This hiring rubric sample assumes that the CTO is responsible for all five areas listed in our [Why You Need a Chief Talent Officer](https://www.managementcenter.org/resources/why-you-need-chief-talent-officer/) article. You should tailor the rubric based on the scope of your own CTO role.

CTO Candidate Evaluation Rubric – Sample

|  |  |  |
| --- | --- | --- |
| 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.*

|  |  |  |
| --- | --- | --- |
| **Role: The strategist in charge of growing and nurturing our most important resource—our people** | | |
| **Must-have**  *(These describe a 4. This is not the highest ideal; it’s a description of the fundamentals.)* | **1-4** | **Comments/Examples/Evidence**  *Please note 1-2 examples of what you observed; if you have questions or concerns, include them.* |
| **Vision—problem solving and systems thinking:**   * Able to develop and communicate a vision for growing and developing our talent, and to devise creative, pragmatic solutions and strong systems to help us move forward on difficult challenges, including organizational/management policies and practices that may yield inequitable outcomes. * Can see the big picture and spot patterns across seemingly disparate ideas/actions, and can articulate how to turn vision into a concrete multi-year action plan. |  |  |
| **High bar and discerning eye for talent:**   * Has a discerning eye for talent and strong instincts on who can be successful in the areas we need most. * Has a knack for spotting true talent (people who can actually deliver) within a pool of solid applicants and can set up systems that mitigate bias in the hiring process. * Able to think strategically about how to cultivate relationships to find the candidates we need, and engage effectively internally to generate and improve ideas. |  |  |
| **Racial equity and inclusion competency:**   * Experience successfully devising creative, concrete, and pragmatic ways to address or prevent potential equity challenges, including in hiring and organizational policies, systems, and practices. * Wrestles with complexities faced by senior leaders and identifies impacts of internal equity and inclusion issues on staff. Exercises excellent judgment in assessing trade-offs and finding strategic third way approaches or mitigations, and can prioritize solutions for maximum impact. * Able to reflect on and describe the impact of one’s own identities—and those of others—in a given situation, decision, or process with a “continuous improvement” mindset, and build strong relationships across lines of difference (be they race, gender, or other identities). |  |  |
| **Inclusive and collaborative management approach:**   * Has ample experience recruiting candidates and/or managing people, including building teams that are inclusive of people with marginalized identities. * Can translate their experience into concrete plans for staff development, retention, and improving culture, and can be a trusted thought partner for managers on staff issues with an eye toward equity and inclusion. |  |  |
| **Project management:**   * Can oversee a variety of talent-related projects and collaborate with others to develop effective, equitable, sustainable hiring and retention systems (such as compensation guidelines, recruitment plans, performance evaluations, retention plans, and career pathways). * Plans ahead and finds alternative paths, when needed, to get to the finish line. Can see projects through to completion on-scope and within time/budget constraints. |  |  |
| **Relationship-building and interpersonal skills:**   * Able to quickly build strong relationships across identities and lines of power—with staff, prospective candidates, and connectors in the field, especially with our executive director and senior team. * Able to cultivate genuine partnership and motivate others (who aren’t direct reports) without hierarchical power. |  |  |
| **Other comments:** Prior experience in the progressive advocacy, educational equity, or broader nonprofit arenas is a plus, but not a requirement. |  |  |
| **Overall recommendation:** | | |