



WRITTEN ANALYSIS 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
Airport Evacuation										

At 07:12hrs the aircraft G-FH423-JL, carrying 242 passengers and 9 crew on a charter flight to Rome began its take-off from runway 29 at Falneath Airport. After an exchange with Air Traffic Control, during which a fire was confirmed, the commander warned his crew of the emergency landing by making a broadcast over the cabin address system. The aircraft was now dangerously out of control and heading back to the airport, ETA 08:52 – 52 minutes. The participant has to construct a project plan in relation to the airport evacuation process.

All Property is Theft!										
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This analysis exercise concerns a relatively new (fictitious) department called the Organisation of Property Action (OPA). This was established in response to government legislation introduced to curb profit from crime. The legislation made it essential for proof of ownership and/or purchase to be clearly and unequivocally proven for any single item with a purchase value or insured value of £1000 or more. The OPA acts as a registration centre and charges customers a small fee to: register new items, alter registration details and transfer ownership. During the internal review it was recognised that the OPA print operations demands the same strategic focus as other elements of the business infrastructure. The participant has been tasked with providing a plan of how to bring printing and dispatch operations back in-house. Their key strategic focus is on improving printing and dispatch delivery.

Apollo 4										
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At the entrance to the Humber the product carrier *Apollo*, outward bound from Immingham Oil Terminal was in collision with the inward bound RoRo ferry *Finlandia*. The *Apollo* sank four hours after the collision but the *Finlandia* suffered only minor damage and was able to continue unaided. Both vessels were fitted with voyage data recorders and electronic chart systems and the collision occurred in an area covered by vessel traffic services radar. The Marine Accident Investigation Branch (MAIB) was informed immediately of the incident and two inspectors were despatched immediately to the site arriving seven hours after the collision occurred. The participant assumes the role of one of the inspectors, and has to submit a report in relation to the incident.

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Borrowneath Port										

A co-ordinated terrorist incident involving a simultaneous attack on key airport, port and rail links in the South East has recently been prevented. As a result of this attack the Board of Supervisors for the UK Transport Security Intervention Initiative (TSII) have recently been instructed by the government to undertake an audit to examine the security operations and practices of key rail, airport and port links in the South East of the country, to determine if opportunities exist for improving the efficiency, effectiveness, and economy of those links. Borrowneath Port is currently being audited. The participant has to address the identified issues at Borrowneath Port in a report, focusing on: KEY OBJECTIVES, EXPERTISE CO-ORDINATION, PROGRESS MEASUREMENT AND LEADERSHIP.

Caratna									
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The background to this written exercise is set in a fictitious region called Caratna. A number of international support organisations have highlighted transport as a central factor for economic growth and the alleviation of poverty. As a result, a coalition between leading international transport experts resulted in the formation of the World Agency Tackling Poverty through Transport (WATPT). The overall objective of the WATPT is to offer assistance on transport initiatives. The emphasis is wide ranging and covers areas such as rural access improvement, removing barriers to affordable public transport services, and promoting efficient labour-based methods in roadwork. The participant has to evaluate recent key WATPT documentation that drove its intervention in Caratna, and comment on the key strategic and operational issues in a summary report.

CultureFEST									
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The Festival of Culture 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. Some recent public relations issues have led to the establishment of an Independent Review Board (IRB) to evaluate the operation and funding of the Festival. This board has been commissioned to propose a series of management improvements. The participant (from the IRB) outlines how they will approach the issues in their written analysis.

Environmental Protocol									
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The UK city of Holmesborough has had a steadily increasing crime rate for the past decade. There was a general consensus that employing more police officers and building more prisons was unacceptable, expensive and ineffective. Instead there was a strategic shift of government departments towards crime prevention. Stands Housing Estate (28 blocks) is located South of Holmesborough, just a mile south of Holmesborough Metro Station, where crime is a major concern. Funding of £500,000 has been provided for new developments in reducing the level of crime. The Stands Housing Unit is currently working together with the Holmesborough Council Partnership Development Agency (PDA) and the Voluntary Organisations Development Agency (VODA) to develop additional initiatives. The participant has to apply an environmental crime prevention framework to the issues, as part of report submission to the stakeholders.

