Structured interview scorecard

HIRING UK, www.hiringuk.co.uk. Downloaded 25 November 2026.

Print one per candidate. The same running order and the same core questions for everybody is what makes the answers comparable, and what lets you explain the decision afterwards.

Candidate: _____ Role: _____

Date: _____ Interviewers: _____

Before anybody arrives

- Write four to six criteria from the job description: the things the person must be able to do. They go in the scoring table below.
- Read the CV and the application again. Five minutes, not thirty.
- Phone on silent, notifications off, a room where nobody walks in.

Running order, about 45 minutes

- 1. Welcome (5 min): who you are, how long it will take, what you will cover.
- 2. Their story (10 min): "Walk me through your last two jobs." Listen.
- 3. Evidence (15 min): one question per criterion, then follow it up.
- 4. The job and you (5 min): an honest picture, the good and the hard parts. The best candidate is deciding too.
- 5. Practical (5 min): pay, hours, notice period, start date. Clear it now, not at offer stage.
- 6. Their questions (5 min).
- 7. Close: what happens next, and the date they will hear from you.

Aim to listen for most of it. If you have talked for twenty minutes, you have learned very little.

Scoring: 1 no evidence · 2 some · 3 clear · 4 clear, with a result

Criterion 1: _____ Question: _____ Score: ___

Notes: _____

Criterion 2: _____ Question: _____ Score: ___

Notes: _____

Criterion 3: _____ Question: _____ Score: ___

Notes: _____

Criterion 4: _____ Question: _____ Score: ___

Notes: _____

Criterion 5: _____ Question: _____ Score: ___

Notes: _____

Total: _____ / 20. Score on your own first, then compare with the other interviewer. Where you disagree, go back to what was actually said.

The five kinds of question

- Open, to get them talking: "Tell me about the busiest shift you have worked."
- Closed, to confirm a fact: "Is your CPC card in date?"
- Probing, to find their part: "What exactly did you do? What happened next?"
- Funnel, from broad to narrow: the job, then the problem, then their decision.

- Leading, to avoid: "You are fine with nights, aren't you?" tells them the answer you want. Ask "Which shifts can you work?" instead.

Never ask

About age, children or plans for them, marriage, religion, nationality or where somebody is from, or health and sickness before an offer. Ask every candidate the same right to work question instead, and whether they can work the advertised hours. These are protected under the Equality Act 2010.

Decision

Offer / Second interview / Not this time (circle one)

Reason, against the criteria: _____

Signed: _____ Date: _____

Notes like these can be asked for by the candidate under data protection law, so write only what you would be happy to have read back, and keep them only as long as you need to. Tell everybody the outcome: on HIRING UK the Not this time button in your dashboard does it kindly, in one press.