

## EMPLOYER TEMPLATES

# The Remote Interview *Scorecard Kit*

When you cannot read the room, structure is the room. Six competencies, a question bank, a scorecard per interviewer and a decision matrix, built for hiring people you will never sit next to.

## WHAT'S INSIDE

- The six competencies that predict remote performance
- Question bank with what good sounds like
- The interviewer scorecard (one page)
- The geo-fit and timezone conversation
- Reference-check script
- Decision matrix and calibration

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## Why structure matters more when the candidate is remote

Unstructured interviews are unreliable everywhere. Over video, with a candidate in another country, they are worse: accent, connection quality, cultural directness and time-of-day all leak into the "gut feel" that an unstructured interview is really measuring. The candidate interviewing at 11pm their time reads as low-energy; the candidate from a culture of indirect speech reads as evasive.

A structured process removes most of that. Every candidate gets the same questions, every interviewer scores against the same anchors before they talk to each other, and the decision is made on the scores. It is also faster: interviewers stop improvising and start listening.

On EnRoute, every applicant arrives with a match score against your listing and a geo-fit chip (in-region, relocation-willing, likely needs a visa, overlap hours with your core). Ranked, explained, never filtered: use it to decide who to interview first, and this kit to decide who to hire.

### THE KIT IN ONE LINE

Same questions, scored alone against written anchors, then compared in a calibration meeting, then decided by the matrix.

## Written communication

Can they make a decision, a status, or a disagreement clear in writing, to someone who will read it eight hours later?

### ASK

- "Show me something you wrote that changed a decision." (Ask for it before the interview.)
- "Tell me about a message of yours that was misread. What did you change?"
- "How do you decide between a message, a call and a meeting?"

### STRONG

Specific artefacts. A habit of leading with the ask. Awareness that tone does not travel.

### WEAK

Says they "over-communicate" with no examples. Every story involves a call.

## Self-direction

Do they structure their own time and make progress without a manager in the room?

### ASK

- "Walk me through yesterday, hour by hour."
- "Tell me about a week where the priorities were unclear. What did you do first?"
- "What does your manager need to see each week to know the work is happening?"

### STRONG

A routine. A cadence for making work visible. Comfort saying "I decided" rather than "we agreed".

### WEAK

Waits to be told. Cannot describe a normal day.

## Async collaboration

Can they move work forward when the people they depend on are asleep?

### ASK

- "Tell me about a time you were blocked and the unblocker was in another timezone."
- "How do you hand off work at the end of your day so someone else can pick it up?"
- "When did you disagree with a decision made in a thread you were not in?"

### STRONG

Writes the hand-off. Works around the block. Raises disagreement in the thread, not in a side call.

### WEAK

Every block becomes a wait. Only knows how to escalate in person.

## Cross-cultural and cross-border judgement

Do they notice and adapt to differences in directness, hierarchy, working norms and language?

### ASK

- "Tell me about working with someone whose communication style was very different from yours."
- "Describe a misunderstanding that came from culture or language, and how you resolved it."
- "How would you give critical feedback to a colleague in [a culture different from theirs]?"

### STRONG

Curiosity. Specific adjustments made. Assumes good intent first.

### WEAK

Stories where the other person was simply wrong. No adjustment mentioned.

### Reliability under distance

Will they be where they said, online when they said, and honest when they are not?

#### ASK

- "Tell me about a deadline you missed. Who knew, and when?"
- "What is your setup: connection, backup, workspace?"
- "How would you tell us you were struggling?"

#### STRONG

Missed deadlines were flagged early. A real backup plan. A concrete answer to the last question.

#### WEAK

Never missed anything. Vague about the setup. "I would just push through."

### Role skills

Can they do the job? Assessed the same way you would in person, ideally with a work sample.

#### ASK

- A paid, time-boxed work sample that mirrors a real task.
- A walk-through of something they built or ran, with questions on the decisions.
- Technical or domain questions from your usual bank.

#### STRONG

Evidence, not claims. Decisions they can defend. Awareness of trade-offs.

#### WEAK

Cannot go one level deeper on their own work.

## 02

## The interviewer scorecard

One per interviewer per interview. Filled in alone, within an hour, before anyone discusses the candidate.

Candidate \_\_\_\_\_ Role \_\_\_\_\_ Round / format \_\_\_\_\_

Interviewer \_\_\_\_\_ Date \_\_\_\_\_ Candidate local time at interview \_\_\_\_\_

| COMPETENCY                                | 1                        | 2                        | 3                        | 4                        | EVIDENCE (WHAT THEY SAID OR SHOWED, NOT YOUR IMPRESSION) |
|-------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|----------------------------------------------------------|
| Written communication                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                          |
| Self-direction                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                          |
| Async collaboration                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                          |
| Cross-cultural and cross-border judgement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                          |
| Reliability under distance                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                          |
| Role skills                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                          |

1 clear gap · 2 some evidence, some concern · 3 solid, would hire for this · 4 exceptional, raises the bar. Score only what you observed; leave blank what you did not assess.

Geo-fit: location, overlap and employment type confirmed as stated in the application? ☐ Yes ☐ Differs (note): \_\_\_\_\_

### CONCERNS TO CHECK IN REFERENCES OR A FURTHER ROUND

Recommendation: ☐ Strong hire ☐ Hire ☐ No hire ☐ Strong no hire \_\_\_\_\_ Confidence: ☐ Low ☐ Medium ☐ High \_\_\_\_\_

Candidate \_\_\_\_\_ Role \_\_\_\_\_ Round / format \_\_\_\_\_

Interviewer \_\_\_\_\_ Date \_\_\_\_\_ Candidate local time at interview \_\_\_\_\_

| COMPETENCY                                | 1                        | 2                        | 3                        | 4                        | EVIDENCE (WHAT THEY SAID OR SHOWED, NOT YOUR IMPRESSION) |
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| Self-direction                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                          |
| Async collaboration                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                          |
| Cross-cultural and cross-border judgement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                          |
| Reliability under distance                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                          |
| Role skills                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                          |

**1** clear gap · **2** some evidence, some concern · **3** solid, would hire for this · **4** exceptional, raises the bar. Score only what you observed; leave blank what you did not assess.

