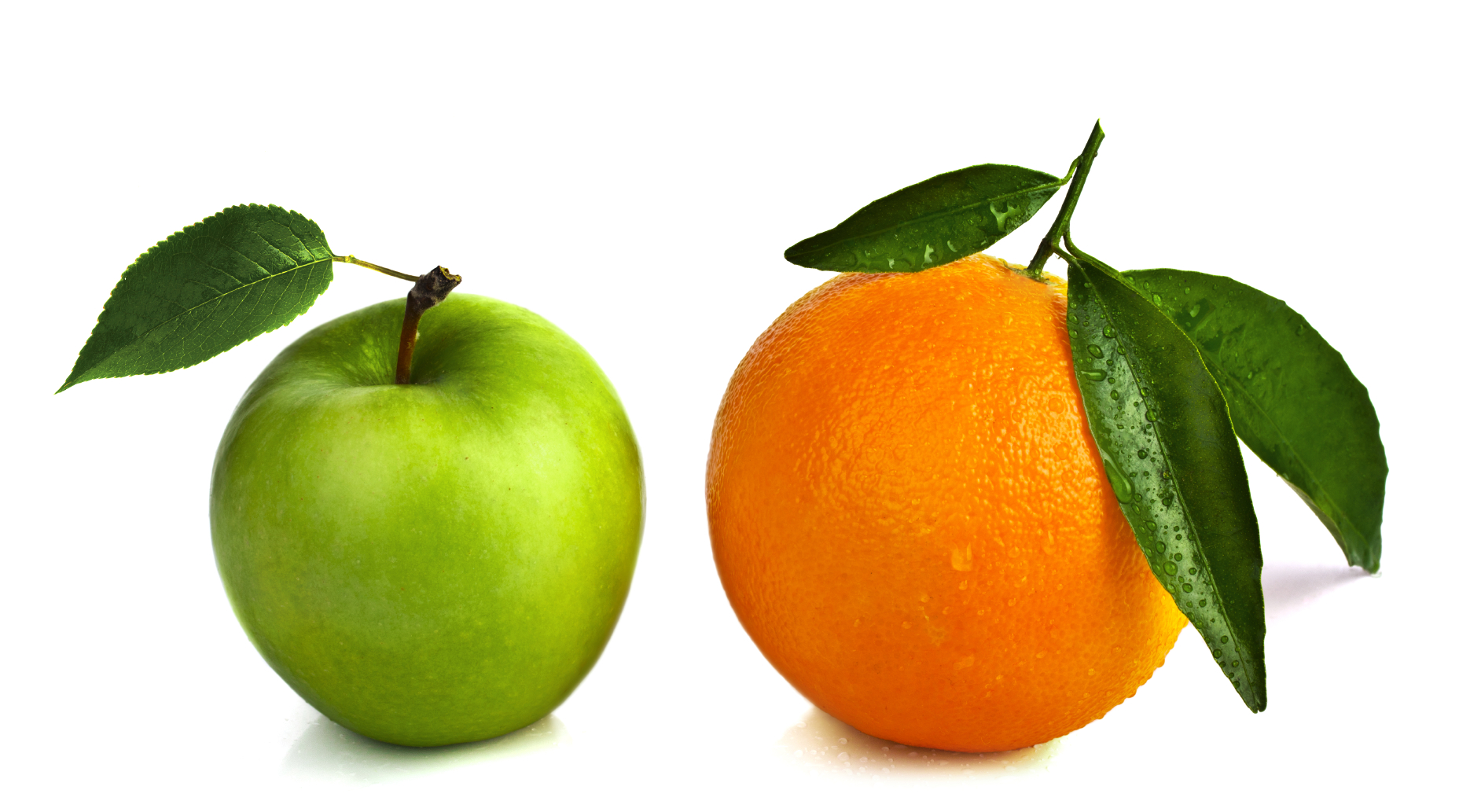


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**ADEPT®**

Assessment and Development Event Portfolio for Talent

ASSESSOR SUPPORT DOCUMENTATION

For Assessment/Development Centre Management

The Festival – Middle Management

Assessor Pack Contents

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Introduction from the Author

Welcome to a Different Approach!

