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Interview scorecard

An interview scorecard is a structured tool used to objectively evaluate candidates based on predefined criteria. It typically includes key competencies for the role, with a rating for each.

- ✔ Sets an objective measure of success
- ✔ Minimises unconscious bias
- ✔ Ensures consistent evaluation
- ✔ Evaluates behavioural, functional or technical competencies

In the tables below, you'll find examples for four typical key competencies that you can evaluate in an interview. Each uses a scale from 1 to 5. For each scale, we provide a definition of what might define success.

Print out this template and customise it depending on the job level, your team dynamics and company values.

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Example	Don't hire			Hire	
	Not observed	Strong no	No	Yes	Strong yes
Communication	• Not observed	• Struggles to express ideas clearly • Poor listening	• Has difficulty articulating complex thoughts • Listens but may miss key points	• Listens actively • Shares and conveys information transparently • Adapts to audience	• Proactively shares information • Takes over cross-functional communication • Addresses conflicts in a constructive manner
Teamwork	• Not observed	• Prefers working alone • Limited team awareness	• Works occasionally with others but may struggle in certain team dynamics	• Supports others and shares knowledge • Encourages feedback • Respects others' opinions	• Fosters a culture of appreciation and motivation • Identifies and overcomes obstacles • Identifies opportunities for collaboration and relevant stakeholders

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Example	Not observed	Strong no	No	Yes	Strong yes
		Don't hire		**Hire**	
End-to-end responsibility	• Not observed	• Avoids responsibility • Blames others for failure • Needs frequent direction and follow ups	• Takes responsibility for own tasks but may need prompting • Completes tasks with moderate support	• Sees assigned tasks through to completion • Good time management and prioritisation • Involves the right stakeholders	• Takes full ownership beyond own scope • Anticipates issues • Adapts to changing priorities
Problem solving	• Not observed	• Struggles to identify or address problems effectively	• Solves simple problems but may need guidance for complex issues	• Strong analytical thinking and logical reasoning • Develops creative solutions	• Identifies root causes • Anticipates issues • Can make decisions under pressure

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Date:
Candidate name:
Role interviewing for:

	Don't hire			Hire	
Example	**Not observed**	**Strong no**	**No**	**Yes**	**Strong yes**
Required skill	• Not observed	• What are your non-negotiables?	• What would be a basic demonstration of this skill?	• What would be a good demonstration of this skill?	• What would set a candidate apart from others?