TALENT ENGINEERING ACADEMY

Designing Candidate Scorecards

PRACTICE WORKBOOK

Translate role outcomes into observable criteria, anchored ratings and defensible decision rules.

PATHWAY	Assessment and Hiring Decisions
LEVEL	Practitioner
EDITION	2026.09
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Free learning. Practical work. Better recruitment.

An education initiative by Vitae.

WORKBOOK GUIDE

Build something useful as you learn.

This workbook turns the course into a practical piece of work you can review, refine and adapt. Print it, annotate it digitally, or use the prompts in your preferred notes tool.

YOUR COURSE DELIVERABLE

A scorecard with behavioural anchors and a calibration example.

How to use this workbook

01 Work through the course lessons in order, then complete the matching workbook prompts.

02 Use fictional or properly authorised information. Do not add candidate or client confidential data.

03 Compare your decisions with the self-review guidance. Revise assumptions, gaps and unclear ownership.

04 Keep the finished workbook as evidence of your learning and as a starting point for real work.

BEFORE YOU START

Talent Engineering Fundamentals, or equivalent recruitment experience.

Course page: https://talentengineering.org/courses/candidate-scorecards

PART 1

Plan your course deliverable.

Use these planning pages to define what you are producing before you work through the lesson exercises. Return to them as your thinking develops.

WORKSHEET 01

Outcome and criterion

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 02

Evidence collection method

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 03

Low, adequate and strong anchors

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 04

Missing evidence treatment

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 05

Essential thresholds and weighting rationale

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 06

Independent ratings and calibration notes

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

PART 2

Apply each lesson.

Each exercise is designed to turn the lesson into evidence of practice. Complete the task, then use the guidance to challenge your first answer.

LESSON 01 / 04

Choose criteria that explain the work

YOUR PRACTICE TASK

Create five criteria for a fictional role and map each to an outcome and assessment method.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A quality-lead scorecard uses incident analysis, corrective-action leadership and stakeholder communication. It removes both executive presence and gravitas because neither has a clear, independently assessable definition tied to the role.

SELF-REVIEW GUIDANCE

Check for duplicate constructs and unsupported personality labels. Every criterion should have an evidence route. Remove criteria that the process cannot meaningfully assess.

LESSON 02 / 04

Write anchors before seeing candidates

YOUR PRACTICE TASK

Write three anchors and a missing-evidence rule for two criteria.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

For incident analysis, adequate evidence identifies a plausible cause, checks it against data and proposes a verified corrective action. Strong evidence additionally addresses alternative explanations and recurrence monitoring.

SELF-REVIEW GUIDANCE

A second assessor should be able to explain why an example falls in one band. If the only distinction is more impressive wording, rewrite the anchor around the work demonstrated.

LESSON 03 / 04

Use weights and thresholds carefully

YOUR PRACTICE TASK

Compare two fictional candidates under equal and weighted criteria, then test sensitivity.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A candidate scores highly on presentation but cannot demonstrate a required safety-critical competence. A weighted average cannot legitimately hide the unmet essential requirement. The panel identifies the evidence gap and determines the appropriate next step.

SELF-REVIEW GUIDANCE

Show whether the ranking changes and why. Keep essential thresholds visible outside the total. If a small arbitrary weight change determines the outcome, seek better evidence rather than overstating precision.

LESSON 04 / 04

Calibrate raters and document the decision

YOUR PRACTICE TASK

Score two fictional responses, write a disagreement note and revise one anchor.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

Two assessors give the same answer scores of two and four. One rewards fluent delivery; the other rewards the actual diagnostic steps. Calibration clarifies that fluency is not part of the incident-analysis criterion.

SELF-REVIEW GUIDANCE

The revision should explain the source of disagreement and improve future interpretation. Preserve the distinction between evidence quality and presentation style unless communication is explicitly being assessed.

FINAL REVIEW

Strengthen the work before you use it.

Review the completed workbook as one connected piece of work. The strongest deliverables are internally consistent, explicit about limitations and clear about who decides what happens next.

- [ ] The work distinguishes facts, evidence, assumptions and open questions.
- [ ] Decisions have named owners, dates and review points.
- [ ] Measures connect to the outcome rather than activity alone.
- [ ] Risks, accessibility needs, privacy considerations and limitations are visible.
- [ ] The next action is specific enough for another person to follow.
- [ ] The finished deliverable can be explained in plain language.

FINAL CHANGES AND NEXT ACTIONS

FURTHER READING

Continue with trusted sources.

These sources support further study. A reference does not imply endorsement. Check the current official rules and obtain appropriate professional advice for real legal, financial or regulated decisions.

CIPD: Selection methods

Professional context for selection methods and their limitations.

https://www.cipd.org/uk/knowledge/factsheets/selection-factsheet/

GOV.UK: Discrimination in recruitment

UK legal context. Obtain advice for your jurisdiction and circumstances.

https://www.gov.uk/employer-preventing-discrimination/recruitment

ABOUT THIS WORKBOOK

Original educational scenarios. Practical work is self-directed and is not independently assessed. Adapt any method to your context with appropriate review.

Talent Engineering Academy is an education initiative by Vitae.