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This resource contains four items: [a blank template](#), two samples (one for an [organizer role](#) and one for an [administrative role](#)), and a sample rubric that is completely [filled out](#).

Candidate Evaluation Rubric [Template]

Candidate:

Interviewer:

Date:

Please rate candidate on scale of 1-4 based on whether they hit our bar in each specific must-have:

- 4 = Solidly meets the bar
- 3 = Yes, with some concerns
- 2 = Evidence points to no
- 1 = Big Red Flag in this area

NOTE: The numbers are a rough guide—we care more about your impressions, questions, and thoughts on particular strengths and/or flags than we do about the numbers themselves; they’re just a helpful shorthand. Ultimately, hiring managers will make final decisions weighing various needs and trade-offs.

One-sentence profile (from [Figuring Out the Role worksheet](#)):

Must-have <i>(These describe a 4. This is not the highest ideal; it’s a description of the fundamentals.)</i>	1-4	Comments/Examples/Evidence <i>Please note 1-2 examples of what you observed; if you have questions or concerns, include them.</i>
Must-have #1: • • •		
Must-have #2: • • •		
Must-have #3: • • •		
Must-have #4: • • •		
Other comments:		

Overall recommendation:

Rubric – Organizer Sample

Candidate:

Interviewer:

Date:

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One-sentence profile: An equity-minded leader and bridge-builder who will do what it takes to hit ambitious goals.

<p style="text-align: center;">Must-have <i>(These describe a 4. This is not the highest ideal; it’s a description of the fundamentals.)</i></p>	1-4	<p style="text-align: center;">Comments/Examples/Evidence <i>Please note 1-2 examples of what you observed; if you have questions or concerns, include them.</i></p>
<p><u>Inclusive leadership, management, and relationship-building</u></p> <ul style="list-style-type: none"> ● Approaches leadership with a mindset of “power with” rather than “power over.” Include others in planning and decision-making. ● Builds authentic relationships with staff, community members, and coalition partners based on mutual trust and respect, especially across lines of difference. ● Inspires and motivates others to take action and meet ambitious goals. Able to develop others through coaching, training, and feedback. Knows when/how to delegate. ● Holds team accountable and can acknowledge growing edges. <i>(Previous supervision experience is NOT a must-have)</i> 		
<p><u>Racial equity and inclusion experience, skills, and values</u></p> <ul style="list-style-type: none"> ● Recognizes ways that race, gender, and other identities intersect in the work, especially with communities we serve. ● Understands the historical context for racial inequity and its present-day implications, and is driven to make creative and concrete changes through community organizing, campaigns, practices, and policy. ● Comfortable with talking about race, gender, and other identities in plain (non-euphemistic) and specific terms. ● Able to hear, reflect, and act on feedback re: identity and equity. 		
<p><u>Highly organized, motivated, and detail-oriented</u></p> <ul style="list-style-type: none"> ● Strong sense of ownership over goals. Able to juggle competing demands and prioritize what’s most important. ● Holds a high bar even when things are hectic. Has a track record of leaving things better than they found them. 		
<p><u>Culture add</u></p> <ul style="list-style-type: none"> ● Flexible and able to adapt to shifting priorities. ● Enthusiastically offers and accepts support from colleagues. 		
<p>Other comments:</p>		

Overall recommendation:

Rubric – Admin Sample

Candidate:

Interviewer:

Date:

Please rate candidate on scale of 1-4 based on whether they hit our bar in each specific must-have:

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One-sentence profile: An efficient, detail-oriented person with racial equity competency who’s great with people.

