

# Program Manager Candidate Scorecard

**Rating Scale:**

1 = Poor / Major Gaps   2 = Below Average / Limited Experience   3 = Meets Expectations   4 = Strong / Above Average   5 = Outstanding

**Program Management Experience**

Rating (1-5): \_\_\_\_\_

Comments:

**Cross-Project Dependency Management**

Rating (1-5): \_\_\_\_\_

Comments:

**Strategic Alignment & Benefits Realization**

Rating (1-5): \_\_\_\_\_

Comments:

**Stakeholder Management & Communication**

Rating (1-5): \_\_\_\_\_

Comments:

**Risk & Issue Management**

Rating (1-5): \_\_\_\_\_

Comments:

**Conflict Resolution**

Rating (1-5): \_\_\_\_\_

Comments:

**Governance & Compliance Awareness**

Rating (1-5): \_\_\_\_\_

Comments:

**Budget & Resource Management**

Rating (1-5): \_\_\_\_\_

Comments:

**Vendor & Contract Management**

Rating (1-5): \_\_\_\_\_

Comments:

**Change & Scope Management**

Rating (1-5): \_\_\_\_\_

Comments:

**Program Reporting & Communication**

Rating (1-5): \_\_\_\_\_

Comments:

**Problem Solving & Decision Making**

Rating (1-5): \_\_\_\_\_

Comments:

**Cultural & Organizational Fit**

Rating (1-5): \_\_\_\_\_

Comments:

**Overall Communication Skills**

Rating (1-5): \_\_\_\_\_

Comments:

**Overall Impression & Recommendation**

Rating (1-5): \_\_\_\_\_

Comments:

# Program Manager Interview Guide Checklist

## Before the Interview

- Review the candidate's resume and LinkedIn profile
- Familiarize yourself with the job description and key requirements
- Prepare specific questions related to the candidate's background
- Review the Program Manager Candidate Scorecard
- Confirm interview panel roles and responsibilities

## During the Interview

- Greet the candidate and provide a brief overview of the interview process
- Introduce yourself and the interview panel
- Share a high-level summary of the Program Manager role and the company
- Ask the candidate to walk through their resume and highlight relevant experience
- Clarify any gaps, transitions, or areas of interest

## Core Competency Questions

- Program Management Experience
- Cross-Project Dependency Management
- Strategic Alignment & Benefits Realization
- Stakeholder Management & Communication
- Risk & Issue Management
- Conflict Resolution
- Governance & Compliance Awareness
- Budget & Resource Management
- Vendor & Contract Management
- Change & Scope Management
- Program Reporting & Communication
- Problem Solving & Decision Making

## Behavioral & Situational Questions

- Describe a challenging program you managed—what were the key risks and how did you handle them?
- Share an example of a time when you had to resolve a conflict between project teams.
- Explain how you keep stakeholders informed and engaged.
- Describe a time when a program did not deliver the expected benefits. What did you learn?

## Cultural & Communication Fit

- Evaluate how well the candidate's communication style fits with your team
- Assess the candidate's leadership approach and cultural alignment

## Closing the Interview

- Ask if the candidate has any questions
- Provide information about next steps and timeline
- Thank the candidate for their time and interest

## After the Interview

- Complete the Program Manager Candidate Scorecard
- Consolidate feedback from all interviewers
- Discuss overall candidate recommendation
- Communicate decision to Talent Acquisition or HR team