

# Your Scorecard

## *Before you start*

You've just heard about the five strategies that reduce noise in hiring decisions.

For each strategy, read the short summary, then pick the score that best describes the current status in your organisation.

Make sure to score the process you actually run today, and not the one in your process doc. If a strategy works in theory but breaks across managers, markets, roles, or seniority levels, that's a low score.

# Guidelines

## *Define what good looks like*

Weighted, role-specific criteria, written before sourcing starts, with a clear definition of “strong” for each. Without this, every assessor fills in the blanks themselves.

1	Absent	No written criteria. Each recruiter and hiring manager carries the role in their head. “Strong” means whatever the assessor thought it meant on the day.
2	Generic	Job descriptions exists, but criteria aren't clear and weighted, and “strong” isn't defined
3	Documented	Role-specific criteria are written down, but weights aren't agreed at intake and the definition of “strong” varies by assessor.
4	Agreed	Weighted, role-specific criteria are agreed at intake. “Strong” is defined for most attributes. Used on most roles.
5	Embedded	Every role launches with weighted criteria and concrete examples of what good looks like. Signed off before sourcing starts. Audited.

Your score:    1    2    3    4    5

*Notes:*

# Structuring

## *Break the decision down*

Score the parts first, decide on the whole last. A holistic hire/no-hire call can't be calibrated, can't be audited, and gets rationalised after the fact.

1	Holistic	Each assessor gives one overall hire/no-hire score. No attribute breakdown.
2	Decorative	Attributes exist on the form, but each assessor fills them in after their gut call lands.
3	Partial	Attributes get scored separately, but each assessor's overall call still leans on impression.
4	Structured	Each assessor's overall view is built from their own attribute scores, not from gut.
5	Mechanical	Each assessor's overall score is mechanically derived from their own attribute scores by an agreed formula.

Your score:    1    2    3    4    5

*Notes:*

# Shared scale

## *Same number, same meaning*

A 4 from one assessor should mean what a 4 from another means. Calibration is the work that gets you there, and the part most teams skip.

1	Narrative only	No rating scale. Assessors write narrative summaries. Comparison across candidates is impossible.
2	Numbers, no meaning	A scale exists. No shared definition of what each point means. Everyone reads it through their own filter.
3	Written anchors	Anchors are documented. Assessors haven't been calibrated together on real cases. Drift goes unmeasured.
4	Calibrated	New assessors calibrate on shared cases. Drift gets spotted in scorecard reviews. A 4 means roughly the same thing across the team.
5	Maintained	Regular calibration across teams and roles. Drift is measured and corrected. A 4 in one team means a 4 in another.

Your score:    1    2    3    4    5

Notes:

# Sequencing

## *Protect each read from the next*

Once an assessor reads someone else's score, they can't unread it. Sequencing controls what gets shared between stages and when.

1	Contaminated	Assessors read prior scores and notes before their session. Debriefs happen with no individual write-up beforehand.
2	Leaky	Scores sometimes get submitted before debrief. Prior assessor notes are visible by default. First scorecard is read aloud in the room.
3	Inconsistent	Individual scores are required before debrief on paper. In practice, prior notes still leak through Slack, hallways, or the ATS.
4	Sequenced	Each stage runs blind to upstream scores. A short, neutral probe list is the only thing passed forward. Scores submitted before debrief.
5	Enforced	Sequencing is enforced by the system. Scores lock before the debrief opens. Prior notes stay private until individual reads are in.

Your score:    1    2    3    4    5

Notes:

# Aggregating

## *Combine independent reads*

Independence first, combination second. One confident voice in a debrief tends to win, and that's politics rather than selection.

1	One voice	One person's call stands. Other reads aren't formally collected.
2	Hierarchical	Multiple reads exist, but the senior voice or hiring manager decides.
3	Negotiated	Multiple reads exist, the group talks until they land on a shared answer.
4	Independent	Each assessor submits their score independently before any group discussion happens.
5	Combined	Independent scores from multiple assessors combine by an agreed rule to produce the final decision.

Your score:    1    2    3    4    5

*Notes:*

*Make sense of your scores*

# Your three answers

Read back through your scores. Then answer the three questions below in your own words. These are the answers you'll bring into the table discussion.

## *1. Which strategy is your weakest?*

Look at your five scores. Which strategy scored lowest? If two are tied, pick the one that bites your team most often. Write the strategy name and one sentence on why.

*Your Answer:*

## *2. Which hiring decision has the most variability between people?*

Think across screening, interviews, take-homes, references, and final calls. Where do two people, looking at the same candidate, most often disagree? Name the stage and a recent example.

*Your Answer:*

### *3. Optional: What's your next move for the fall?*

If possible, pick one strategy to strengthen between now and the end of the year. Write the strategy, the first concrete step, and who owns it.

*Your Answer:*