

CONFIDENTIAL ONE-WAY ATTORNEY-CLIENT COMMUNICATION

TO: Applicant Review Panel (ARP) Members Nasir Ahmadi, Mary Camacho and Kerri Spano
FROM: Stephanie Ramirez-Ridgeway, ARP Counsel
DATE: July 16, 2010
RE: Suggested Interview Questions and Proposed Interview Schedules

Suggested Interview Questions

As you discussed during the June 30, 2010, panel meeting, when you announce the 120 applicants who will be asked to participate in interviews, you will also identify five or six standard questions that you will ask every interviewee. By providing all applicants advance notice as to a few questions you intend to ask each applicant interviewed, applicants have an equal opportunity to prepare for the interview, whether they are the first interviewee or the last. Although you will pose several standard questions to each applicant interviewed, you may wish to select standardized questions that elicit answers that reveal something unique about the applicant, as opposed to questions for which there is a single answer that all applicants can research and answer uniformly. In addition to the standard five or six questions you agree on in advance, you will also ask each interviewee various questions that are unique to that applicant.

To assist you in your deliberations regarding the standard interview questions you intend to ask every applicant you interview, I have compiled the following list of standard questions for your consideration:

- Tell us about a time when you had to set aside your personal interests or biases and exercise impartial judgment.
- What specific skills do you believe a good commissioner should possess? Of those skills, which do you possess? Which do you not possess and how will you compensate for it?
- When the Citizens Redistricting Commission performs its work, it must take a variety of factors into account, such as geographic compactness and others. Which of these factors do you think will be the most difficult for the commission to apply and how do you expect the commission to resolve those factors that may appear to conflict with one another?
- Describe a circumstance from your personal experience where you had to work with others to resolve a conflict or difference of opinion. Please describe the issue, and explain your role in addressing and resolving the conflict. If you are selected to serve on

the Citizens Redistricting Commission, tell us how you would resolve conflicts that may arise among the commissioners.

-How will the commission's work impact the state? Which of these impacts will improve the state the most? Is there any potential for the commission's work to harm the state and, if so, in what ways?

-Explain your vision of a day in the life of a commissioner. Is there anything in your life that would prohibit or impair your ability to perform all of the duties of a commissioner?

-How can the commission accomplish all of the work it has to accomplish by the deadlines contained in the law? What could prevent the commission from meeting its deadlines? What will you do to ensure that the commission meets its deadlines?

-The commission has the authority to hire and contract for consultants, staff and legal services. If you are selected to serve on the commission, what role will consultants play in the commission's work? What role will staff play in the commission's work? What role will attorneys play in the commission's work? How will you select staff, consultants and attorneys? What qualities will you look for in each category of help?

-Describe a situation where you have had to work as part of a group to achieve a common goal. Tell us about the goal, describe your role within the group, and tell us how the group worked or did not work collaboratively to achieve this goal. If you are selected to serve on the Citizens Redistricting Commission, tell us what you would do to foster collaboration among the commissioners.

-A considerable amount of the commission's work will involve meeting with people from all over California who come from very different backgrounds and very different perspectives. If you are selected to serve on the commission, tell us about the specific skills you possess that will make you effective at interacting with the public.

Lastly, at the beginning of each interview, you may wish to ask the applicant to present valid photo identification so that you can verify the applicant's identity before commencing the interview.

Proposed Interview Schedule

As you also discussed at the last meeting, given that you have 120 applicants to interview during a six-week period, it appears that you will have no more than 1 ½ to 1 ¾ hours to spend interviewing each candidate. This is not a great deal of time given that panelists, panel staff and panel counsel may ask questions during the interviews, all of which will take place during meetings that are open to the public. Acknowledging these limitations, you asked me to prepare a proposed interview schedule for your consideration. The panel's executive secretary and I have prepared several proposed schedules for your consideration.

Under the proposed schedules, all applicants will have the same maximum amount of time to speak. Although some applicants may be more concise than others, no interview may exceed the maximum scheduled interview time. Additionally, while we made every effort to schedule only four interviews per day, we concluded that it was not possible to do so given the limited amount of time the panel has to interview all candidates and determine the final 60 applicants whose names will be submitted to the Legislature. Consequently, we determined that, in order to complete the interviews on time and reserve a few interview appointments to provide for rescheduling if an applicant experiences a personal illness or emergency, you must plan to interview five applicants each business day between August 6, 2010 and September 13, 2010. We selected Friday, August 6th as the start date in order to maximize the amount of time applicants have to plan before the first interviews begin. We also suggest that you begin interviews at 9:15 each morning to minimize possible delays caused by morning rush hour traffic and provide applicants ample time to arrive before the first interview each day.

