

ETS Performance Assessment for School Leaders (PASL)

Task 1: Problem Solving in the Field

Rubric for Step 1: Identifying a Problem/Challenge (Textbox 1.1.1)

Score of 1	Score of 2	Score of 3	Score of 4
A response at the 1-level	A response at the 2-level	A response at the 3-level	A response at the 4-level
provides <i>minimal</i> evidence	provides <i>partial</i> evidence	provides <i>effective</i> evidence	provides <i>extensive</i> evidence
that demonstrates the school	that demonstrates the school	that demonstrates the school	that demonstrates the school
leader candidate's ability to	leader candidate's ability to	leader candidate's ability	leader candidate's ability
identify a significant	identify a significant	to identify a significant	to identify a significant
problem/challenge and its	problem/challenge and its	problem/challenge and its	problem/challenge and its
impact on instructional	impact on instructional	impact on instructional	impact on instructional
practice and student	practice and student	practice and student	practice and student
learning; to collect	learning; to collect	learning; to collect	learning; to collect
appropriate longitudinal data	appropriate longitudinal data	appropriate longitudinal data	appropriate longitudinal data
that support the choice of a	that support the choice of a	that support the choice of a	that support the choice of a
problem/challenge; and	problem/challenge; and	problem/challenge; and	problem/challenge; and
to anticipate the results of	to anticipate the results of	to anticipate the results of	to anticipate the results of
addressing the	addressing the	addressing the	addressing the
problem/challenge and the	problem/challenge and the	problem/challenge and the	problem/challenge
impact that the results will	impact that the results will	impact that the results will	and the impact that the
have on instructional	have on instructional	have on instructional	results will have on



Rubric for Step 1 (continued)

Score of 1	Score of 2	Score of 3	Score of 4
practice and student learning. The preponderance of evidence for the 1-level criteria is <i>minimal</i> and/or <i>ineffective</i> throughout the response for Step 1. Evidence may also be missing.	practice and student learning. The preponderance of evidence for the 2-level criteria is <i>limited</i> and/or <i>vague</i> throughout the response for Step 1.	practice and student learning. The preponderance of evidence for the 3-level criteria is <i>appropriate</i> and <i>connected</i> throughout the response for Step 1.	instructional practice and student learning. The preponderance of evidence for the 4-level criteria is <i>insightful</i> and <i>tightly connected</i> throughout the response for Step 1.

Score of 0 for Step 1

If a Zero is assigned, the Step is considered "Not Scoreable" because of insufficient evidence. A Zero is assigned to Step 1 for at least one of the following reasons.

- No written response is in the Task 1—Step 1 textbox.
- The written response does not address any of the guiding prompts for Task 1—Step 1.
- The written response is attached as a standalone document rather than directly in the textbox provided.
- There is a technical difficulty with the artifact attachment (e.g., artifact is corrupt or will not open, is unreadable and/or indecipherable, or contains only hyperlinks).

• None of the following required artifacts are acceptable or attached to any of the Task 1 textboxes.

• Representative page of longitudinal data



Response for Textbox 1.1.1

Score of 1	Score of 2	Score of 3	Score of 4
Response provides evidence that includes the following:	Response provides evidence that includes the following:	Response provides evidence that includes the following:	Response provides evidence that includes the following:
 an <i>inaccurate</i> selection of a significant problem/ challenge that impacts instructional practice and student learning, with <i>trivial</i> examples linked to the impact <i>little or no</i> use of longitudinal data collected to support the choice of the significant problem/challenge an <i>inappropriate</i> identification of the anticipated results of resolving the problem/ challenge, with an <i>irrelevant</i> identification of the anticipated of the anticipated negative and instructional practice and student learning 	 a <i>cursory</i> selection of a significant problem/ challenge that impacts instructional practice and student learning, with <i>loosely connected</i> examples linked to the impact a <i>limited</i> use of longitudinal data collected to support the choice of the significant problem/challenge a <i>partial</i> identification of the anticipated results of resolving the problem/ challenge, with a <i>confusing</i> identification of the anticipated impact on instructional practice and student learning 	 an appropriate selection of a significant problem/ challenge that impacts instructional practice and student learning, with effective examples linked to the impact an appropriate use of longitudinal data collected to support the choice of the significant problem/challenge a relevant identification of the anticipated results of resolving the problem/ challenge, with an appropriate identification of the anticipated impact on instructional practice and student learning 	 an <i>insightful</i> selection of a significant problem/ challenge that impacts instructional practice and student learning, with <i>significant</i> examples tightly linked to the impact an extensive use of longitudinal data collected to support the choice of the significant problem/challenge an <i>insightful</i> identification of the anticipated results of resolving the problem/ challenge, with a <i>significant</i> identification of the anticipated impact on instructional practice and student learning



