

2024 Tech Hiring Trends

How Top Software Leaders are Winning the Race for Tech Talent



Introduction

The 2024 Tech Hiring Trends report—Karat’s fourth annual survey of software engineering leaders—paints a fascinating and encouraging picture of a job market poised to rebound after two years of uncertainty.

What began as a natural correction to the breakneck pace of post-pandemic tech hiring gave way to mass layoffs. Then, two years ago, ChatGPT burst onto the scene. Business leaders paused hiring to formulate AI strategies. Observers painted doomsday scenarios of an existential threat to countless professions — including software engineers.

This downturn produced a multi-year shift from high-volume hiring strategies to a greater focus on the quality of every hire being made today. Karat’s talent benchmarks confirm this trend. The average technical interview score required to get an offer at a major enterprise or tech company rose 12% last year.

We’re now two years into this soft labor market and the dust is finally settling on the first wave of progress in the GenAI world. The doomsday scenarios haven’t come to fruition, but the gap between the winners and losers of this new paradigm is growing larger.

Hiring targets are up compared to last year, especially internationally. The engineers who are upskilling and leveraging AI tools are becoming more productive. And top performing engineering leaders are placing higher multiples on the value that their teams create, while their lower-performing peers are seeing diminishing returns.

This gap exists because too many companies still struggle to accurately evaluate talent. Just 68% of people in this year’s survey said they were very confident that qualified candidates were receiving offers. In other words, almost 1 out of every 3 hires aren’t being made with confidence. That percentage improves dramatically for companies that are top performers in this year’s report, so once again, we examined what these companies do differently and are sharing the keys to their success.

I hope you find this year’s report as helpful and insightful as I did.



—Jeffrey Spector
Co-Founder & President

karat^

Executive Summary

Sentiment around technical hiring is rebounding in 2024. More engineering leaders are very satisfied with the performance of their engineers and are very confident that they'll meet their hiring targets compared to previous years. This comes at a time when new software engineer (SWE) job postings are at a [five-year low](#), which has created an employer-friendly talent market.

Overall, we're in the midst of a multi-year shift from volume hiring to quality hiring. As labor markets soften and headcounts decrease, the impact of every hire becomes more critical. Karat's talent benchmarks confirm this. The average technical interview score required to get an offer at major enterprise or tech companies rose 12% last year. This coincides with an increase in [bar-raiser](#) type programs that are aimed at improving the quality and performance of engineering teams.

The way software engineers work is also changing. There is a strong correlation between organizations that allow the use of AI tools and satisfaction with performance. AI engineering roles are the top priorities for hiring in 2024. AI-specific skills, like AI engineering and integrating AI functionality in products via API, are the most sought after skills among U.S. companies. Top Performing U.S. leaders are significantly more focused on these AI-focused positions and skills compared to Lower Performers.

This report seeks to uncover the best practices of Top Performers. By examining the differences between these groups, engineering and talent leaders can build more successful hiring programs and improve their engineering teams.



Key Groups



Top Performers: very satisfied with the job performance of their company's software engineering hires AND very confident their company will meet their software engineer hiring target for 2024



Lower Performers: less than very satisfied with the job performance of their company's software engineering hires AND/OR less than very confident their company will meet their U.S. software engineer hiring target for 2024

Notable Highlights



1. The value strong engineers create is growing: Top Performing engineering leaders estimate a higher ROI from their engineering teams, but the gap between Top Performers and Lower Performers is growing.



2. Global competition is heating up: Hiring targets are growing. While engineering leaders are finding it easier to identify and hire software engineers in the United States, leaders in India are finding some aspects more challenging compared to last year.



3. AI tools are improving software engineering productivity and satisfaction: Top Performing companies are more likely to be leveraging AI tools on the job and believe that these tools can make their engineers and the hiring process more efficient.



4. Best practices: Moving fast, interviewing more candidates at each stage, and centralizing the hiring process are all strategies that help companies hire with confidence.

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Tech Hiring Optimism

In 2024, 63% of all U.S. engineering leaders were very satisfied with the job performance of their company’s software engineering hires. More than half (57%) were very confident that their company will meet their U.S. software engineer hiring targets this year. These numbers have shown steady improvement since our inaugural report in 2020. In India, satisfaction with the job performance of software engineering hires also increased, with 72% of engineering leaders in India very satisfied compared to 63% in 2023.



C-suite level respondents are significantly more likely to be very satisfied with the performance of their company’s software engineering hires than President/VP/Director-level or Management-level* respondents at U.S. companies. Additionally, 76% of U.S. C-suite respondents were very confident in meeting their company’s hiring goals, compared to 40% of President/VP/Director-level and 44% of Manager* respondents.

Satisfaction with engineering performance by level

Very satisfied with engineering hires



C-suite level



President/VP/Director-level



Management-level

Very confident in meeting hiring targets



C-suite level



President/VP/Director-level



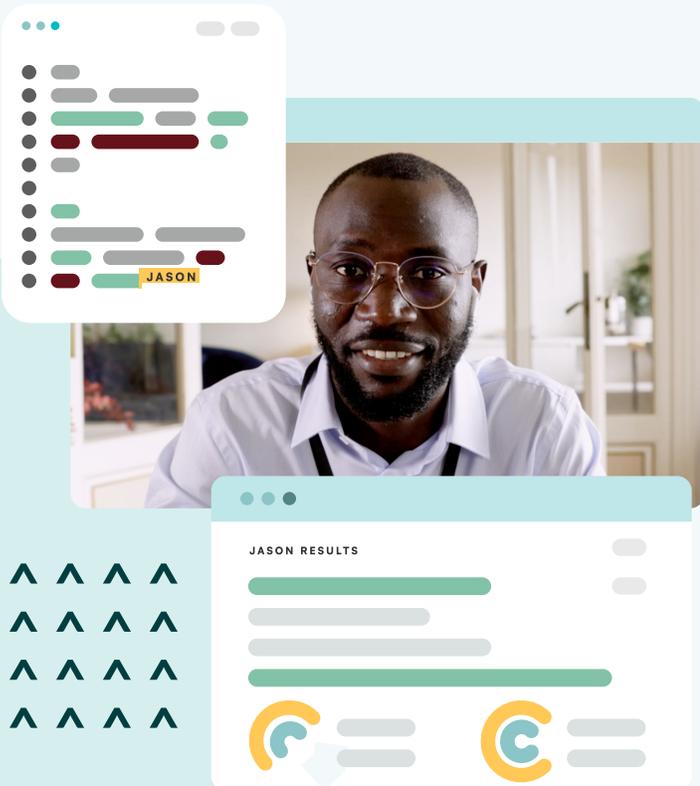
Management-level

In total, nearly half of U.S. engineering leaders (48%) both were very satisfied and very confident giving 2024 the highest share of Top Performing U.S. companies since we started tracking, which shows an increased optimism toward hiring across the industry.

