



Mock exercise

AST Profile

Time allowed: 35 minutes

ASSIGNMENT

IMPORTANT NOTICE

This document presents a fictitious scenario. It has been produced solely for the purpose of this exercise. All references to existing countries, international organisations, private companies, departments and their representatives, etc. have been invented purely as examples. Any views expressed should not be taken to represent the opinions of those bodies or persons. When dealing with the assignment, participants should therefore rely solely on the information presented in the exercise and not on any prior expertise in the field.

For this exercise, you will be asked to take on the role of an assistant in the Department for Crisis Management at the European Agency for Diplomatic Relations (EADR). All the documentation you need to prepare yourself for your interview is included in this information brochure. It comprises a number of documents, reports and other information that you need to analyse in order to be able to deal properly with the situations presented to you during the interview.

It is important that you accept the scenario as it is presented. You may print the documents, rearrange them in any order you wish and add comments or make notes as necessary. Neither your knowledge in the field nor your knowledge on the topic of this exercise will be assessed during the interview; therefore, conducting any additional research is unnecessary. This Situational Competency-Based Interview is designed to assess the following general competencies: Analysis & Problem Solving, Learning & Development, Prioritising & Organising, Resilience and Working with Others.

You will have until the day of the interview to go through the information individually in order to prepare for the interview. The interview will last 35 minutes.

**Please note that for the purpose of this exercise:
the interview will take place on Monday 6 March 20XX
Last year was 20XX-1, next year will be 20XX+1**

BACKGROUND INFORMATION

European Agency for Diplomatic Relations

The decentralised European Agency for Diplomatic Relations (EADR) has offices in two European Union (EU) countries, Marland and Slodonia. The EADR's Safety Cell, which is composed of representatives from the agency's various departments, is responsible for deciding on appropriate security measures to ensure the safety of all EADR staff. At the suggestion of the government of Marland, the EADR has taken the precaution of stepping up security in its Marland offices following recent unrest in Lagarny (a non-EU country bordering Marland). For example, in addition to monitoring security cameras (as they have already been doing), EADR security guards are now required to scan all persons entering EADR buildings with a handheld metal detector and to check all the bags, suitcases, etc. that they carry. Furthermore, no visitors will be allowed to enter EADR buildings, until a solution has been found to make their visits safer. The latest available information on the region's stability suggests that periods of elevated security risks will occur more frequently and last longer; therefore, these measures may need to remain in place for several years to come. The Chair of the EADR has not approved teleworking for EADR staff, all of whom are required to be present in EADR offices during core working hours, i.e. from 10.00 to 12.00 and from 14.00 to 16.00. Not many people usually enter or leave the EADR buildings during the core working hours.

EADR biannual meeting

Twice a year, the EADR hosts a meeting of representatives of all EU countries and members of the EADR to discuss topical security issues. These meetings alternate between Bolsen (Marland) and Santras (Slodonia). Many members of the EADR and their staff are due to travel to Bolsen for the next EADR meeting, which will take place from Monday 13 March to Wednesday 15 March.

All EADR staff travel requests must be accompanied by an official authorisation from the Authorisation Office, which is part of the Department for Crisis Management. Depending on how many requests it receives, the Authorisation Office takes between two and four days to approve a request. The deadline for staff to submit (new) requests for (rearranged) travel and accommodation to the Authorisation Office is six days prior to the start of a meeting. Whenever extraordinary circumstances demand that a lot of approvals be made in a short space of time, the Authorisation Office can provide a priority service that ensures all travel requests made as a direct result of such circumstances take priority over other travel arrangements and are approved within 24 hours. However, this priority service needs to be explicitly requested when it is needed.

Budget

The EADR had already drawn up its annual security budget before the current unrest in Lagarny arose. The agency's annual security budgets always keep certain sums in reserve for dealing with unexpected events; however, all current indications suggest that, this year, this will not be enough.



