

Candidate Name: \_\_\_\_\_  
Role Interviewed: \_\_\_\_\_  
Interviewer: \_\_\_\_\_  
Date: \_\_\_\_\_

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## Dimensions

- **Technical leadership — Score (1–5): \_\_\_\_\_**  
1-2: Avoids or defers technical decisions and cannot justify design choices. 3: Makes reasonable design decisions and explains trade-offs for team-level systems. 4: Drives scalable architectures, mentors engineers on design, and enforces sound technical practices. 5: Defines technical strategy across teams, sets standards, and leads complex cross-team technical initiatives.
- **People management & coaching — Score (1–5): \_\_\_\_\_**  
1-2: Provides little feedback, avoids difficult conversations, and has no development plans for reports. 3: Conducts regular one-on-ones, gives constructive feedback, and supports career growth. 4: Effectively coaches, resolves performance issues, and develops high-potential engineers. 5: Builds leaders, designs reproducible growth programs, and elevates team performance measurably.
- **Delivery & execution — Score (1–5): \_\_\_\_\_**  
1-2: Misses deadlines frequently, fails to manage scope or dependencies, and lacks tracking. 3: Delivers projects on time with clear plans and mitigates common risks. 4: Consistently meets commitments, optimizes team flow, and removes blockers proactively. 5: Drives predictable, cross-team delivery outcomes and improves organizational delivery processes.
- **Cross-functional collaboration & communication — Score (1–5): \_\_\_\_\_**  
1-2: Communicates unclearly to stakeholders and struggles to coordinate with product or design. 3: Keeps stakeholders informed, negotiates trade-offs, and aligns on scope. 4: Builds strong partnerships, resolves cross-team conflicts, and influences product decisions. 5: Connects strategy across orgs, secures stakeholder alignment, and represents engineering at leadership level.
- **Hiring & team building — Score (1–5): \_\_\_\_\_**  
1-2: Does not participate in hiring or delivers poor interview/hiring experience. 3: Contributes to hiring, conducts effective interviews, and closes candidates occasionally. 4: Owns hiring plans, helps close strong candidates, and improves interview process quality. 5: Builds high-performing teams through sourcing strategies and consistently hires top talent.

1-2: Focuses only on engineering tasks without understanding product impact or prioritization. 3: Balances technical effort with product priorities and ships customer-facing value. 4: Uses metrics and customer context to prioritize work and influence product roadmap. 5: Shapes product strategy with engineering trade-offs and drives measurable business outcomes.

• **Operational excellence & reliability — Score (1–5): \_\_\_\_**

1-2: Ignores on-call responsibilities and lacks incident handling practices. 3: Ensures basic monitoring, participates in postmortems, and reduces repeat incidents. 4: Implements robust SLOs/SLIs, improves runbook coverage, and reduces operational toil. 5: Drives organizational reliability improvements and leads large-scale incident prevention efforts.

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## Overall Evaluation

Strengths Observed:

Concerns / Weaknesses:

Recommendation (Yes / No / With Reservations):

Final Score (Avg / Weighted):