In the U.S., tech companies were much more likely to be Top Performers compared to their enterprise peers. Specifically, 75% of all U.S. Top Performers, 72% of those who were very satisfied, and 70% of those who were very confident were tech companies.

This year’s hiring optimism is reflected in companies’ hiring targets. U.S. hiring targets are up, with companies averaging nearly 300 open software engineer roles. This is up 12% year-over-year. Almost a quarter (23%) of companies targeted hiring over 300 SWEs in the U.S. compared to 13% a year ago. Among Top Performing U.S. companies, a third are looking to hire 300+ software engineers — a significant increase from 17% last year.

Non-U.S. hiring is also up, with 81% of U.S. engineering leaders saying they plan to hire abroad compared to 73% last year. The average hiring target in India is more than double the U.S. Indian leaders reported an average hiring target of filling 790 open roles, which is up 19% year-over-year.



Among U.S. engineering leaders who plan to hire software engineers outside of the U.S., 70% are very confident in meeting their hiring targets. This is a record high, as 51% were very confident in 2023 and 53% in 2022.

Most U.S. engineering leaders are positive about their company’s SWE hiring process, as 51% rate it as excellent. This is a significant increase from 38% in 2023 and 33% in 2020, and a directional increase compared to 44% in 2022. Notably, 82% of U.S. Top Performers rate their company’s SWE hiring process as excellent, which is significantly higher compared to 23% of U.S. Lower Performers.

The Growing Value of Software Engineering

Top Performing companies were more likely to place a high multiple on the value that strong software engineers create for their companies, with 69% of U.S. Top Performers saying a strong engineer was worth at least 3 times their total compensation. Only 39% of U.S. Lower Performers agreed with this multiple. Additionally, 52% of U.S. Top Performers said strong SWEs were worth at least 4 times their total compensation compared to 18% of U.S. Lower Performers. The numbers were even more stark when discussing the value of average engineers. While 58% of Top Performing U.S. organizations said their average engineer was worth at least 3 times their total compensation, only 17% of Lower Performers agreed.

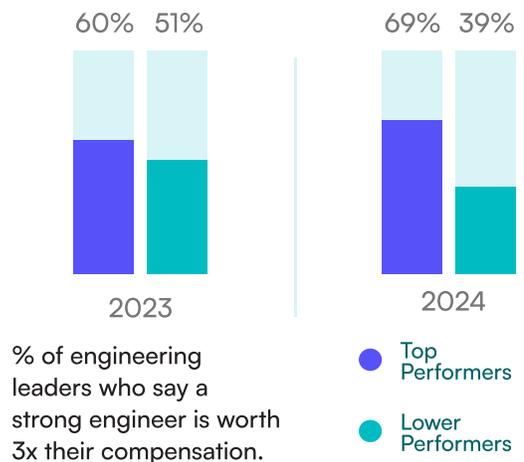
Interestingly, U.S. Top Performers in 2024 were significantly more likely to cite that average engineers were worth at least 3 times their compensation compared to 2023 (58% vs. 45%, respectively). This is likely partially due to the last two years of rising hiring standards. Alternatively, it could be attributed to productivity gains being made through the implementation of new AI tools.

Strong engineers continue to produce value, with 20% of U.S. engineering leaders now saying that a strong SWE is worth at least 5 times their total compensation — up from 13% last year. By comparison, 26% of engineering leaders in India believe a strong SWE is worth at least 5 times their total compensation, which is up from 19% in 2023.

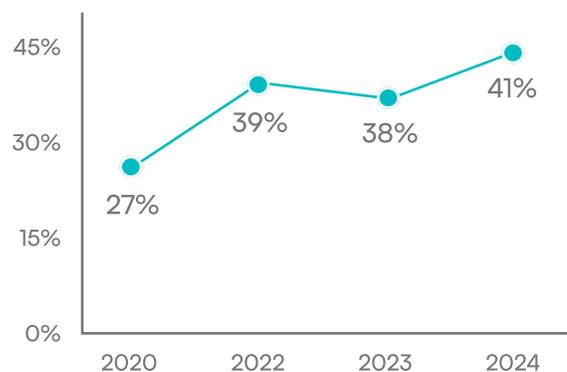
Despite the changing economic and hiring landscapes, companies continue to recognize the importance of software developers. Two-thirds of U.S. engineering leaders (66%) strongly agree that “hiring strong software engineers contributes to my company’s success.” This is a significant increase from the 56% who said the same in 2023.

Further, about 2 in 5 U.S. engineering leaders (41%) strongly agree that “software engineers are more valuable than capital.”

The gap between top- and lower-performing engineering teams is growing



U.S. engineering leaders who strongly agree that software engineers are more valuable than capital



Hiring Trends

In general, U.S. engineering leaders say it's easier to hire across several steps in the hiring process compared to previous years. The soft job market likely contributes to this, as more higher quality candidates are looking for jobs.

In particular, significantly more U.S. engineering leaders report it's easier for their company to identify potential software engineering candidates (83% vs. 74% in 2023) and interview as many SWE candidates as needed to identify the right talent (79% vs. 70% in 2023).

Compared to non-tech and currently transforming companies, U.S. tech companies are more likely to find parts of the hiring process easy. This is most significant in identifying potential candidates (89% vs. 75%), accurately assessing candidates' technical skills (88% vs. 75%), interviewing as many candidates as needed to identify the right talent (86% vs. 68%), hiring enough talent to meet targets (82% vs. 68%), and hiring top candidates that raise their hiring bar (82% vs. 61%).