Flood Evacuation									
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Contained in this brief is background information relating to a flood evacuation process. A wide range of organisations need to be considered, all of whom will have different agendas. There is a wider political backdrop to contend with, and planning needs to be carefully thought out. The participant considers the principles of evacuation in relation to a pre-identified priority evacuation area and report on the identified issues.

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First Line Finance										

Participants are asked to assume the role of Team Leader at First Line Finance, a call centre that sells financial services such as insurance and endowment policies over the telephone. Their team is called “Trojans.” First Line Finance specialises in providing financial services to both individuals and commercial clients including car insurance, buildings and household insurance, medical insurance and endowment policies. The call centre division was set up three years ago in order to target a wider client base. The centre is open seven days a week, 08.30 until 21.00. Employees work five days a week and the days on which they work are rotated. In addition to the call centre there are also other offices which process and maintain and pay out the various policies. The participant is asked to analyse and draw conclusions about their team’s recent performance, and write an action plan in relation to that analysis.

Housing Southbarn										
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The background to the written exercise revolves around a city in the South of England called Southbarn. The city has a major problem providing adequate housing for disadvantaged migrant and ethnic minority families. Nationally, community regeneration is a key domestic policy issue for the government, which has led to the creation of the Commission for Community Regeneration (CCR). The CCR have been approached by senior council officials from Southbarn City Council for help in resolving issues related to the nine month old initiative to provide new housing for disadvantaged migrant and ethnic minority families. The participant assumes the role Senior Local Government Liaison Officers (SLGLOs), working for the Commission for Community Regeneration. They are to meet with Chris White later in the week, a director of SureHomes, who are a supplier of housing services to the Council, with a view to formulating effective strategies around the issues he is facing. Before their meeting they are to write a report/discussion document with their considerations and recommendations.

Managing Driver Behaviour at Backondor										
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Drivers not only represent a key interface between the Backondor packaging company and its customers, but also between the company and the public at large. In recent years the company had noticed an increase in ‘inappropriate’ driver behaviour incidents, which gave cause for concern. The Backondor board of directors have now asked senior fleet managers to commission a review of what is underpinning this recent trend and what preventative measures can be put in place. The participant is part of a team set up to investigate and report on external best practice and research that can be incorporated into a strategy to reduce these incidents, and restore public confidence in Backondor.

Press Leak										
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The participant is a manager in the Bureau for Public Relations Investigations (BPRI) and has been tasked, along with a small team to investigate and resolve a press leak issue within the Central Transport Authority (CTA) New Roads Committee. This will necessitate an approach on an individual, team and organisational level. The participant must analyse the issues and produce a report that focuses on: what objectives can be identified from the issues, how a re-occurrence can be avoided, measuring the effectiveness of approach, and how to ensure effective leadership of the people involved.

Secretarial Battery										
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Being constructed!

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Scien(tipple) Analysis										

A comprehensive survey to measure ethyl carbamate in whisky has recently been undertaken by the Scotch Whisky Research Institute (SWRI). The documentation presented here includes some background information on ethyl carbamate, a full breakdown of the research, and some graphical and tabular summaries surrounding the results. The participant has recently been appointed as a press officer for a scientific journal and has been approached by the government to communicate these results, which will be placed on a key government website.

Southbarn				
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Community regeneration is a key domestic policy issue, which has led to the creation of the Commission for Community Regeneration. One of the strategic emphases of the CCR is to ensure local people are actively involved in the transformational changes to local communities to improve community well being. Senior council officials from Southbarn City Council have approached the CCR with a view to establishing a working alliance. Their aim is to implement an effective strategy to combat the key issue of youth inclusion, with a view to reducing crime committed by young people. The participant (from the CCR) reports on the issues and provides solutions.

The Festival Analysis						
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CultureFEST 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 programme, which has broad appeal in the whole community. The principals that underpin and drive the Festival are inclusion and experience of all cultures and age groups. It provides access to the performing arts and encourages participation in arts events. A number of stakeholders are involved in making this year's Festival a success. The participant must analyses key Festival issues and data in this written analysis exercise