### **Guidelines for Candidate Visits**

- Please review the Evaluation Criteria before each visit.
- Think about how to present the Board as an environment in which all candidates can thrive.
- Ask all candidates roughly the same questions during the interviews, but allow the conversation to flow freely.
- Use the form to record evidence. Different candidates display evidence of attributes in different ways.
- Base numerical ratings on evidence and be prepared to explain your choices.

#### Candidate Evaluation Criteria

Please use the attached form to record evidence and a numerical score for each of the following criteria (1=clearly below the bar; 2=questionable; 3=above the bar; 4=very good; 5=outstanding).

Research: Assess how well the candidate has shown that he or she, in the Board's environment, will:

- a. Identify interesting and important economic questions and maintain an energetic research agenda
- b. Use appropriate data and techniques to address research questions
- c. Complete a project and disseminate its findings
- d. Work comfortably with complex economic issues and techniques
- e. Look beyond the obvious (considering alternative interpretations, checking robustness of results, modifying research based on findings, understanding nuance, openness to many ways of asking and answering questions)

## **Policy potential:** Assess how well the candidate has shown that he or she:

- a. Has interest in taking a position at the Board and in doing policy work here
- b. Pays attention to detail, manages multiple tasks well, and can prioritize
- c. Has or can acquire specialized knowledge, if necessary, to perform position duties
- d. Shows flexibility and willingness to take on new and unfamiliar work
- e. Can understand the broader context and see the "big picture"

# **Contributions to the group:** Assess how well the candidate has shown that he or she:

- a. Adds a new way of thinking, viewpoint, skillset, background, etc.
- b. Is willing to take and constructively articulate a different position from others
- c. Works respectfully and cooperatively with others
- d. Is willing to help others around him or her and share credit and opportunity

### **Communication Skills:** Assess how well the candidate has shown that he or she:

- a. Listens effectively (attentiveness, understanding and responding to questions)
- b. Speaks effectively (preparation, structure, motivation, clarity)
- c. Writes effectively (structure, motivation, clarity)

### **Other Key Abilities:** Assess how well the candidate has shown that he or she:

- a. Shows integrity (is truthful, respects confidentiality, admits mistakes, doesn't misrepresent people or work)
- b. Works hard and perseveres (takes on challenges and can succeed in unfamiliar or adverse situations)
- c. Shows an interest in and openness to continued professional growth and development

evaluation is based on: (mark all that apply):	
Candidate's CV Candidate's job talk	Other
Candidate's JMP Individual interview meeting	ng
Candidate's letters of recommendation Lunch or dinner with cand	lidate
earch Potential - Energy / Economic and technical skill / Relevance / Abil	ity to look beyond the obvious
	<ul><li>5 Outstanding</li></ul>
	<ul><li>4 Very Good</li></ul>
	<ul><li>3 Above the Bar</li></ul>
	<ul><li>2 Questionable</li></ul>
	1 Clearly Below the Bar
	<ul><li>NA</li></ul>
cy Potential - Interest and ability in doing policy work at the Board	
,	O 5 Outstanding
	5 Outstanding
	4 Very Good
	3 Above the Bar
	2 Questionable
	1 Clearly Below the Bar
	NA
ibutions to the Group - Willingness and ability to enhance the productive point, skillset, economic background, etc.	vity of others / Adds new thinking,
	<ul><li>5 Outstanding</li></ul>
	4 Very Good
	3 Above the Bar
	2 Questionable
	1 Clearly Below the Bar
	<ul><li>NA</li></ul>
unication Skills - Ability to listen, speak, and write	
unication Skills - Ability to listen, speak, and write	5 Outstanding
nunication Skills - Ability to listen, speak, and write	5 Outstanding 4 Very Good
unication Skills - Ability to listen, speak, and write	
nunication Skills - Ability to listen, speak, and write	4 Very Good
nunication Skills - Ability to listen, speak, and write	<ul><li>4 Very Good</li><li>3 Above the Bar</li></ul>
unication Skills - Ability to listen, speak, and write	<ul><li>4 Very Good</li><li>3 Above the Bar</li><li>2 Questionable</li></ul>
	<ul> <li>4 Very Good</li> <li>3 Above the Bar</li> <li>2 Questionable</li> <li>1 Clearly Below the Bar</li> <li>NA</li> </ul>
	4 Very Good 3 Above the Bar 2 Questionable 1 Clearly Below the Bar NA
	4 Very Good 3 Above the Bar 2 Questionable 1 Clearly Below the Bar NA al
	4 Very Good 3 Above the Bar 2 Questionable 1 Clearly Below the Bar NA al 5 Outstanding 4 Very Good
	4 Very Good 3 Above the Bar 2 Questionable 1 Clearly Below the Bar NA al 5 Outstanding 4 Very Good 3 Above the Bar
munication Skills - Ability to listen, speak, and write  r Key Abilities - Integrity / Perseverance and work ethic / Growth potenti	4 Very Good 3 Above the Bar 2 Questionable 1 Clearly Below the Bar NA al 5 Outstanding 4 Very Good 3 Above the Bar 2 Questionable
	4 Very Good 3 Above the Bar 2 Questionable 1 Clearly Below the Bar NA al 5 Outstanding 4 Very Good 3 Above the Bar