

## APPLICATION SCREEN RUBRIC

	Below expectations	Meets expectations	Exceeds expectations
<b>Cover letter/resume/application packet</b>	<ul style="list-style-type: none"> <li>• Poor formatting</li> <li>• Many spelling/grammar errors</li> <li>• Does not express enthusiasm for position</li> <li>• Does not demonstrate knowledge of PPSD and position requirements/expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Clear, reader-friendly formatting</li> <li>• Few, minor spelling grammar errors</li> <li>• Provides adequate level of detail about experiences</li> <li>• Expresses enthusiasm about position</li> <li>• Demonstrates some knowledge of PPSD and position requirements/expectations</li> </ul>	<ul style="list-style-type: none"> <li>• No spelling/grammar errors</li> <li>• Concise but detailed description of experiences and skills that relate directly to position</li> <li>• Genuine enthusiasm for position is clear</li> <li>• Demonstrates deep knowledge of PPSD and position requirements/expectations</li> </ul>
<b>Educational background</b>	<ul style="list-style-type: none"> <li>• Does not hold all of the required educational credentials</li> </ul>	<ul style="list-style-type: none"> <li>• Holds all of the required educational credentials</li> </ul>	<ul style="list-style-type: none"> <li>• Exceeds the required educational credentials</li> </ul>
<b>Work history</b>	<ul style="list-style-type: none"> <li>• Does not have relevant and/or sufficient work experience</li> </ul>	<ul style="list-style-type: none"> <li>• Has sufficient, relevant work experience</li> </ul>	<ul style="list-style-type: none"> <li>• Exceeds the stated requirements for relevant work experience</li> </ul>
<b>Qualifications/experience</b>	<ul style="list-style-type: none"> <li>• Does not present evidence of possessing necessary skills to perform satisfactorily in the position</li> </ul>	<ul style="list-style-type: none"> <li>• Presents evidence of possessing necessary skills to perform satisfactorily in the position</li> </ul>	<ul style="list-style-type: none"> <li>• Presents evidence of being able to perform exceptionally well in position, based on prior experience and/or demonstrated competencies</li> </ul>
<b>Leadership ability</b>	<ul style="list-style-type: none"> <li>• Does not demonstrate history of and/or potential for positive leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates history of leadership positions</li> </ul>	<ul style="list-style-type: none"> <li>• Provides evidence of track record of successful, transformative leadership</li> </ul>
<b>Customer service skills</b>	<ul style="list-style-type: none"> <li>• Does not demonstrate and/or mention customer service orientation</li> </ul>	<ul style="list-style-type: none"> <li>• Discusses importance of providing excellent service to internal and/or external customers</li> </ul>	<ul style="list-style-type: none"> <li>• Provides specific, relevant examples of customer-service orientation and positive outcomes for internal and/or external customers</li> </ul>
<b>Overall impression</b>	<ul style="list-style-type: none"> <li>• Application does not required skills and/or experiences to perform satisfactorily in position</li> </ul>	<ul style="list-style-type: none"> <li>• Application demonstrates that applicant has required skills and experiences to perform satisfactorily in position</li> </ul>	<ul style="list-style-type: none"> <li>• Application demonstrates that applicant has required skills and experiences to likely excel in position</li> </ul>

