

JORGE O. ELORZA  
*Mayor*

CHRISTOPHER N. MAHER  
*Superintendent*

Providence Public School District  
Office of Human Resources  
797 Westminster Street

posting, applicants must include both in order to be considered.

### Qualification Phase

The Hiring Manager screens all applications using the Application Screen Rubric and determines qualified versus non-qualified applicants benched against the requirements outlined in the job description and, when applicable, contractual and Criterion-Based Hiring process constraints by no later than five (5) days after the posting closes.

From the list of qualified applicants, the Hiring Manager determines who will progress into the interview phase and documents the rationale for this decision.

The Hiring Manager composes the list of predetermined questions that will be asked of all interviewed candidates at each interview phase. the questions will be scripted onto interview response sheets during interviews. Interview response sheet templates are available on the HR website.

Depending upon the level and/or type of the position, interview exercises (including but not limited to a presentation, scenario-based assignment, problem of practice prompt, etc.) will also be created at this time for use at the appropriate interview phase(s). Hiring Managers are responsible for developing such exercises.

The Hiring Manager develops a selection committee of no more than 3 to 4 members, in consultation with HR if necessary. The composition of the selection committee must be consistent during each phase of the interview process.

### Interview Phase

**Note:** *Depending on the position, Hiring Managers may determine that only some interview phases will be used.*

#### Interview Phase I: Phone Screens

- o The Hiring Manager creates a phone interview event for the position in PATS and uses the system to send invitations to selected candidates. Interviews should be scheduled such that they will be completed by no later than 10 days after the date invitations are sent to candidates. Candidates use PATS to reserve an available interview time. If needed, the Hiring Manager follows up directly with candidates as well to ensure they are aware of the invitation.
- o The Hiring Manager and, if needed, another member of the hiring team engage in 20- to 30-minute phone interviews with shortlisted candidates by no later than 10 days after the date on which the invitation is sent.
- o The Hiring Manager any other interviewers present complete the Phone Screen Rubric for each interviewed candidate. Note that all application phase rubrics are available on the HR website.
- o The Hiring Manager determines candidates to move on to Phase II.

#### Interview Phase II: Face-to-Face Interviews

- o No later than 5 days after phone screens are completed, the Hiring Manager creates an in-

to-Face Interview Rubric for each interviewed candidate.

- o If applicable, the candidate completes the performance task during this phase.
- o The Hiring Manager and selection committee determine candidate(s) to move on to Phase III, if applicable.

Interview Phase III: Final Interviews (as needed)

- o Depending upon the level and type of the position, a small number of finalists may be interviewed by District and City leaders potentially including but not limited to the Superintendent, School Board members, and the Mayor of Providence after the completion of in-person interviews as outlined in Phase II above. In this case, the Hiring Manager proceeds as outlined below.
- o No later than 5 days after first-round in-person interviews are completed, the Hiring Manager creates a final interview event for the position in PATS and uses the system to send invitations to selected candidates. Interviews should be scheduled such that they will be completed by no later than 10 days after the date invitations are sent to candidates. Candidates use PATS to reserve an available interview time. If needed, the Hiring Manager follows up directly with candidates as well to ensure they are aware of the invitation.
- o Anyone conducting final interviews completes the Final Interview Rubric for each interviewed candidate and submits these rubrics to the Hiring Manager.
- o A candidate is recommended for hire no later than 5 days after the last final interview.