Our assessment and development business simulation portfolio is different in both purpose and focus and comes under the heading ADEPT – Assessment and Development Event Portfolio for Talent.

ADEPT offers a comprehensive set of business simulations to facilitate direct observation of behaviour in order to strengthen strategic decisions in recruitment, development and succession planning.

Behaviour based assessment, as part of an integrative Talent Management solution will enable analysis of the following components.

• Mindset - how an individual interacts with the outside world.

• Personality - how a person processes data internally.

• Attitude - what motivates a person or prompts their actions.

There are a wide range of themed events to choose from, all of which contain a broad combination of exercises such as performance management, role-play, competitive and collaborative group exercises, presentation simulations and analysis and reporting exercises.

All events are self-contained, i.e. they contain all of the administrative and scoring materials you need to manage an advanced assessment/development business simulation, without the need for external consultancy.

Our materials are powerful, accessible and easy to use. But, more importantly, if they don’t fit your business culture or corporate standards ‘exactly’ you can edit them. Editing options for The Festival include: names and places, organisational locations, key facts and figures, issues within projects, letter and report content and news item content.

It should be noted that these materials can be edited at your discretion. The editing options are just suggestions. There are no editing restrictions. However, we would advise a consultation in all editing contexts, and especially where you require removal and/or addition of behaviours and/or behavioural indicators.

Disclaimer

PLEASE NOTE WE WILL ACCEPT NO LIABILITY FOR CHANGES MADE TO THESE ASSESSMENT MATERIALS.

The Festival Snapshot!

Event management demands capabilities of communication, analysis and collaboration, all of which are assessed within this simulation of festival management. Participants will work through group discussion, written analysis and presentation to demonstrate strategic and operational reasoning. This business simulation works very well in event management organisations, public relations and media organisations.

About The Festival

Culture*FEST* represents an annual city festival celebrating cultural diversity through the performing arts. It brings together a wide range of cultural traditions and art forms from a cross section of the community. Representations are made from all walks of life, all age groups and many different races. The Festival has surpassed initially envisaged expectations because of the high quality and innovative program, which has broad appeal in the whole community. The principals that underpin and drive the festival are based on inclusion and experience of all cultures and age groups. It provides access to the performing arts and encourages participation in arts events.

Last year over one million people attended the Festival. More than 12,000 people performed on the floats. It has improved awareness of cultural diversity, social exchange and economics, and stimulated local economies through the promotion of cultural tourism.

### The Parade Committee

The Parade Committee was set up by Dr Andrew Rayne to foster tolerance, understanding and appreciation of the rich cultural heritage that exists, in addition to promoting and presenting excellence in the arts. The Committee is responsible for liaison with all public and private bodies associated with the Festival organisation and acts as an advisory body. Its wider responsibility includes the creation of events that directly patronise local business, improve local employment through events and encourage tourism.

It achieves these objectives by producing high quality events, which expose the public and art practitioners to the unique traditions and artistic endeavours of other races.

Excellence in the arts, innovation, education and stimulation of local economies are its key objectives.

### Independent Review Board

Some recent public relations issues have led to the establishment of an Independent Review Board to evaluate the operation and funding of the Festival. This board has been commissioned to propose a series of management improvements.

The Review is intended to be a constructive and forward-looking piece of work, aimed to develop proposals relating to the future staging of the event.

Participant Goals

Global Events Ltd is a company responsible for event management. The candidates work for a small team, which specialise in festival management. They have been called upon by an Independent Review Board to work closely with them to undertake an evaluation of the annual Festival, with a view to making management improvement recommendations.

Each member of the team has been given a folder of documentation, which includes a wide range of information on the Festival, including reports, festival data, press releases and letters from key stakeholders.