Contractor hiring is trending up as organizations responded to lower headcounts last year. More than a quarter (28%) of U.S. leaders list outsourcing via contractors as a top area of focus, which is up from 22% last year. More Top Performing companies took this approach, with 34% prioritizing contractor hiring compared to 18% in 2023.

“Ten years ago it was common to see banks or other financial service institutions outsourcing their software work to contractors, and that’s a trend that we’re starting to see expand to big tech companies--especially in the wake of corporate headcount reductions. The past few years have been a unique opportunity for enterprises to bolster our internal engineering teams with the pause in big tech hiring, and we’ve really used that time to elevate the quality of our software organizations. Now the script has flipped and it's the tech giants that are pushing into high-volume developer markets like India and opening new capability centers, which is really starting to ramp up the global competition for top talent.”

—Michael Rutledge,
CIO at Citizens Financial Group



As global competition heats up, engineering leaders in India are finding it harder to close top talent. Only a third (32%) of Indian software leaders found it very easy to hire top software engineering candidates that raise their hiring bar. This is directionally lower compared to 41% of India engineering leaders last year.

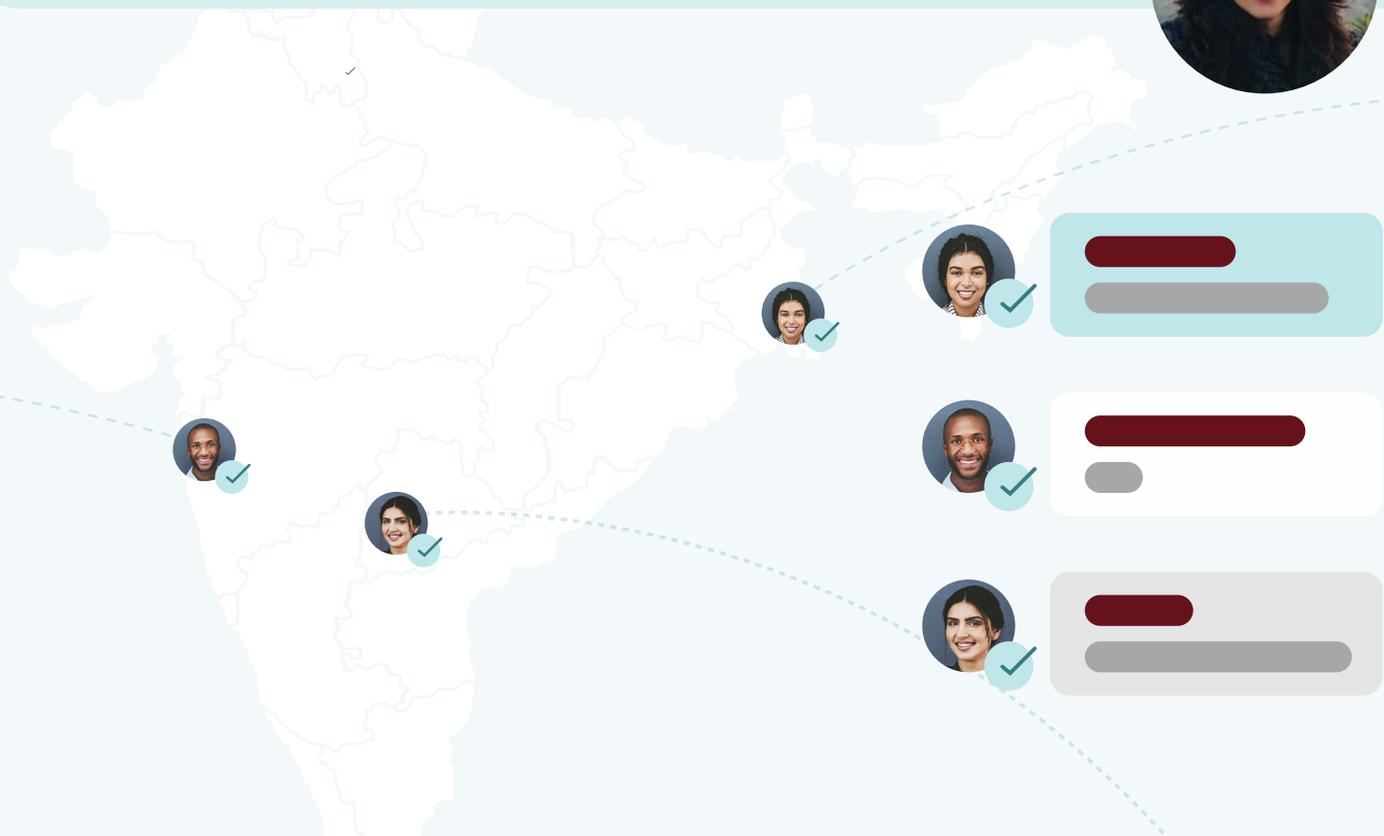


Accurately assessing candidates' technical skills is also a common pain point in India, with 27% of India engineering leaders saying it's difficult to do so — up significantly from 19% last year.

One reason for the growing competition in India is the shifting perception of the country, with more engineering leaders seeing the market for its deep talent pool and less for cost arbitrage. “When India started getting a lot of work from global organizations and a lot of global organizations started setting up shop in India, it primarily started as a cost arbitrage model,” noted Porvi Mahajan, Director and India Head of Recruiting at Coupang. But today, that’s no longer the case. Mahajan explained in a [recent webinar](#) that candidates understand the shifting dynamics.

“What candidates don't want to do is to be associated with a brand that is focused on only saving money by moving jobs to India. We repeatedly have to focus on the point of how India will lead and be autonomous and have empowerment. It's not just going to be 'HQ asked us to do back end engineering work and we have teams that are just doing that work.' It's more strategic.”

—Porvi Mahajan,
Director and India Head of Recruiting at Coupang



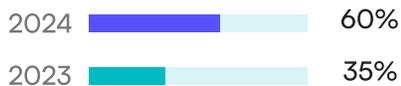
AI & the Future of Tech Hiring

Among the roles that are being prioritized for hiring, AI engineers saw the most growth year-over-year. The share of U.S. engineering leaders that are hiring for AI engineer roles is 60%, compared to 35% last year.