Selection Phase

The Hiring Manager and selection committee identify a candidate recomme

O



## APPLICATION SCREEN RUBRIC

|                                        | Below expectations                                                                                                                                                           | Meets expectations                                                                                                                                                                                                                                  | Exceeds expectations                                                                                                                                                                                                                                |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cover letter/resume/application packet | Poor formatting<br>Many spelling/grammar errors<br>Does not express enthusiasm for position<br>Does not demonstrate knowledge of PPSD and position requirements/expectations | Clear, reader-friendly formatting<br>Few, minor spelling grammar errors<br>Provides adequate level of detail about experiences<br>Expresses enthusiasm about position<br>Demonstrates some knowledge of PPSD and position requirements/expectations | No spelling/grammar errors<br>Concise but detailed description of experiences and skills that relate directly to position<br>Genuine enthusiasm for position is clear<br>Demonstrates deep knowledge of PPSD and position requirements/expectations |
| Educational background                 | Does not hold all of the required educational credentials                                                                                                                    | Holds all of the required educational credentials                                                                                                                                                                                                   | Exceeds the required educational credentials                                                                                                                                                                                                        |
| Work history                           | Does not have relevant and/or sufficient work experience                                                                                                                     | Has sufficient, relevant work experience                                                                                                                                                                                                            | Exceeds the stated requirements for relevant work experience                                                                                                                                                                                        |
| Qualifications/experience              | Does not present evidence of possessing necessary skills to perform satisfactorily in the position                                                                           | Presents evidence of possessing necessary skills to perform satisfactorily in the position                                                                                                                                                          | Presents evidence of being able to perform exceptionally well in position, based on prior experience and/or demonstrated competencies                                                                                                               |
| Leadership ability                     | Does not demonstrate history of and/or potential for positive leadership                                                                                                     | Demonstrates history of leadership positions                                                                                                                                                                                                        | Provides evidence of track record of successful, transformative leadership                                                                                                                                                                          |
| Customer service skills                | Does not demonstrate and/or mention customer service orientation                                                                                                             | Discusses importance of providing excellent service to internal and/or external customers                                                                                                                                                           | Provides specific, relevant examples of customer-service orientation and positive outcomes for internal and/or                                                                                                                                      |

## PHONE SCREEN RUBRIC

|                                  | Below expectations                                                                                                                                               | Meets expectations                                                                                                                                                                         | Exceeds expectations                                                                                                                                                                                               |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>First impressions</b>         | Does not answer phone at appointed time of phone interview                                                                                                       | Answers phone at the appointed time of phone interview                                                                                                                                     | Answers phone at appointed time of interview promptly, identifies self clearly, and demonstrates awareness of who is calling from PPSD                                                                             |
| <b>Oral communication skills</b> | Does not consistently use proper grammar<br>Does not consistently have good pronunciation and enunciation<br>Does not consistently use a pleasant voice and tone | Uses proper grammar at all times<br>Has good pronunciation and enunciation<br>Uses a pleasant voice and tone at all times                                                                  | Speaks clearly, concisely, and eloquently<br>Has superior pronunciation and enunciation<br>Uses exceptionally pleasant voice and tone at all times                                                                 |
| <b>General attitude</b>          | Demonstrates lack of interest in and enthusiasm about the position<br>Appears passive and indifferent; provides short, closed responses to questions             | Demonstrates interest in and enthusiasm about the position.<br>Provides complete responses to questions and makes appropriate connections between relevant experience/skills and questions | Demonstrates interest in and enthusiasm about the position and evidence of research into position and PPSD<br>Provides complete responses to questions and takes initiative to pose own questions when appropriate |
| <b>Preparation</b>               | Does not demonstrate any knowledge about or research into position and PPSD                                                                                      | Has at least a superficial understanding of the position and PPSD, and asks questions to fill in gaps in knowledge as appropriate                                                          | Demonstrates significant knowledge about or research into position and PPSD<br>Asks specific, highly relevant questions about position, context, and district                                                      |
| <b>Responses</b>                 | Provides incomplete and/or non-responsive answers to questions<br>Does not demonstrate clear understanding of the position                                       | Responds with appropriate answers<br>Demonstrates knowledge of potential position<br>Demonstrates enthusiasm through responses                                                             | Responds with detailed, specific, answers that provide direct evidence of how the candidate will excel in the position<br>Demonstrates initiative through responses                                                |
| <b>Work history</b>              | Does not have sufficient relevant work experience                                                                                                                | Meets the minimum stated requirements for relevant work experience<br>When prompted, makes connections between previous                                                                    |                                                                                                                                                                                                                    |

|                                |                                                                                                                                   |                                                                                                              |                                                                                                                          |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
|                                | appropriate qualifications and/or skills for the position                                                                         | qualifications and/or skills for the position                                                                | skills for the candidate to excel in the position                                                                        |
| <b>Leadership ability</b>      | Does not provide evidence of leadership ability                                                                                   | Demonstrates qualities that contribute to leadership ability                                                 | Provides detailed, specific examples of leadership ability in action                                                     |
| <b>Customer service skills</b> | Does not mention customer service orientation voluntarily<br>When asked, provides substandard evidence of customer service skills | Mentions customer service orientation when appropriate and/or when asked                                     | Through responses, clearly demonstrates customer service orientation                                                     |
| <b>Overall impression</b>      | Phone screen does not demonstrate that applicant should move on to next phase of selection process                                | Phone screen demonstrates that applicant meets the minimum requirements to continue in the selection process | Phone screen demonstrates that applicant is likely to excel in the position and should continue in the selection process |



