HIRING MANAGER

The 5 things you own, per loop

The recruiter owns the funnel. The panel owns the other rounds. The 5 below are the hiring manager's, or nobody's. Tick each one for the role you are opening now.

#	YOU OWN	WHEN	WHAT IT LOOKS LIKE DONE	TIME	DONE
1	The bar	Before the first CV arrives	Four to 6 criteria, with the evidence for each, in writing. You draft it, the panel argues with the draft. That meeting is the point.	An afternoon for the first role. An hour for the second. 20 minutes by the fifth.	☐
2	The ad	From the scorecard, before it goes out	Five lines, 150 to 250 words. The recruiter edits with 1 rule: cut, do not add. Every line past the 5 is one the right candidate skims.	From the scorecard	☐
3	One round	On the loop day	45 minutes, 1 scorecard line, usually "can disagree without stalling". How they work with people, what they need from a manager. Not every round: that anchors the panel on your view.	45 minutes	☐
4	The decision	Minute 27 of the 30-minute debrief	Out loud, with a reason, in writing. After every written score and the lowest rating first. A vote is a hire nobody owns.	3 minutes, after 27 of listening	☐
5	The day-90 question	The week before the start date, then days 30, 60, 90	The 30 60 90 plan written and shared on day 1. Three goals, evidence for each. On day 90: would you hire this person again?	Three 30-minute conversations, booked before day 1	☐

Not yours

TASK	WHOSE	WHY
Screening 200 CVs	The recruiter, against your scorecard	You read the 20 that pass, in one sitting. Yes or no to a screen call, each. A manager reading 200 CVs did not write the ad that filters.
The other 3 rounds	The panel, one criterion per interviewer	Two interviewers per round, with separate assignments, beat the manager in all 4.
Speaking first in the debrief	The lowest rating	The room follows the first voice, and it is often the manager's. You speak last.

The debrief: your 2 blocks of 5

MINUTES	BLOCK	WHOSE
0 to 2	All ratings on one screen at once	Recruiter
2 to 5	**The bar.** You read the criteria written before the role opened.	Hiring manager
5 to 20	Lowest rating presents its evidence first	Panel
20 to 27	Only the disagreements	Panel
27 to 30	**The decision.** Out loud, with a reason, in writing.	Hiring manager

If the panel's written evidence is stronger than your view, say so and decide with it. A manager who overrides written evidence with a feeling owns the bad hire alone.

Where the hours go

Without a written bar: managers lose 20 hours a week to interviews with the wrong candidates.

With the bar and the 5-line ad: about 3 hours per loop. The difference is whether the ad and the screen worked, and both happen before you see a CV.

Calibration counts as training: 2 hours a quarter, scoring the same 3 real scorecards alone with the panel, then comparing. Your standard is the one the panel drifts toward, so it needs checking most.

The 3 dates to book before day 1

MARK	EVIDENCE	DATE BOOKED
Day 30	Shipped	
Day 60	Owned	
Day 90	A call the team trusted. Would you hire this person again?	

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