

Candidate Evaluation Rubric and Scorecard Overview

When evaluating candidates during phone screens or interviews, interview committee members should all use a standard assessment which scores candidates on the key performance objectives and skillsets the hiring manager has outlined as necessary for success in this job.

The criteria should:

- be measurable
- be demonstrable
- be job-related
- be necessary to perform the job successfully
- align with the department's needs; and
- include a candidate's ability to work successfully in a diverse environment

The hiring manager should adapt this assessment to the needs of the position, review it with the interview panel and then distribute it for the interview sessions. After the interview, each panelist should submit the completed assessment to the hiring manager **before** discussing the candidate with the hiring manager or other panelists.

Process

1. Define the competencies and skills for the job
2. Define how that competency is measured on a scale of 0 to 4
3. Go over the rubric with your interview panel
4. Distribute interview scorecards and rubrics with your panel
5. Collect scorecards following the interview
6. Convene a conversation with your panel to discuss the candidate. Note: Nobody on the panel should discuss the candidate until this meeting (and after they have turned in their assessment)

Note: When adapting this assessment, it is not necessary to list every skill a candidate must possess in order to be successful in the position. Selection criteria should focus on the **major challenges** of the job.

In addition, think not only about the skills the successful candidate needs, but what the person needs to accomplish with those skills and how they need to accomplish it. Focusing on results instead of desired skills can be highly effective in assessing candidates.

Creating a Competency Rubric

After you have defined the competencies or skills necessary for success in this job, create a rubric outlining how candidates might be assessed in this area on a scale of 0 to 4. For example, give concrete examples of what a "3" looks like versus a "0" or a "4." This will help your panelists get off of evidence in the interview as opposed to assumptions.

When you are deciding what those examples are, use the ranking scale below to guide you. If you have a meeting with your interview panelists, you can use their insights to help fill out this rubric (AKA get their help!)

SCORE CARD RANKING SCALE

- 0 No evidence or responses fail to meet requirements
- 1 Little evidence of skill or competency
- 2 Some evidence of skill or competency
- 3 Good evidence of skill or competency
- 4 Strong evidence of skill or competency

EXAMPLE RUBRIC

Competency: Competencies are behavioral attributes that contribute to success in a position. This should be about how a candidate thinks and acts in certain situations.

Skill: Think of "skills" as the technical skills needed for the position. Ideally, you are checking for this during the resume/phone screen stage so you can use your panel interview to evaluate competencies.

List competencies or skills you're assessing in the interview.

Write what each of the 0 to 4 rankings mean for this competency.

COMPETENCY	0	1	2	3	4
Talent / Experience	Meets bare minimum	Needs too much support	Can do the work, but needs training and support	Can adjust and learn quickly. Covers it all	Set standards; Constantly improving; Top notch; can bring things to the table
Strategic thinking	Seems a bit Unorganized	More reactive than planning;	Needs direction and monitoring	Solid planner; executes well; anticipates Issues	Excellent; plans, anticipates, communicates
Positive collaboration	No team collaborations	Limited team environment	Some team collaboration, okay examples	Good team interaction; takes initiative, follow through	Impressive team leadership and delegation
Solutions thinking	Didn't demonstrate ability solutions	Had okay solutions relative to the issue	Works to or with others to develop solutions for issues	Clearly understood key issues and active solutions	Work well with others to resolve complicated issues

Candidate Score Card

Using a ranking scale to evaluate candidates minimizes biases and helps hiring managers and interview committees make evidence-based decisions consistent with the unit's needs, versus decisions based on hunches, assumptions, stereotypes and other unhelpful criteria.

During the actual interview, panelists should use a standard scorecard (**in addition to their notes**) that maps each question to one of the competencies in your rubric. Panelists should then use the rubric to assess a score for each question and document it in the scorecard for the hiring manager.

Position:

Date:

Interview Type:

Candidate Name:

Your Name:

SKILL/COMPETENCY/VALUE	RANKING (0-4)	QUESTION (SUMMARY)	NOTES
Talent and Experience	3	Tell us about a time you planned a multi-channel marketing plan.	Candidate has experience doing this work on a smaller scale. Would likely need some training.

(add rows as necessary)

Total Score:

Recommendation to move forward or hire (Y/N):

Final notes: