A PRACTICAL EMPLOYER WORKSHEET

The Sales Hiring Scorecard

Seven questions to answer before hiring your next salesperson or sales leader.

START WITH THE JOB, NOT THE JOB TITLE

Use this worksheet before you advertise, brief a recruiter or interview candidates. Complete it with the person who will manage the hire. The aim is a clearer hiring brief, not a perfect score.

Company: _____ Role: _____

Hiring manager: _____ Date: _____

Rate each answer: 0 = unclear or not agreed; 1 = partly defined; 2 = specific and agreed. The total is a discussion aid, not a validated hiring or business-performance assessment.

01 What result must this person produce?

Define the starting point and what success should look like after six and twelve months. Separate activity measures, such as meetings, from commercial outcomes, such as new accounts, retained customers, revenue or gross profit.

Write: the result, the measure, the review date and the support the business will provide. Avoid a target that assumes an established pipeline on day one.

Your answer

Score: 0 / 1 / 2

02 What kind of selling is the job?

Is the priority creating new opportunities, developing existing accounts, converting inbound demand, technical solution selling or leading other sellers? A BDM title alone does not answer this.

Write the expected split between new business and account work, typical sales cycle, lead sources, territory and key daily responsibilities.

Your answer

Score: 0 / 1 / 2

Define relevance and evidence

03 Which customers and buying situations matter?

Identify who uses the product, who influences the specification, who controls the budget and who approves the purchase. Define the customer problems and buying process the person must understand.

Write the relevant customer segments, territory and relationships. Distinguish useful market familiarity from an assumption that someone can bring customer accounts or confidential information with them.

Your answer

Score: 0 / 1 / 2

04 What would count as convincing performance evidence?

Agree what candidates should explain: the result, time period, target or starting point, their personal contribution and the sales environment. Ask what was inherited, what was self-generated and what support was available.

Write two questions you will ask every candidate. Decide how relevant claims will be checked with consent. Do not ask candidates to disclose confidential employer reports, pricing or customer lists.

Your answer

Score: 0 / 1 / 2

EXAMPLE INTERVIEW QUESTION

“Talk me through a customer you won from a cold start. How did the opportunity begin, what did you personally do, and what was the outcome?”

Make the opportunity workable

05 What must they know already — and what can you teach?

Separate day-one requirements from trainable knowledge. Consider product complexity, safety or licensing requirements where relevant, customer access and the support available from technical or operational colleagues.

List up to three essentials and the gaps you could realistically train. Avoid using a previous employer's logo as a substitute for evidence.

Your answer

Score: 0 / 1 / 2

06 Why would the right person choose this role?

Define the approved base and super treatment, how variable pay is earned, tools, territory, manager support and the actual working environment. Explain what is attractive without inventing progression or earnings.

Write the genuine reasons to move and the less attractive realities a candidate should know. Do not assume a pay rise is the only consideration.

Your answer

Score: 0 / 1 / 2

07 How will you select, support and review the hire?

Agree who decides, what each interview tests, how feedback is shared and who owns onboarding. Set initial learning priorities, a realistic ramp-up and six- and twelve-month review measures.

Write the decision-maker, interview stages and onboarding owner. Use consistent, job-related criteria and evidence rather than general likeability.

Your answer

Score: 0 / 1 / 2

Turn the answers into a better brief

Hiring question	Score (0–2)	Unresolved item / owner
1. Commercial result		
2. Type of selling		
3. Customers and buying process		
4. Performance evidence		
5. Essential vs trainable knowledge		
6. Reasons to join / approved package		
7. Selection, onboarding and review		

Total: _____ / 14 **Answers that are specific and agreed: _____ / 7**

Do not use a total to override a material gap. An unapproved package, unclear decision-maker or missing essential requirement still needs attention, even when other answers are strong. Revisit any 0 or 1 before relying on the brief.

Three actions before the search moves forward

Action	Owner	By when

One-sentence role brief

We need a _____ to achieve _____

by selling _____ to _____

in _____ with _____.

TALK THROUGH YOUR NEXT SALES HIRE

One Up Partners helps equipment, industrial and commercial vehicle businesses recruit salespeople and commercial leaders through targeted, founder-led headhunting.

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Sales talent. One level up.

Version 1.0 | September 2026. A practical planning tool, not a prediction of hiring success. Use alongside a role-specific assessment and appropriate professional advice. Assessment approach informed by U.S. OPM, Structured Interviews: opm.gov/policy-data-oversight/assessment-and-selection/structured-interviews/. Recruitment fairness reference: Fair Work Ombudsman, Workplace discrimination, fairwork.gov.au.