

Building Your Offshore Team Playbook 2026

A practical guide for UK and Australian tech startups and modern businesses building Tech, AI and GTM teams in the Philippines.

Define Choose an outcome and a coherent role.	Connect Assess people against the actual work.
Align Agree costs, access and responsibilities.	Build Onboard, review and improve together.

Inside: a role brief, an ownership map, a hiring scorecard, a budget worksheet and a 90-day onboarding plan.

October 2026 edition. Suggested frameworks, not a promised hiring timeline or contractual service scope.

Start with the outcome

Name the work that waits, the business outcome it affects and the manager who will own the role. Avoid building one job from every task the team has not had time to finish.

Team area	A coherent starting role
Tech	Software engineer for a scoped product area; QA engineer for release testing; DevOps engineer for agreed platform operations.
AI	Annotation specialist for a defined dataset; data QA specialist for review; data engineer for pipelines.
GTM	GTM engineer for connected workflows; CRM specialist for data and lifecycle operations; campaign operations specialist for execution.

Discuss these before writing the job ad

- What should be measurably better after the person is established?
- Which decisions can they make, and which require approval?
- What systems, data and people will they depend on?
- What working-hour overlap is essential, and what can be asynchronous?

Keep professional, financial, insurance and other specialist decisions with the appropriately authorised client owners.

Your one-page role brief

Field	Write your answer
Role and reporting line	Title: _____ Manager: _____
Outcome	The person will help us improve: _____
Core responsibilities	1. _____ 2. _____ 3. _____
Essential skills	Must already know: _____
Learnable skills	Can learn during onboarding: _____
Tools and access	Systems: _____ Data owner: _____
Work schedule	Required overlap: _____ Location: Philippines
Decision rights	Can decide: _____ Must escalate: _____
First-month deliverable	A realistic first piece of work: _____

Test the brief

Ask the manager to describe a normal week. If the brief spans unrelated functions, split it or prioritise the work. Assess candidates against the responsibilities, not just the title.

Make responsibilities visible

Area	Client and provider discussion
Day-to-day work	Client sets priorities, gives context and reviews output.
Recruitment	Confirm sourcing, assessment, interview and hiring responsibilities in the agreement.
Employment and payroll	Confirm the employer, payroll process, benefits and local support responsibilities.
Data and systems	Client approves access, permitted use and security requirements.
Equipment and work setup	Agree who supplies equipment and how costs and maintenance are handled.
Feedback and development	Name the manager and agree regular feedback and review routines.
Changes and exits	Confirm notice, role changes, replacement support and data-access removal.

An effective handoff contains three things

Context What happened and why it matters.	Next action What needs doing, with a clear owner.
Review Who approves or checks the result.	Escalation Who resolves uncertainty or exceptions.

Hire for the actual work

Choose a short, proportionate exercise that resembles the role. Explain the assessment criteria, give candidates enough context and avoid unpaid production work.

Dimension	Evidence to look for
Technical fit	Can explain a relevant example and work through the scoped task.
Judgement	Recognises uncertainty, trade-offs and when to escalate.
Communication	Provides usable context, asks precise questions and records decisions clearly.
Working style	Can collaborate with the named manager and the agreed handoffs.
Learning	Responds constructively to feedback and can explain an unfamiliar step.

Suggested exercise ideas

- Tech: review a sample change or describe a test plan and defect report.
- AI: label a small calibration set and explain ambiguous items.
- GTM: map a lead handoff and test missing data or duplicate records.

Record strengths, gaps and follow-up questions. Apply the same core criteria across comparable candidates. A simple evidence-based discussion is more useful than a score whose meaning is unclear.

Separate the cost components

Onepaul charges a flat US\$500 per employee per month, plus the fully loaded cost of the employee. Confirm what the quote includes before comparing providers.

Budget item	Your monthly amount
Salary and applicable employment costs	_____ (confirm currency and components)
Onepaul service fee	US\$500 x _____ employees
Equipment / setup / other agreed items	_____ (confirm one-off or recurring)
Total recurring monthly amount	_____ (use one consistent currency)

Illustrative calculation

Item	Example, all in US dollars
Fully loaded employee cost	US\$2,000
Flat service fee	US\$500
Monthly total for one employee	US\$2,500
Three employees at the same cost	US\$7,500

The example is arithmetic, not a salary benchmark or binding quote. For a mixed team, calculate each employee cost separately. Confirm taxes, exchange rates, equipment and setup items before final approval.

A practical first 90 days

Before day one Agree the role, manager, access, schedule and first task.	Days 1-30 Share context, establish check-ins and complete a small piece of work.
Days 31-60 Review handoffs, improve documentation and build independence.	Days 61-90 Review outcomes, responsibilities and the next scope of work.

A starting checklist

- Introduce the manager and the people the employee depends on.
- Explain the product, customer, team goals and current constraints.
- Provide the agreed equipment and least-necessary system access.
- Show where work is tracked, reviewed and approved.
- Agree how urgent questions and unavailable managers are handled.
- Set regular feedback and a shared definition of acceptable work.

Treat the schedule as a suggested structure. The role, access requirements and business context will determine the actual pace.

Make the next conversation useful

Ready-to-discuss item	Yes / Needs work
We can describe the outcome and core responsibilities.	_____
There is a named manager with time to onboard and review.	_____
We know which skills are essential and which are learnable.	_____
We have agreed the working-hour overlap we need.	_____
We can itemise and approve the employee cost and service fee.	_____
We have identified data, access and equipment requirements.	_____
We can explain review, escalation and decision rights.	_____
We have a first-month task and feedback rhythm.	_____

Start with the role your business needs

Send a brief describing your business, the role, desired outcomes and any schedule or access requirements. Onepaul can use that context to discuss a dedicated staffing model and an itemised quote.

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Original Onepaul frameworks. This playbook is planning material; employment, data-handling and service responsibilities are confirmed through the applicable agreement.