Rubric for Step 2: Researching and Developing a Plan (Textboxes 1.2.1 and 1.2.2)

Score of 1	Score of 2	Score of 3	Score of 4
A response at the 1-level provides <i>minimal</i> evidence that demonstrates the school leader candidate's ability to conduct and/or consult research that influences the development of a plan; to explain how school and/or district resources affect the development of the plan; to demonstrate how school/community /cultural influences affect the development of the plan; to develop a plan and identify achievable results; to develop a timeline for each step of the plan; to identify individuals and their roles in the development of the plan; to determine strategies to communicate	A response at the 2-level provides <i>partial</i> evidence that demonstrates the school leader candidate's ability to conduct and/or consult research that influences the development of a plan; to explain how school and/or district resources affect the development of the plan; to demonstrate how school/ community /cultural influences affect the development of the plan; to develop a plan and identify achievable results; to develop a timeline for each step of the plan; to identify individuals and their roles in the development of the plan; to determine strategies to communicate	A response at the 3-level provides <i>effective</i> evidence that demonstrates the school leader candidate's ability to conduct and/or consult research that influences the development of a plan; to explain how school and/or district resources affect the development of the plan; to demonstrate how school/ community /cultural influences affect the develop a plan and identify achievable results; to develop a timeline for each step of the plan; to identify individuals and their roles in the development of the plan; to determine strategies to communicate	A response at the 4-level provides <i>thorough</i> evidence that demonstrates the school leader candidate's ability to conduct and/or consult research that influences the development of a plan; to explain how school and/or district resources affect the development of the plan; to demonstrate how school/ community /cultural influences affect the develop a plan and identify achievable results; to develop a timeline for each step of the plan; to identify individuals and their roles in the development of the plan; to determine strategies to communicate



Rubric for Step 2 (continued)

Score of 1	Score of 2	Score of 3	Score of 4
the plan to various audiences; and to assess the results of the plan and its impact on instructional practice and student learning, as demonstrated by student work.	the plan to various audiences; and to assess the results of the plan and its impact on instructional practice and student learning, as demonstrated by student work.	the plan to various audiences; and to assess the results of the plan and its impact on instructional practice and student learning, as demonstrated by student work.	the plan to various audiences; and to assess the results of the plan and its impact on instructional practice and student learning, as demonstrated by student work.
The preponderance of evidence for the 1-level criteria is <i>minimal</i> and/or <i>ineffective</i> throughout the response for Step 2. Evidence may also be missing.	The preponderance of evidence for the 2-level criteria is <i>limited</i> and/or <i>vague</i> throughout the response for Step 2.	The preponderance of evidence for the 3-level criteria is <i>appropriate</i> and <i>connected</i> throughout the response for Step 2.	The preponderance of evidence for the 4-level criteria is <i>insightful</i> and <i>tightly connected</i> throughout the response for Step 2.

Score of 0 for Step 2

If a Zero is assigned, the Step is considered "Not Scoreable" because of insufficient evidence. A Zero is assigned to Step 2 for at least one of the following reasons.

- No written response is in any of the Task 1—Step 2 textboxes.
- The written response does not address any of the guiding prompts for Task 1—Step 2.
- The written response is attached as a standalone document rather than directly in the textboxes provided.
- There is a technical difficulty with the artifact attachment(s) (e.g., artifact is corrupt or will not open, is unreadable and/or indecipherable, or contains only hyperlinks).
- None of the following required artifacts are acceptable or attached to any of the Task 1 textboxes.
 - Representative page of the research materials and resources you used to inform the development of the plan
 - Representative pages of the plan
 - Representative page of your timeline and steps



Response for Textbox 1.2.1

Score of 1	Score of 2	Score of 3	Score of 4
Response provides evidence that includes the following:	Response provides evidence that includes the following:	Response provides evidence that includes the following:	Response provides evidence that includes the following:
 <i>inappropriate</i> identification of significant research and the influence of the research on the development of the plan <i>trivial</i> identification of the 	 inconsistent identification of significant research and the influence of the research on the development of the plan 	 appropriate identification of significant research and the influence of the research on the development of the plan 	 insightful identification of significant research and the influence of the research on the development of the plan
 influence of school and/or district resources on the development of the plan <i>minimal</i> identification of the influence of 	 uneven identification of the influence of school and/or district resources on the development of the plan 	 informed identification of the influence of school and/or district resources on the development of the plan 	 extensive identification of the influence of school and/or district resources on the development of the plan
school/community/ cultural influences on the development of the plan	 <i>limited</i> identification of the influence of school/community/ cultural influences on the development of the plan 	 appropriate identification of the influence of school/community/ cultural influences on the development of the plan 	 significant identification of the influence of school/community/ cultural influences on the development of the plan



