

The Team Davis Hiring Process



Why Good Hiring Matters

- Increase office effectiveness
- Decrease office mistakes, drama, turnover and supervision
- More work/flex environment opportunities with solid staff

General Recommendations

- Keep an open mind: Do not get attached to anyone too early or dismiss anyone too soon.
- Look at each candidate from many angles.
- Make sure expectations and reality match for both the new hire and the office.
- Hire for the exact job you are trying to fill.
- Pay attention to potential red flags.
- Only hire people you feel GREAT about.
- Treat applicants with respect.

Why Our Hiring Process Works

- We hire great people who fit, move up and stay.
- We review many applications efficiently.
- We avoid bad fits by identifying red flags.
- We find superstars who might be overlooked.
- We involve our entire staff.
- We use the process as an outreach opportunity.

Our Process by the Numbers

(Typical SA/LC opening)

- 250+ Applications over 2 weeks
- 30-40 Chosen for Testing
- 3-5 Interviewed
- 1 person gets the job!

Step 1: Determine Needs

- What does our office value?
- Given our current staffing, what can a new person bring in terms of balance?
- What will the job responsibilities be?
- What skills are needed to do this job?

In Every Job We Look For...

- Position-specific skills
- A positive & collaborative attitude
- People who want to help others
- Great writing skills
- Sound judgement
- Organizational skills
- Loyalty
- Creativity
- Proactive Outlook
- Desire to learn and grow
- Optimism
- Grit
- Balance with other staff strengths
- Value-Added skills or background

Step 2: Advertise the Position



Dear Friend,

I want to let you know about an employment opportunity in my Washington office.

I'd appreciate it if you would help me spread the word and encourage qualified people you know to apply. Because I can serve my constituents best if I hire people who know my district, I am turning to you first. You will find more information about the job below.

Thank you for your help!

Warm Regards,



WASHINGTON, DC - STAFF ASSISTANT/LEGISLATIVE CORRESPONDENT

Congresswoman Susan Davis seeks an organized, friendly, detail-oriented person with strong interpersonal and writing skills for an entry-level position. Duties include administrative tasks such as answering phones, greeting visitors, opening/sorting the mail, supervising interns, drafting constituent correspondence, arranging tours and assisting with other projects. This is a demanding and fun job and a great way to start a career in government.

Strong ties to California's 53rd district are a must. Start date is late February.

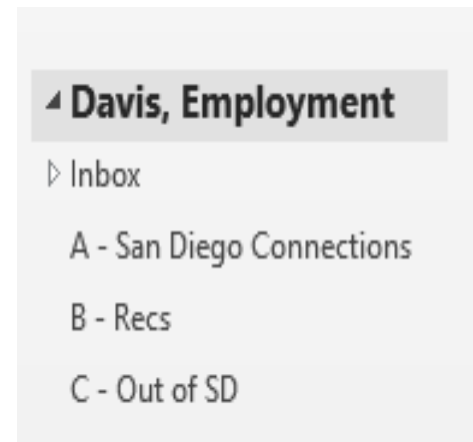
To apply for this position, please e-mail your cover letter, resume, a brief writing sample and contact information for three work references to employment.davis@mail.house.gov.

The application deadline is January 31, 2018. Applicants should be prepared to take a writing test.

NO CALLS OR DROP-BYS PLEASE.

Step 3: Sorting Resumes from the Email Box

- Appoint a Hiring Assistant
- Log the resumes in a batch like constituent mail.
- Sort all incoming mail into 3 folders.
- A: Connections to the districts
- B: Recommended Candidates by friends
- C: Outside of District



Assistant - as applications
come in

Step 4: Sifting Through The Resumes

- Print out all applications from Stack A and B
- Go through resumes and pick out ANY that may work.
- Include any you “have to” look at because of recommendations.
- Include any interested current or former interns.
- You should end up with a go to pile of no more than 40.

Step 5: Creating a Testing Schedule

- Hiring Assistant emails you go to pile and invites them in for testing.
- Set up a testing schedule

Example Testing Email

Dear Applicant,

Thank you for your interest in working in our Washington office!

We received over one hundred applications and have now narrowed our initial pool to about 30 promising candidates including you.

If you are still interested in this position, we ask that you schedule an appointment in either our Washington or San Diego office to take a writing test and fill out some applicant questionnaires. No preparation is necessary. The appointment should take about an hour and a half. After all selected applicants take the writing test, our staff will score them anonymously and we will select about five people for reference checks and interviews.

To schedule your writing appointment, please call me at 202-225-2040 **as soon as you can**.

Thank you and I look forward to hearing from you!

