



IN TRAY EXERCISES - SHOWN AGAINST BEHAVIOURS ASSESSED

BEHAVIOURAL AREA ASSESSED	Managing Resources, Programmes & Projects	Working With People & Driving Performance	Collaboration	Problem Solving, Analysis & Decision Making	Leading People, Giving Purpose and Direction	Managing Information & Achieving Results	Communicating, Influencing & Making a Personal Impact	Service Provision & Delivery Focus	Strategic Thinking	Developing and Applying Expertise & Learning Continuously
PROJECT MANAGEMENT IN -TRAY										

Having successfully completed an assessment center for the role of Assistant Project Manager, the participant has been informed that their start date is (*today's date*). It is their first day in the office. They have been asked to attend a meeting with Bruce Sharpe - Major Road Signage Projects Manager. During the meeting he asked the participant to review the component parts of the Major Road Signage Department Modernisation Project. He requested they act as the internal department contact for the Easterly Moore Ltd post project appraisal, whilst he is away at a conference in France. Easterly Moore Ltd have identified questionable judgements at all management levels. The participant has to comment on Easterly Moore's findings set out in the in-tray.

CAREER MANAGEMENT IN -TRAY										
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The participant is given three exercises in relation to a health sector career framework. Firstly they must read a response to *A Career Framework for the NHS – Discussion Document*, which was received from the Royal College of Nursing. They then give their initial response to this and then give an indication of how they feel it can be improved and developed. Meanwhile, John Bacon, Group Director for Delivery at the Department of Health, has recently sent a note saying “we need a clearer ‘What’s it for?’ statement if we are to engage people outside of the wider workforce community”. In light of this, the participant then has to give further thoughts on how the statement could be improved.

There are currently a number of workforce related frameworks under development across the health care sector. It is generally acknowledged that these need to be mapped against each other in order that they can be more easily used and interpreted. The participant then has to construct a presentation of what actions they would undertake in order to progress this important piece of work, including whom they would involve, with anticipated timescales.

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SECURITY MANAGEMENT IN -TRAY										

The participant is Pat Smith - the newly recruited Overseas Security Manager in Azalia – one of the larger African countries located on the west coast of Africa. The country has suffered sporadic indigenous terrorist attacks over a period of many years. Extremist groups just seem to emerge with little warning, and so further terrorist violence from such sources is possible. These groups have not targeted UK interests in the past, and the threat from them is currently assessed as low. Demonstrations can occur but the police have to be advised and usually contain them well. There are no current issues, which might provoke violent demonstrations against the UK. However, the possibility of a sudden hostile act against UK interests by a small special interest group, or a disaffected or unbalanced individual cannot be ruled out. Most of the UK based staff live in houses in the expatriate residential suburbs about twelve miles from the city, although several occupy apartments in the centre of town. In the past year there has been a 50% turnover of UK based staff and a high turnover is expected to continue through the coming year. As the newly recruited Overseas Security Manager the participant has replaced Bill Knight who retired quite suddenly on health grounds. Their line manager is Angie Wylie – the Deputy Post Security Officer and a member of the Management Section. She has herself only arrived in the post in the last week or so. Their task is to work through their in-tray and respond to the items in the most appropriate way.

HR MANAGEMENT IN -TRAY

The participant is Alex Bywater, a recently appointed Head of Development for the Operational Safety Commission. The Operational Safety Commission (OSC) is a central government agency responsible for conducting research and making recommendations for the prevention of work-related injury and illness. The participant’s role is to cover all UK sites, but they are based in the London headquarters office. They haven’t had the opportunity of meeting the team yet, some of which are based in the Manchester, Birmingham and London offices. Their responsibilities are wide ranging, covering selection and assessment, training, organisational development and day-to-day HR management.

The participant has already booked a flight for their Caribbean holiday. After attending their initial appointment meeting, they packed and left for the airport the following day. As a result of the timing, they have no choice but to manage some of the issues by remotely logging on and opening their in-box at the airport. They have to leave clear instructions for members of the team to take these issues forward. They will not be in the office for the next two weeks and will not be contactable in the interim. Therefore they need to ensure their responses to each of the identified priorities allow their team to follow up without ambiguity or questions. A number of the more important issues require specialist advice, giving clear courses of action, factors to consider or points to take to a meeting or aid decision-making. These can be in the context of an email, memo or letter.

SITUATIONAL JUDGEMENT

Os2i are currently developing a range of cutting edge situational judgement exercises across multiple business sectors. Please contact us if you wish to develop a bespoke exercise.