We have prepared four proposed schedules for your consideration, all including a half hour lunch break, short breaks in between interviews, and ten reserve interview slots to permit rescheduling in case of illness or emergency. The first proposal provides an hour and 30 minutes to interview each applicant and a ten minute break between interviews. The second proposal is similar to the first, but provides a 15 minute break between interviews. The third proposal provides an hour and 45 minutes to interview each applicant and a ten minute break in between each interview. The fourth proposal also provides an hour and 45 minutes for each interview, with a 15 minute break in between. In order for bureau staff to finalize and test the automated interview scheduling system, I recommend that you vote to adopt one of the following four proposed schedules on Monday, July 19, 2010:

Proposed Schedule for 1.5 Hour Interviews

Scenario One: 1.5 hour interviews (5 interviews per day)

Utilizing this scenario, interviews would begin on August 6, 2010, and continue each and every workday (excluding September 6 which is a holiday) through September 13, 2010, in order to complete all 120 interviews in a timely manner. We are proposing that you include 10 additional appointments in the schedule to provide some flexibility despite the limited number of days the panel has to conduct interviews. This schedule would require you to conduct five interviews every workday from August 6, 2010, through September 13, 2010.

This scenario includes a 10 minute break between each interview and a 30 minute lunch break.

Interview No. 1	9:15 a.m. – 10:45 a.m.
Break	10:45 a.m. – 10:55 a.m.
Interview No. 2	10:55 a.m. – 12:25 p.m.
Lunch	12:25 p.m. – 12:55 p.m.
Interview No. 3	12:55 p.m. – 2:25 p.m.
Break	2:25 p.m. – 2:35 p.m.
Interview No. 4	2:35 p.m. – 4:05 p.m.
Break	4:05 p.m. – 4:15 p.m.
Interview No. 5	4:15p.m. – 5:45 p.m.

Proposed Schedule for 1.5 Hour Interviews

Scenario Two: 1.5 hour interviews (5 interviews per day)

Utilizing this scenario, interviews would begin on August 6, 2010, and continue each and every workday (excluding September 6 which is a holiday) until September 13, 2010, in order to complete all 120 interviews in a timely manner. We are proposing that you include 10 additional appointments in the schedule to provide some flexibility despite the limited number of days the panel has to conduct interviews. This schedule would require you to conduct five interviews every workday from August 6, 2010, through September 13, 2010.

This scenario includes a 15 minute break between each interview and a 30 minutes lunch break.

Interview No. 1	9:15 a.m. – 10:45 a.m.
Break	10:45 a.m. – 11:00 a.m.
Interview No. 2	11:00 a.m. – 12:30 p.m.
Lunch	12:30 p.m. – 1:00 p.m.
Interview No. 3	1:00 – 2:30 p.m.
Break	2:30 – 2:45 p.m.
Interview No. 4	2:45 p.m. – 4:15 p.m.
Break	4:15 p.m. – 4:30 p.m.
Interview No. 5	4:30p.m. – 6:00 p.m.

Proposed Schedule for 1.75 Hour Interviews

Scenario Three: 1.75 hour interviews (5 interviews per day)

Utilizing this scenario, interviews would begin on August 6, 2010, and would continue each and every workday (excluding September 6 which is a holiday) until September 13, 2010, in order to complete all 120 interviews in a timely manner. We are proposing that you include 10 additional appointments in the schedule to provide some flexibility despite the limited number of days the panel has to conduct interviews. This schedule would require you to conduct five interviews every workday from August 6, 2010, through September 13, 2010.

This scenario includes a 10 minute break between each interview and a 30 minute lunch break.

Interview No. 1	9:15 a.m. – 11: a.m.
Break	11:00 – 11:10 a.m.
Interview No. 2	11:10 a.m. – 12:55 p.m.
Lunch	12:55 p.m. – 1:25 p.m.
Interview No. 3	1:25 p.m. – 3:10 p.m.
Break	3:10 p.m. – 3:20 p.m.
Interview No. 4	3:20 p.m. – 5:05 p.m.
Break	5:05 p.m. – 5:15 p.m.
Interview No. 5	5:15 p.m. – 7:00 p.m.

Proposed Schedule for 1.75 Hour Interviews

Scenario Four: 1.75 hour interview (5 interviews per day)

Utilizing this scenario, interviews need to begin on August 6, 2010, and continue each and every workday (excluding September 6 which is a holiday) until September 13, 2010, in order to complete 120 interviews in a timely manner. We are proposing that you include 10 additional appointments in the schedule to provide some flexibility despite the limited number of days the panel has to conduct interviews. This schedule would require you to conduct five interviews every day from August 6, 2010, through September 13, 2010.

This scenario includes a 15 minute break between each interview and a 30 minute lunch break.

Interview No. 1	9:15 a.m. – 11: a.m.
Break	11:00 – 11:15 a.m.
Interview No. 2	11:15 a.m. – 1:00 p.m.
Lunch	1:00 p.m. – 1:30 p.m.
Interview No. 3	1:30 p.m. – 3:15 p.m.
Break	3:15 p.m. – 3:30 p.m.
Interview No. 4	3:30 p.m. – 5:15 p.m.
Break	5:15 p.m. – 5:30 p.m.
Interview No. 5	5:30 p.m. – 7:15 p.m.