Best,

Hiring Assistant Name

Office of Congresswoman Susan Davis (CA-53)

phone 202.225.2040 1214 Longworth House Office Building, Washington, DC 20515

Example Testing Schedule

- Conduct tests in DC and the District Office
- Plan use of space and staff availability (computers, desks, coverage of office, test proctors)

	PST	Feb-1	Feb-2	Feb-3	Feb-4	Feb-5	Feb-6	Feb-7
1								
2	8:30 AM							
3	8:45 AM							
4	9:00 AM	x	Vince M			Jay B		Please do not schedule this block!
5	9:15 AM					x		
6	9:30 AM							Cara N
7	9:45 AM							x
8	10:00 AM					Julie Ann Alvarado		
9	10:15 AM					x		
10	10:30 AM							
11	10:45 AM							
12	11:00 AM	x	Denise F		Jawad A			Riley N
13	11:15 AM				x			x
14	11:30 AM							
15	11:45 AM							
16	12:00 PM	x	Lauren B					
17	12:15 PM	x	Justin K					
18	12:30 PM				Dominic B			
19	12:45 PM				x			
20	1:00 PM							
21	1:15 PM							
22	1:30 PM							
23	1:45 PM							
24	2:00 PM	x	Kimberly B		Mandeera W			
25	2:15 PM				x			
26	2:30 PM							
27	2:45 PM							
28	3:00 PM	x	Alyssa F		Jocelyn Z			
29	3:15 PM				x			
30	3:30 PM	x	Troy Q					
31	3:45 PM							
32	4:00 PM							
33	4:15 PM							
34	4:30 PM							
35	4:45 PM							
...								

Intern/Staff Assistant

Step 6: Testing

- Don't depend on an initial in-person interview
- Written materials let you compare MANY people in an efficient manner
 - Writing Test
 - District Questionnaire
 - General Written Interview
 - Sometimes specialized Job Tests

Writing Test

- Applicants must score well to move on since all jobs involve tons of writing.
- Conduct it in any of your offices.
- Pick a constituent letter for them to respond to. Make it a sensitive topic.
- Give instructions and time limit to see how well they follow.
- Add a fact sheet to test judgment and make it less about issue knowledge or research.
- Let staff judge and create judge instructions

District Questionnaire

Name: Amal Al Khatlani

San Diego Survey 2018

1. Explain your ties to Congresswoman Davis's district.

When my family came to the United States as refugees, we settled in the 55th District in Linda Vista. I went to elementary school in the district, attended the Linda Vista Boys & Girls Club until I was 18, and graduated from San Diego State in 2016. I've spent most of my life in the district and identify very fondly with it. I understand the daily struggles of the district's most vulnerable, including the poor and the homeless. I feel like I can address these personal issues on a bigger stage.

2. Name a few of your favorite parts of Balboa Park.

My favorite part is the Model Railroad Museum. I am absolutely fascinated with the entire world recreated in a miniature form. I enjoy Municipal Gym, where I can play basketball with some of the best players in San Diego, and not least, I enjoy the individual houses where I can explore the immense cultural diversity of my city.

3. What are two crises San Diego is facing or has faced recently?

One issue that pushed itself to the forefront of the news is our homelessness crisis. It was magnified by the recent Hep-A outbreak which highlighted our sore lack of shelter beds and transitional housing. San Diego is the 87th largest city in the US, but 4th in homeless population. Another issue that will keep coming up in the next few years is our power generation crisis. We pay some of the highest electricity rates in the country. San Diego has recently explored creating an energy utility company to sell energy at lower prices but this will be tough with strong SDGE opposition.

4. Name and rate San Diego's major news sources according to your personal opinion.

The San Diego Union Tribune is the most widely recognized traditional news in San Diego. I would rate it as mediocre because I believe the quality has diminished in recent years. There is also talk of the paper folding into LA Times. I personally enjoy the San Diego Reader as I find its pieces are thoroughly researched and investigated. It also writes stories that traditional news powerhouses would not delve into.

5. What do you think of San Diego's school system? How could it be better?

I have mixed views of San Diego's school system. I was fortunate enough to attend the Gross School charter school at UCSD, but my siblings' experiences in SD unified have been very different. I find that there is a distinct lack of focus on higher ed. in high schools and we are not preparing our children for the real world. I would recommend funding for college counselors at every high school and funding for basic college courses.

6. What do you think the federal government could do to improve infrastructure in San Diego County?

I think the biggest issue that comes to mind is ~~housing~~ affordable housing. Many longtime residents are getting pushed out of their homes because of a rise in housing costs. I think the federal government could fund more housing vouchers so that residents can afford to continue living in the city and not on the outskirts.

Secondly, I think a focus on more ferry lines and rapid bus enhancement could greatly reduce our transportation issues and reduce pollution. The gov. could assist in smart planning to ease these issues.