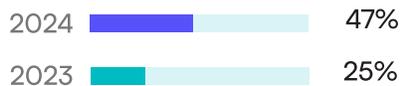
AI engineers, data analysts, and system engineers are the top three hiring priorities for U.S. engineering leaders in 2024. Top Performing U.S. companies are significantly more focused on AI engineers (66% vs. 55%) and data analysts (61% vs. 48%) compared to Lower Performing companies. Full-stack engineers, who are integral to building AI systems, saw the second biggest increase compared to the previous year.

Priority roles for U.S. engineering leaders

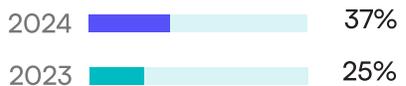
AI engineer



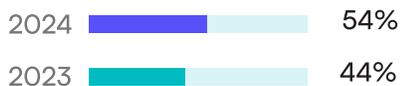
Full-stack developer



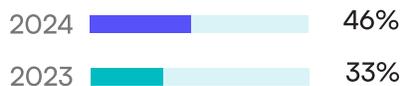
Back-end developer



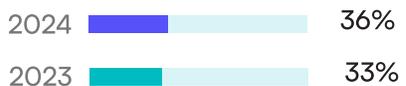
Data analyst



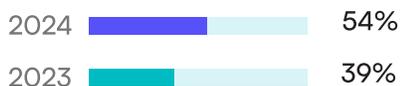
Software generalist



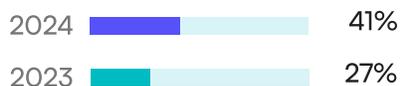
DevOps engineer



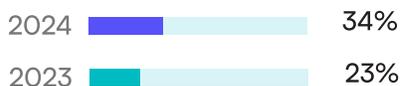
System engineer



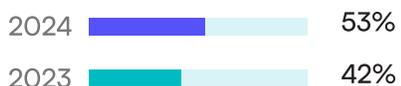
Front-end developer



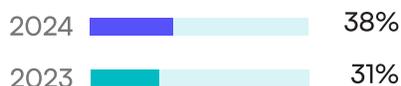
Machine learning engineer



Data engineer



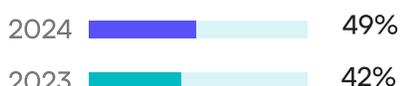
Data scientist



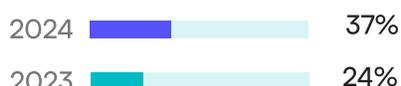
Blockchain engineer



Cloud architect



Mobile app developer



Prompt engineer



Companies, especially Top Performers, are also prioritizing specific AI-related skills in 2024. When hiring SWEs, AI engineering (74%), integrating AI functionality into products via API (62%), and data science (58%) are the three most highly sought after AI skills by U.S. engineering leaders. Many U.S. engineering leaders are also prioritizing other AI skills including leveraging AI tools while coding (56%), training new AI models (55%), machine learning (54%), interpreting or analyzing AI outputs (52%), or prompt engineering (33%).

Compared to Lower Performers, Top Performing U.S. companies are significantly more likely to be looking for AI engineering (87% vs. 61%), integrating AI functionality into products via API (72% vs. 53%), training new AI models (66% vs. 44%), leveraging AI tools while coding (63% vs. 50%), interpreting or analyzing AI outputs (61% vs. 44%), and prompt engineering (44% vs. 23%) when hiring SWEs.



While AI adoption on the job is relatively new, we're seeing a stark contrast in the hiring performance of companies that have been faster to implement new technologies.

Half of U.S. engineering leaders strongly agree that “SWEs at their company leverage AI tools in their day-to-day jobs” and/or “SWEs are allowed to leverage AI tools in their technical interviews.” These sentiments are especially true among Top Performing companies, where 69% strongly agree with either statement, compared to only a third of Lower Performing companies (33% and 32%, respectively).

In a similar vein, an overwhelming majority of U.S. engineering leaders (86%) believe AI tools are making SWEs at their company more productive. Although 94% of Top Performing companies say the same, significantly fewer (though still a majority of) Lower Performing companies (79%) share the sentiment.

These numbers also highlight the importance of having trained interviewers who can understand how a candidate's use of AI tools impacts the interview. Almost half (46%) of U.S. engineering leaders strongly agree that it would be easier to reach their SWE hiring target if they had more people who are qualified to interview candidates, which is up directionally from 37% last year. There is a significant increase among U.S. Top Performers (66% vs. 53% in 2023) who strongly agree with this sentiment.

It's also critical that hiring managers understand how AI impacts candidate performance in interviews. This is echoed by engineering leaders who listed “Improving training for software engineers who conduct technical interviews” as their top hiring priority. This year, 54% of all U.S. respondents listed this as a priority, which is up from 43% in 2023. The shift was especially noticeable among Top Performing engineering leaders, with 61% listing training as a top area of focus compared to 44% last year.

Best Practices for Tech Hiring

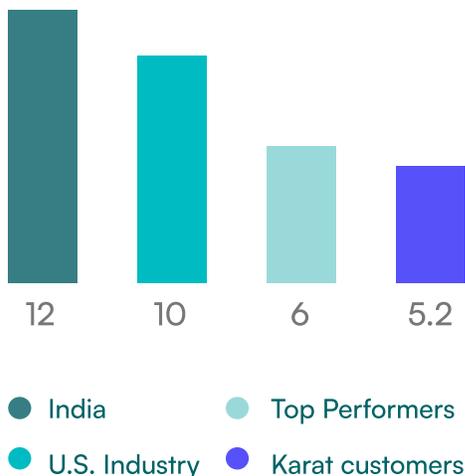
In 2024, companies are using internal full-time recruiters (68%), online job boards (61%), and sourcing tools (60%) for sourcing software engineering candidates. Compared to 2023, there is a big rebound in the use of internal recruiters, signaling greater confidence in the hiring landscape (68% vs. 51% in 2023). Significantly more companies are also using sourcing agencies (50% vs. 42% in 2023).

