



Interview Evaluation Sheet – Mid-Management Finance Roles (8–12 yrs)

Candidate Name:

Role Interviewed For:

Date:

Evaluator Name:

Parameter	Description	Score (1–5)	Comments
Technical Competence	Core expertise in functional area (Treasury / Tax / FP&A)		
Ownership & Execution	Proven ability to drive outcomes independently		
Problem Solving	Analytical thinking, clarity in ambiguous situations		
Communication & Stakeholder Management	Communication with CXOs, banks, auditors, internal teams		
Team & Culture Fit	Attitude, collaboration, pace, leadership potential		
Total			

Final Recommendation:

☐ Strong Hire ☐ Hire ☐ Hold ☐ Reject



Example: Technical Competence (Treasury)

Parameter	Description	Score (1–5)	Comments
Cash Flow Management	Forecasting accuracy, short-term vs long-term liquidity planning		
Working Capital Control	Efficiency in receivables/payables/inventory optimization		
Banking & Debt Handling	Credit lines, term loans, negotiation, documentation		
Fund Deployment	Idle cash management, investment decisions		
Treasury Compliance	FEMA, RBI filings, treasury audits		

Example: Technical Competence (Direct Tax)

Parameter	Description	Score (1–5)	Comments
Tax Compliance	Return filings, payments, advance tax, reconciliations		
Assessments & Litigation	Notice handling, appeals, coordination with consultants/lawyers		
Transfer Pricing	Documentation, benchmarking, audits		
Cross-Border Taxation	Withholding tax, FEMA, DTAA, PE-related exposure		
Tax Planning & Advisory	Input on structuring, funding, new geographies		

Example: Technical Competence (FP&A)

Parameter	Description	Score (1–5)	Comments
Budgeting & Forecasting	Annual plans, quarterly forecasts, cost control		
Variance Analysis	Root cause analysis, financial storytelling		
Business Partnering	Supporting functions like ops/sales with decision-making data		
Modeling & Scenarios	Financial models, scenario planning, Excel/BI proficiency		
Reporting & MIS	Dashboards, board packs, investor reporting		