



Beacon.

# The Scorecard Checklist

“[The] validity or predictive power of a typical unstructured interview is around 20%.”

Harvard Business Review

# About the Scorecard Checklist

## What is a Job Scorecard?

A Job Scorecard is used internally to interview candidates and measure them against the requirements of a job. A strong scorecard will set the right expectations around a job for not only your candidates but also your team. It is a key framework for understanding a role.

At Beacon, we believe that a strong scorecard is critical to writing a strong job description and ensuring that the right hire is made for the right role.

## How can this PDF help me?

Our Scorecard Checklist will help you craft a mission statement for the role, understand the outcomes the role most accomplish, and the competencies a great candidate will be assessed against.

On the following pages, you'll find a summation of the components of a successful scorecard, a template and checklist of these components, and an example of a completed scorecard for your reference.

“In my experience, the biggest mistakes I see are descriptions that are too vague, or too broad. Understanding the scope of the prospective employee’s expected impact and accomplishment in the short and long term is important. I think defining what success looks like in the role is the first step. From there you can figure out what technical and non-technical skills/traits are required to accomplish that.”

**Amna Pervez**

VP of Human Resources  
Collaborative Imaging

# The Components of a Successful Scorecard

## 1. Define the outcomes:

Outcomes connect the priorities for a given role to priorities at the corporate and departmental levels. Below is an example of a set of three outcomes for a hire.

Outcome #1: Focus on the most immediate set of priorities that the new hire will be expected to achieve. Think about the most tactical activities that would be achieved on a 1-45 day timeline. These can be very specific and well defined.

Outcome #2: Think about these outcomes as more mid-term, maybe a 3-6 month time horizon and things that will orient more toward completion of projects or bigger initiatives.

Outcome #3: These should be the most strategic outcomes, they provide the hire a line of sight into how their role will evolve over a 12-24 month window.

## 2. Define the behavioral competencies:

An individual's behaviors can evolve and change. But generally, they are intrinsic to people and describe how someone operates naturally.

All behaviors are 'good' so focus on creating a specific shortlist of behaviors that are most critical to success in this role, we suggest 3-5 max.

If you need to add many behaviors, prioritize the behaviors by: Which are must have and which are nice to have?

## 3. Define the skill competencies:

Skills are the set of competencies that describe experiences that someone has accumulated while behaviors are the competencies that lead to skills. For example, someone who is intrinsically analytical will more commonly express skills like software engineering, data analysis, etc.

## The Components of a Successful Scorecard (continued)

### 4. Articulate the mission:

Although the mission statement is placed on top of the job description, it is the last step in creating a successful scorecard. This is because a thorough understanding of the previous steps will clarify the mission of the role and tie together the mission statement.

To begin, think about why this role exists? Articulate the highest order outcome that you would like this person to achieve in their first 6-24 months coming into the organization.

Create your mission statement for the role last. Having well-defined **outcomes** and **competencies** will make it much easier to describe the ultimate **mission** of the role.



#### Example mission:

**The talent gap has widened** between the “haves” and “have-nots”. Talent organizations at big tech companies have driven specialization at each step in the hiring process and achieved economies of scale that growing organizations struggle to match.

**Network recruitment is dead** and traditional recruitment agencies can't compete. A decade ago, it was about having a network of the best candidates were. Now, identifying the best candidates is easy. The true differentiator is the process of how you source and sell talent on your opportunity.

**Repeatable processes, repeatable results.** At Beacon, we're experts at running the hiring process. We bring in the talent team, tech stack, and best practices that large companies use to give your company an edge.

## Scorecard Checklist & Template



Check the circle next to each section as you finish filling in the section.  
**Remember, your scorecard does not have to fit nicely onto this page.**

### ○ Mission

Why does this role exist? Articulate the highest order outcome that you would like the hire to achieve in their first 6-24 months coming into the organization.

|  |
|--|
|  |
|--|

### ○ Outcomes

Focus on what the role must get done by what time frame in order to achieve top performance (i.e. 30-60-90 day outcomes). It's not always easy, but make the outcome as SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) as possible.

|    |
|----|
| 1. |
| 2. |
| 3. |

### ○ Competencies

Competencies are the criteria (both skills as well as behaviors) against which you will assess candidate suitability for the role. These will form the basis for competency-based questions used throughout the interview process. Identify the competencies that must be displayed by a candidate, or would be nice to have, to achieve the outcomes for the role.

| Competency (Behavior) | Must/Nice |
|-----------------------|-----------|
|                       |           |
|                       |           |
|                       |           |

| Competency (Skill) | Must/Nice |
|--------------------|-----------|
|                    |           |
|                    |           |
|                    |           |

# Completed Scorecard Example



Reference our example as you complete your own scorecard using our scorecard template, starting on page 5.

## Mission

Establish yourself as a trusted recruitment specialist to Beacon's portfolio of growing organizations as a core member of our Recruitment Operations team. You will deliver exceptional value and impact through consistent and detail-oriented execution, with responsibilities that include recruitment coordination, candidate screening, interview scheduling, and sourcing operations. Internally, you will lead the charge of keeping our client data accurate and fielding client requests while working in tandem with our Candidate Acquisition team (CAT).

## Outcomes

1. Within 30 days, complete all tutorials for our recruiting technology stack in the pursuit of becoming a power user! Our current stack includes Airtable, Asana, Miro, Mixmax, Google Suite, client ATS platforms (Breezy, Greenhouse, Lever, etc), and various talent platforms (Hiretual, Hired, Underdog.io, AngelList, etc).
2. Within 60 days, develop proper contextual knowledge of our onboarding processes, both for new accounts and new roles, and of our ongoing active role management cadences. You will take accountability for recruitment operations for at least 3-5 companies within 60 days. This includes managing candidate identification, copywriting for sourcing campaigns in conjunction with the Candidate Acquisition Team (CAT), data management and review, candidate screening, schedule management, interview feedback collection, calibration debriefs and ongoing participation in weekly/daily meetings and client onsite.
3. Within 60 days, develop the ability to confidently handle client requests. Client-facing communication, both written and verbal, must be something you are proud of. This includes:
4. Within 90 days, contribute to the achievement of hiring goals for Beacon's client portfolio through a defined expectation setting framework and exceptional program execution. We aim to fill all roles within 50 days from the day the service order is signed.
5. Build trust in the overall Beacon brand through proactively increasing your credibility as a practitioner and leader in the talent field, proving yourself as reliable and selfless in your interactions with clients, colleagues and the talent community. Help us elevate the field of talent.

## Completed Scorecard Example (continued)

### Competencies

| Competency (Skill)  | Importance (1-5, High: 5) |
|---|---------------------------|
| Experience with various productivity tools. Our current stack includes various cloud platforms.                   | 4                         |
| Experience with a CRM system, standard office tools (excel, presentations, etc.), or project management software. | 3                         |

| Competency (Behavior)   | Importance (1-5, High: 5) |
|---|---------------------------|
| You are an exceptional <b>communicator</b> , both in written and verbal mediums. You can <b>build consensus and relationships</b> amongst managers, partners, customers, and employees. | 5                         |
| You are <b>organized</b> and able to plan, schedule, and budget in a methodical, productive manner. You know how to <b>proactively</b> identify and focus on the key priorities.        | 5                         |
| You pay <b>attention to details</b> . You don't let important details slip through the cracks or derail a project.  | 4                         |
| You <b>follow-through on commitments</b> , setting proper expectations early and often.   | 4                         |
| You are <b>enthusiastic</b> and eager to dive into the HR, Recruitment or People Operations industry. You have an interest in the start-up or VC ecosystems.                            | 4                         |