Response for Textbox 1.2.2

Score of 1	Score of 2	Score of 3	Score of 4
Response provides evidence that includes the following:			
 a <i>minimal</i> plan designed	 a partial plan designed to	 an <i>effective</i> plan designed	 an <i>extensive</i> plan
to resolve the	resolve the	to resolve the	designed to resolve the
problem/challenge	problem/challenge	problem/challenge	problem/challenge
• <i>little or no</i> timeline for	 a vague timeline for each	• an <i>appropriate</i> timeline	• a <i>substantive</i> timeline for
each step within the plan	step within the plan and	for each step within the	each step within the plan
and a <i>disconnected</i>	an <i>irrelevant</i> rationale for	plan and an <i>informed</i>	and an <i>insightful</i> rationale
rationale for each timeline	each timeline	rationale for each timeline	for each timeline
 trivial identification of	 <i>limited</i> identification of	 relevant identification of	 detailed identification of
individuals to help	individuals to help	individuals to help	individuals to help
develop the plan, the			
reasons for their	reasons for their	reasons for their	reasons for their
selection, and the roles			
they played	they played	they played	they played
 ineffective strategies used	 cursory strategies used	 relevant strategies used	 in-depth strategies used
for communicating the	for communicating the	for communicating the	for communicating the
plan to various audiences,			
with little or no rationale	with a <i>loosely connected</i>	with an effective rationale	with a tightly connected
for their choice	rationale for their choice	for their choice	rationale for their choice



Response for Textbox 1.2.2 (continued)

Score of 1	Score of 2	Score of 3	Score of 4
Response provides evidence that includes the following:	Response provides evidence that includes the following:	Response provides evidence that includes the following:	Response provides evidence that includes the following:
 an ineffective method of assessing the results of the plan, including its impact on instructional practice and student learning as demonstrated by student work, with an ineffective rationale for the choice of student work 	• a limited method of assessing the results of the plan, including its impact on instructional practice and student learning as demonstrated by student work, with a loosely connected rationale for the choice of student work	 an effective method of assessing the results of the plan, including its impact on instructional practice and student learning as demonstrated by student work, with an informed rationale for the choice of student work 	 a significant method of assessing the results of the plan, including its impact on instructional practice and student learning as demonstrated by student work, with an extensive rationale for the choice of student work



Rubric for Step 3: Implementing the Plan (Textboxes 1.3.1 and 1.3.2)

Score of 1	Score of 2	Score of 3	Score of 4
A response at the 1-level provides <i>minimal</i> evidence that demonstrates the school leader candidate's ability to support the implementation of the plan; to identify the individuals included in the plan's implementation and explain why and how they were included; to identify communication strategies used with team members and the impact of the strategies on the implementation of the plan; to determine criteria and methods used to monitor the implementation of the plan; to identify any adjustments made during the implementation of the plan; to analyze the effectiveness of the plan; and to explain the plan's impact on instructional practice and student learning.	A response at the 2-level provides <i>partial</i> evidence that demonstrates the school leader candidate's ability to support the implementation of the plan; to identify the individuals included in the plan's implementation and explain why and how they were included; to identify communication strategies used with team members and the impact of the strategies on the implementation of the plan; to determine criteria and methods used to monitor the implementation of the plan; to identify any adjustments made during the implementation of the plan; to analyze the effectiveness of the plan; and to explain the plan's impact on instructional practice and student learning.	A response at the 3-level provides <i>effective</i> evidence that demonstrates the school leader candidate's ability to support the implementation of the plan; to identify the individuals included in the plan's implementation and explain why and how they were included; to identify communication strategies used with team members and the impact of the strategies on the implementation of the plan; to determine criteria and methods used to monitor the implementation of the plan; to identify any adjustments made during the implementation of the plan; to analyze the effectiveness of the plan; and to explain the plan's impact on instructional practice and student learning.	A response at the 4-level provides consistent evidence that demonstrates the school leader candidate's ability to support the implementation of the plan; to identify the individuals included in the plan's implementation and explain why and how they were included; to identify communication strategies used with team members and the impact of the strategies on the implementation of the plan; to determine criteria and methods used to monitor the implementation of the plan; to identify any adjustments made during the implementation of the plan; to analyze the effectiveness of the plan; and to explain the plan's impact on instructional practice and student learning.



