



Texas Chief Public Defender Hiring Rubric

Use this tool to help evaluate chief public defender candidates. A candidate’s score will help determine whom to interview and whom to hire.
When a candidate does not fit neatly into a category, use your best judgment to score the candidate.

| | 0 Does Not Meet | 1 Approaches | 2 Meets | 3 Exceeds | 4 Outstanding |
|---------------------------------|--|--|---|--|--|
| Leadership | Has not led a legal organization as chief, first assistant, or division director. | Has led a legal organization as chief, first assistant, or division director for 1-4 years. | Has led a legal organization as chief, first assistant, or division director for 5-9 years. | Has led a legal organization as chief, first assistant, or division director for 10-14 years. May instruct other leaders. | Has led a legal organization for 15+ years, including 5+ years as chief, first assistant, or division director. Instructs other leaders. |
| Litigation | Has litigated criminal cases for 0-3 years or has tried 0-9 cases to verdict. | Has litigated criminal cases for 4–6 years or has tried 10-14 cases to verdict. | Has litigated criminal cases for 7-14 years or has tried 15-24 cases to verdict. | Has litigated criminal cases for 15-19 years or has tried 25-49 cases to verdict. May have taught litigation skills. | Has litigated criminal cases for 20+ years or has tried 50+ cases to verdict. Has taught litigation skills. |
| Public Defense | Has never worked as a public defender. | Has worked in a public defender office for 1-4 years. | Has worked in a public defender office for 5-9 years. | Has worked in a public defender office for 10-14 years. May have served in a public defender leadership, management, or supervision role. | Has worked in a public defender office for 15+ years. Has served in a public defender leadership, management, or supervision role. |
| Supervision | Has not served as a supervisor. | Has supervised 1-4 attorneys and staff. Has served as a supervisor for 1-3 years. | Has supervised 5-9 attorneys and staff. Has served as a supervisor for 4-7 years. | Has supervised 10+ attorneys and staff. Has served as a supervisor for 8-14 years. May have taught other supervisors. | Has supervised 10+ attorneys and staff. Has served as a supervisor for 15+ years. Has taught other supervisors. |
| Management and Budgeting | Has not managed daily operations for a legal organization. Has not created or overseen an organizational budget. | Has managed daily operations for a legal organization for 1-3 years. May have helped create or oversee an organizational budget. | Has managed daily operations for a legal organization for 4-6 years. Has helped create or oversee an organizational budget. | Has managed daily operations for a legal organization for 7-9 years. Has created, proposed, advocated for, or overseen organizational budgets in multiple years. | Has managed daily operations for a legal organization for 10+ years. Has created, proposed, advocated for, or overseen organizational budgets in multiple years. May have taught or written about management or budgeting. |