They have ten days to review this documentation in order to ascertain what they regard as the key issues.

Exercises and Behavioural Capabilities Measured

|  |  |
| --- | --- |
| Assigned Group Discussion  Collaboration  Communicating  Managing Resources  Service Provision  Leading People | Written Analysis  Managing Expertise  Communicating  Analytical Skills |

Behavioural Capability Table

About the Exercises

Observing behaviour in a ‘live’ setting enables more effective performance judgements.

This assessment event is intended to be realistic and topical. Some of the issues have been exaggerated to provoke debate, but reflect ‘real world’ circumstances.

In terms of content - this assessment event has been designed to be as flexible as possible. It has been written with a combination of a written analysis and group exercise. However, the backdrop would easily lend itself to a presentation and/or role play exercise – if this is required please contact us for details, we are always happy to assist. All of these elements have been designed to either be scaled up or down depending upon required measurements.

The Festival is a realistic assessment event that is applicable to a broad range of environments. We aim to create a reality that participants can immerse themselves in with real characters with real issues. This facilitates more natural behaviour, allowing observers to record and classify the ‘essence’ of personal performance and capability.

The primary function of this assessment event is to enable interpersonal interaction and provide a set of challenging management issues. This has been designed so that some events have already taken place, which means that there will already be many issues for participants to manage.

Time is limited, though, and participants will have some tasks to complete initially so they must choose which issues are imperative and which can wait.

1. The exercises contain many tasks and can be reduced or expanded so they can be administered over a half day or full day (with a working lunch) depending on requirements.
2. The maximum number of participants in the group is six; the minimum is three (where actors or ‘stand-ins’ can be used).
3. Tasks can be altered to take into account the purpose of the assessment event.
4. All exercises are shown in Appendix (2) with administration guidelines.

How to Observe and Measure your Participants

Detailed observation of behaviour through live simulations will always increase the validity of your recruitment or development decisions.

PRACTICE CHECKLIST

How to Observe, Record, Classify and Evaluate Performance

STAGE 1: Observe, Record, Classify and Evaluate (ORCE)

STAGE 2: Assess Behaviours

For this stage, you will need:

* Marking guide
* Your observation notes

Points to Remember

There is no single correct solution to the exercises. The participants need to work either with each other or individually to drive the issues forward. They also need to manage the time available to get through the issues and tasks involved.

The ORCE (Observe, Record, Classify, and Evaluate) technique should be employed at all times. If this principle is not understood then assessor training is recommended.

Scoring Techniques

Adding Other Assessment Methods To This Event

In order to offer a more balanced matrix in line with best practice, i.e. ensuring that the behaviours are measured at least twice, a behaviour-based interview can be added to the assessment event.

It is also possible to add other exercises, skills based interviews or even psychometrics.

Do s & Don’ts

Remember, you’ve automatically bought the editing rights to these materials, so you are not in breach of copyright if you change them.

DO

* Make sure you seek expert advice before you amend these materials.
* Seek feedback in relation to any changes made to these materials.
* Ensure that all assessors are trained to an adequate standard.
* Ensure your assessment strategy is open and transparent.
* Ensure that all participants are given the opportunity of feedback.
* Ask us if you are unsure about anything in relation to your assessment strategy.
* Have fun! Remember you need to ensure your participants leave by the door and not by the window!

DON’T

BREACH OUR OPEN LICENCE AGREEMENT.

**Appendix (1) – Participant Brief**

##### Participant Business Simulation Background Information

for the Festival Assessment/Development Event

(Please read these details **carefully** as the information attached will

form the background to the Assessment Event)

**PLEASE BRING ALL BACKGROUND DOCUMENTS WITH YOU TO THE**

**ASSESSMENT DAY**

Important

* Please note: additional information will be provided on the assessment day, outlining the tasks that you will have to complete. The following documents have been designed to provide you with background information only.
* This information pack is not re-usable. You may write on or highlight areas of this document as you wish.
* You may use this document and any notes you make in all exercises given on the day.
* Note that all names, figures and tables in this background brief are fictitious.
* Numerical calculation will not form part of the tasks given on the day.