## PHONE SCREEN RUBRIC

	Below expectations	Meets expectations	Exceeds expectations
<b>First impressions</b>	<ul style="list-style-type: none"> <li>Does not answer phone at appointed time of phone interview</li> </ul>	<ul style="list-style-type: none"> <li>Answers phone at the appointed time of phone interview</li> </ul>	<ul style="list-style-type: none"> <li>Answers phone at appointed time of interview promptly, identifies self clearly, and demonstrates awareness of who is calling from PPSD</li> </ul>
<b>Oral communication skills</b>	<ul style="list-style-type: none"> <li>Does not consistently use proper grammar</li> <li>Does not consistently have good pronunciation and enunciation</li> <li>Does not consistently use a pleasant voice and tone</li> </ul>	<ul style="list-style-type: none"> <li>Uses proper grammar at all times</li> <li>Has good pronunciation and enunciation</li> <li>Uses a pleasant voice and tone at all times</li> </ul>	<ul style="list-style-type: none"> <li>Speaks clearly, concisely, and eloquently</li> <li>Has superior pronunciation and enunciation</li> <li>Uses exceptionally pleasant voice and tone at all times</li> </ul>
<b>General attitude</b>	<ul style="list-style-type: none"> <li>Demonstrates lack of interest in and enthusiasm about the position</li> <li>Appears passive and indifferent; provides short, closed responses to questions</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates interest in and enthusiasm about the position.</li> <li>Provides complete responses to questions and makes appropriate connections between relevant experience/skills and questions</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates interest in and enthusiasm about the position and evidence of research into position and PPSD</li> <li>Provides complete responses to questions and takes initiative to pose own questions when appropriate</li> </ul>
<b>Preparation</b>	<ul style="list-style-type: none"> <li>Does not demonstrate any knowledge about or research into position and PPSD</li> </ul>	<ul style="list-style-type: none"> <li>Has at least a superficial understanding of the position and PPSD, and asks questions to fill in gaps in knowledge as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates significant knowledge about or research into position and PPSD</li> <li>Asks specific, highly relevant questions about position, context, and district</li> </ul>
<b>Responses</b>	<ul style="list-style-type: none"> <li>Provides incomplete and/or non-responsive answers to questions</li> <li>Does not demonstrate clear understanding of the position</li> </ul>	<ul style="list-style-type: none"> <li>Responds with appropriate answers</li> <li>Demonstrates knowledge of potential position</li> <li>Demonstrates enthusiasm through responses</li> </ul>	<ul style="list-style-type: none"> <li>Responds with detailed, specific, answers that provide direct evidence of how the candidate will excel in the position</li> <li>Demonstrates initiative through responses</li> </ul>
<b>Work history</b>	<ul style="list-style-type: none"> <li>Does not have sufficient relevant work experience</li> </ul>	<ul style="list-style-type: none"> <li>Meets the minimum stated requirements for relevant work experience</li> <li>When prompted, makes connections between previous experience and the open position</li> </ul>	<ul style="list-style-type: none"> <li>Exceeds the minimum stated requirements for relevant work experience</li> <li>Makes clear connections between previous experience and the open position on own initiative</li> </ul>
<b>Qualifications/experience</b>	<ul style="list-style-type: none"> <li>Does not demonstrate how prior experience has provided the appropriate qualifications and/or skills for the position</li> </ul>	<ul style="list-style-type: none"> <li>Explains how prior experience has provided the appropriate qualifications and/or skills for the position</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates how prior experience has provided the appropriate qualifications and skills for the candidate to excel in the position</li> </ul>
<b>Leadership ability</b>	<ul style="list-style-type: none"> <li>Does not provide evidence of leadership ability</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates qualities that contribute to leadership ability</li> </ul>	<ul style="list-style-type: none"> <li>Provides detailed, specific examples of leadership ability in action</li> </ul>

<b>Customer service skills</b>	<ul style="list-style-type: none"> <li>• Does not mention customer service orientation voluntarily</li> <li>• When asked, provides substandard evidence of customer service skills</li> </ul>	<ul style="list-style-type: none"> <li>• Mentions customer service orientation when appropriate and/or when asked</li> </ul>	<ul style="list-style-type: none"> <li>• Through responses, clearly demonstrates customer service orientation</li> </ul>
<b>Overall impression</b>	<ul style="list-style-type: none"> <li>• Phone screen does not demonstrate that applicant should move on to next phase of selection process</li> </ul>	<ul style="list-style-type: none"> <li>• Phone screen demonstrates that applicant meets the minimum requirements to continue in the selection process</li> </ul>	<ul style="list-style-type: none"> <li>• Phone screen demonstrates that applicant is likely to excel in the position and should continue in the selection process</li> </ul>

