

Hiring Scorecard

Use consistent questions and evidence to evaluate ownership of real systems.

Rate each dimension with evidence

1. End-to-end curiosity: asks about users, data, constraints, and business outcomes.
2. Failure ownership: explains a specific incident, their contribution, and what changed afterward.
3. Tradeoff fluency: explains the costs and limits of a recommendation as well as its benefits.
4. Legacy judgment: investigates existing behavior before proposing replacement.
5. Maintenance experience: can explain how decisions held up after delivery.
6. AI discipline: describes what they delegate, what they verify, and how they handle uncertainty.
7. Business communication: explains technical consequences clearly to people outside engineering.

Run a fair work sample

1. Use a small unfamiliar codebase and a bounded problem. Explain expectations, permitted tools, and available context consistently.
2. Watch how the candidate forms and tests a hypothesis. Provide reasonable accommodations and assess the work, not speed or interview polish alone.
3. Use a 1-5 scale with written examples: 1 = little evidence; 3 = adequate evidence for the role; 5 = strong relevant evidence. Calibrate requirements to the actual job.

Candidate / role: _____. **Evidence and gaps:** _____. **Decision and reasons:** _____.