7. What do you think are some important federal issues to South County residents?

I think one of the biggest issues is the status of sanctuary cities. This administration has made it widely known that they will attempt to punish these cities. I think this issue is very important to social residents because no one should have to live with the fear that a father, mother, or brother might be deported because of minor infractions. I think healthcare availability is also a very important issue. When the federal government issues an assault on the healthcare market, we are left with fear and more expensive insurance choices.

8. What's something new and exciting going on in the 53rd District?

I'm excited about some really interesting community projects, like the newly opened skate park in Linda Vista, or the redevelopment of the Qualcomm stadium site. I'm always very interested to see what's going on at the San Diego Diplomacy Council. Through a State Department program, they have delegates from all around the world visiting the city every week.

9. How do you think San Diego compares with the rest of the country politically? What stands out to you?

From my experience as a delegate from when I've left San Diego, we live in a political bubble. We are very not progressive diverse, and open-minded. A lot of parts of the country are not like that and I believe it is because of their lack of diversity. When people don't have people from other backgrounds there is a perception of the "other." I think diversity builds character and tolerance. It also leads to the willingness to compromise.

10. What is your favorite San Diego neighborhood? Why?

I think my favorite neighborhood is Linda Vista. It's the neighborhood I grew up in and the place my family first knew in the US. It is ethnically very diverse, with large populations of white, Latin, and Vietnamese. It also houses a tremendous university that overlooks Mission Bay (UCSD). Aside from my nostalgic reasons, I think Linda Vista is the perfect microcosm of a working class San Diego neighborhood.

Written Interview

Office of Rep. Davis
Applicant Questionnaire 2018

Name: Jawad Al Baykhaladi

Please answer each question candidly—just be yourself. You can be as informal as you want. Please write as much or as little as you like in answer to each question. There is no time limit.

1. What do you value in a Member of Congress?

Personal qualities: honesty, integrity, responsibility. I want congress members to be open to hearing all sides, reject hate, and pursue compromise when possible. I want representatives to exemplify the people they represent.

2. Why do you want to work for Congresswoman Davis?

It's always been a dream to work on legislative policy. I think I can bring a unique viewpoint to the table. I also support congresswoman Davis and believe she best represents my views. Finally, I could find the utmost pleasure in representing my fellow San Diegans in the Capitol.

3. Why do you want this particular job (SA/LC)?

I want this job because it is where I want to be at this point of my career. I think I am well qualified to handle the administrative duties and I am excited to gain new responsibilities that come with legislation. The D.C. office is where all the magic happens.

4. What do you think you would like most about this job?

I would most enjoy ~~an~~ an inside look into how legislation is crafted. I would also really enjoy responding to questions and concerns of my fellow San Diegans and giving them tours of the Capitol building.

5. What do you think you would like least about this job?

I'm not quite sure what I would dislike about this job. Professionally, this is what I've wanted for a long time. Personally, I am worried about the distance away from San Diego and my family. That is something that I will be working on. I would just be very excited for the opportunity.

6. What do you want to be doing professionally in 10 years?

My ~~ultimate~~ ultimate dream is to be working at the United Nations High Commission on Refugees. I ~~draw~~ draw a lot from my personal experience as a refugee and I ~~am~~ am very grateful for the opportunities I have been granted. I believe my life purpose is to help those ~~around me~~ (my family) had to leave behind.

7. What do you consider the greatest accomplishment of your career so far?

I think my selection as an ~~emerging~~ ~~leader~~ Emerging Leader in 2016 for the ~~United~~ Global Ties National Conference has been my greatest achievement. I was one out of 25 selected nationally to attend this conference in D.C. During this conference, we received lessons in protocol and how to handle international delegations. We accompanied ambassador to our country for dinner, visited embassies, and dined in the Ben Franklin Room in the Department of State building.

8. List three adjectives your friends would use to describe you.

Generous, ~~charismatic~~ Charismatic, intelligent
↑
the meaning of my name, Jawad, is arabic

9. Where do you get your news?

I use an aggregator, most prominently, I use Google News which gather ~~is~~ articles from numerous sources including the New York Times, Washington Post, Foreign Policy, The Washington Post, Huffington Post, San Diego Reader. For primary source or when articles haven't been yet published about an event, I look for quick reaction in Twitter, Reddit, and Facebook.

10. What's it like to sit near to you in an office setting? What would your current coworkers say?

I think that my coworkers would say that I am a hardworker and problem-solver. I enjoy input as well as giving input when requested. I like a very collaborative environment. I think coworkers would say that I am very helpful. I am also very IT savvy.

11. How do you like to be supervised?

I enjoy input every now and then. I can take project direction and react creatively. I can do well on my own but don't mind supervision. I would like to be able to give ideas when I can. I love to problem-solve.