The use of a structured interview process continues to tick up, with 87% of U.S. engineering leaders reporting that their company uses it for interviewing SWEs (directionally higher than 85% in 2023 and 84% in 2022, and significantly higher than 78% in 2020). Additionally, 93% of U.S. Top Performers and 82% of U.S. Lower Performers use a structured interview process for interviewing SWEs.

Managing Speed and Drop-Off

A significant difference between Top Performers and Lower Performers was the amount of time it takes to move candidates through the hiring process. Top Performers averaged 12 days compared to 29 days for Lower Performers. That's a difference of over two weeks per new hire, which adds up when interviewing hundreds or thousands of software engineers each year.

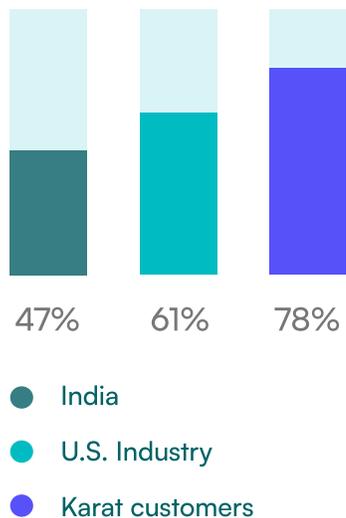
Average number of days from invitation to interview



The time from invitation to interview completion continues to accelerate and remains the biggest differentiator. U.S. engineering leaders report an average of 10 days from invite to interview (down from 12 in 2023). Among Top Performers, it's even lower at an average of 6 days (down from 8 in 2023).

Even though the interview process is speeding up, candidate drop-off at each stage remains a significant issue. On average, U.S. engineering leaders report that 61% of candidates complete their technical interviews after receiving an invitation. In India, just 47% of candidates complete their technical interviews after being invited.

Technical interview completion rates



To prevent drop-off and speed up the interview process, companies should offer flexible 24/7 interview scheduling. When candidates can easily find a time that works best for them, it increases the chances that they'll follow through in the next stage of the process. Karat makes it possible for organizations to [offer 24/7 interview scheduling](#) through its community of trained and vetted Interview Engineers who are located around the world. Companies that partner with Karat are able to give candidates the option to schedule interviews on-demand, including on the same day, evenings, and weekends. As a result, Karat sees candidate completion rates that are well above the average.

One challenge with accelerating the interview process is balancing the precision of talent assessment with the efficiency and speed teams are looking for. When assessments lack predictiveness, it can impact the confidence that leaders have in their hiring decisions. Among U.S. leaders, only 58% are very confident that qualified candidates are advancing past the resume review. U.S. leaders have similar confidence levels for the initial recruiter screen (50%), the first-round technical interview (57%), and/or actually receiving offers after the final round (68%).

This also seems to be a pain point among engineering leaders in India. They report similar levels of feeling very confident that qualified candidates are advancing past the resume review (48%), the initial recruiter screen (55%), the first-round technical interview (58%), and/or receive offers after the final round (65%).

Talent assessment partners help engineering leaders drive both precision and efficiency

David Lau, Vice President of Software Engineering at Tesla, noted that precision and efficiency are often seen as tradeoffs, and cautioned engineering leaders against settling for one or the other.

“The ideal hiring process needs to be both precise and efficient, but most engineering leaders see these as tradeoffs. The leaders who aspire to achieve both without compromise are the ones who end up with the highest-performing teams.”

—David Lau,
Vice President of Software Engineering at Tesla



“Karat’s data shows us that the highest-performing candidates are more likely to interview within the first four days. And yet, the industry average is two weeks from invite to interview. This happens because most companies don't have the resources to develop predictive interview content and train enough consistent interviewers to move at the speed of the best candidates. Working with a talent evaluation partner like Karat lets engineering leaders shrink the interviewing phase from weeks to days without sacrificing precision. Consistently identifying the candidates with the best technical abilities at the first interaction lets you focus your senior engineering interview time more effectively. It's a way to boost both precision and efficiency without the tradeoff, and ultimately it leads to better hiring outcomes.” —David Lau, Vice President of Software Engineering at Tesla

Talent and skills evaluation is happening earlier in the hiring process. Many organizations are turning to adaptive assessments as part of their application process. This is due in part to the arms race between AI-resume screening tools and [AI-generated resumes](#).

Top Performing companies are significantly more likely than Lower Performing companies to be very confident that qualified candidates are advancing through initial resume review (85% vs. 34%), initial screens (68% vs. 33%), first-round technical interviews (74% vs. 41%), and receiving offers after the final round (85% vs. 53%).

Efficiency and confidence in the interview process are also important to employee retention because they can negatively impact hiring managers. In fact, 27% of U.S. engineering leaders strongly agree that “conducting software engineer interviews is a drain on their team’s morale.” This is a significant increase from prior years (20% in 2023, 19% in 2022, and 17% in 2020).