### FACE-TO-FACE INTERVIEW RUBRIC

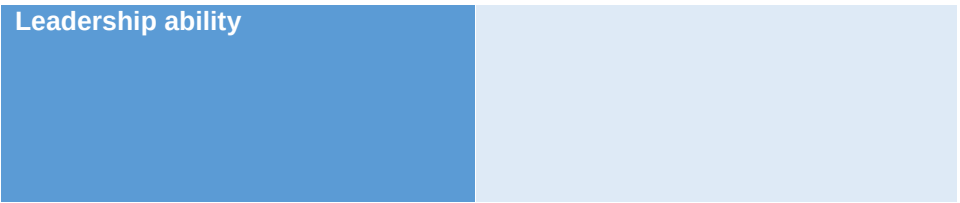
|                   | Below expectations                                                                                                                                                                                                                                 | Meets expectations                 | Exceeds expectations |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------------|
| First impressions | <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> | Arrives on time for interview with |                      |

|                           |                                                                                                                                   |                                                                                                                      |                                                                                                                |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
|                           | and/or is non-responsive to the question/task posed                                                                               | responsive to the question/task posed                                                                                | question posed and possible responses                                                                          |
| Work history              | Candidate does not refer to applicable strengths/skills                                                                           | Candidate refers to applicable strengths/skills multiple times throughout interview                                  | Candidate consistently demonstrates strengths/skills relevant to the position                                  |
| Qualifications/experience | Does not demonstrate how prior experience has provided the appropriate qualifications and/or skills for the position              | Provides evidence of how prior experience has provided the appropriate qualifications and/or skills for the position | Provides detailed, specific evidence of how prior experience will allow the candidate to excel in the position |
| Leadership ability        | Does not provide evidence of leadership ability                                                                                   | Demonstrates qualities that contribute to leadership ability                                                         | Provides detailed, specific examples of leadership ability in action                                           |
| Customer service skills   | Does not mention customer service orientation voluntarily<br>When asked, provides substandard evidence of customer service skills | Mentions customer service orientation when appropriate and/or when asked                                             | Through responses, clearly demonstrates customer service orientation                                           |

## FINAL INTERVIEW RUBRIC bP

|                                  | Below expectations                                                                                                                                                             | Meets expectations                                                                                                                  | Exceeds expectations                                                                                                                                                                                                                     |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>First impressions</b>         | Arrives late and/or unprepared for interview<br>Does not shake hands and/or make eye contact<br>Demonstrates poor hygiene<br>Is dressed overly casually and/or inappropriately | Arrives on time for interview with all required materials<br>Shakes hands and makes eye contact                                     | Arrives early or on time for interview with all required materials<br>Provides additional materials that are relevant and helpful<br>Offers firm handshake, eye contact, and genuine smile                                               |
| <b>Preparation</b>               | Has not integrated information from previous steps of interview process in order to prepare for final interview                                                                | Demonstrates understanding of position, expectations, and PPSD context and has used that information to prepare for final interview | Demonstrates superior understanding of position, expectations, and PPSD context and has used that to craft a compelling case for hire                                                                                                    |
| <b>Critical thinking ability</b> | Lacks careful thought<br>Makes weak or unsupported arguments<br>Shows closed-mindedness and inflexibility                                                                      | Makes appropriate connections<br>Provides evidence to support arguments<br>Shows open-mindedness and flexibility                    | Makes useful connections<br>Demonstrates ethical approach to problem-solving and is consistently fair-minded<br>Justifies assumptions and arguments<br>Demonstrates awareness of alternate points of view and their strengths/weaknesses |
| <b>General attitude</b>          | Demonstrates lack of interest in and enthusiasm about the position                                                                                                             | Demonstrates interest in and enthusiasm about the position                                                                          | Demonstrates interest in and enthusiasm about the position and evidence of research into position and PPSD                                                                                                                               |
|                                  | Provides yes/no or short, closed answers to questions<br>Language often obscures meaning<br>Grammar, syntax, or other errors are distracting and/or repeated                   | Provides appropriate responses but may sometimes need to be prompted to                                                             |                                                                                                                                                                                                                                          |

Leadership ability





|               |
|---------------|
|               |
| 3. Question 3 |
|               |
| 4. Question 4 |

|               |
|---------------|
|               |
| 7. Question 7 |
|               |
| 8. Question 8 |
|               |
| 9. Question 9 |

10. Do you have any questions for us?





