Interview scorecard

One scorecard per interviewer per candidate. Score on your own, before the panel talks.

Candidate

Role

Interviewer

Interview round and date

How to score

Ask the lead question, then the follow-up questions. Write down what the candidate said or did. Then circle one score from 1 to 5, using the written examples for 1, 3 and 5.

Score	What it means
1	Well below what the role needs
2	Below what the role needs
3	Meets what the role needs
4	Above what the role needs
5	Well above what the role needs

No evidence for a competency? Leave the score blank and say why in the notes. A guess is worse than a gap.

1. Role skills

Knows the tools, methods and facts the job uses every day.

Lead question: Walk me through a piece of work from your last role that shows how you do [the main task of this job].

Follow-up questions: What did you do? What happened next? What would you change?

1: Well below	3: Meets	5: Well above
Can't describe how the work gets done, or the example doesn't fit the job.	Gives a clear example and explains the main steps, with a little help.	Explains the work in detail, says why each step matters and what they'd do differently.

Score (circle one): 1 / 2 / 3 / 4 / 5

Evidence: what they said or did

2. Problem solving

Works out what is going wrong and finds a fix that holds.

Lead question: Tell me about a problem at work that had no clear answer. What did you do?

Follow-up questions: What did you do? What happened next? What would you change?

1: Well below	3: Meets	5: Well above
Describes the problem but not what they did, or jumped to a fix without checking.	Explains how they looked into it and what they tried, and the result.	Breaks the problem down, weighs options, checks the result and shares what they learned.

Score (circle one): 1 / 2 / 3 / 4 / 5

Evidence: what they said or did

3. Communication

Explains things clearly and listens, in speech and in writing.

Lead question: Describe a time you had to explain something complicated to someone outside your team.

Follow-up questions: What did you do? What happened next? What would you change?

1: Well below	3: Meets	5: Well above
Hard to follow, or the example shows the message didn't land.	Clear answer with a real example; adjusted the message for the listener.	Clear, short and well ordered; checked that the other person understood.

Score (circle one): 1 / 2 / 3 / 4 / 5

Evidence: what they said or did

4. Working with others

Builds good working relationships and handles disagreement well.

Lead question: Tell me about a time you disagreed with a coworker. What happened next?

Follow-up questions: What did you do? What happened next? What would you change?

1: Well below	3: Meets	5: Well above
Blames others, or can't give an example of working through a disagreement.	Describes the disagreement fairly and how they worked it out.	Shows respect for the other view, found common ground and kept the relationship strong.

Score (circle one): 1 / 2 / 3 / 4 / 5

Evidence: what they said or did

5. Ownership

Follows through on what they own, and says so early when things slip.

Lead question: Tell me about a time something you were responsible for went wrong. What did you do?

Follow-up questions: What did you do? What happened next? What would you change?

1: Well below	3: Meets	5: Well above
Can't name a mistake, or the example passes the blame on.	Owns the mistake, explains the fix and what changed afterwards.	Raised it early, fixed it, and changed the process so it doesn't happen again.

Score (circle one): 1 / 2 / 3 / 4 / 5

Evidence: what they said or did

Overall

Competency	Score
Role skills	
Problem solving	
Communication	
Working with others	
Ownership	
Average (total divided by 5)	

Recommendation (tick one): [ ] Move forward / [ ] Hold / [ ] Do not move forward

Main reason, in one or two sentences

Signed and dated by the interviewer

Before the panel meets

Hand in or submit your scorecard before you talk to the other interviewers.

In the debrief, start with the competencies where scores are far apart (a 2 and a 4, say). Talk about the evidence, not the people.

A score helps you compare. People still make the decision.

If your team uses the online version in HornetForms: everyone you add to the workspace can read every scorecard in it.

Keep it job-related (this is not legal advice)

US Equal Employment Opportunity Commission (EEOC): "As a general rule, the information obtained and requested through the pre-employment process should be limited to those essential for determining if a person is qualified for the job; whereas, information regarding race, sex, national origin, age, and religion are irrelevant in such determinations."
https://www.eeoc.gov/prohibited-employment-policiespractices

EEOC: "Employers are explicitly prohibited from making pre-offer inquiries about disability."

US Office of Personnel Management (OPM), on structured interviews: "All candidates are asked the same predetermined questions in the same order" and "All responses are evaluated using the same rating scale and standards for acceptable answers".
https://www.opm.gov/policy-data-oversight/assessment-and-selection/structured-interviews/

Quotes checked 2 November 2026. Rules differ by country, state and city. Check what applies to you, or ask a qualified adviser.