TRX SEARCH | CANDIDATE EVALUATION SCORECARD

Evaluate the evidence. Not the interview performance.

Use this scorecard to evaluate candidates against role requirements defined before the interview. The goal is not to assign a numerical score to a person. Capture what the candidate demonstrated, what remains unproven, and whether there is enough evidence to make a sound hiring decision.

FIVE RULES FOR USING THE SCORECARD

1. **Set the criteria before meeting the candidate.**
   Agree on what matters before interview impressions enter the process.
2. **Evaluate evidence, not polish.**
   A strong interview is not the same thing as evidence that someone can do the work.
3. **Separate ownership from participation.**
   Capture what the candidate personally decided, built, changed, led, or delivered.
4. **Name missing evidence.**
   Mark unanswered questions for follow-up instead of filling the gaps with assumptions.
5. **Complete evaluations before the debrief.**
   Independent notes reduce the risk that the loudest or most senior opinion becomes the group's opinion.

EVIDENCE LEVELS

Strong Evidence
Clear, relevant examples at comparable complexity. The candidate can explain personal decisions, actions, and results.

Meets
Credible evidence supports the requirement, although context or scale may differ.

Partial
Some relevant evidence exists, but an important question remains unresolved.

Insufficient Evidence
The interview did not establish that the candidate can meet the requirement.

Debrief prompt: Start with the role criteria. For each criterion, ask: What evidence did we hear? What remains unproven? Discuss overall impressions only after the evidence has been reviewed.

TRX SEARCH | DEFINE THE CRITERIA BEFORE THE INTERVIEW

Use this page before interviews begin. The same criteria should be used for every candidate so the team evaluates evidence against the role rather than changing the standard as the process unfolds.

Role Criterion	Why It Matters	Evidence We Need	Priority

Priority: Critical = must be demonstrated for the role to work. Core = materially important to success. Supporting = useful context or capability, but should not outweigh stronger evidence on critical requirements.

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Role _____ **Candidate** _____ **Interviewer** _____

Stage _____ **Date** _____ **Location / Format** _____

Criterion	Why It Matters	Evidence Needed	Priority	Evidence Provided	Scope / Context	Candidate Ownership	Evidence Level	Follow-Up

What strengthens confidence in this candidate?

What still needs validation?

Potential risks or gaps - and why they matter

Motivation & alignment

DECISION READINESS

Enough evidence to decide? **[ ] Yes** **[ ] No - additional validation needed**

Recommended next step: Advance / Validate / Hold / Do not advance

What evidence supports that recommendation?

Evaluate candidates against the role, not against each other.