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# Structured hiring 101 worksheets

These worksheets will help you carry out the structured hiring approach, including guiding your kickoff meetings with the hiring manager, defining your scorecard and interview plan and identifying the questions and types of answers you're looking for in the interview stage.



# Introduction

In an ideal world, recruiters, hiring managers and everyone else involved in the hiring process would be perfectly aligned. After all, everyone has the same goal: to get great candidates to accept offers and begin working at their company.

At Greenhouse, we believe that structured hiring can help make that ideal world a reality. Following this process facilitates recruiter/hiring manager alignment, improves candidate experience and ultimately leads to making better hires. Structured hiring follows three core tenets: the ideal candidate is defined by the business objectives of the job, all candidates, and hiring decisions are based on data and evidence. Using these worksheets will put you one step closer to a structured and successful hiring process!





# Kickoff meeting

The kickoff meeting is your opportunity to learn everything you need to know to understand the profile of candidates you'll be looking for and to design an effective interview process. In addition to defining the basics of the role (What is this job title? Who does this person report to?) use this time to partner with your hiring manager to help them think about the role strategically and start to shape the experience of the eventual new hire.

Use this worksheet to guide your next kickoff meeting.

## Job search details summary

Role

Team

## Pre kickoff homework

Explain the business need for opening this search.

Why do we need a/another [insert role title here]?

## Determine high-level objectives for this role

What goals need to be achieved in one year for you to consider the hire a success?

How will this role enable the team to meet its goals?



How will success be measured (that is, how will we know the above goals have been achieved)?

What will a superstar accomplish in a year?

**Set the first 90-day goals for this person**

For a superstar to accomplish the one-year goals you set above, what would they need to do in the first 90 days?

What do they own?



What have they learned/mastered?

What have they accomplished?

**Define the person  
who can achieve  
these goals**

What are the non-negotiable skills/experience they need to have?

What's coachable or nice-to-have?



What are the person traits that enable someone to be successful in this role?



# Designing a scorecard and interview structure

A scorecard is the list of skills, traits and qualifications someone needs to have to be successful in an upcoming role. These attributes are what the interview process will be designed to test and verify for each candidate.

Use the template below to create a scorecard. The kickoff meeting worksheet you already filled out will help you do that.

## **Remember, scorecard attributes should:**

- Be mutually exclusive and collectively exhaustive – make sure the attributes you pick don't overlap but instead come together to create a pretty complete picture of the person you're trying to hire
- Stick to the need-to-haves – if you're including a nice-to-have, be sure to label it as such to keep things clear when it comes time to make a hiring decision



## Skills

For example, “strong written communication” for an executive assistant, “objection handling” for an account executive or “Ruby on Rails” for an engineer

## Traits

For example, “adaptable,” “collaborative” and “prioritizes team success over individual success”

## Qualifications

For example, “CPA,” “previous management experience,” and “experience with an ATS”

## Culture add traits (optional)

For example, “inclusive and open-minded” and “authentic”



# Interview process design

Now that you know everything you want to understand about the candidates, the next step is to design an interview process that facilitates that discovery.

We've created the skeleton of a typical interview pipeline. With your hiring manager, start by assigning attributes to each step to help give the interview a loose purpose.

Then, think about who might be great at testing that purpose.



# Sample interview plan

Choose attributes from the scorecard. The attributes you choose give the interview its purpose.

Who in your organization is the best person to test for these scorecard attributes?

Interviews	Notes	Attributes	Interviewer
<b>First phone screen</b>	This is an opportunity to screen for the basic requirements of the job. Choose attributes that are the least technical, or the easiest for someone who isn't in the actual role to test for. This is a great time to ask about attributes in the qualifications section.		
<b>Second phone interview</b>	This may be a phone conversation with a hiring manager, and can dig a bit more into the role. Choose attributes that are relatively easy to screen for over the phone, and that would be a non-starter if a candidate didn't possess them. This will help you "fail faster" so you don't waste time in later stages.		
<b>Take-home skills assessment</b>	This is a chance to "do the job." Pick the critical hard skills from the scorecard and develop an exercise that allows candidates to demonstrate their abilities.		
<b>Onsite interview: Skills</b>	Group attributes logically – focus on <b>skills</b> here. Some attributes will already have been tested and you'll be looking for a second opinion – that's okay.		
<b>Onsite interview: Traits</b>	Group attributes logically – focus on <b>traits</b> here. Some attributes will already have been tested and you'll be looking for a second opinion – that's okay.		
<b>Onsite interview: Culture add traits</b>	Group attributes logically – focus on <b>culture add traits</b> here. Some attributes will already have been tested and you'll be looking for a second opinion – that's okay.		





# Developing effective interview questions

Use the interview structure that you worked on with your hiring manager to come up with some questions.

1. Pick some attributes you'd like to interview for
2. Decide which type of question is best suited for the attribute
3. Design a question to test the attribute

## **As a reminder, the type of attributes are:**

- Skills – the hard, technical requirements for the role
- Traits – soft skills or personal abilities
- Qualifications – easily verifiable experience or accomplishments

**Attribute type:  
Skill**

Attribute 1

Question 1

Answer guide

Attribute 2

Question 2

Answer guide

**Attribute type:  
Trait**

Attribute 1

Question 1

Answer guide



Attribute 2

Question 2

Answer guide

**Attribute type:  
Qualifications**

Attribute 1

Question 1

Answer guide

Attribute 2

Question 2

Answer guide



**Attribute type:**  
**Culture add (trait)**

Attribute 1

Question 1

Answer guide

Attribute 2

Question 2

Answer guide

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