



Practical toolkit

Balncs FDE Hiring Scorecard

A printable role-calibration, interview-evidence and decision workbook.

BALNCS FDE PRACTICE

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VERSION 2.2

02 / Hiring scorecard

Research, benchmarks and professional infrastructure for Forward Deployed Engineering.

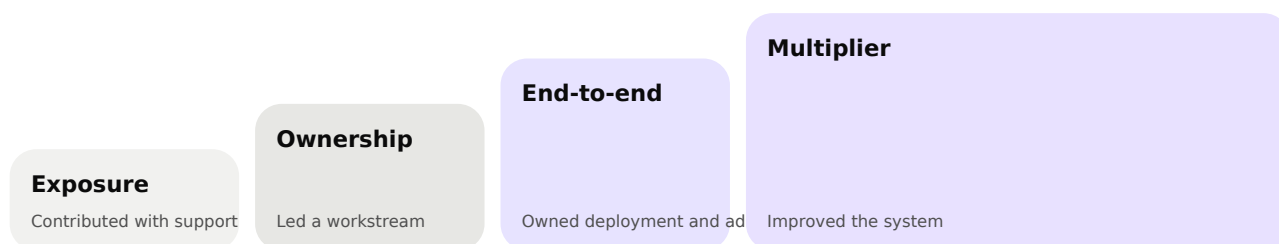
How to use

Score the role before you score the person.

Complete calibration with the hiring team, assign evidence owners and record observations before interviewers see one another's ratings.

- + Use one scorecard per role.
- + Set dimension weights before interviews.
- + Record observable evidence before assigning a level.
- + Do not average away a critical requirement.
- + Use the scorecard to support human judgement, never as an automated verdict.

Increasing ownership, complexity and reusable impact



Role calibration

Define the evidence target.

Calibration field	Hiring-team decision
Dominant archetype	_____
Secondary pattern	_____
Recurring unit of work	_____
Customer boundary	_____
Technical surface	_____
Deployment end state	_____
First 90-day outcomes	_____

Dimension weighting

Dimension	Weight	Must-have evidence
Discovery	___ %	_____
Scoping	___ %	_____
Technical depth	___ %	_____
Communication	___ %	_____
Judgement	___ %	_____
Ownership	___ %	_____

Discovery

Finds the real workflow, constraint and user need before solutioning.

High-signal evidence

- + Reframes an incomplete brief using observed workflow evidence.
- + Changes the problem definition when new evidence appears.
- + Separates stated requests from the underlying outcome.

Common false positive

Asks many questions without changing the problem.

Evidence observed	Level	Risk or follow-up
	Exposure / Ownership / End-to-end / Multiplier	
	Exposure / Ownership / End-to-end / Multiplier	

Scoping

Creates an executable path through dependencies, risk and time.

High-signal evidence

- + Names assumptions, exclusions and decision points.
- + Sequences dependencies around uncertainty.
- + Defines a credible end state and recovery path.

Common false positive

Produces detailed plans before resolving uncertainty.

Evidence observed	Level	Risk or follow-up
	Exposure / Ownership / End-to-end / Multiplier	
	Exposure / Ownership / End-to-end / Multiplier	

Dimension 3 of 6

Technical depth

Builds and reasons credibly across the production surface.

High-signal evidence

- + Explains artefacts, failures and trade-offs at the required depth.
- + Builds or integrates production-ready capability.
- + Preserves security, observability and maintainability.

Common false positive

Performs abstract design without operating evidence.

Evidence observed	Level	Risk or follow-up
	Exposure / Ownership / End-to-end / Multiplier	
	Exposure / Ownership / End-to-end / Multiplier	

Communication

Creates shared understanding across customer, product and engineering.

High-signal evidence

- + Adapts one decision for user, technical and executive contexts.
- + Makes uncertainty and risk visible without eroding trust.
- + Produces concise decision artefacts.

Common false positive

Presents confidently while ownership remains ambiguous.

Evidence observed	Level	Risk or follow-up
	Exposure / Ownership / End-to-end / Multiplier	
	Exposure / Ownership / End-to-end / Multiplier	

Judgement

Makes consequential trade-offs with incomplete information.

High-signal evidence

- + Names what was sacrificed and why.
- + Changes direction when evidence invalidates an assumption.
- + Handles disagreement and escalation transparently.

Common false positive

Describes only decisions that worked.

Evidence observed	Level	Risk or follow-up
	Exposure / Ownership / End-to-end / Multiplier	
	Exposure / Ownership / End-to-end / Multiplier	

Ownership

Carries the result through adoption, recovery and reusable learning.

High-signal evidence

- + Tracks the outcome after technical launch.
- + Owns recovery when the deployment fails.
- + Converts repeated field work into reusable capability.

Common false positive

Treats go-live as the end of the work.

Evidence observed	Level	Risk or follow-up
	Exposure / Ownership / End-to-end / Multiplier	
	Exposure / Ownership / End-to-end / Multiplier	

Give every stage a distinct evidence job.

Stage	Primary evidence	Owner	Decision gate
Screen	Relevant deployment pattern and motivation.	_____	Proceed / hold / decline
Incomplete case	Discovery, scoping and technical judgement.	_____	Proceed / test risk
Artefact review	Depth, personal contribution and learning from real work.	_____	Proceed / decline
Boundary interview	Communication, judgement and customer ownership.	_____	Proceed / test risk
Decision meeting	Independent evidence, contradictions and support needs.	Chair: _____	Hire / no hire / further evidence



Candidate synthesis

Compare evidence without hiding trade-offs.

Dimension	Weight	Evidence level	Confidence	Key evidence / risk
Discovery	___%	1 / 2 / 3 / 4	Low / Med / High	_____
Scoping	___%	1 / 2 / 3 / 4	Low / Med / High	_____
Technical depth	___%	1 / 2 / 3 / 4	Low / Med / High	_____
Communication	___%	1 / 2 / 3 / 4	Low / Med / High	_____
Judgement	___%	1 / 2 / 3 / 4	Low / Med / High	_____
Ownership	___%	1 / 2 / 3 / 4	Low / Med / High	_____

Decision record

Decision field	Record
Critical strengths	
Accepted risks	
Evidence still missing	
Support required after hire	
Final decision and rationale	

Governance

Keep the scorecard fair, useful and accountable.

- + Use the same calibrated role definition for every candidate.
- + Give equivalent case context and time boundaries.
- + Separate direct evidence from interviewer inference.
- + Record reasonable adjustments without lowering the role requirement.
- + Do not use protected characteristics or proxy signals in assessment.
- + Treat scores as structured inputs, not mathematical truth.
- + Retain evidence only for a defined purpose and period.

Important limitation

The scorecard is not a psychometric test, professional certification or guarantee of job performance. It supports a documented hiring decision.