###### Introduction and Background Information

Culture*FEST* represents an annual city festival celebrating cultural diversity through the performing arts. It brings together a wide range of cultural traditions and art forms from a cross-section of the community. Representations are made from all walks of life, all age groups and many different races. The Festival has surpassed initially envisaged expectations because of the high quality and innovative program, which has broad appeal in the whole community. The principals that underpin and drive the festival are based on inclusion and experience of all cultures and age groups. It provides access to the performing arts and encourages participation in arts events.

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Participant Brief

A number of stakeholders are involved in making this year’s Festival a success. There are a range of critical issues to resolve, and it is important that a wide range of perspectives are understood, including:

* The Police
* The Local Community
* Transport Organisations
* Local Business
* The Independent Review Board
* Festival Organisers/Politicians

The Independent Review Board has prompted the Parade Committee to take immediate action, and as a result this folder of documentation *(including reports, festival data, press releases and letters from key stakeholders)* has been sent to senior representatives from the above stakeholder groups.

The Parade Committee has called an urgent meeting, and as a representative of

………………… it is important you make your views heard.

You will have five days to review this documentation in order to ascertain what you regard are the key issues from your perspective, which must be outlined during the meeting.

It is important you make use of and understand **all** the information as perspectives overlap, and you will be expected to comment on and respond to other key stakeholders’ viewpoints.

In addition, you will be expected to write a summary report and present your findings to a panel of three.

**Specific guidelines in relation to the format of your objectives will be given on the day.**

**Appendix (2) – Participant Exercises and Administration**

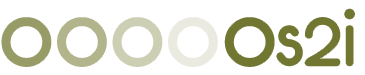
Expected Candidate Level

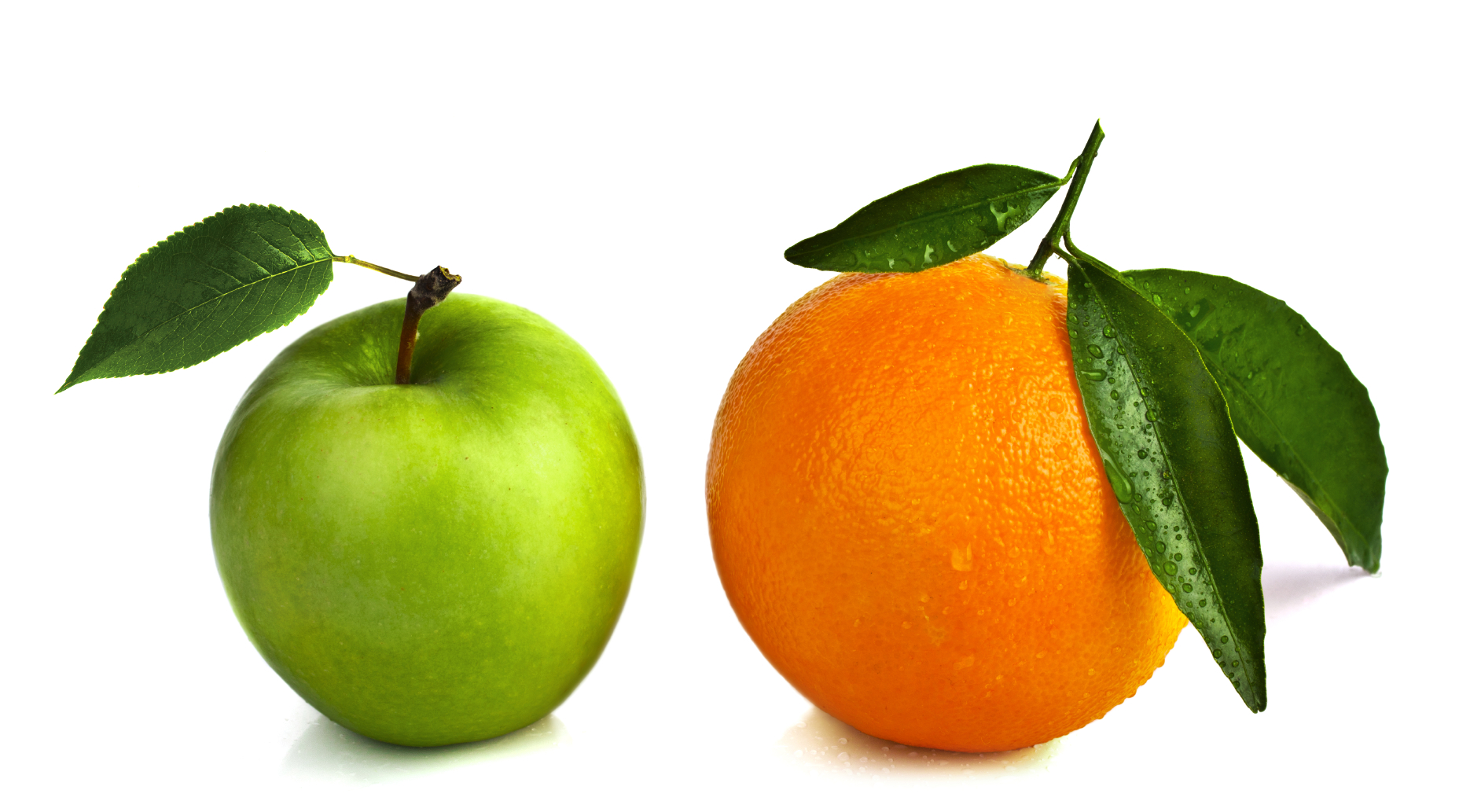
The exercise in its current form is suitable for middle management, but can be adapted for more junior management grades.