12. What makes you stand out from all the other applicants?

I think my ~~the~~ very diverse background is what sets me apart. I am well qualified and I have ~~a~~ narrative to tell. I am a refugee. I attended a college-preparation charter school for ~~the~~ low-income first generation college students. I'm the first in my family to graduate from college. I've served in places such as the San Diego Diplomacy Council, the USDO Institute on Global Conflict & Cooperation, the Rady School of Management, all while ~~simultaneously~~ supporting and translating for my refugee parents. I've served annually ~~on~~ staff at the San Diego Asian ~~Film~~ Film Festival. I have the necessary professional experience and I have an even better ~~American~~ American Dream story waiting to happen.

Bonus Question: Describe in a nutshell how you do your grocery shopping.
(You can use the back)

First of all, ~~the~~ coupons! In the mail or at the store, it doesn't matter. Make a list of what I need first. Also things I might need. Have a budget range before going to the store because prices will not always be as advertised. Go to the store, grab items on the list. Refrigerated items last so they will have the least amount of time out before you get home. Occasionally I'll stroll into the snack aisle and splurge a little bit. After checking out and getting everything home, everything that needs to be refrigerated goes into the refrigerator ~~of~~ right away.

As you can tell, if anything, I am thorough.

Step 7: References

- Reference check the Top 3-5 testers
- Reference conversation not reference check
- Disarm references
- Write down comments word for word

Best Questions to Ask References

- “Tell me about (name)...”
- “Tell me more about that...”
- What is the best way to manage (name)?
- Where can (name) grow?
- If you could design any job for (name), what would it be and why?
- On a scale of 1-10, considering everyone who ever held that position, how would you rank (name)?

Unspoken Rules in Reference Calls

- Accurate phone numbers from applicant
- Quick call backs
- General excitement about the person!!!!
- Pauses (bad sign)
- What they don't say/Read between the lines
- Consistency with other references & applicant's own statements
- Fit with your list of what you need

Step 8: Interview the top Applicants

- Ask disarming questions to make everyone feel comfortable
- Ask about what they know
- Listen for positivity, motivation, fit and answers to any concerns you may have after reading their written material and speaking with references.

Step 9: The Member Interview

- Narrow it to where any candidate you give the Member is ok with you.
- Give the Member a prep book with all the written materials.
- Agree on an interview strategy going in.
- See who the Member connects with and address and any concerns.
- Remember that people get nervous in interviews.
- Strategize with the Member in advance

Step 10: Closing the Deal

With Member

- Weigh the merits of each candidate with the Member.
- Look at the whole “decathlon” as you decide.
- Keep a #2 in mind

To Candidate

- Congratulate but don’t negotiate.
- Let them know you’re picking them first out of hundreds of applicants.
- “Out of ___# of people we think you’re perfect fit! The job pays___”
- Explain the job and the offer very clearly to the person.
- Explain why you’re offering the salary and the benefits you’re offering and why. (CMF averages, office balance, experience, current office pay structure, budget cuts, etc.)
- Give them 48 hours to decide.
- After they accept, ask them to not announce yet.

Immediately after Acceptance

- Announce the decision and why to staff first.
- Nicely let people who didn’t get it know right away.
- Let the new person share their news.
- Announce new hire to the district.
- Encourage staff to email and welcome the new person.

Bonus Tip: How To Treat Applicants With Kindness and Respect

- Remember what it's like to be a job seeker.
- Thank them for applying initially.
- At each round, let them know what the process is and stick to your word.
- Right after you've hired someone, send all applicants thank you notes.
- Sometimes you can help finalists find other jobs or hire them later.

Bonus Tip: Biggest Lesson Learned

- Red flags become fires—pay attention

Bonus Tip: Involving the Whole Staff

- Invite staff to circulate the opening announcement and recommend people.
- Make staff writing test judges.
- Listen to staff feedback on test takers.
- Let staff know the news before anyone else outside.
- DC and DO coordinate throughout process—candidate recruitment, test scheduling, test judging, news sharing.
- Staff respect the new hire because they went through the process themselves.
- Warning: Do not let staff judge people too quickly

Bonus Tip: Across the Staff We Look For

- Balance of policy, political and outreach backgrounds
- Gender balance
- Diversity
- District community balance
- Issue expertise
- Language skills
- Tech skills
- Past career balance—veterans, teachers, lawyers etc.

BONUS DOCUMENTS AND EXAMPLES

Sample Writing Test Documents

Writing Test Instructions for Applicants

Background: It is through staff that much communication occurs between Members of Congress and their constituents. Because Members of Congress receive hundreds of letters and e-mails a day, it is critical that staff be able to turn around responses quickly. This test is designed to help identify potential staff by allowing us to see how well applicants write under pressure.