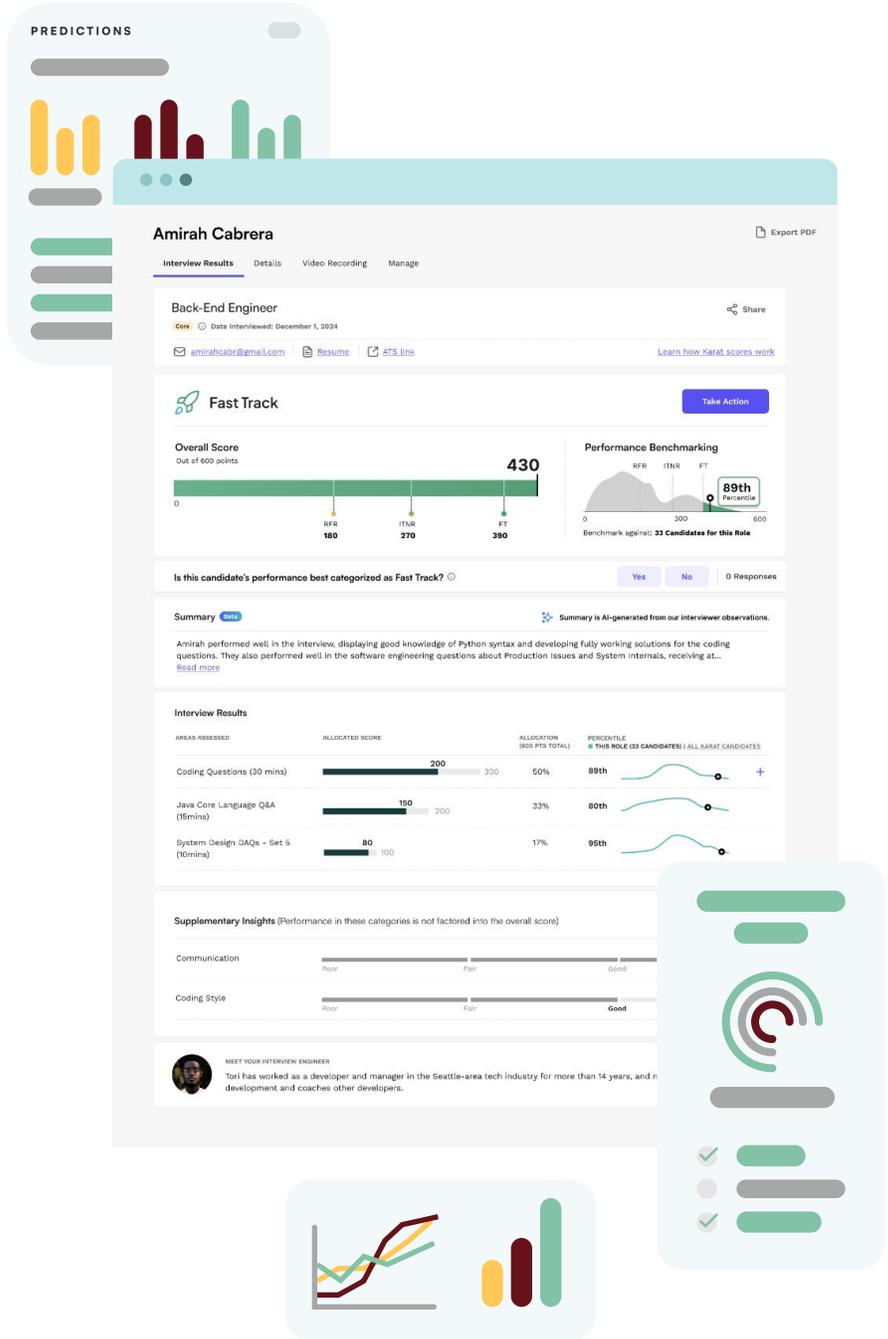
These findings reinforce Lau’s emphasis on using precise technical assessments to ensure key engineers spend their time interviewing the right candidates.

How to achieve structured, data-driven hiring decisions

In a traditional technical interview, hiring managers rely on individuals to determine whether or not a candidate has the requisite skills. There are two main problems with this approach:

1. Each interviewer may have a different idea around what skills are important to assess, how candidates should be scored, and what is required to “pass”
2. These interviews often result in a subjective, opaque feedback score (eg. Strong No - Strong Yes) that makes it very hard for hiring managers to objectively review performance and compare candidates
 - These issues increase the likelihood of false positives and false negatives, insert bias, and, ultimately, impact a team’s ability to achieve consistent, quality hiring.

- With detailed numerical scoring, hiring managers have full transparency into how a candidate score was calculated and how the candidate performed in each part of the interview.
- Structured scoring also enables performance benchmarking across an entire candidate pool. With Karat's performance benchmarking, hiring managers can contextualize performance relative to their candidate pool and the broader tech ecosystem.
- With visible weighting, hiring managers can understand how each assessment area was valued and contributed to the overall score.
- This level of data and transparency, ensures that every evaluation uses the same criteria and hiring bar. This empowers hiring managers to quickly identify top talent and/or go deep comparing candidate skill portfolios.



“Karat’s structured, data-driven, objective technical assessments achieve an outstanding level of precision, and around-the-clock availability of Karat interview engineers brings immediate efficiency.”

—David Lau,
Vice President of Software Engineering at Tesla

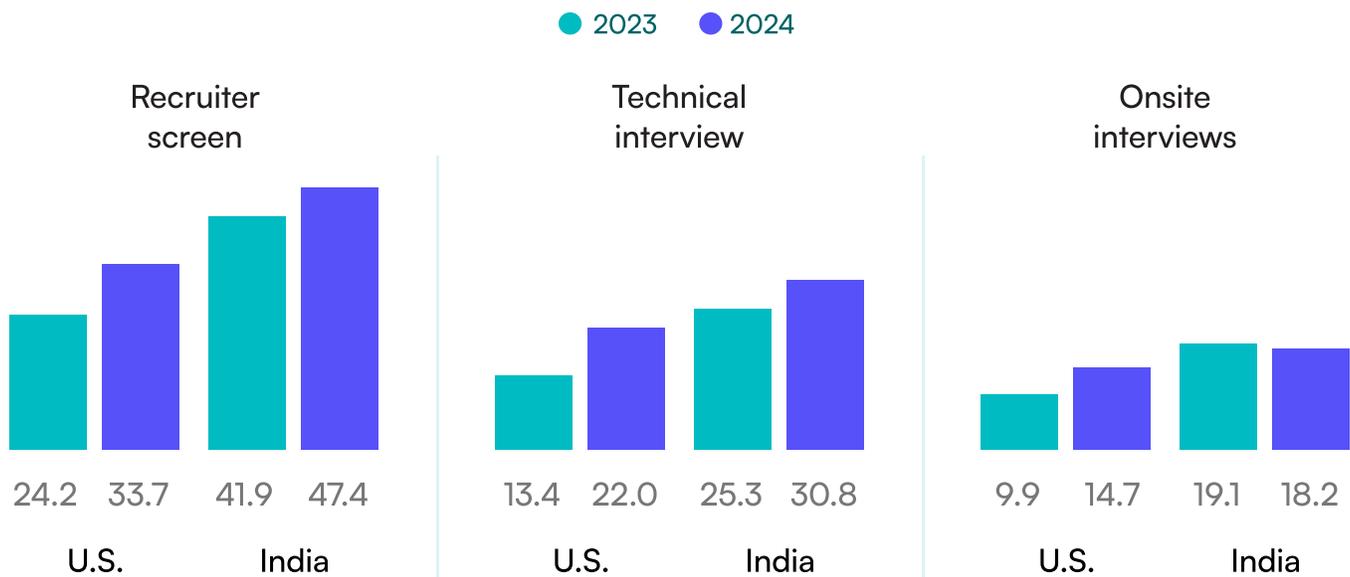


More Opportunities Drive Better Results

In a soft labor market, organizations have the ability to be more selective with hires. The most successful companies are taking advantage of this by bringing more qualified candidates in at each stage of the hiring process. U.S. engineering leaders report a higher average number of candidates across different stages of the interview process.

