

## HIRING OPS

# Learning Operations Hiring Scorecard

A one-page scorecard for hiring L&D roles that need craft, systems judgment, stakeholder skill, and growth capacity.

## THE TEST

A strong hiring process should show how a candidate thinks when the learning request is unclear and the operating constraints are real.

- What capability does this role add to the system?
- What work sample reveals the real skill?
- How will we score stakeholder judgment?
- What coaching will this person need after hire?

## HIRING SEQUENCE

- 1 Define**  
Map the role to a missing capability.
- 2 Screen**  
Use criteria tied to the work instead of resume shorthand.
- 3 Sample**  
Give a realistic L&D scenario or artifact review.
- 4 Calibrate**  
Compare evidence against shared standards.
- 5 Develop**  
Coach the hire into the operating model.

## CASE SIGNALS

**400+**  
Interviews

**72**  
Final decisions

**5**  
Managers developed

**26**  
Team members

### SIGNALS

- Design judgment
- Systems thinking
- Stakeholder clarity
- Feedback use

### RED FLAGS

- Portfolio polish only
- No workflow awareness
- Cannot explain tradeoffs
- Vague ownership

## WHY IT WORKS

It gives the hiring team evidence about how the candidate will work inside the system after the interview is over.