Directions

Attached is a sample letter from a constituent to Congresswoman Davis. Your job is to answer the letter as you would if you were answering the Congresswoman's mail.

You are encouraged to use facts from the attached fact sheet to back up your statements. Remember this is just a writing test. We are interested in your writing style not your prior knowledge of specific issues. We will base our evaluation of your answer on your tone, organization, expression, sentence structure, spelling, punctuation and ability to select and synthesize important facts.

You should spend no more than 40 minutes on this writing test. The clock starts ticking after you read these instructions. You may use Microsoft Word's "Spelling and Grammar" program. You may use the attached fact sheet and your own prior knowledge but do not use any other sources of information.

Some Things to Keep in Mind

Your response should be in business letter format from Congresswoman Davis to the constituent.

Your tone should be friendly and official.

Your response should be no longer than one page.

Your response should be crisp and to the point.

Your response should address the constituent's concerns, let the constituent know Susan's position and why she stands where she does, and what Congress is doing about the issue.

Look for ways to highlight beliefs or values Congresswoman Davis may share with the constituent. Find ways to explain why Susan may disagree with the constituent.

Sample Test Documents (contd.)

SMITH LETTER

January 15, 2018

Rep. Susan Davis
1214 Longworth HOB
Washington, DC 20515

Dear Susan:

I am writing you today because I believe we need to protect the sanctity of human life. Specifically, I am referring to the issue of abortion or baby-killing. There are a lot of people in government who think women should be able to terminate human life without penalty even in the last trimester. I am not sure where you stand on this. You seem like a nice lady and I think you could be a good Congresswoman but I want to know what you are going to do to stop people from killing babies just because they feel like it. I am not a "one issue voter" but I am very concerned about your views on this issue.

I look forward to a personal response soon. Thank you and God bless.

Sincerely,

Brenda Smith
6545 Balboa Ave.
La Mesa, CA 91942

SMITH LETTER WRITING TEST FACT SHEET

The Issue

- In 1973, the Supreme Court established in *Roe v. Wade* and *Doe v. Bolton* that the U.S. Constitution protects a woman's decision to terminate her pregnancy.
- The NARAL Pro-Choice America views the *Roe* decision as an affirmative statement that personal reproductive health decisions should be made by the individual, not by the government.
- Studies from countries once controlled by communist regimes show that the abortion rate since the fall of communism has significantly declined with the rise of voluntary family planning and contraception.

Susan's Record

- She supported the Affordable Care Act, which expanded access to contraception and family planning services, both of which have been shown to decrease abortions.
- Susan has a 100% rating from NARAL Pro-Choice America and Planned Parenthood.
- Susan believes that women, in consultation with their doctor and in accordance with their faith, are the most qualified to make health care decisions, without the government getting in the way.
- Susan met with members of the California Right to Life Coalition recently.
- Susan has previously offered an amendment to the Defense Authorization bill to repeal the ban on abortions in overseas military hospitals. Susan is a cosponsor of the Me Too Act, which would hold Members of Congress accountable for sexual harassment.

Recent Developments

- Several years ago, a video was released which appeared to show Planned Parenthood employees discussing the illegal sale of fetal organs. However, these videos were revealed to be heavily edited, and multiple investigations have revealed no wrongdoing on Planned Parenthood's part.
- Five years ago, Republicans shut down the government over the ACA's contraception coverage requirement. They've threatened to shut it down since then in an effort to defund Planned Parenthood.

Sample Applicant Response

4

Dear Brenda,

Thank you for reaching out to me regarding your concern for this issue. I always enjoy hearing from my constituents about the issues that matter to you.

While I understand that there is a lasting concern over abortion, I firmly believe that a woman's health decisions, including the termination of a pregnancy, are to be made between women and their doctors. I am a member of the Pro-Choice Caucus, and have cosponsored the Freedom of Choice Act to ensure that women around the country have the right to decide if and when to terminate a pregnancy.

I understand that women do not seek abortions lightly, and as such, I believe that access to accurate and comprehensive sex education that which includes contraceptives, but also abstinence, STD/HIV prevention and resistance skills, are key to preventing many situations where abortion might be considered a woman's best option. According to the CDC, access to accurate sex education has already contributed to a significant decline in sexual activity over the past two decades, as well as in teen pregnancy rates.

Furthermore, I have recently met with members of the California Right to Life Coalition to better understand the perspectives of people who oppose access to abortion, and what the issue means to them.

Thank you for reaching out to me with your concerns, Brenda. Hearing from my constituents is the best way to ensure that I really am working for my constituents. I hope that even though we disagree on this issue, I will still be an effective advocate for your views and concerns in Washington.

