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# Structured Hiring 101 Worksheets

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These worksheets will help you carry out the Structured Hiring approach, including guiding your kick-off meeting 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.

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# Introduction

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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, a deliberate process and rubric is used to assess 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!

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3      [Kick-Off Meeting](#)

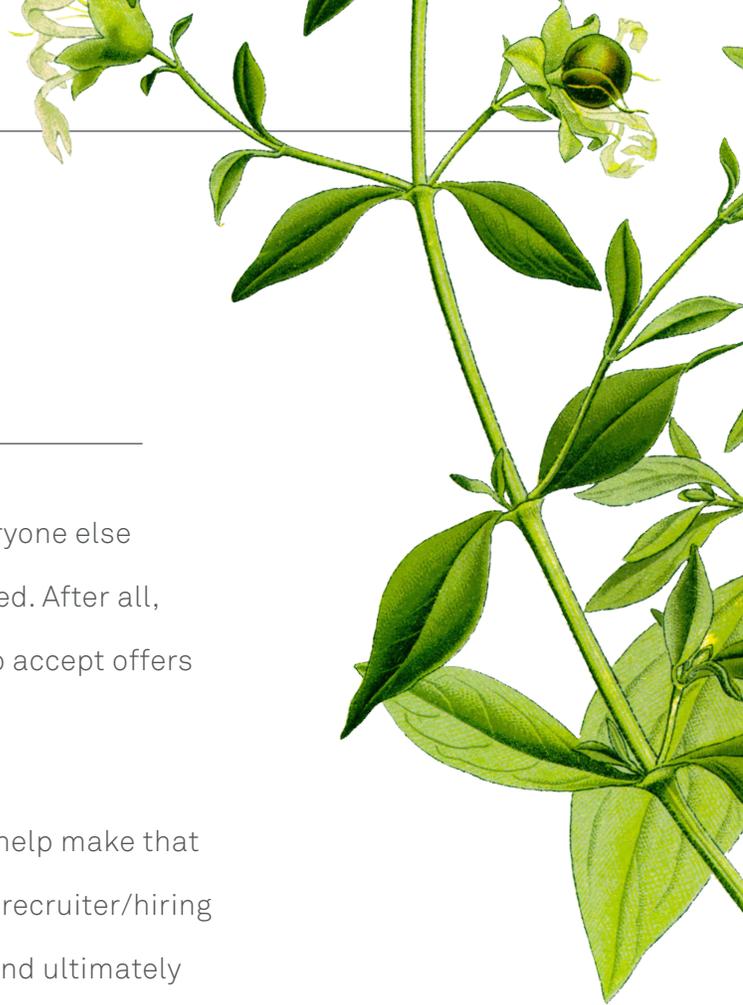
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# Kick-Off Meeting

The kick-off meeting is your opportunity to learn everything you need to know to 1) understand the profile of candidates you'll be looking for, and 2) design an effective interview process. In addition to defining the basics of the role (what is this title? who does it 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 kick-off meeting.

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## JOB SEARCH DETAILS SUMMARY

Role

Team

## PRE KICK-OFF MEETING HOMEWORK

**Explain the business need for opening this search.**

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

**Determine high-level objectives for the role.**

What goals need to be achieved a year from now for you to determine the hire is successful?

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

How will success be measured (i.e., 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.**

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For a superstar to accomplish what you said above in a year, what does he/she 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 personality traits that enable someone to be successful in this role?

# Designing a Scorecard and Interview Structure

The scorecard is a list of the skills, traits, and qualifications someone will need to have in order to be successful in the 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 the scorecard. The Kick-Off Meeting worksheet you already filled out will help you do that.

## REMEMBER, SCORECARD ATTRIBUTES SHOULD:

- Be mutually exclusive, collectively exhaustive. Make sure the attributes you pick don't overlap with each other but 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," make sure to label it as such to keep things clear for interviewers 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," "prioritizes team success over individual success."*

**Qualifications**

For example, "CPA,"  
"previous management  
experience," or "experience  
with an ATS"


**Culture Fit (Traits)**  
*\*optional*

For example,  
"collaborative," "inclusive  
& open-minded," or  
"authentic"


# Interview 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 interview 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 above. 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
First Phone Screen	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.		
Second Phone Interview	This may be a phone conversation with a hiring manager. This interview can dig a bit more in depth into the role. Choose attributes that are relatively easy to screen for over the phone, and would be a non-starter if a candidate didn't possess them. This will help you 'fail faster' and make sure you don't waste time in later stages.		
Take-home Skills Assessment	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.		
Onsite Interview: Skills	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!		
Onsite Interview: Traits (Role)	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!		
Onsite Interview: Traits (Org Culture)	Group attributes logically—focus on <b>culture 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. As a reminder, the types of attributes are:
  - a. **Skills** – the hard, technical requirements for the role
  - b. **Traits** – “soft skills” or personal abilities
  - c. **Qualifications** – easily verifiable experiences or accomplishments
3. Design a question to test the attribute.

You can come up with some answer guides on your own, but for others you may want to collaborate with your hiring manager.

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## Attribute Type: Skill

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ATTRIBUTE:

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Question 1

Answer Guide

ATTRIBUTE:

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Question 2

Answer Guide

### Attribute Type: Trait

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ATTRIBUTE:

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Question 1

Answer Guide

ATTRIBUTE:

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Question 2

Answer Guide

### Attribute Type: Culture Fit (Trait)

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ATTRIBUTE:

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Question 1

Answer Guide

ATTRIBUTE:

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Question 2

Answer Guide

**Attribute Type: Qualification**

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ATTRIBUTE:

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Question

Answer Guide