1. Build the hiring plan

Define the work

Agree on the problem this hire will solve before choosing credentials or writing filters.

Working job title and team

A title is a starting point. Adjust the level after agreeing on scope.

Recruiting partner and technical decision-maker

Name who can explain the work and who can approve this brief.

How much independence does the job need?

Choose one. Choose the expectation at hire, with the support you can actually provide.

- ☐ Guided work
- ☐ Independent routine work
- ☐ Lead complex work
- ☐ Set direction across teams

Why are we opening this role?

Name the work that is missing or the problem the team needs to solve.

What three outcomes should this person own?

Use an action, a work product, and a way to recognize useful work.

What is outside this role or needs approval?

Clarify responsibilities that belong to another team and when to escalate.

Complete with recruiting and the technical owner. Pages 1–4: hiring. Pages 5–6: after hire.

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Set realistic entry requirements

Separate the skills needed on arrival from what the team will teach.

What must they demonstrate before an offer?

Describe two or three observable abilities, with the expected level of help.

What can we teach, and who will teach it?

Connect each learning need to a person, time, tools, or practice opportunity.

Where will we accept evidence of those abilities?

Select every route you will consider. Ask what the person actually contributed.

- ☐ Paid work
- ☐ Previous careers
- ☐ Labs or personal projects
- ☐ Competitions or CTFs
- ☐ Training or certifications
- ☐ Volunteering or event work
- ☐ Speaking or teaching
- ☐ Equivalent work sample

Does a credential genuinely have to be a filter?

Choose one. Confirm an actual requirement before putting it into an automatic rejection rule.

- ☐ No credential gate
- ☐ A specific requirement applies
- ☐ Still to confirm

If required: which credential, why, and who confirmed it?

Record the obligation or essential work it supports, and any accepted equivalent.

What conditions must candidates know before applying?

Pay range, location, hours, on-call or travel, and any confirmed access requirements.

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Design the screen and work sample

Give the recruiter a useful question and the technical reviewer a consistent way to inspect the work.

What should the recruiter ask and listen for?

Use a plain-language prompt. State what to pass to the technical reviewer.

What small, realistic task will show the required work?

Use fictional or sanitized material. Name the input and the work product.

How can the candidate show that work?

Choose one. Choose a primary format; arrange an equivalent option when needed.

- ☐ Guided live exercise
- ☐ Portfolio walkthrough
- ☐ Short take-home exercise
- ☐ Structured scenario discussion

What is the total time commitment?

Include preparation and every stage, not just the interview itself.

Which tools will be allowed?

Choose one. Give everyone the same policy and comparable access.

- ☐ Provided tools and references
- ☐ Own tools with shared criteria
- ☐ AI allowed; verify the output
- ☐ No AI for this specific task

What would a sufficient answer or work product show?

Describe observable signs of readiness for this level, including sound escalation.

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Agree on decisions and candidate care

Make the process predictable for candidates and keep reviewers focused on the same evidence.

What follow-up questions will every reviewer use?

Probe the person's choices, uncertainty, contribution, and response to a change.

What justifies moving forward, holding, or declining?

Separate missing evidence from demonstrated gaps. Explain how a candidate can clarify.

Who evaluates each skill and makes the final decision?

Recruiting coordinates; a person qualified in the work judges technical evidence.

What stages and response dates will candidates receive?

Name the contact, expected sequence, and when someone will update them.

What equivalent participation options can we offer?

Include an accommodation contact and alternatives to public portfolios or event access.

How will reviewers compare their observations?

Choose one. Choose a process before meeting candidates.

- ☐ Independent notes, then discussion
- ☐ One shared discussion only
- ☐ Still to agree

2. Make onboarding promises

Commit to support after the offer

Agree now on the support you will describe to candidates and deliver to the new employee.

Who owns onboarding and who provides technical support?

Name the manager, buddy or mentor, and backup contact.

What will the first month make possible?

Include access, a safe practice environment, supervised work, and initial priorities.

What learning time, tools, and help are committed?

Specify the resource, owner, and when it is available. Leave unapproved promises open.

What will recruiting hand over and the employee see?

Keep relevant skill evidence, agreed support, and the dated job description. Limit access.

When will you review the starting assumptions?

Choose one. Choose a starting schedule and adapt it to the role.

- ☐ 30 / 60 / 90 days
- ☐ Monthly for three months
- ☐ At agreed work milestones
- ☐ Schedule still to agree

What will you review, and what happens if support is missing?

Look at work, ask for the employee's context, and fix unmet commitments.

3. Keep expectations visible

Plan growth and job-description changes

Give employees a way to see, discuss, and prepare for changes in the role.

Where can the employee find the current and previous job descriptions?

Name an accessible location, version/date convention, and document owner.

How will responsibility changes be agreed and supported?

Record the reason, effective date, workload and level implications, and learning support.

What will readiness for the next level look like?

Name the work, evidence, reviewer, and a fair opportunity to demonstrate it.

How can the employee add context or disagree?

Provide a review conversation and a place for corrections and unresolved differences.

Who will bring lessons back into the next hiring brief, and when?

Compare hiring expectations with actual work and the support delivered.

Is this plan ready to share with candidates?

Choose one. Use open questions to assign follow-up work, not to invent commitments.

- ☐ Owners and commitments agreed
- ☐ Some items need confirmation
- ☐ Technical review still needed