# [.NET DEVELOPER CANDIDATE]

## Recommendation

No Hire

## Summary

I was on the bubble for a while on this recommendation. There wasn't anything that I flagged as particularly terrible or fantastic about [Candidate]; he was, in my opinion, a very middle-of-the-road candidate. I focused on his overall knowledge and passion for technology, high level architecture/design, ability to adapt based on new information, and personal skills.

## Areas of Exploration

I was tasked with exploring the higher-level design skills, with a focus on web and services design for scalable solutions. I also evaluated personality and overall fit for team culture.

## Feedback and Observations

As we talked over his resume, one of the things that he had stated several times was that he "starts to get bored after about 3 months" if he's not "doing something that is really engaging." One of the things about his former position that he found made him unhappy was that after a product had shipped, there was a long period of planning the next version where he felt stagnant. What concerns me is that I feel, from [Candidate]'s perspective, we may be stagnant during our periods of capacity planning and design.

We started by talking about some of the architectural choices and technology decisions that he was involved with during his last product’s development cycle. [Candidate] was able to speak to the overall solution and provide insight on many of the decisions made and where he spotted trade-offs. He seemed to know the system and was able to validate the statements made on his resume.

Next, [Candidate] and I discussed the contribution that he made on that project which he was most proud of and the one that, in hindsight, he would have done differently if given the chance. [Candidate] demonstrated good self-awareness and had thoughtful answers. He stayed at a pretty high level, which I didn't find particularly concerning but I would have liked to go deeper and was unable to gently steer him in that direction.

Then, we worked through a high level design problem, concentrating mostly on a shifting set of requirements intended to force him to rethink his base assumptions and adjust. Again, [Candidate] demonstrated a good awareness and thought process as well as being both able and willing to make changes as I threw new challenges at him. Once again, he stayed at a fairly high level and I wasn't able to nudge him into more technical detail where I would have liked. Each time I tried, he found something else at the higher level in another part of the design that he wanted to rethink. I didn't get the sense that he was reluctant or unable to drill into the details, just that he was focused elsewhere.

I started offering some thoughts at this point to probe at his ability to collaborate. [Candidate] seemed to do well here, riffing off of ideas and using them to feed his own. Like the rest of the interview, [Candidate] exhibited a good thought process, but stayed at a higher level. There was one point where we were talking over RESTful semantics that I got the sense [Candidate] wasn't overly comfortable but he did understand the general topic, though didn't have many opinions in this area.

Overall, I think [Candidate] would be a reasonable addition to the team, fitting in well and having a good breadth of knowledge. I am not confident, however, in the depth of his knowledge nor his ability to drive a solution without some oversight. Concerning to me is the potential for him to become unhappy and potentially unmotivated if our development cadence isn't moving as quickly as he would like it to.