Interview Scorecard

For each interviewer. Write the competencies and questions before the interview, ask every candidate the same questions, and score each one on the same scale before you talk to the other interviewers.

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CANDIDATE	ROLE	DATE	INTERVIEWER	STAGE

1 · Not shown
No relevant example, or the example contradicts the competency.

2 · Limited
A vague or partial example; key actions or results missing.

3 · Meets
A clear, relevant example with their own actions and a result.

4 · Strong
Specific, well-judged actions and a measurable result.

5 · Exceptional
Strong evidence across examples, at or above the level of the role.

#	COMPETENCY	QUESTION ASKED	SCORE	EVIDENCE: WHAT THEY SAID AND DID
1			1 2 3 4 5	
2			1 2 3 4 5	
3			1 2 3 4 5	
4			1 2 3 4 5	
5			1 2 3 4 5	
6			1 2 3 4 5	

Score the evidence you heard, not your overall impression. If you didn't get evidence for a competency, write "not assessed" rather than guessing.

RECOMMENDATION ☐ Strong no ☐ No ☐ Yes ☐ Strong yes

STRONGEST EVIDENCE FOR HIRING

MAIN CONCERNS, AND WHAT WOULD RESOLVE THEM

Interview Notes and Rubric

Take notes on what the candidate says and did, in their words where you can. Then use a rubric with examples at each level so every interviewer scores the same way.

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Notes

Example rubric: Collaboration

Question: "Tell me about a time you worked with others to reach a shared goal."

1	Describes working alone, or blames others for problems; no clear shared goal.
3	Clear shared goal; explains their own role, how they kept others informed, and the result.
5	Brings people with different views together, resolves a disagreement constructively, and credits others while showing a measurable result.

Rules for the interview and the debrief

- **Same questions, same order,** for every candidate for the role. Follow-ups are fine: "What did you do, specifically?"
- **Job-related only.** Every question should map to a competency the job actually needs.
- **Score right after the interview,** on your own, before you hear anyone else's view.
- **In the debrief, lead with evidence,** not adjectives: "She cut onboarding from six weeks to three" beats "She seemed sharp."
- **Watch for bias:** similarity ("reminds me of me"), first impressions, and one strong answer coloring the rest.
- **Keep the scorecards** with the hiring record, as your organization's retention policy requires.