Rubric for Step 3 (continued)

Score of 1	Score of 2	Score of 3	Score of 4		
The preponderance of evidence for the 1-level criteria is <i>minimal</i> and/or <i>ineffective</i> throughout the response for Step 3. Evidence may also be missing.	The preponderance of evidence for the 2-level criteria is limited and/or vague throughout the response for Step 3.	The preponderance of evidence for the 3-level criteria is appropriate and connected throughout the response for Step 3.	The preponderance of evidence for the 4-level criteria is insightful and tightly connected throughout the response for Step 3.		
Score of 0 for Step 3					
If a Zero is assigned, the Step is considered "Not Scoreable" because of insufficient evidence. A Zero is assigned to Step 3 for at least one of the following reasons.					
 No written response is in any of the Task 1—Step 3 textboxes. 					

- The written response does not address any of the guiding prompts for Task 1—Step 3.
- The written response is attached as a standalone document rather than directly in the textboxes provided.
- There is a technical difficulty with the artifact attachment(s) (e.g., artifact is corrupt or will not open, is unreadable and/or indecipherable, or contains only hyperlinks).
- None of the following required artifacts are acceptable or attached to any of the Task 1 textboxes.
 - Representative page of your communication with stakeholders
 - Representative page of an artifact of your choice that reflects any adjustments and/or results related to the implementation of the plan (e.g., meeting notes, e-mails to stakeholders)
 - Representative page of student work



Response for Textbox 1.3.1

Score of 1	Score of 2	Score of 3	Score of 4
Response provides evidence that includes the following:			
 minimal actions taken to	 <i>limited</i> actions taken to	 informed actions taken to	 significant actions taken
support the	support the	support the	to support the
implementation of the	implementation of the	implementation of the	implementation of the
plan, with examples that			
are disconnected from the	are <i>loosely connected</i> to	are aligned to the	are tightly connected to
identified actions	the identified actions	identified actions	the identified actions
• an <i>inappropriate</i> selection	 a partial selection of	 an appropriate selection	 an <i>insightful</i> selection
of members to implement	members to implement	of members to implement	of members to implement
the plan and an	the plan and a confusing	the plan and an informed	the plan and an <i>in-depth</i>
<i>ineffective</i> rationale for	rationale for why and how	rationale for why and how	rationale for why and how
why and how these	these members were	these members were	these members were
members were included	included	included	included
 ineffective strategies used	 partial strategies used to	 effective strategies used	 substantive strategies
to communicate with	communicate with team	to communicate with	used to communicate with
team members and an	members and an	team members and a	team members and a
ineffective rationale for	<i>incomplete</i> rationale for	<i>logical</i> rationale for	detailed rationale for
selecting these strategies	selecting these strategies	selecting these strategies	selecting these strategies
and identifying their	and identifying their	and identifying their	and identifying their
impact on the	impact on the	impact on the	impact on the
implementation of the	implementation of the	implementation of the	implementation of the
plan	plan	plan	plan



Response for Textbox 1.3.2

Score of 1	Score of 2	Score of 3	Score of 4
Response provides evidence that includes the following:	Response provides evidence that includes the following:	Response provides evidence that includes the following:	Response provides evidence that includes the following:
 an <i>illogical</i> identification of criteria and methods used to monitor the implementation of the plan, with a <i>disconnected</i> rationale for the choice of criteria and methods <i>ineffective</i> adjustments made during the implementation of the plan, with a <i>disconnected</i> rationale for these adjustments 	 an <i>inconsistent</i> identification of criteria and methods used to monitor the implementation of the plan, with a <i>limited</i> rationale for the choice of criteria and methods <i>inconsistent</i> adjustments made during the implementation of the plan, with a <i>limited</i> rationale for these 	 a <i>relevant</i> identification of criteria and methods used to monitor the implementation of the plan, with an <i>informed</i> rationale for the choice of criteria and methods <i>logical</i> adjustments made during the implementation of the plan, with an <i>informed</i> rationale for these adjustments 	 a <i>detailed</i> identification of the criteria and methods used to monitor the implementation of the plan, with a <i>thorough</i> rationale for the choice of criteria and methods <i>insightful</i> adjustments made during the implementation of the plan, with a <i>thorough</i> rationale for these adjustments
 minimal identification of the impact of the plan's implementation on the problem/challenge, with few or no examples 	 adjustments <i>uneven</i> identification of the impact of the plan's implementation on the problem/challenge, with 	 informed identification of the impact of the plan's implementation on the problem/challenge, with connected examples 	 substantive identification of the impact of the plan's implementation on the problem/challenge, with in-depth examples
 <i>little</i> or <i>no</i> analysis of the impact of the plan's implementation on instructional practice and student learning, with <i>minimal</i> examples 	 <i>confusing</i> examples <i>partial</i> analysis of the impact of the plan's implementation on instructional practice and student learning, with <i>loosely</i> connected examples 	• appropriate analysis of the impact of the plan's implementation on instructional practice and student learning, with connected examples	 significant analysis of the impact of the plan's implementation on instructional practice and student learning, with extensive examples



