Bootcamp?
 - Intense 12-24 week programs (60+ hours per week)
 - Experienced motivated people looking for career change to IT
- ▷ Hiring process
 - Tech screening → Coding case study → On site interview panel

Bootcamp Hiring



Bootcamp Hiring





Diverse Educational and Work Experiences

Barista
Magazine Editor
Creative Writing
International Affairs
Attorney **Baker** Japanese
Theater Worker
Valet **Company Owner**
Anthropology **Sociology** Photography
Typographer Law School
Accounting and Finance
Coffee Company Manager
Women & Gender Studies
Speech Communication
Graphic Designer
Sales Engineer

Lessons Learned

- ▷ Adjust talent assessment
 - Significantly less technology exposure
 - Assess for *POTENTIAL* not *EXPERIENCE*
- ▷ Choose right project and team
 - Avoid mission-critical, high-stress project as the first assignment
- ▷ Provide appropriate mentoring
 - Potential pitfall - lack of extended support



What Did Success Look like?

- ▷ Hiring the right talent
 - Self-motivation – went above and beyond what was taught
 - Worked in some team/professional environment

- ▷ Onboarding
 - Formal training
 - Right project
 - Mentorship and in-role support by senior engineers



What Did Success Look like?

What is the one thing that as a bootcamp hire, you need to be successful in starting as engineers at Target?

“**Focused time with the SEM or a Lead Engineer** over a sustained period of paired programming and guidance...”.

“...**supportive** co-workers, **encouraging** manager”

“A **mentorship** program would be huge”

“A big part of my success in onboarding was my team creating an **environment that fostered my growth**”

“Access to all of the additional **educational tools** Target has (pluralsight, safari books, bullseye bootcamp, dojo)”

“Willingness to put in extra time for **additional learning...**”

inspire > hire > retain

What's Next?

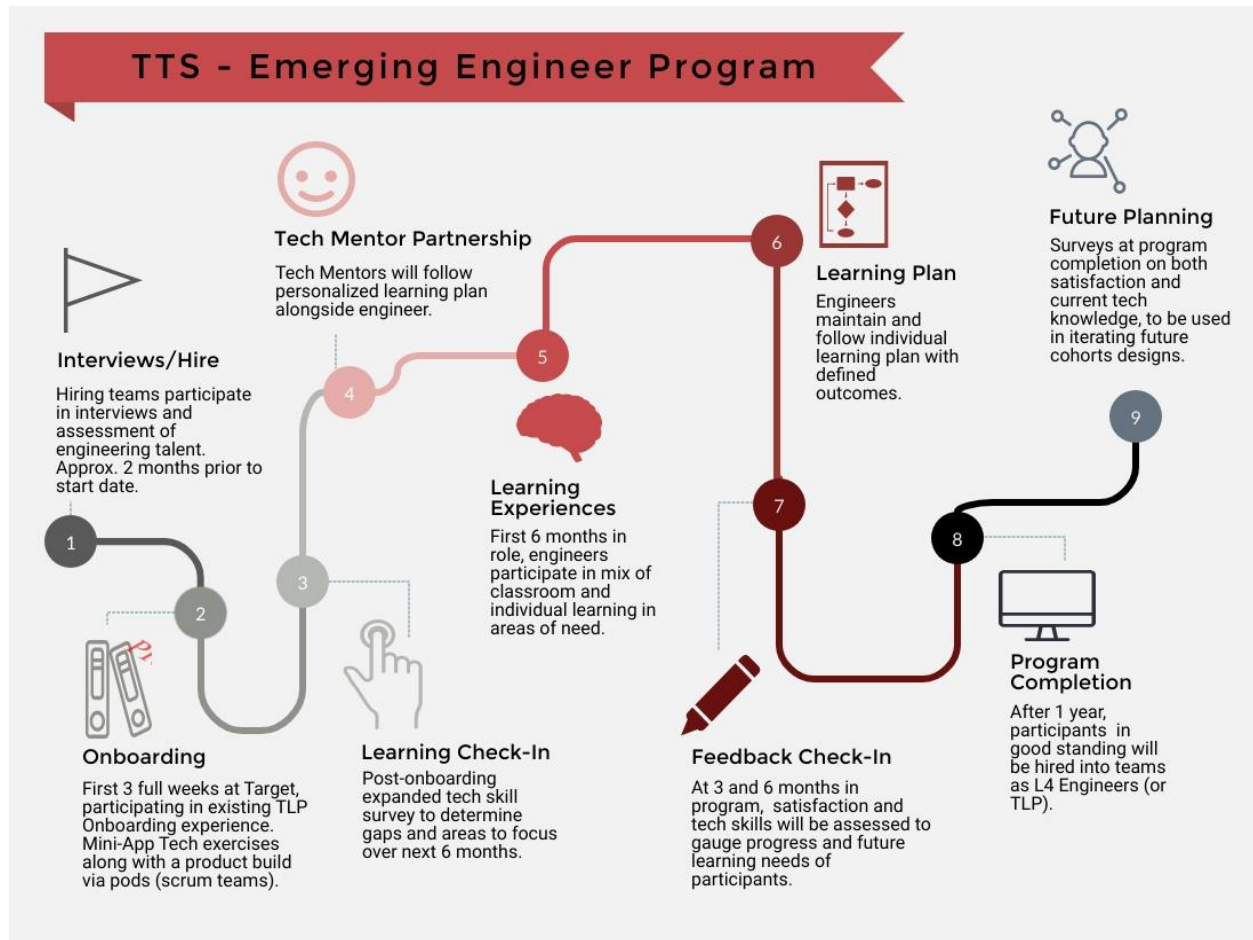
- ▷ Kicking off a more formalized coordinated program

Target *Emerging Engineer Program*

- ▷ Launching April 2020



Target Emerging Engineer Program



- ✓ Cohort model
- ✓ Tech manager and mentor
- ✓ 12 months – total program duration
- ✓ 3 weeks – onboarding
- ✓ First 6 months – additional learning offerings
- ✓ After 1 year – hired into teams as engineers



Anna Maxam

Sr Software Engineer, Supply Chain Technology

Target bootcamp hire - 2018

Questions?

Nidhi Sen

<https://www.linkedin.com/in/nidhisen/>



Anna Maxam

<https://www.linkedin.com/in/anna-maxam/>