## FACE-TO-FACE INTERVIEW RUBRIC

	Below expectations	Meets expectations	Exceeds expectations
<b>First impressions</b>	<ul style="list-style-type: none"> <li>Arrives late and/or unprepared for interview</li> <li>Does not shake hands and/or make eye contact</li> <li>Demonstrates poor hygiene</li> <li>Is dressed overly casually and/or inappropriately</li> </ul>	<ul style="list-style-type: none"> <li>Arrives on time for interview with all required materials</li> <li>Shakes hands and makes eye contact with all interview committee members</li> </ul>	<ul style="list-style-type: none"> <li>Arrives early or on time for interview with all required materials</li> <li>Provides additional materials that are relevant and helpful</li> <li>Offers firm handshake, eye contact, and genuine smile to all interview committee members</li> </ul>
<b>Preparation</b>	<ul style="list-style-type: none"> <li>Does not demonstrate adequate preparation for interview</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates adequate preparation for interview</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates superior preparation for interview</li> </ul>
<b>Communication skills</b>	<ul style="list-style-type: none"> <li>Candidate mumbles, mispronounces terms, and makes serious and persistent grammatical errors throughout interview</li> <li>Candidate speaks too quietly to be heard by many interview committee members</li> <li>Candidate's body language is negative and/or inappropriate</li> </ul>	<ul style="list-style-type: none"> <li>Candidate speaks clearly</li> <li>Candidate makes relatively few grammatical errors, stumbling on uncommon or unfamiliar PPSD-specific terms</li> <li>Body language is neutral or positive and appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Candidate speaks clearly and makes appropriate eye contact with all members of the interview committee</li> <li>Candidate makes no grammatical or pronunciation errors</li> <li>Body language is appropriate and demonstrates candidate's active listening skills</li> </ul>
<b>Critical thinking ability</b>	<ul style="list-style-type: none"> <li>Lacks careful thought</li> <li>Makes weak or unsupported arguments</li> <li>Shows closed-mindedness and inflexibility</li> </ul>	<ul style="list-style-type: none"> <li>Makes appropriate connections</li> <li>Provides evidence to support arguments</li> <li>Shows open-mindedness and flexibility</li> </ul>	<ul style="list-style-type: none"> <li>Makes useful connections</li> <li>Demonstrates ethical approach to problem-solving and is consistently fair-minded</li> <li>Justifies assumptions and arguments</li> <li>Demonstrates awareness of alternate points of view and their strengths/weaknesses</li> </ul>
<b>General attitude</b>	<ul style="list-style-type: none"> <li>Demonstrates lack of interest in and enthusiasm about the position</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates interest in and enthusiasm about the position</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates interest in and enthusiasm about the position and evidence of research into position and PPSD</li> </ul>
<b>Responses</b>	<ul style="list-style-type: none"> <li>Candidate provides yes/no or short, closed answers to questions</li> <li>Candidate uses slang or general words like "things," "stuff," etc.</li> <li>Candidate's hiring exercise is poorly written and/or presented, and/or is non-responsive to the question/task posed</li> </ul>	<ul style="list-style-type: none"> <li>Candidate provides appropriate responses but may sometimes need to expand on/clarify answers at interview committee's prompting</li> <li>Candidate's hiring exercise meets expectations and is responsive to the question/task posed</li> </ul>	<ul style="list-style-type: none"> <li>Candidate provides well-constructed, confident responses that include relevant and specific examples</li> <li>Candidate's hiring exercise is exceptional, demonstrating a superior understanding of the question posed and possible responses</li> </ul>
<b>Work history</b>	<ul style="list-style-type: none"> <li>Candidate does not refer to applicable strengths/skills</li> </ul>	<ul style="list-style-type: none"> <li>Candidate refers to applicable strengths/skills multiple times throughout interview</li> </ul>	<ul style="list-style-type: none"> <li>Candidate consistently demonstrates strengths/skills relevant to the position</li> </ul>