For each hire made, Top Performing companies averaged 39 recruiter screens, 27 technical interviews, and 19 onsite interviews — all significantly more than the 29 recruiter screens, 17 technical interviews, and 11 onsite interviews averaged by Lower Performing leaders. Across both Top Performing and Lower Performing companies, the average number of candidates interviewed across all stages increased significantly, besides those interviewed in final onsite interviews among Lower Performing companies. Notable increases across companies reflect a favorable market for employers. This is mostly a result of layoffs in 2023, slower hiring, and record numbers of STEM graduates entering the job market.

Companies are inviting more candidates to every stage of the hiring process



Larger candidate pools are also driving better hiring outcomes in India, with leaders reporting higher averages for the number of candidates in initial screens done by the recruiter (47 up directionally from 42 in 2023) and first-round technical interviews (31 up directionally from 25 in 2023)*.

Tanuj Vohra, who spent more than two decades leading global capability centers (GCCs) in India for organizations including IBM, Microsoft, and Broadcom, emphasized this trend and the need to adapt to stay competitive.

“My number one challenge as a GCC leader was always hiring the best quality talent at scale, without it being a huge drain on TA and engineering teams. We often had over 200 resumes for every single position. Today, engineering leaders are conducting 20-30 interviews to fill every position. Filling 400 open positions with different skills and experience levels requires a new approach that leverages talent assessment partners and technologies that consistently evaluate skills at every step of the hiring process.”

—Tanuj Vohra,
former India GCC lead at Broadcom and IBM



Top Performers Are Centralizing Hiring Processes

Engineering leaders are putting more importance on consistency and centralizing hiring processes compared to previous years. “Improving training for interviewers” was rated as the number one priority for engineering leaders. More than half (54%) listed it as a top priority (up from 43% last year). Hiring for AI-specific skill sets and integrating AI into hiring were the next highest priorities. The fourth highest priority was standardizing/centralizing the hiring process.

Almost half (46%) of engineering leaders listed standardizing/centralizing hiring as a top priority — up from 38% last year. Among Top Performing engineering leaders, centralization is an even higher priority. More than half (52%) list it as an area of focus. This is more than double the percentage of Top Performers who selected decentralizing hiring as a priority (23%).

Karenann Terrell, former Walmart CIO, suggested that this is a sign that top engineering leaders are consolidating their hiring to prioritize consistency and the quality of hires.

“When there are fewer open roles, engineering leaders become more focused on the quality of talent they’re bringing into their companies. When headcounts shrink, the impact of each engineer is that much bigger, so identifying top-performing candidates at a global scale becomes essential. We’ve seen a shift over the past two years where leaders are looking to centralize more hiring processes to ensure consistency and quality across geographies. As the market rebounds, organizations are going to be looking for more ways to scale their central hiring efforts to maintain their quality as headcounts rise. One way they’ll do this is by consolidating a lot of the point solutions and vendors they’re working with in different geographies in favor of a more unified hiring platform.”



—Karenann Terrell,
former CIO at Walmart

Inclusive Hiring Remains a Positive Differentiator

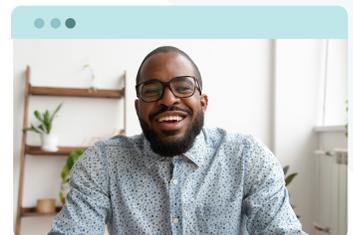
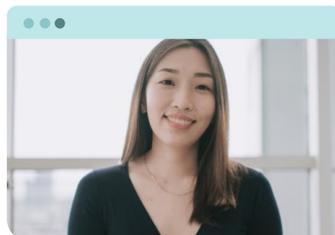
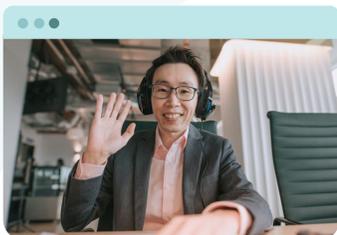
Although there's been recent backlash to diversity, equity, and inclusion (DEI) initiatives, the evidence of inclusive hiring being an overall competitive advantage remains strong. More than half of U.S. engineering leaders (52%) strongly agree that DEI is a priority for their company. In fact, 70% of U.S. Top Performers strongly agree, which is directionally higher than 62% last year. In contrast, 36% of Lower Performers strongly agreed with the same sentiment.

Investments in DEI also seem to be holding strong. Half of U.S. engineering leaders (50%) strongly agree that their company has what it needs internally to increase the diversity of their teams — a significant increase from 42% last year.

"Giving more people an opportunity to demonstrate their skills is critical to ensuring a fair hiring process and uncovering the best talent," added Larry Quinlan, former CIO at Deloitte and current ServiceNow board member.

"When you're inundated with overstuffed, AI-generated resumes, it can be tempting to slip back into screening candidates based on their school or past employer, but having a skill-based evaluation that can scale across your applicant pool is a proven way recruiters can avoid this pedigree bias and ensure they're sending engineering leaders the right people. That's why you're seeing top-performing hiring managers bring on more candidates for each open role--to give more people a shot and identify the best of the best to bring onsite."

