Guide: The Hiring Scorecard

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Part 1: **Overview**

The interviewing process is a great touchpoint not only to share the brand experience that is expected from employees in your company, but to find the future brand ambassadors that will be outstanding employees.

The purpose of this guide is to equip you with a framework and some tools to effectively organize brand-driven hiring questions; questions that will provide insight into whether a prospective employee has the propensity to deliver upon your company's brand strategy.

Once hired, an employee should be shown the questions they were asked, their scores, and the logic behind each question. Doing so helps to set a realistic expectation of what is most important to the company with respect to its brand and provides the employee with a clear picture of what his/her perceived strengths and areas of potential weakness may be.

This Hiring Scorecard represents only one part of a typical candidate selection process and should *not* be used as the sole selection criteria.

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Part 2: Writing Hiring Scorecard Questions

This is a guide to drafting your own hiring questions specific to your company and the job position you are trying to fill.

Exercise: Writing Brand-driven Hiring Questions

Brand-driven hiring questions assist you in selecting the best new people to help your company bring its brand to life. For these questions to be effective, they should elicit responses that will indicate whether or not the candidate can deliver a Brand Lens concept consistently. You should have at least 3 questions for each Brand Lens concept that is relevant to the position you are trying to fill.

To complete this exercise, review the beliefs, benefits, and behaviors you created (you can find a guide for building beliefs in Truth 6) for the Brand Lens concept you want to build insightful hiring questions for.

Here are examples of beliefs and the hiring questions that could be derived:

Brand Lens Concept: A Great Place to Work
Belief: We believe it is important to recognize each other for our contributions to the organization.
Brand-driven Hiring Question: Can you provide an example of when you have recognized a fellow employee for a job well done?

Brand Lens Concept: Amazing Customer Service
Belief: We believe it is important to understand customers' needs and go above and beyond to meet those needs in order to always deliver amazing service.
Brand-driven Hiring Question: What company do you think provides great service to customers? What makes it so great?

We're The Experts
Innovative Products and Services
Amazing Customer Service
Operational Excellence
A Great Place To Work

A sample Brand Lens

Steps to writing a brand-driven hiring question

1. Identify the job position that needs to be filled.
2. Pick the Brand Lens concepts that are most relevant to that position.
3. Review the beliefs, benefits, and behaviors for each Brand Lens concept you identified and begin to brainstorm the types of questions that can provide insights on whether or not a candidate would be able to *do* the required behaviors.

Job Position:_____

Brand Lens Concept: _____

Hiring Questions	Ideal Response (What to look for)
1.	
2.	
3.	

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Part 3: **Selecting from the Master List of Questions**

The following is a list of questions that could be used to populate the hiring scorecard. The questions are sorted by the generic Brand Lens concept to which they apply. On the far right of the table are five columns for inputting specific job categories. That way, you can put an 'X' in the box to align the questions with the specific job position to which they are best suited. Doing this in a program like MSExcel will allow you to sort the questions per job category for quick searching.

These questions are just a sample, for illustration purposes only.

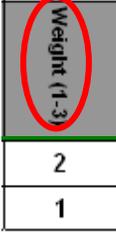| Brand Lens Concept	Brand Driven Hiring Question	Global	Manager	Admin	Position 3	Position 4
Amazing Customer Service	Tell me about at time when you were not able to meet a deadline. How did you handle this situation?	x	x	x		
Amazing Customer Service	What professional service company do you believe provides great service to its clients? What does it do that makes it so great?	x	x	x		
Amazing Customer Service	In a professional service business, what do you believe are the two largest challenges that can prohibit the delivery of great service?	x	x	x		
Knowledgeable Staff	Tell me about a time when a procedure or process wasn't clear to you. What did you do?			x		
Knowledgeable Staff	Have you ever been in the position to mentor other employees? What was the experience like for you? What did you like? What didn't you like?		x			
Knowledgeable Staff	Who has been a good mentor to you in your professional career? What were the most valuable things you learned from this person?		x			

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Brand Lens Concept	Brand Driven Hiring Question	Global	Manager	Admin	Position 3	Position 4
Client Relationship	What do you feel are the most effective methods of getting to know a company and its business?		x			
Client Relationship	What do you feel are the best ways to get referred to new clients? How have you tracked referrals in the past? Tell me about a time when you were able to get many referrals from one client or center of influence.		x			
Client Relationship	Can you provide an example of a strong client relationship you have had in the past? In what ways did you go about building and maintaining that relationship?		x			
A Great Place to Work	Tell me about a time when you felt overwhelmed by work. What strategies did you use to get yourself through it?	x	x	x		
A Great Place to Work	What type of "working style" is the most challenging for you to work with? What strategies do you use to work with people like this?	x	x	x		
A Great Place to Work	What did you find to be the most important criteria for success in a team-based environment? Tell me about a time at [name of specific previous job] when you exhibited, or helped foster, a stronger team-based environment.	x	x	x		

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Part 4: **Using the Hiring Scorecard**

This table outlines the different components of the hiring scorecard, what the components mean, and how to use the scorecard to make effective hiring decisions that are in alignment with your company Brand Lens.