It is recommended that any amendments to this Os2i assessment event template is backed by appropriate checks as follows:

* Check any changes made in terms of the behaviours and indicators being measured, i.e. ensure the material directs participant’s reasoning in such a way that it can be measured effectively by the behaviours and indicators chosen.
* Exercise trialling.
* Equality proofing.

Not sure? Call us. We’ll happily review any changes made and offer constructive feedback in plain English.



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**ADEPT®**

Assessment and Development Event Portfolio for Talent

The Festival – Middle Management

Assigned Group Exercise

Assigned Group Exercise

## You have now had five days to review the documentation that was put together by the *CultureFEST* Independent Review Board.

## The new CEO of the Independent Review Board, along with your own organisation’s board, are keen to understand the outcome of your discussions.

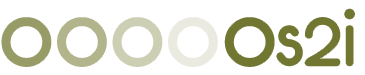
It is the morning of your first meeting.

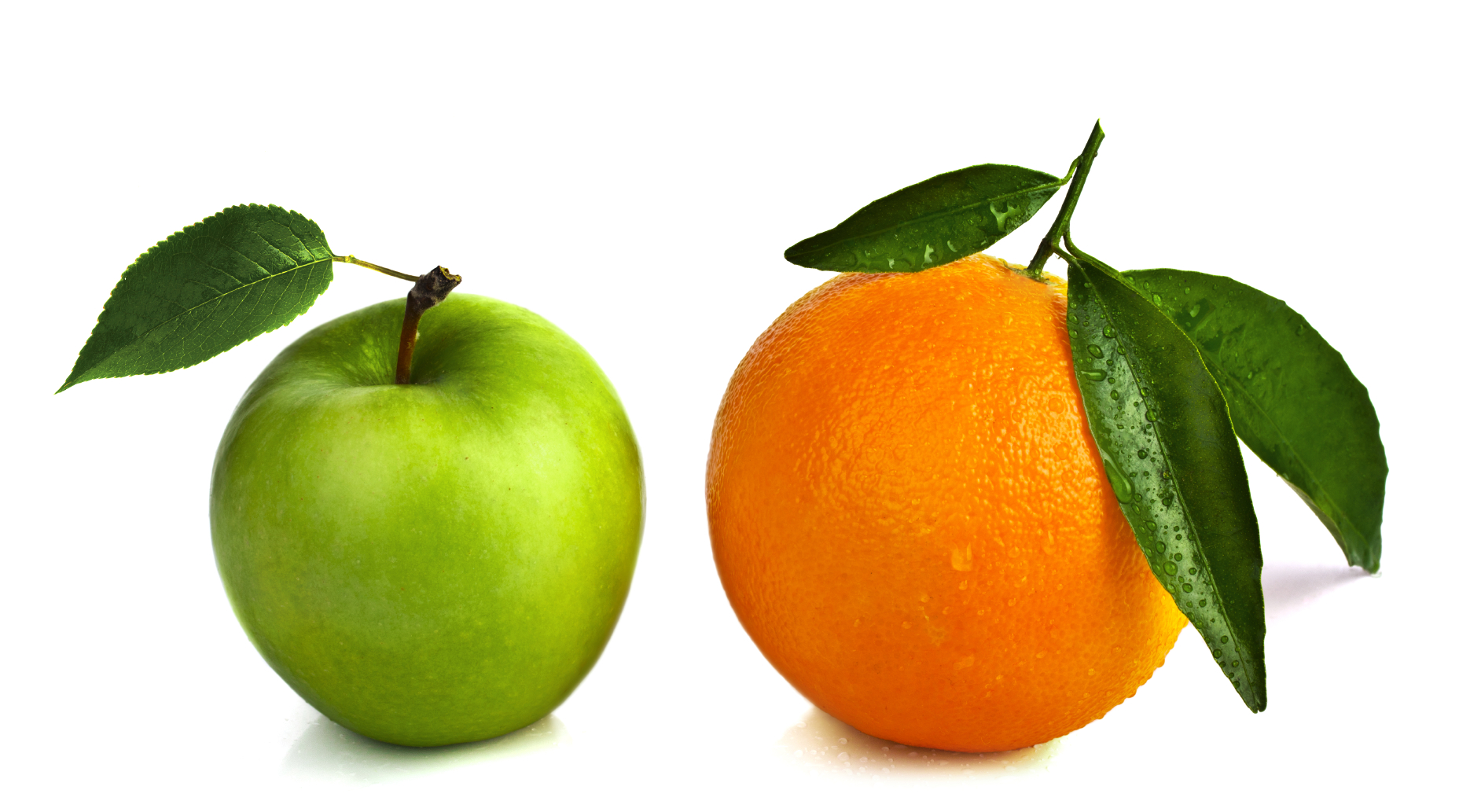
QUESTIONS MISSING

As a representative of the **Police** it is important you tackle the issues of crime and safety. What other factors do you believe are critical and how will you persuade the other members of the meeting?

You will have **10 minutes** unobserved discussion time, and **40 minutes** observed discussion time to complete these tasks.

Please ask questions now, as you will not be able to ask questions once the exercise has started.



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**ADEPT®**

Assessment and Development Event Portfolio for Talent

The Festival – Middle Management

Assigned Group Exercise

##### WRITTEN ANALYSIS EXERCISE (Middle Management)

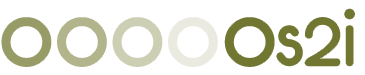
The Parliamentary Advisory Cabinet has since contacted the heads of all stakeholder organisations. It is now critical you feed into the loop some solutions to the issues that have been identified.