**—Larry Quinlan,
former CIO at Deloitte, ServiceNow board member**



Conclusion

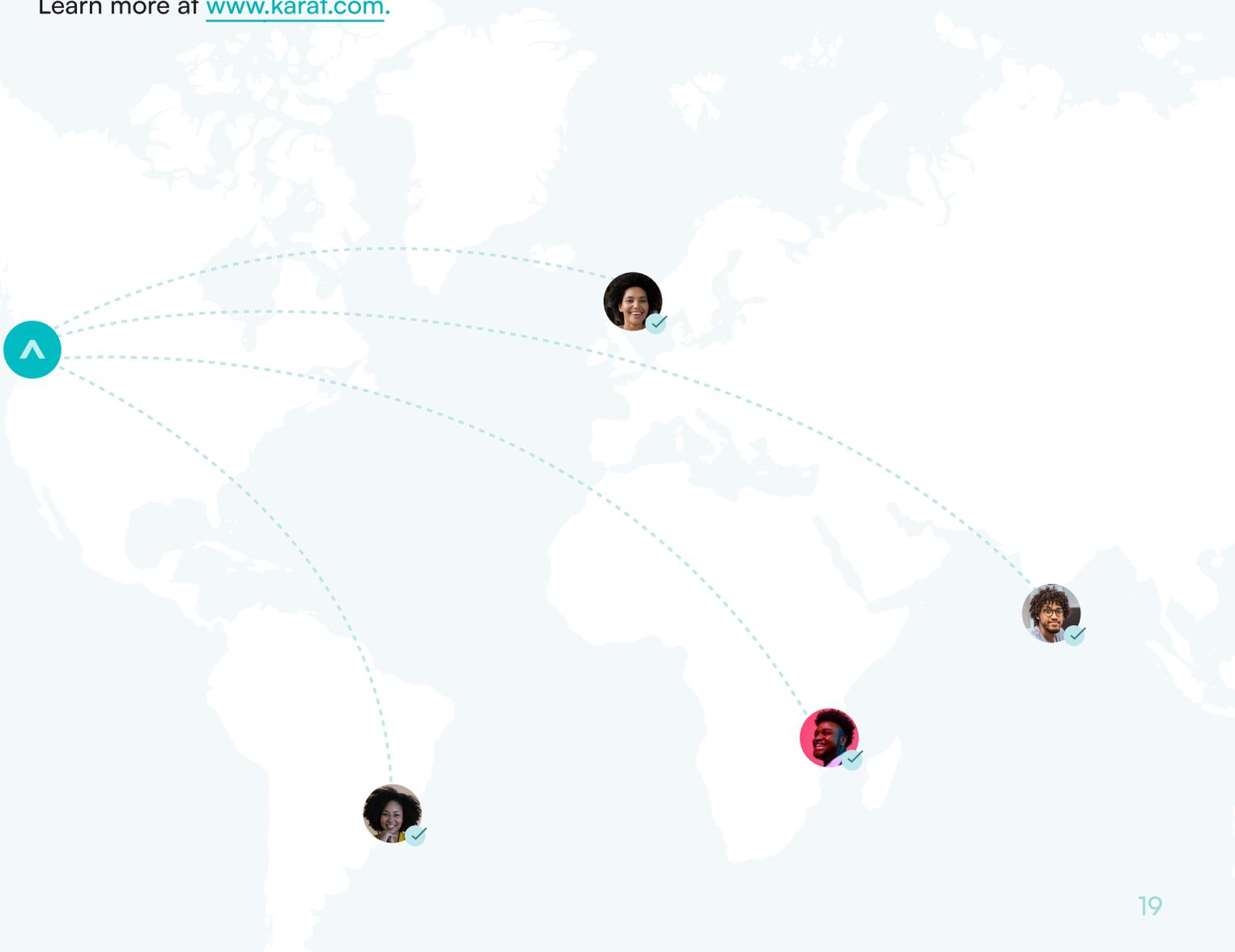
Despite persistent worries about AI eliminating the need for tech workers, this year's survey highlighted the growing value that strong software engineers produce for top-performing employers, as well as the widening gap between high- and lower-performing organizations.

As hiring picks back up and the value of strong software engineers continues to grow, it's going to be challenging for leaders to balance the growing volume and pace of hiring with the consistency and quality controls they sought to implement over the past two years.

Most critically, in a world where 1 out of every 3 hires aren't being made with confidence, it's important to understand how the top-companies are using centralized hiring processes, talent evaluation partners, and speed to win the race for top talent.

If you have any questions about talent evaluation and how the best companies in the world are hiring, the Karat team is standing by and ready to help.

Learn more at www.karat.com.



Research Method

** Small base (n<100), results should be interpreted directionally.*

The research was conducted online in the U.S. and India by The Harris Poll on behalf of Karat among 430 engineering leaders (315 in the U.S. and 115 in India) who are 18+; employed full-time in the IT Industry (telecommunications, engineering, software development, etc.); have a job title of Engineering Manager/Senior Manager, Supervisor, Team Leader, Senior Director/Director/Head of Engineering, President, Vice President, Senior Vice President, Executive Vice President, Chief Executive Officer, Chief Information Officer, Chief Data Officer, Chief Technical/Technology Officer, or another C-level executive; and work at a company with at least \$50 million in revenue. The survey was conducted May 28 — June 24, 2024.

Raw data were not weighted and are therefore only representative of the individuals who completed the survey.

Respondents for this survey were selected from among those who have agreed to participate in our surveys. The sampling precision of Harris online polls is measured by using a Bayesian credible interval. For this study, the sample data is accurate to within ± 4.7 percentage points for total, ± 5.5 percentage points for the U.S., and ± 9 percentage points for India using a 95% confidence level. This credible interval will be wider among subsets of the surveyed population of interest.

All sample surveys and polls, whether or not they use probability sampling, are subject to other multiple sources of error which are most often not possible to quantify or estimate, including, but not limited to coverage error, error associated with nonresponse, error associated with question wording and response options, and post-survey weighting and adjustments.

About the Harris Poll

The Harris Poll is one of the longest running surveys in the U.S. tracking public opinion, motivations and social sentiment since 1963. It is now part of Harris Insights & Analytics, a global consulting and market research firm that strives to reveal the authentic values of modern society to inspire leaders to create a better tomorrow. We work with clients in three primary areas; building twenty-first-century corporate reputation, crafting brand strategy and performance tracking, and earning organic media through public relations research. Our mission is to provide insights and advisory to help leaders make the best decisions possible. To learn more, please visit www.theharrispoll.com.