Regards,

Congresswoman Susan Davis

Writing Test Documents for Staff

	Unacceptable (-2)	Acceptable (+1)	Top 6-1 Star (+2)	Top 6-2 Stars (+3)	Top 6 -3 Stars (+4)	Top 6-4 Stars (+5)
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						

Writing Test Documents for Staff

Zach	Unacceptable (-2)	Acceptable (+1)	Top 6-1 Star (+2)	Top 6-2 Stars (+3)	Top 6 -3 Stars (+4)	Top 6-4 Stars (+5)
1			X			
2	X					
3		X				
4		X				
5					X	
6				X		
7	X					
8	X					
9				X		
10	X					
11	X					
12					X	
13		X				
14	X					
15	X					
16	X					
17	X					
18				X		
19			X			
20	X					
21	X					
22	X					
23	X					

All Staff who is interested

Scoring The Writing Test

- Writing Test should be scored anonymously (we assign numbers, only the hiring intern/SA knows)
- Staff are the judges. It gets them involved & they enjoy it.
- You will see patterns across the scores.
- Not an exact science, just a tool.

All Staff who is interested

Writing Test Documents for Staff

SA/LC Writing Test Scoring Instructions for Judges

Where to Start:

1. Read the test to make sure you know what was expected of the applicants.
2. Read through *all* of the samples. Look for raw writing ability, sensitivity and judgment as you determine whether an applicant has potential. Divide samples into “Acceptable” and “Unacceptable” piles.

Unacceptable= “This person is NOT Team Davis caliber and I don’t see any potential. Do not hire. Veto.”

Acceptable= “This person could be trained to be a Team Davis member”

3. For each “unacceptable,” check the “unacceptable” box on your score sheet under the sample # and then put it aside.
4. Go back through the “Acceptables” and determine your **Top 6**.
5. For each non-Top 6 “Acceptable,” check the “Acceptable” box next to the score box under that sample number then put them aside.
6. Read your Top 6 very closely and assign each a number of stars from no stars to three stars. You may give the same number of stars to multiple top 6s. Mark the score on your score sheet under that sample number.

Top 6—1 Star = “One of the best of the bunch but I’m not wild about him/her.”

Top 6—2 Stars= “Very good, any mistakes are easily fixed, this person would be fine.”

Top 6—3 Stars= “This person rocks, could walk into the job tomorrow and work with little training.”

Top 6—4 Stars= “This person might be one of our best SA/LCs ever!”

7. Turn your completed score sheet in to William or Jessica by COB Thursday.

Sample Score Sheet

APPLICANT	STAFF										TOTAL	Grade	Interview?
	Zach	Aaron	Jessica	Brandon	Ian	Francine	Lisa	Michael	Cynthia	Armita			
1	2	-2	1	1	-2	1	-2	-2	-2	1	-4		
2	-2	-2	3	-2	-2	1	1	1	-2	-2	-6		
3	1	1	1	1	-2	3	1	1	1	-2	6		
4	1	2	-2	1	-2	1	-2	1	3	3	6		
5	4	1	3	-2	-2	4	2	4	1	4	19		
6	3	1	1	1	3	3	3	4	4	1	24		
7	-2	1	1	-2	1	-2	-2	1	3	4	3		
8	-2	-2	-2	-2	1	2	1	-2	-2	-2	-10		
9	2	2	1	2	1	1	2	2	2	1	16		
10	-2	-2	1	-2	-2	-2	-2	-2	-2	1	-14		
11	-2	-2	3	-2	-2	-2	2	-2	1	1	-5		
12	3	4	1	-2	-2	-2	-2	-2	-2	1	-3		
13	1	2	4	2	3	1	3	4	2	1	23		
14	-2	1	3	-2	-2	-2	-2	-2	-2	1	-9		
15	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-20		
16	-2	2	-2	3	-2	-2	-2	2	1	3	1		
17	-2	2	-2	-2	-2	-2	-2	-2	-2	-2	-16		
18	2	1	1	-2	-2	-2	-2	1	-2	-2	-7		
19	1	1	1	-2	-2	4	-2	3	1	1	6		dropped out
20	-2	1	4	-2	2	2	4	1	-2	2	10		
21	-2	-2	-2	-2	-2	-2	1	1	-2	2	-10		
22	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-20		
23	-2	1	-2	-2	-2	1	-2	1	1	1	-5		
Judges Average Score	-0.26	0.30	0.57	-0.91	-1.00	0.09	-0.26	0.39	-0.17	0.61			

Applicants 5 and 6 had weak San Diego Tests.

Applicant 4 and 18 had strong San Diego ties and excellent stories.