<p style="text-align: center;">Must-have <i>(These describe a 4. This is not the highest ideal; it’s a description of the fundamentals.)</i></p>	1-4	<p style="text-align: center;">Comments/Examples/Evidence <i>Please note 1-2 examples of what you observed; if you have questions or concerns, include them</i></p>
<p><u>Highly organized, motivated, and detail-oriented</u></p> <ul style="list-style-type: none"> ● Juggles competing demands and prioritize without sacrificing quality. ● Already has, or can quickly create, a system for keeping details from slipping through the cracks (for self and team). ● Notices errors that others might overlook and fixes them; has a track record of leaving things better than they found them. 		
<p><u>Relationship-building and reliability</u></p> <ul style="list-style-type: none"> ● Empathizes with communities we serve and puts people at ease, even with cultural or communication differences. ● Listens closely to understand people’s needs or concerns. Identifies barriers and proposes ideas to improve access. ● Takes pride in providing clear, helpful information. ● Welcomes feedback and can adapt to new ideas and priorities. Follows through on commitments. ● Comes across as genuine and says what they mean. Builds authentic relationships with others based on mutual trust and respect across lines of difference, such as race, ethnicity, status, sexual orientation, ability, or gender identity. 		
<p><u>Racial equity and inclusion experience, skills, and values</u></p> <ul style="list-style-type: none"> ● Deeply believes that racial equity and social justice are important and is comfortable talking about race, gender, and other identities in plain (non-euphemistic) and specific terms. ● Recognizes ways that race and other identities intersect in the work, especially for communities we serve. ● Continually able to hear, reflect, and act on feedback re: identity and equity with the aim to learn. 		
<p><u>Culture add</u></p> <ul style="list-style-type: none"> ● Flexible and able to adapt to shifting priorities. ● Enthusiastically offers and accepts support from colleagues. 		
<p>Other comments:</p>		

Overall recommendation:

Rubric – Admin Sample [Filled Out]

Candidate:

Interviewer:

Date:

Please rate candidate on scale of 1-4 based on whether they hit our bar in each specific must-have:

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One-sentence profile: An efficient, detail-oriented person with racial equity competency who's great with people.

Must-have <i>(These describe a 4. This is not the highest ideal; it's a description of the fundamentals.)</i>	1-4	Comments/Examples/Evidence <i>Please note 1-2 examples of what you observed; if you have questions or concerns, include them</i>
<u>Highly organized, motivated, and detail-oriented</u> <ul style="list-style-type: none"> ● Juggles competing demands and prioritize without sacrificing quality. ● Already has, or can quickly create, a system for keeping details from slipping through the cracks (for self and team). ● Notices errors that others might overlook and fixes them; has a track record of leaving things better than they found them. 	4	<ul style="list-style-type: none"> ● Great instincts during the exercise! ● They suggested using tags to improve our system. ● I might be biased because they remind me of one of my favorite former co-workers. ● Passed written exercise with flying colors! ● Appreciated the anecdote about fixing a shipping error at their last job.
<u>Relationship-building and reliability</u> <ul style="list-style-type: none"> ● Empathizes with communities we serve and puts people at ease, even with cultural or communication differences. ● Listens closely to understand people's needs or concerns. Identifies barriers and proposes ideas to improve access. ● Takes pride in providing clear, helpful information. ● Welcomes feedback and can adapt to new ideas and priorities. Follows through on commitments. ● Comes across as genuine and says what they mean. Builds authentic relationships with others based on mutual trust and respect across lines of difference, such as race, ethnicity, status, sexual orientation, ability, or gender identity. 	3	<ul style="list-style-type: none"> ● Not a lot of experience in public or client-facing roles to draw from, so unclear how they problem-solve in real time. ● Answers to our simulation questions show that they have the right attitude and can keep their cool when faced with a complaint or concern. ● Asked questions to understand scenario better and integrated the info in their response.
<u>Racial equity and inclusion experience, skills, and values</u> <ul style="list-style-type: none"> ● Deeply believes that racial equity and social justice are important and is comfortable talking about race, gender, and other identities in plain (non-euphemistic) and specific terms. ● Recognizes ways that race and other identities intersect in the work, especially for communities we serve. ● Continually able to hear, reflect, and act on feedback re: identity and equity with the aim to learn. 	2.5	I have some doubts about their ability to get beneath the surface of equity and identity issues, though they seem very open to learning. I'd like to hear more about how they see themselves improving/building on this competency.
<u>Culture add</u> <ul style="list-style-type: none"> ● Flexible and able to adapt to shifting priorities. ● Enthusiastically offers and accepts support from colleagues. 	4	Clearly took time to look at our website / get to know our programs and mission. Very eager to learn; prepared insightful questions for us. Gave concrete example of time they responded well to change and collaborated with others.
Other comments:		

Overall recommendation: Yes to moving onto the next round, but probe more into racial equity competency.