

The logo for Greenhouse, featuring the word "greenhouse" in a lowercase, sans-serif font. The "g" is a light green color, while the rest of the letters are dark green. The logo is positioned in the upper left quadrant of the page.

greenhouse

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

Hiring teams today are working under real pressure: climbing application volume, AI-generated resumes that look polished but say little and growing uncertainty about where AI belongs in the process. Structure is what keeps that pressure manageable.

It gives you a consistent way to define what good looks like, evaluate every candidate against the same standards and base decisions on evidence rather than gut feel. These worksheets walk you through that process step by step, from your kickoff meeting through interview design.





Worksheet 1

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, 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.

This is also where you make the business case. Get clear on why this role exists so you can speak to its value to candidates, not just its responsibilities. Use this worksheet to guide your next kickoff meeting.

Job search details summary

Identify what the role is titled and what team this person would work on.

Role

Team

Pre-kickoff homework

Come prepared. Work through these questions before the meeting so your time with the hiring manager is spent aligning, not gathering basics.

What is the business need for a/another [position]?

What business impact should this person have?

What is the employee value proposition for this role?
(why would they want it?)

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

Set objectives and goals for the role

What will an excellent performer accomplish in a year?

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

What do they own?

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

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

What have they accomplished?

What have they learned/mastered?

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

**Define the person
who can achieve
these goals (cont'd)**

What's coachable or nice-to-have?

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

Addressing AI in the interview process and beyond

AI is here and we don't think it should be ignored or discredited as an important part of both the employee and hiring experience. Some questions may uncover how employees are using AI and will use AI, which will help inform the hiring process.

**Define how AI will be
a part of this role**

What AI skills are needed to be successful in this role?
(include tools, workflows or ways of working)

How will AI change the scope of this role over the next 6-18 months?

How will the hiring process adjust to assess real talent, skills and AI use as part of the hiring process? Is use of AI encouraged or discouraged on the candidates' side?

Designing a scorecard and interview structure

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

- Be mutually exclusive and collectively exhaustive – make sure the attributes you pick don't overlap but instead come together to create a fairly 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.
- Prioritize effectively – tiering attributes by importance can help rank candidates and eliminate tie breakers.

Scorecard template

Capture each attribute under the right type below. Be specific and tier by importance where you can.

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” or “prioritizes team success over individual success”

Qualifications

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

Company values (optional):

For example, “acts with integrity” or any values your organization hires against



Interview process design

Now that you know what you're evaluating for, the next step is to design an interview process that tests for it.



Sample interview plan

Below is the skeleton of a typical interview pipeline. With your hiring manager, assign scorecard attributes to each stage so every interview has a clear purpose, then decide who's best suited to assess each one. Spreading attributes across stages keeps interviews from overlapping and makes sure every attribute gets tested.

Interviews	Notes	Attributes	Interviewer
Application review	This is an opportunity to screen for the basic requirements of the job. Whether it's via an ATS or AI interviewing, this review screens for qualified vs. unqualified candidates.		
Recruiter screen	This may be a phone conversation with a hiring manager and should dig a bit more into the role and how a candidate may qualify. 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.		
Hiring manager video interview	Focus on skills here. Some attributes will already have been tested but here's where the applicability of those attributes for your specific role will be assessed.		
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.		
Hiring team interviews	Focus on traits and department fit here. Consistency across assessments is key so biases don't affect decisions.		
Final exec interview: Company value check	Here's where you can assess the candidate for company values and should be a low-pressure interview (on both sides) that must lead to a pass/offer decision.		

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 types 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:
Company values

Attribute 1

Question 1

Answer guide

Attribute 2

Question 2

Answer guide

Put structured hiring to work

See how Greenhouse turns the blueprint in this guide into a hiring process built for today's volume, fraud and AI pressures. Structure is the foundation, while your people own every decision.

[Request a demo](#)





Greenhouse is the leading hiring platform to help companies get measurably better at hiring. Our AI-powered software supports every stage of the hiring process, from sourcing to onboarding, giving businesses everything they need to hire top talent quickly, consistently and fairly – today and as their business grows.

To learn more, visit
[**greenhouse.com**](https://greenhouse.com)