Geo-fit: location, overlap and employment type confirmed as stated in the application? ☐ Yes ☐ Differs (note): \_\_\_\_\_

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Recommendation: ☐ Strong hire ☐ Hire ☐ No hire ☐ Strong no hire \_\_\_\_\_ Confidence: ☐ Low ☐ Medium ☐ High \_\_\_\_\_

## 03

## The geo-fit and timezone conversation

Five minutes in the first interview. Ask it plainly; the good candidates have a ready answer.

| ASK                                                                                             | LISTEN FOR                                                                                                 |
|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| "Where will you be based, and is that likely to change in the next year?"                       | A city, a timezone, and any planned moves with dates. "Flexible" is not an answer.                         |
| "Our core overlap is [hours] in [zone]. What does that look like in your day?"                  | They have done the arithmetic. They tell you the local hours and whether that is a shift for them.         |
| "Would you be an employee or a contractor with us, and does that work for you?"                 | They know the difference and what it means for them. If not, explain; it prevents an offer-stage surprise. |
| "What is your connection and workspace, and what is the backup?"                                | A second connection and a plan for an outage during a meeting.                                             |
| "Any travel or in-person expectations we should discuss?" (state yours)                         | A clear yes or no, not a hedge.                                                                            |
| For sponsored roles: "Walk me through your work authorisation and what you would need from us." | They name the route; they have documents ready or know the lead times.                                     |

### SCORE THE ANSWER, NOT THE ACCENT OR THE HOUR

A candidate interviewing at midnight is not low-energy; they are up at midnight for you. If the interview slot is bad for their timezone, offer another, and note on the scorecard when it was.

# 04

## Reference-check script

Ten minutes with a former manager. The remote-specific questions are the ones that matter.

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- 1 Confirm the basics.**  
Dates, title, whether they were remote or distributed at the time, and the reference's relationship to them.
- 2 "How did you know the work was happening?"**  
The answer describes the candidate's visibility habits. Silence here is informative.
- 3 "Tell me about a time they had to work across timezones or cultures."**  
Listen for specifics. A reference who cannot think of one may never have seen it.
- 4 "How did they handle being blocked, or a missed deadline?"**  
Early flag or late surprise.
- 5 "How did they write?"**  
Clear, structured, appropriate in tone. Ask for an example if the reference offers one.
- 6 "Would you hire them again for a remote role? Why, or why not?"**  
The hesitation before the answer is the answer.
- 7 "Is there anything I should know that I have not asked?"**  
Always ask. Always wait.

Candidate \_\_\_\_\_ Reference (name, role, relationship) \_\_\_\_\_

### NOTES

## 05

# Decision matrix and calibration

Scores first, discussion second, decision on the numbers.

Run the calibration meeting only after every interviewer has submitted their scorecard. Put the scores on the matrix, then discuss only the cells where interviewers disagree by two or more points. The point is not consensus; it is to find out who saw evidence the others did not.

| Role _____                                | Candidates in this round _____ |         |         |         |         |                             |
|-------------------------------------------|--------------------------------|---------|---------|---------|---------|-----------------------------|
| COMPETENCY                                | WEIGHT                         | CAND. A | CAND. B | CAND. C | CAND. D | WHERE INTERVIEWERS DISAGREE |
| Written communication                     |                                |         |         |         |         |                             |
| Self-direction                            |                                |         |         |         |         |                             |
| Async collaboration                       |                                |         |         |         |         |                             |
| Cross-cultural and cross-border judgement |                                |         |         |         |         |                             |
| Reliability under distance                |                                |         |         |         |         |                             |
| Role skills                               |                                |         |         |         |         |                             |
| <b>Weighted total</b>                     |                                |         |         |         |         |                             |
| Geo-fit confirmed                         |                                |         |         |         |         |                             |
| References                                |                                |         |         |         |         |                             |
| <b>Decision</b>                           |                                |         |         |         |         |                             |

## Rules that keep it honest

- Scorecards are submitted before the meeting, not filled in during it.
- Discuss disagreements, not impressions.
- Any "no hire" must cite a competency and evidence.
- The hiring manager decides; the matrix informs.
- Record the decision and the reason; you will want it when the hire is reviewed at six months.

## After the decision

- Tell every interviewed candidate within five working days. Your responsiveness is measured on EnRoute and the badge is public.
- For the hire: the offer names employment type, location terms, overlap and any travel, in writing.
- For the near-misses: say what would change the answer next time. Geo-flexible candidates come back.

## EnRoute Jobs

# Every applicant, ranked and explained.

Applicants on EnRoute arrive with a match score, a geo-fit chip and working-hour overlap against your core, so the scorecards go to the people worth interviewing. Screening ranks; it never rejects.

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### MORE FROM THE LIBRARY

- The Geo-Flexible Hiring Playbook
- The Hiring Pipeline Tracker
- The Job Post Template Pack
- The Remote Interview Workbook (what your candidates read)
- The Visa Sponsorship Employer Checklist

All at [enroutejobs.com/publications](https://enroutejobs.com/publications)

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