

Executive Shortlist Scorecard — Evidence Sheet

Divine ICTP · Johannesburg · Free Field kit · Updated Sep 2026

1. Agree criteria and weights **before** interviews (mirror the mandate brief).
2. Each panel member scores **independently** using evidence notes.
3. Debrief against scores — do not reverse-engineer a preferred name.
4. This sheet does **not** replace the Mandate Briefing Checklist; it operationalises it.

Fair process note: Score against job-related criteria in the brief. Apply your organisation's lawful recruitment and EE policies with HR/counsel guidance. This template does not set quotas or prescribe preferential treatment.

Mandate reference (fill in)

Field	Client entry
Role title	
Mandate / brief version & date	
Panel member name	
Interview / pack date	
Candidate code or initials (confidential)	
Scoring scale agreed (example: 1–5)	

Suggested scale (client may substitute): 1 = does not meet · 3 = meets · 5 = clearly exceeds · N/A = not assessed this round

Criteria & scores (edit weights to sum 100)

#	Criterion (from brief)	Weight %	Score	Evidence notes (what you heard / saw)
1	Must-have experience / scale			
2	Outcomes delivery (6–12 month fit)			
3	Leadership / people span			
4	Domain / technical depth			
5	Stakeholder & culture fit (job-related)			
6	Constraints (mobility, notice, conflicts, regulatory)			
7	(Optional client criterion)			
8	(Optional client criterion)			
	Total	100	Weighted total:	

Weighted total = $\Sigma (\text{score} \times \text{weight} \div 100)$. Complete after all criteria scored.

Deal-breakers (binary)

Deal-breaker from brief	Present? (Y/N)	Note

If any deal-breaker is **Yes**, flag before advocating advancement.

Panel independence & bias hygiene

- I scored before group discussion of this candidate
- I avoided criteria not in the brief
- I recorded evidence, not only impressions
- I disclosed any prior relationship / conflict to the chair
- I will meet the scoring deadline set by HR / search lead: _____

Advancement recommendation (individual)

Recommendation	Tick one
Advance to next round	■
Hold / more evidence needed	■
Do not advance	■

One-line rationale:

Signature / date: _____

Chair consolidation (optional second page / reverse)

Candidate	Panel avg weighted score	Deal-breaker flags	Consensus	Next step

Discuss retained briefing and shortlist discipline: jurgen@divineict.co.za · 082 900 2742 ·

www.divineict.co.za Enquire:

<https://www.divineict.co.za/index.html?engagementType=headhunting#contact> Parent guide:

</guides/brief-retained-executive-mandate.html> Related: </assets/pdfs/mandate-briefing-checklist.pdf> · </assets/pdfs/interview-panel-brief.pdf>

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