<b>Qualifications/experience</b>	<ul style="list-style-type: none"> <li>Does not demonstrate how prior experience has provided the appropriate qualifications and/or skills for the position</li> </ul>	<ul style="list-style-type: none"> <li>Provides evidence of how prior experience has provided the appropriate qualifications and/or skills for the position</li> </ul>	<ul style="list-style-type: none"> <li>Provides detailed, specific evidence of how prior experience will allow the candidate to excel in the position</li> </ul>
<b>Leadership ability</b>	<ul style="list-style-type: none"> <li>Does not provide evidence of leadership ability</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates qualities that contribute to leadership ability</li> </ul>	<ul style="list-style-type: none"> <li>Provides detailed, specific examples of leadership ability in action</li> </ul>
<b>Customer service skills</b>	<ul style="list-style-type: none"> <li>Does not mention customer service orientation voluntarily</li> <li>When asked, provides substandard evidence of customer service skills</li> </ul>	<ul style="list-style-type: none"> <li>Mentions customer service orientation when appropriate and/or when asked</li> </ul>	<ul style="list-style-type: none"> <li>Through responses, clearly demonstrates customer service orientation</li> </ul>
<b>Performance Task, <i>if applicable</i></b>	<ul style="list-style-type: none"> <li>Performance task does not respond to question posed and/or demonstrates lack of mastery of topic</li> </ul>	<ul style="list-style-type: none"> <li>Performance task responds to question posed</li> <li>Performance task shows adequate understanding of topic</li> </ul>	<ul style="list-style-type: none"> <li>Performance task responds to question posed</li> <li>Performance task shows mastery of topic</li> <li>Candidate anticipates and addresses next steps and follow-up questions</li> </ul>
<b>Overall impression</b>	<ul style="list-style-type: none"> <li>Interview does not demonstrate that applicant should move on to next phase of selection process</li> </ul>	<ul style="list-style-type: none"> <li>Interview demonstrates that applicant meets the minimum requirements to continue in the selection process</li> </ul>	<ul style="list-style-type: none"> <li>Interview demonstrates that applicant is likely to excel in the position and should definitely continue in the selection process</li> </ul>

