MotionOps

CONTRACTOR SCALER HUB · HIRE, ONBOARD AND GROW CREW LEADERS

Construction Interview Questions and Scorecard

Lesson 2 of the course. Fill in sections 1 and 2 once per role, from the role scorecard. Print sections 3 to 7 once per candidate: every candidate for the role gets the same questions, the same skills check and the same scorecard.

1. The job post: the first five lines

People read for three things first: what the work is, what it pays, and what the days look like. Include, in this order:

- [ ] **The trade and the work.** "Lead carpenter for residential remodels: framing, trim, cabinet installs, running a two-person crew." Not "construction professional wanted."
- [ ] **The pay range,** hourly or salary, and how reviews work. Some states require a range in the post; check yours
- [ ] **The schedule:** start time, typical hours, overtime expectations, travel radius, Saturdays or not
- [ ] **Requirements that are actually required.** Leave out the ones you'd waive for a good candidate
- [ ] **What they get:** tools and vehicle policy, benefits if any, training, a path to crew lead if that's real
- [ ] **How to apply, and what happens next.** "Text or call [number]. We reply within one working day and interview the same week."

Leave out: a long company history, "fast-paced environment," "must be a team player," and anything you can't deliver.

2. The hiring process, with a time limit on every step

Step	Owner in the lesson	Time limit	Done when	Your owner
1. Reply	Office coordinator	Same working day	Candidate has a phone screen booked or a polite no	

Step	Owner in the lesson	Time limit	Done when	Your owner
2. Phone screen, 15 minutes	Office coordinator or owner	Within 2 working days of applying	Four must-haves confirmed; interview booked or closed	
3. Interview and skills check, 60 to 90 minutes	Owner or operations lead, plus the crew lead they'd work with	Within 5 working days of applying	Scorecard filled in by each interviewer	
4. References	Owner	Within 2 working days of the interview	Two work references reached, with notes	
5. Offer	Owner	Same day as references	Written offer with pay, start date, schedule and the 30-day plan	
6. Paperwork and day-one setup	Office coordinator	Before day one	Forms done, gear ready, trainer named	

SKILLS CHECK FOR THIS ROLE (SAME FOR EVERY CANDIDATE)

WHO RUNS IT

For field roles, see them work before you decide: a short paid working session on a real task, or a hands-on test at the shop (read a drawing, lay out a wall, wire a box, hang a door).

Before the first working interview: pay and local rules for working interviews vary. Ask your accountant or attorney how to run one where you are.

3. Phone screen, 15 minutes

CANDIDATE

DATE APPLIED

WHERE THEY CAME FROM (SOURCE)

PHONE SCREEN DATE

The four must-haves. A no on any of them closes it politely.

- [ ] Can do the hours and the travel
- [ ] Has the license or certificate the job needs
- [ ] The pay range is workable

☐ Could start on: _____

☐ Interview booked for: _____

☐ Closed, with a polite no

4. Interview questions

Same questions, same order, for every candidate for the role. Write down what they say: the last column is the evidence you score from.

Every field role	A good answer has	What they said
Walk me through your last job from the start of a day to the end.	A real routine: when they arrived, how they knew what to do, how the day ended. Vague answers mean they followed someone else.	
Tell me about a time the plan changed mid-day. What did you do?	They told someone, adjusted, and kept the customer informed, rather than improvising alone or stopping.	
Tell me about a mistake you made on a job. How was it fixed?	A real mistake, owned, and a fix. "I don't really make mistakes" is the wrong answer.	
What did you like least about your last job?	Honesty about something specific. Blame for everyone they worked with is a warning sign.	
What would your last crew lead say you're best at, and what would they say to work on?	Both halves answered.	

For a crew lead or foreman, add	A good answer has	What they said
A customer on site asks your crew to add something that isn't in the scope. What do you do?	Stop, don't start the extra work, document it, and get it to whoever handles change orders. Doing it to be nice is the expensive answer.	
How did you make sure your crew had what it needed the next morning?	A readiness habit: checking materials, access and instructions the afternoon before.	
Tell me about a time you had to escalate something. How did you decide?	A clear line between what they handled and what they passed up, and why.	
How did you deal with a crew member who kept showing up late?	A conversation first, a clear expectation, then follow-through.	

For a crew lead or foreman, add	A good answer has	What they said
How did you report the day to the office?	Photos, hours, a short status, every day, without being asked.	

For an office coordinator or office manager, add	A good answer has	What they said
A customer calls angry because the crew didn't show. Walk me through the call.	Listen, find out the facts, give a time for the next update, then find out what happened. Not promising a fix they can't control.	
Two crews are double-booked for Thursday. How do you sort it out?	Check the rules (which job is time-critical, which customer was promised), propose a change, confirm with both customers, update the schedule, tell the crews.	
How do you keep track of fifteen open items in a day?	A system they can describe: a list, the software, a routine. "I just remember" is a no.	
Tell me about a process you improved at a previous job.	Something concrete and small is fine. Evidence they notice repeated problems.	

Questions to leave out: anything about age, family plans, health, religion, national origin or other protected characteristics. Beyond being unfair, they're unlawful in most places. If you're not sure a question is allowed, ask your attorney before the interview, not after.

5. Scorecard: right after the interview, before talking to the others

CANDIDATE

ROLE

INTERVIEWER

DATE

The criteria come from the role scorecard's capabilities and outcomes. Score 1 to 4; every score points to something the candidate said or did.

Criterion (from the role scorecard)	Must-have?	Evidence from the interview	Score 1 to 4
Example Runs a crew's day without being told	Yes	Described a daily readiness check and morning briefing at last job	4

Criterion (from the role scorecard)	Must-have?	Evidence from the interview	Score 1 to 4
Example Handles scope changes correctly	Yes	Would stop and call the office; couldn't describe documenting it	3
Example Documents the day		Photos and hours daily, by text to the office	3
Example Coaches crew members		One example, late arrivals, handled well	3
Example Skills check: framing layout		Clean, correct, slightly slow	3
Example References		Both confirm reliability; one mentioned friction with office staff	3

- [ ] Scored before discussing with the other interviewers
- [ ] Every score points to evidence, not an impression
- [ ] Must-have rows marked. **A 2 on a must-have is a no,** however charming the candidate
- [ ] Same questions, same test, same scorecard as every other candidate for the role

THE DECISION IN ONE SENTENCE (EXAMPLE: "STRONG ON THE DAY-TO-DAY, NEEDS TRAINING ON DOCUMENTING CHANGE ORDERS")

6. Reference checks: two work references, the same questions

REFERENCE 1: NAME, COMPANY, ROLE

REFERENCE 2: NAME, COMPANY, ROLE

Question	Reference 1	Reference 2
What did the candidate do there?		
Did they show up reliably?		
How did they handle changes and customers?		
Would you hire them again?		

Question	Reference 1	Reference 2
What would you want me to know?		

A reference who answers only dates and title is telling you something too.

7. Before the offer

- [ ] Employee or subcontractor decided with your accountant
- [ ] Your state's hiring paperwork checklist from your accountant or an employment attorney, not copied from the internet
- [ ] Pay range checked against wage plus burden (the labor burden calculator)
- [ ] Written offer: pay, start date, schedule and the 30-day plan

What to review after each hire

- [ ] Did every candidate get the same questions, test and scorecard?
- [ ] Where the new hire struggles at 30 days, did the interview show it, and was it ignored?
- [ ] Which source produced the hire, and how long each step took