Candidate Name: _____

Role Interviewed: _____

Interviewer: _____

Date: _____

Dimensions

• Technical Strategy & Architecture — Score (1–5): _____

  1-2: Cannot explain system trade-offs or leaves major technical risks unaddressed. 3: Chooses pragmatic architectures that meet current scale and business needs. 4: Defines multi-year architecture, anticipates scaling and technical debt. 5: Sets technical vision that shapes product roadmap and reduces long-term risk.

• Delivery & Execution — Score (1–5): _____

  1-2: Misses major milestones and lacks basic delivery tracking or risk mitigation. 3: Delivers reliably with clear milestones and manages foreseeable risks. 4: Improves cross-team delivery predictability and reduces cycle time. 5: Drives organization-wide predictable delivery with measurable throughput gains.

• People Leadership & Development — Score (1–5): _____

  1-2: Avoids difficult feedback, resulting in low manager performance or attrition. 3: Coaches managers, conducts performance reviews, and develops talent plans. 4: Builds leadership bench, reduces churn, and elevates engineering managers. 5: Creates scalable development programs and consistently promotes leaders internally.

• Cross-functional Collaboration & Communication — Score (1–5): _____

  1-2: Fails to align engineering with product or business stakeholders; causes repeated conflicts. 3: Communicates clearly with PM and business partners and aligns on priorities. 4: Builds strong partnerships, resolves conflicts, and drives joint outcomes. 5: Represents engineering at executive levels and shapes cross-functional strategy.

• Hiring & Organization Design — Score (1–5): _____

  1-2: Hiring is ad hoc with unclear roles and poor interview rigor. 3: Defines roles, improves interview process, and fills key gaps. 4: Designs organization structure and reduces time-to-hire for critical roles. 5: Builds scalable hiring processes and clear leveling that support growth.

1-2: Frequent outages, no incident or runbook practices, and high MTTR. 3: Implements incident response, SLAs, and reduces common outages. 4: Introduces SRE practices, monitoring, and measurable MTTR improvement. 5: Drives measurable availability, performance, and cost efficiencies across services.

• Financial & Resource Management — Score (1–5): _____

1-2: Loses sight of budget, overcommits resources, or lacks prioritization discipline. 3: Manages budget, makes trade-offs, and prioritizes investments tied to outcomes. 4: Optimizes resource allocation and links spending to measurable KPIs. 5: Shapes investment strategy, demonstrates ROI, and reallocates capital for growth.

Overall Evaluation

Strengths Observed:

Concerns / Weaknesses:

Recommendation (Yes / No / With Reservations):

Final Score (Avg / Weighted):