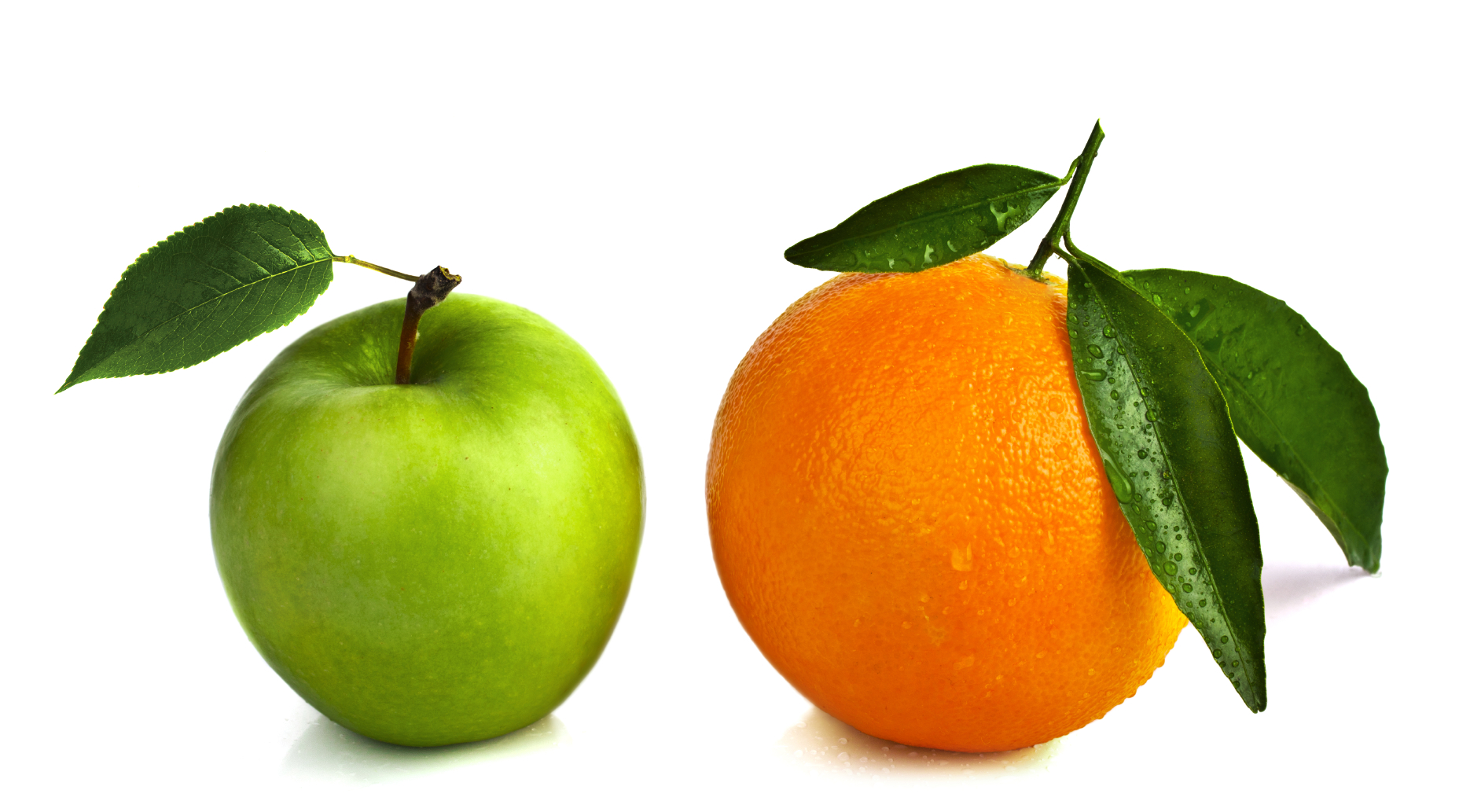
The Committee is demanding a formal project plan that will outline how the management of the Festival can be improved this year. All bodies have been asked to put forward their ideas against the following structure.

QUESTIONS MISSING

You will have **50 minutes** to write the report.

Please ask questions now, as you will not be able to ask questions once the exercise has started.