Rubric for Step 4: Reflecting on the Plan and the Resolution (Textbox 1.4.1)

Score of 1	Score of 2	Score of 3	Score of 4
A response at the 1-level provides <i>minimal</i> evidence that demonstrates the school leader candidate's ability to reflect on the effectiveness of the resolution to determine changes that could be made to the development and implementation process; to reflect on the entire process of development and implementation and determine lessons learned; and to reflect on how what has been learned will influence future problem- solving tasks.	A response at the 2-level provides <i>partial</i> evidence that demonstrates the school leader candidate's ability to reflect on the effectiveness of the resolution to determine changes that could be made to the development and implementation process; to reflect on the entire process of development and implementation and determine lessons learned; and to reflect on how what has been learned will influence future problem- solving tasks.	A response at the 3-level provides <i>effective</i> evidence that demonstrates the school leader candidate's ability to reflect on the effectiveness of the resolution to determine changes that could be made to the development and implementation process; to reflect on the entire process of development and implementation and determine lessons learned; and to reflect on how what has been learned will influence future problem- solving tasks.	A response at the 4-level provides consistent evidence that demonstrates the school leader candidate's ability to reflect on the effectiveness of the resolution to determine changes that could be made to the development and implementation process; to reflect on the entire process of development and implementation and determine lessons learned; and to reflect on how what has been learned will influence future problem- solving tasks.
The preponderance of evidence for the 1-level criteria is <i>minimal</i> and/or <i>ineffective</i> throughout the response for Step 4. Evidence may also be missing.	The preponderance of evidence for the 2-level criteria is <i>limited</i> and/or <i>vague</i> throughout the response for Step 4.	The preponderance of evidence for the 3-level criteria is <i>appropriate</i> and <i>connected</i> throughout the response for Step 4.	The preponderance of evidence for the 4-level criteria is <i>insightful</i> and <i>tightly connected</i> throughout the response for Step 4.



Rubric for Step 4 (continued)

Score of 0 for Step 4

If a Zero is assigned, the Step is considered "Not Scoreable" because of insufficient evidence. A Zero is assigned to Step 4 for at least one of the following reasons.

- No written response is in the Task 1—Step 4 textbox.
- The written response does not address any of the guiding prompts for Task 1—Step 4.
- The written response is attached as a standalone document rather than directly in the textbox provided.



Response for Textbox 1.4.1

Score of 1	Score of 2	Score of 3	Score of 4
Response provides evidence that includes the following: • irrelevant identification of changes that could be made to the development and implementation processes for use in similar situations, with few or no examples • ineffective reflection on	Response provides evidence that includes the following: • limited identification of changes that could be made to the development and implementation processes for use in similar situations, with loosely connected examples	Score of SResponse provides evidence that includes the following:• effective identification of changes that could be made to the development and implementation processes for use in similar situations, with relevant examples• relevant reflection on	Response provides evidence that includes the following: • substantive identification of the changes that could be made to the development and implementation processes for use in similar situations, with detailed examples
lessons learned from the entire process of developing and implementing the plan, with <i>inappropriate</i> examples	 partial reflection on lessons learned from the entire process of developing and implementing the plan, with <i>limited</i> examples 	lessons learned from the entire process of developing and implementing the plan, with <i>appropriate</i> examples	 substantive reflection on lessons learned from the entire process of developing and implementing the plan, with insightful examples
 minimal identification of how what has been learned will influence future approaches to problem-solving tasks, with inappropriate examples 	 inconsistent identification of how what has been learned will influence future approaches to problem-solving tasks, with <i>limited</i> examples 	 informed identification of how what has been learned will influence future approaches to problem-solving tasks, with appropriate examples 	 significant identification of how what has been learned will influence future approaches to problem-solving tasks, with insightful examples

Copyright © 2025 by Educational Testing Service. All rights reserved. ETS and the ETS logo are registered trademarks of Educational Testing Service (ETS) in the United States and other countries.