Staff Assistant

Examples of Great Reference Reports

Candidate: Denise Fernandez

Reference Check: Emily Latham – Supervisor at Art Shed

Date: 2/14/18

Overview: Best employee that I hired. Denise was able to pick up all the teaching skills even in Emily was not, got more work, very reliable, very fun to work with, on time

Working in Groups: was assistant in helping to teach and grew quickly to take over classes and took over spot so taking care of accounts and finding people in and out and became the owners lead assistant. Answering emails and doing PR work and making lesson plans. Included everyone from small and big time people. 15 people at a time so able to multitask with 15 kids running around and put together a wine and painting night. Advertised and put on those events.

One thing candidate is best at: Writing. Email clients well and on time.

Weakness: (had trouble thinking) can't think of one specific thing. Great asset. Bilingual. Huge help with Spanish speaking customers.

How to supervise: Showed her the task. Gave example of how to do it. Then Denise picked it up right away and only needed one time to understand it. Quickly able to expand on it.

Did you check in: Usually Denise checked in with Emily and Emily would create a lesson plan and Denise would ask any questions she may have.

How to adapt to come to DC: Not homesick at all. Lived here at all but never wanted to make this her home. Wanted to get out of San Diego. Wasn't looking for art sample. Wanted to use her writing skills and want to be something NEW and exciting and NEW.

See her in politics: Yes. See her in politics and interested in that. Eventually go back to school and pursue more of that atmosphere and this government job would be what she is looking for.

Final thoughts: big asset. Fun. Enjoy working with. Both of those aspects. Have birthday parties last minute and always willing to help out. Can't say enough good things about her. Huge part of what she did is what the job would entail.

Applicant: Denise Fernandez

Reference: Portia – Art Shed Manager

Date: 2/15/18

Tell me about her: She worked for me for three years or longer and she was incredible. She came in at the tail end after I closed the location at the art shed. I wouldn't have survived that long if it weren't for her. She was very organized. Sending me my schedule for the week. She took on a manager role. When I close that Denise closed the shed because they thought that Denise was in charge of the business.

Would she fit doing front desk/politics: Sounds like the most ideal job. She was working with kids and art and her goal was to get into politics. Whether at the front desk or further up. Multi-tasking very well. Manage Portia and the studio. High end clients. Had to deal with parents from all over the place. Speaks Spanish. Translating and directing teachers. Managing my budget so we can have staff managers and teaching. Closing was Denise's out from the Art Shed into the other work. Diligent and organized. Well written. Writes her own letter of references. Well rounded candidate. Incredible personal skills. Very professional. Did all the tasks I didn't want to do.

How would she do in Washington D.C.: She would do incredibly well. She was trying to get ut to Washington. Used the job as a stepping stone. Is on top of everything with the world and country.

How did you supervise her: Pretty self-motivated. I think that outlining clear expectations is all she needs. Not well with micromanaging. If her work didn't meet up expectations, she's intuitive. Takes role seriously.

Anything else: Couldn't be a better fit.

JOB SPECIFIC TESTS FOR SENIOR POSITIONS

Office of Rep. Susan Davis Legislative Director Candidate Questionnaire

Name:

Introduction

Thank you for taking the time to fill out our LD Candidate Questionnaire. We find this is an effective way to get to know you better and to get a sense of whether you will be a good fit for our LD position. We also use the information you provide to make interviews with you and discussions with your references more productive. Although some of this information is on your resume, this format helps us to look at all candidates equally.

Please answer each question candidly—just be yourself. You can be as informal as you want. Please write as much or as little as you like in answer to each question.

Section I: Legislative Experience

1. Please list every issue you have ever handled as a legislative staffer and the approximate amount of time you handled that issue.
2. Please list any House or Senate committee(s) you have staffed for a Member of Congress/Senator and the length of time you staffed that committee.
3. Please list every bill you have written that was introduced by a Member of Congress/Senator. With each bill, please give a brief summary of its provisions and list its status and number if cosponsors. *(If it has been reintroduced, please list status and cosponsors in each Congress.)*
4. Please list floor amendments you wrote that a Member of Congress/Senator introduced.

5. Please describe your two greatest accomplishments as a legislative staffer.
6. Please describe a difficulty you have encountered as a legislative staffer and explain why you had trouble and what you learned from them.
7. When you look to make decisions about co-sponsorships and vote recommendations, where do you turn for information?

Section II: Management Experience

1. Please list the most significant management or leadership positions you have held. *(They don't have to be work-related. Indicate how many people you managed and roughly how long you managed them.)*
2. Please describe your management style.
3. Please describe an instance in which the office/department/group you managed performed better because of your leadership. What did you do that made the difference?
4. Please describe a lesson you have learned as a manager.
5. What kinds of people do you prefer to manage?
6. What kinds of people do you find difficult to manage?
7. What organizational tools do you use as a manager to track projects?

