



10 Factor Assessment Template

Look for Balance Across All of the Objectives – Don't Globalize Strengths or Weaknesses

Candidate:	Position:	Interviewer:	Date:			
Trait/Factor	1 – Very Weak	2 - Weak	3 – Good	4 - Strong	5 – Very Strong	Rank
Energy, Drive, Initiative	Little energy shown in any previous job. Passive work performance.	Generally consistent performance, but never exceeds expectations.	Consistent level of good performance with some high-energy periods.	Overall highly motivated, with a few brief periods of average motivation.	Consistent high energy, self-starter. Always exceeds expectations.	
Trend of Personal Growth and Performance Over Time	Growth trend is spotty. Inconsistent with basic needs of the position.	Trend of growth is spotty, but candidate meets basic needs of the position.	Trend of growth has flattened, but still consistent with needs of position.	Strong upward trend of growth, and meets most needs of position.	Very strong upward pattern of growth, and meets/exceeds needs of position	
Comparability of Past Accomplishments (Anchor SMARTe Objectives)	No job needs are directly met. The gap is too wide to overcome.	Only one or two SMARTe objectives are met. Too many voids to overcome.	Key SMARTe objectives are met with some voids that can be addressed.	Majority of SMARTe objectives are met. Will learn rest quickly.	All SMARTe objectives are met with strong past accomplishments.	
Experience, Education and Industry Background	Weak fit on all standard measures: not enough experience or education.	Adequate experience, education. A stretch to meet minimum standards.	Solid education and experience consistent with needs of position.	Direct education and experience clearly meets current job needs.	Very strong comparable experience with good industry and educational fit.	
Problem Solving and Thinking Skills (Visualize SMARTe Objectives)	Structured thinking. Inability to adapt knowledge to new situations.	Some ability to upgrade and modify existing methods and processes.	Able to understand basic issues and come up with some alternative solutions.	Has ability to understand key issues and develop new solutions.	Understands issues completely. Can develop new creative solutions.	
Overall Talent, Technical Competency and Potential	Little direct technical competence or inability to learn within short time.	Some technical ability / talent but will take too long to come up to standard.	Solid. Technically competent. Good ability to learn. Some concerns remain.	Technically strong, insightful, quick learner. Broader focus.	Very talented, learns quickly, strategic, tactical, and technical focus. Very broad.	
Management and Organizational Ability	Little relevant management experience or unable to organize similar projects.	Some management ability, but insufficient to make contribution soon.	Reasonable level of management ability, but will have to grow to be more effective.	Solid manager and organizer. Meets all the needs of the position.	Has strong ability to manage and organize similar or larger type and size groups.	
Team Leadership – Persuade / Motivate others	Little evidence of persuading or leading others. More individualistic.	Some evidence of team skills, but inconclusive. More individualistic.	Solid team leadership skills or potential, but not completely tested.	Very strong team leadership, but with some modest qualification.	Has very strong ability to motivate and develop others. No qualifications.	
Character – Values, Commitment, Goals	Questionable values and integrity. Self-serving. Misleading.	Reasonable solid values and ethics, but questions remain regarding candor.	Appropriate values and ethics. No significant problems or unusual strengths.	A very committed person. Strong character, values, and attitude.	High integrity, very committed person with strong values and ethics.	
Personality and Cultural Fit	Fatal flaw or some imbalance or poor attitude and fit with existing team.	Adequate fit, but could cause some conflict. Might have negative impact.	All around solid person. Will fit with group without causing conflict.	Positive attitude. Personality will help in performance of job.	Strong, balanced ego, positive attitude, flexible and can work with others.	
Total Point Score	SCORE:					
Comments:						