## FINAL INTERVIEW RUBRIC

	Below expectations	Meets expectations	Exceeds expectations
<b>First impressions</b>	<ul style="list-style-type: none"> <li>Arrives late and/or unprepared for interview</li> <li>Does not shake hands and/or make eye contact</li> <li>Demonstrates poor hygiene</li> <li>Is dressed overly casually and/or inappropriately</li> </ul>	<ul style="list-style-type: none"> <li>Arrives on time for interview with all required materials</li> <li>Shakes hands and makes eye contact</li> </ul>	<ul style="list-style-type: none"> <li>Arrives early or on time for interview with all required materials</li> <li>Provides additional materials that are relevant and helpful</li> <li>Offers firm handshake, eye contact, and genuine smile</li> </ul>
<b>Preparation</b>	<ul style="list-style-type: none"> <li>Has not integrated information from previous steps of interview process in order to prepare for final interview</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates understanding of position, expectations, and PPSD context and has used that information to prepare for final interview</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates superior understanding of position, expectations, and PPSD context and has used that to craft a compelling case for hire</li> </ul>
<b>Critical thinking ability</b>	<ul style="list-style-type: none"> <li>Lacks careful thought</li> <li>Makes weak or unsupported arguments</li> <li>Shows closed-mindedness and inflexibility</li> </ul>	<ul style="list-style-type: none"> <li>Makes appropriate connections</li> <li>Provides evidence to support arguments</li> <li>Shows open-mindedness and flexibility</li> </ul>	<ul style="list-style-type: none"> <li>Makes useful connections</li> <li>Demonstrates ethical approach to problem-solving and is consistently fair-minded</li> <li>Justifies assumptions and arguments</li> <li>Demonstrates awareness of alternate points of view and their strengths/weaknesses</li> </ul>
<b>General attitude</b>	<ul style="list-style-type: none"> <li>Demonstrates lack of interest in and enthusiasm about the position</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates interest in and enthusiasm about the position</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates interest in and enthusiasm about the position and evidence of research into position and PPSD</li> </ul>
<b>Responses</b>	<ul style="list-style-type: none"> <li>Provides yes/no or short, closed answers to questions</li> <li>Language often obscures meaning</li> <li>Grammar, syntax, or other errors are distracting and/or repeated</li> </ul>	<ul style="list-style-type: none"> <li>Provides appropriate responses but may sometimes need to be prompted to expand on/clarify answers</li> <li>Language does not interfere with communication</li> <li>Errors of grammar or syntax, if present, are not distracting or frequent</li> </ul>	<ul style="list-style-type: none"> <li>Provides well-constructed, confident responses that include relevant and specific examples</li> <li>Nuanced and elegant language clearly and effectively communicates ideas</li> <li>Errors of grammar or syntax are not present</li> </ul>
<b>Work history</b>	<ul style="list-style-type: none"> <li>Candidate does not refer to applicable strengths/skills</li> </ul>	<ul style="list-style-type: none"> <li>Candidate refers to applicable strengths/skills multiple times throughout interview</li> </ul>	<ul style="list-style-type: none"> <li>Candidate consistently demonstrates strengths/skills relevant to the position</li> </ul>
<b>Qualifications/experience</b>	<ul style="list-style-type: none"> <li>Does not demonstrate how prior experience has provided the appropriate qualifications and/or skills for the position</li> </ul>	<ul style="list-style-type: none"> <li>Provides evidence of how prior experience has provided the appropriate qualifications and/or skills for the position</li> </ul>	<ul style="list-style-type: none"> <li>Provides detailed, specific evidence of how prior experience will allow the candidate to excel in the position</li> </ul>
<b>Leadership ability</b>	<ul style="list-style-type: none"> <li>Does not demonstrate understanding of leadership or potential to lead successfully</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates personal voice and mentions goals, but has lack of depth regarding leadership experience/potential</li> </ul>	<ul style="list-style-type: none"> <li>Provides detailed, specific examples of leadership ability in action</li> <li>Has point of view, confidence, maturity, recognizes the benefits</li> </ul>

			of teams, and demonstrates trustworthiness
<b>Customer service skills</b>	<ul style="list-style-type: none"> <li>Does not mention customer service orientation voluntarily</li> <li>When asked, provides substandard evidence of customer service skills</li> </ul>	<ul style="list-style-type: none"> <li>Describes customer service orientation and recognizes the primacy of providing superior customer service</li> </ul>	<ul style="list-style-type: none"> <li>Through responses, clearly demonstrates customer service orientation and the primacy of providing superior customer service to internal and external stakeholders</li> </ul>
<b>Performance Task, <i>if applicable</i></b>	<ul style="list-style-type: none"> <li>Performance task does not respond to question posed and/or demonstrates lack of mastery of topic</li> </ul>	<ul style="list-style-type: none"> <li>Performance task responds to question posed</li> <li>Performance task shows adequate understanding of topic</li> </ul>	<ul style="list-style-type: none"> <li>Performance task responds to question posed</li> <li>Performance task shows mastery of topic</li> <li>Candidate anticipates and addresses next steps and follow-up questions</li> </ul>
<b>Overall impression</b>	<ul style="list-style-type: none"> <li>Interview does not demonstrate that applicant is an appropriate candidate to fill the position</li> </ul>	<ul style="list-style-type: none"> <li>Interview demonstrates that applicant is an appropriate candidate to fill the position</li> </ul>	<ul style="list-style-type: none"> <li>Interview demonstrates that applicant is the most superiorly qualified candidate to fill the position</li> </ul>