	Steps for Using the Hiring Scorecard	Visuals Guide
1	**Review weights for questions; alter if necessary:** The scorecard questions are currently set up with a mathematical weight of 2, meaning they each count twice in calculating the overall score. If you feel that any question is more important, you can increase the weight to 3, which would factor that question three times in the overall score. If you think that a particular question shouldn't be as influential, you can decrease the weight to a 1.	Weight (1-3) / 2 / 1
2	**Scoring:** Use the scoring key provided in the scorecard template to rate the candidate's response to each question. This key uses a scale of 1 to 5, with 1 meaning that the candidate does not meet the company expectations and a 5 meaning the candidate exceeds company expectations.	Score (1-5)
3	**Calculating total per question:** The total per question is calculated by multiplying the weight and the candidate's score. For example if question one has a weight of 2 and the candidate's answer receives a score of 5 (exceeding company expectations), then the total for that question would be a 10.	Total
4	**Calculating total score per Brand Lens concept:** To calculate the average score for all the questions in a particular Brand Lens concept, take the sum of the totals and divide it by the sum of the weights. For example, if the sum of the weights under a particular concept equals 6 and the total of the scores equals 24, then the average score would be a 4. The higher the number, the more aligned the candidate is with your company's brand.	Average score for CONCEPT

	Steps for Using the Hiring Scorecard	Visuals Guide
5	**To achieve consistency in scoring between candidates:** Document the type of answers that warrant high scores in the "What to Look For" column of the Scorecard Template.	What to Look For
6	**Insights or Comments:** Use this space to enter any insights or thoughts you might have during the interview.	Insights or Comments
7	**Making a hiring decision:** This scorecard is not intended to be the sole deciding factor in making a new hire. The Overall Brand Score will provide you with valuable insight into how the candidate would fit into your brand experience. This score does not take into account job experience or basic job skills.	Overall Brand Score

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Part 5:   Hiring Scorecard Example

The following is a populated sample scorecard. The questions were taken from the master list of questions in Part 3. This sample is for illustration purposes only.

Example Hiring Scorecard for [Position]		
Candidate:		
Interviewer:	**Date of Interview:**	
Note: this scorecard is not intended to be the sole deciding factor in making a new hire. This score does not take into account job experience or basic job skills.		

Brand Scoring Summary	Score	# of ?'s
Amazing Customer Service	0.00	2
Knowledgeable Staff	0.00	1
Client Relationship	0.00	3
A Great Place to Work	0.00	1
Overall Brand Score	**0.00**	**7**

Candidate's Perceived Strengths

Candidate's Perceived Challenges

Recommended Next Steps	

Weight Key		Brand Scoring			Scoring Key		
1 = Less important; 2 = Important; 3 = More Important					1 = Does not meet expectations; 2 = Partially meets expectations; 3 = Meets expectations; 4 = Exceeds expectations; 5 = Far exceeds expectations		
Brand-driven Hiring Questions	Weight (1-3)	Score (1-5)	Total	**Insights or Comments** (250 typed characters or less)		**What to Look For** (250 typed characters or less)

	Amazing Customer Service					
	Global Questions					
1	Tell me about at time when you were not able to meet a deadline. How did you handle this situation?	2		0		Enter what you are looking for the candidate to demonstrate in this box.
2	What professional service company do you believe provides great service to its clients? What does it do that makes it so great?	2		0		Enter what you are looking for the candidate to demonstrate in this box.
	Position-specific Questions					
3		2		0		Enter what you are looking for the candidate to demonstrate in this box.
	Average score for Amazing Customer Service		0.00			

Knowledgeable Staff

Weight Key				Scoring Key	
1 = Less important; 2 = Important; 3 = More Important	**Brand Scoring**			**1 = Does not meet expectations; 2 = Partially meets expectations; 3 = Meets expectations; 4 = Exceeds expectations; 5 = Far exceeds expectations**	
Brand-driven Hiring Questions	**Weight (1-3)**	**Score (1-5)**	**Total**	**Insights or Comments** (250 typed characters or less)	**What to Look For** (250 typed characters or less)
Global Questions					
4		2		0		Enter what you are looking for the candidate to demonstrate in this box.
Position-specific Questions					
5	Have you ever been in the position to mentor other employees? What was the experience like for you? What did you like? What didn't you like?	2		0		Enter what you are looking for the candidate to demonstrate in this box.
Average score for Knowledgeable Staff			0.00		
Client Relationship					
Global Questions					
6		2		0		Enter what you are looking for the candidate to demonstrate in this box.
Position-specific Questions					
7	What do you feel are the best ways to get referred to new clients? How have you tracked referrals in the past? Tell me about a time when you were able to get many referrals from one client or COI.	2		0		Enter what you are looking for the candidate to demonstrate in this box.
8	Can you provide an example of a strong client relationship you have had in the past? In what ways did you go about building and maintaining that relationship?	2		0		Enter what you are looking for the candidate to demonstrate in this box.

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	Weight Key				Scoring Key	
	1 = Less important; 2 = Important; 3 = More Important	**Brand Scoring**			1 = Does not meet expectations; 2 = Partially meets expectations; 3 = Meets expectations; 4 = Exceeds expectations; 5 = Far exceeds expectations	
	Brand-driven Hiring Questions	**Weight (1-3)**	**Score (1-5)**	**Total**	**Insights or Comments** (250 typed characters or less)	**What to Look For** (250 typed characters or less)
9	What do you feel are the most effective methods of getting to know a company and its business?	2		0		Enter what you are looking for the candidate to demonstrate in this box.
	Average score for Client Relationship			0.00		
A Great Place to Work						
Global Questions						
10	What is your "working style," or how do you prefer to get your work done?	2		0		Enter what you are looking for the candidate to demonstrate in this box.
Position-specific Questions						
11		2		0		Enter what you are looking for the candidate to demonstrate in this box.
	Average score for A Great Place to Work			0.00		
Overall Brand Score				0.00		