Section III: Healthcare Experience

1. What experience do you have with healthcare issues?
2. What current healthcare issues do you consider your specialty?

3. Why do you want to handle the House Armed Service Committee for Congresswoman Davis?

Section IV: Other Background

1. Please describe your San Diego ties *(if any)*.
2. Please list any foreign languages you speak.
3. What else in your background or skill set would make you a value-added LD?
4. What are three words your friends would use to describe you?
5. What's it like to sit at the desk next to you? What kind of office neighbor are you?
6. What do you think you would like most and least about being LD for Rep. Susan Davis?
7. What issues do you most and least want to cover?
8. What do you want to do later in your career?
9. What do you think sets you apart from all the other LD applicants?

Section V: Samples

Please submit three of the following writing samples of your past work with this questionnaire if you have them:

1. A floor speech
2. An issue briefing memo for a Member or Senator
3. A "Dear Colleague"
4. Another writing sample of your choice

Section VI: References

Please submit the names and current phone numbers of 2-4 of your past or current supervisors and 2-4 people you have managed.

District Scheduling Test

Scheduling Test

Below is a list of events and meetings that the Congresswoman needs to attend. They all take place on the same day. Your task is to map out her schedule for the day. On the attached sheet, please write out the times and the order in which you would schedule everything. Scratch paper is also attached in case you need to sketch it out first. Note: For the evening events, it is not uncommon for the Congresswoman to stop by multiple events in one evening. You will need to determine how she can stop by all three and make the most of her time.

- Gala at the Natural History Museum in Balboa Park
 - 5:30pm – 6:30pm VIP reception*
 - 6:00pm – 7:00pm General reception*
 - 7:00pm – 8:30pm Program and dinner*

- Tour Family Health Centers clinic in El Cajon
 - Any time*

- Tour of San Diego State University Veterans Center
 - Any time*

- Gala at the Ruben H. Fleet Science Center in Balboa Park
 - 7:00pm – 8:00pm Reception*
 - 8:00pm – 9:30pm Program and dinner*

- Meeting with the American Diabetes Association at our office
 - 20 minute meeting, any time*

- Women's Hall of Fame Awards at UCSD
 - 7:00pm – 8:00pm Reception*
 - 8:00pm – 9:30pm Program and dinner*
 - Note: If Susan is there at 8:00pm, they will allow her to make remarks during the program.*

- Coastkeeper Beach Clean-up in Imperial Beach
 - 9:00am – 11:00am*
 - Dress in comfortable clothes that can get dirty*

- Meeting with the director of the downtown San Diego Library at our office
 - 20 minute meeting, any time*

Documents in Member Interview Book

- Resume
- Cover Letter
- Writing Sample
- Written Interview
- District Interview
- Writing Test
- Reference Responses
- Other research or articles found on candidate



Example of a Rejection Letters

(Send as batches in Constituent Mail Program)

Rejection Letters to Interviewees

Thank you for applying for the Staff Assistant/Legislative Correspondent position in my office. I appreciate your interest and am honored that you would consider employment in my office.

I must let you know, however, that we have filled the position. I reviewed nearly three hundred applications before making a decision.

I appreciate you taking the time to take our writing tests and to come in and interview with my staff. We had the most impressive set of applicants we have ever had, and we had to turn away many highly talented people.

Because of your notable credentials, my office will keep your materials on file in case another position becomes available in the near future.

Again, thank you for your interest. I wish you the best of luck in your job search!

With warm regards,

Susan A. Davis

Rejection Letter to everyone else

Thank you for applying for the Staff Assistant/Legislative Correspondent position in my office. I appreciate your interest and am honored that you would consider employment in my office.

I must let you know, however, that we have filled the position. I reviewed nearly three hundred applications before making a decision.

We had the most impressive set of applicants we have ever had, and we had to turn away many highly talented people.

Because of your notable credentials, my office will keep your materials on file in case another position becomes available in the near future.

Again, thank you for your interest. I wish you the best of luck in your job search!

With warm regards,

Susan A. Davis

Staff Assistant

Example of Staff Announcement

I would like to thank everyone who assisted with the new hiring process. We received over three hundred applications for the one open position. The recommendations from you all were very helpful and it was extremely difficult to decide between all the capable, talented San Diegans who applied.

I am proud to announce that our new Washington Staff Assistant/Legislative Correspondent will be Denise Fernandez. Denise graduated from The Academy Our Lady of Peace and San Diego State University. After graduation, she worked at The Art Shed managing its operations. Denise has a passion for issues relating to class equality and immigration. We are excited to welcome her as the newest member of “Team Davis” and I hope that you will say hello to her next time you call the Washington Office!

Good Luck!

Contact Me Anytime

Lisa Sherman

lisa.sherman@mail.house.gov