

10 questions, yes or no

Answer for the loop you ran most recently, not the one you intend to run.

Count the yeses. Each no points at what fixes it.

#	QUESTION	YES	NO	IF NO, THE FIX
1	Before the job ad went up, did the panel agree in writing on the 3 to 5 things this hire must do in year one?	☐	☐	Write the scorecard before the ad.
2	Does every round have a scorecard with strong, mixed and weak evidence written out per line?	☐	☐	The scorecard template.
3	Can each interviewer say what the last question they asked told them about the job?	☐	☐	Cut the round, or redesign the question from the scorecard.
4	Are scores and evidence submitted in writing before anyone speaks in the debrief?	☐	☐	The scorecard rule. Free, applies to the next debrief.
5	Does the lowest rating speak first, and the hiring manager decide last, in writing?	☐	☐	The debrief agenda.
6	Is the loop 4 rounds or fewer, run inside 1 day?	☐	☐	The 4-round process.
7	Are candidates told in writing that AI and other tools are allowed, and asked to defend what they produce?	☐	☐	The AI-allowed formats.
8	In the last quarter, did the panel score the same candidate independently and compare the spread?	☐	☐	Calibration, 2 hours a quarter.
9	Does a rejected candidate who spent a full day get 2 or 3 specifics from the scorecard within 48 hours?	☐	☐	The rejection email built from scorecard lines.
10	Is the decision and its reason written in the ATS the same day, and re-read at the 90-day checkpoint?	☐	☐	One paragraph after every debrief; a checkpoint with teeth.

Yeses: _____ **of 10**

9 or 10. The loop is structured. The remaining disagreements are about genuinely borderline people, which is what disagreement is for.

6 to 8. The loop works when the right people are free that week. Start with the no closest to the top of the list; the fixes compound downward.

Under 6. The loop is deciding at close to random, and from the inside it looks fine. Questions 1, 4 and 8 cost an afternoon, nothing, and 2 hours. Do those 3 first.

The 3 failures behind most of the noes

- **The algorithm round nobody can defend.** It survives because it was there last year. Question 3 catches it.
- **The AI ban.** Engineers use the tools all day, then must prove "real knowledge" without them. Question 7.
- **The perfect answer in someone's head.** Nobody wrote it down, so nobody can check it, and two interviewers disagree about the same candidate without being able to say why. Questions 1, 2 and 8.

A bad hire costs 6 months of pay before anything else is counted, then the rehire, the team's time and the brand. This sheet costs 10 minutes.

SmarterHiring by Elman Huseynov · the post behind this file: smarterhiring.tech/why-technical-hiring-is-broken/ · Use it inside your company as you like; please link the post rather than re-hosting the file.