****

**ADEPT®**

Assessment and Development Event Portfolio for Talent

The Festival

Administration Tools

Administration – Assigned Group Exercise

Deal with any questions and start the clock.

Administration - Written Analysis Exercise

Deal with any questions and start the clock.

**Appendix (3) – Scoring, Observation and Wash-Up Logistics**

Observation Sheet Template

##### **Participant**

|  |  |  |
| --- | --- | --- |
| Observations | Interactions/Responses From Others | Time |

##### 

##### Indicators and Scoring

ASSIGNED GROUP EXERCISE SCORING

THE FESTIVAL

Scoring Templates for the Assigned Group Exercise

Behaviours Assessed Include: Managing Resources, Collaboration, Leading People, Communicating and Service Provision

Participant’s name:

Assessor’s name:

Date:

**5 =**  Excellent: A wide breadth of positive evidence in relation to the indicator.

**4 =**  Good: A reasonably wide breadth of positive evidence in relation to the indicator.

**3 =** Effective: Some negative evidence, but overall an acceptable standard of positive evidence in relation to the indicator.

**2 =** Needs development: Limited positive evidence in relation to the indicator.

**1 =** Needs major development: Virtually no positive evidence in relation to the indicator.

**0 = Not Observed.**

Assigned Group Exercise-It is critical that the exercise is read and understood. The mode (most frequently occurring score) determines the overall score for each behaviour – see scoring techniques.

##### A requirement for two assessor signatures is shown. This is optional, allowing for assessor auditing.

ASSIGNED GROUP EXERCISE SCORING

Scoring Templates for the Assigned Group Exercise – Managing Resources

* Objectives are achieved and quality standards and deadlines are met

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Positive Indicators | 5 | 4 | 3 | | 2 | 1 | Negative Indicators |
| Keeps track of several activities simultaneously and makes sure everything is progressing |  |  |  | |  |  | Does not demonstrate multi-tasking in approach, and appears to allow decision making to go by default |
| Thinks ahead to spot problems and put contingency plans in place |  |  |  | |  |  | Demonstrates a lack of consideration for contingencies |
| Breaks down complex tasks into a logical sequence of activities and sets milestones |  |  |  | |  |  | Planning approaches appear illogical and haphazard |
| Puts in effort on all topics not just the interesting ones |  |  |  | |  |  | Tends to withdraw from topics concerning routine or mundane issues |
| Clearly defines tasks before work starts |  |  |  | |  |  | Fails to define tasks before work starts |
| Delegates to match resources to priorities and shifts resources to reflect changes in priorities |  |  |  | |  |  | Delegation appears not to be linked to resources, and/or demonstrates a lack of consideration for resourcing contingencies |
| Key Observations | | | | Development Considerations | | | |

|  |
| --- |
| Overall Rating |
| Assessor (1) Signature |
| Assessor (2) Signature |

Recommended Matrix

The table below shows which Behaviours are measured by the exercises.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Assigned Group Exercise | Written Analysis Exercise | Behavioural Based Interview |
| Analytical Skills |  |  |  |
| Managing Resources |  |  |  |
| Communicating |  |  |  |
| Collaboration |  |  |  |
| Service Provision |  |  |  |
| Leading People |  |  |  |
| Managing Expertise |  |  |  |

**Key**

= Behaviour measured by exercise

An interview can be added to the assessment centre event to ensure all behaviours are measured at least twice in accordance with the British Psychological Society Strategic Guidelines on Assessment Centre Best Practice.

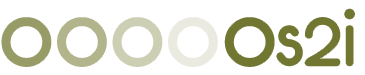
Participant Report Form

Assessment Centre Participant Conferences *(Wash-up)*

**Overall, the goal is consistency in judgement, especially when using the event for recruitment selection.**

And remember:

ANALYSIS IS THERE TO AID AND NOT REPLACE JUDGEMENT.



Independent Assessment Partners Delivering Excellence

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**END OF DOCUMENT**