Department for
Security of the EADR

EXTRACT FROM REVIEW OF THE SECURITY PROVIDER

16/01/20XX

REVIEW OF PIGNUS'S SERVICES

- Following the decision to outsource the provision of security services at the EADR, a call for tender was published.
- Pignus was awarded a contract that expires in three years.
- The contract does not allow Pignus to subcontract other security companies.
- Pignus is contractually obliged to deliver the full-time equivalent of 60 security guards.
- Security guards work in three shifts: early (6.00-14.00), late (14.00-22.00) and night (22.00-6.00).
- The number of security guards on duty during the early and late shifts is the same.
- The number of security guards on duty during the different shifts can be adapted, based on the EADR's specific needs.
- It is more important to check people entering a building than those who are leaving it.
- The initial security clearance for security guards is extensive and needs to be renewed every six months.



02/03/20XX

PRECAUTIONARY SECURITY MEASURES CAUSE PROBLEMS AT THE EADR

The EADR is struggling to implement all the security measures necessitated by the unrest in Lagarny.

Since last week, security guards at the EADR have been required to scan staff entering the EADR's buildings for metal objects. Checking all staff members and their belongings is proving to be very time-consuming, and additional guards will need to be posted at every entrance immediately in order to ensure that these manual searches are carried out with sufficient thoroughness. Security firm 'Pignus' holds the contract to provide the EADR with a set number of security guards but is not obliged to supply any extra guards whenever extra vigilance is required. As a short-term approach, closing a number of entrances in order to reduce the security guards' current workload would not be a good idea, as it could mean that EADR staff have to walk much further before they are securely inside EADR buildings. As longer periods of heightened vigilance are expected in the future, more sustainable long-term solutions need to be found.

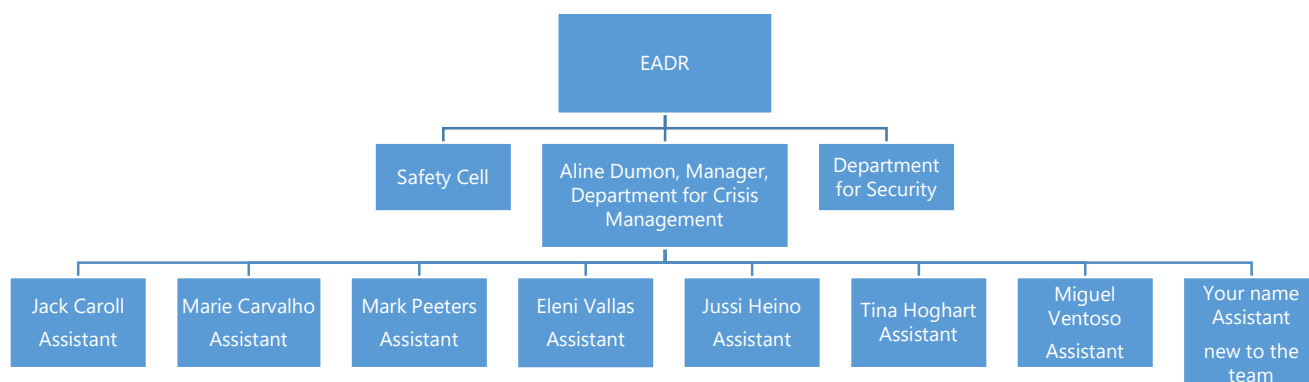
Ralf Schwarzer, Head of the Safety Cell

The monthly press conferences

The next monthly press conference (which will take place in two weeks) is at risk of being cancelled, given that, from today, no visitors are allowed in the EADR's buildings. The EADR's Press Department has not yet confirmed whether the next conference will still go ahead. While a number of options are being discussed, the press community is hoping that an exception can be made for pre-approved journalists. The general feeling is that at least a small number of journalists should be allowed to attend to ask questions. Moreover, given the current uncertainty surrounding the unrest, cancelling the press conference would seriously harm the EADR's image. Developments in Lagarny are a major topic of conversation all over the EU, particularly in Marland.

Tina Hoghar, Miguel Ventoso and Eleni Vallas are the assistants responsible for press conference safety preparations.

Updated organigram of EADR





MINUTES

Date and time:	03/03/20XX - 9.00–10.30
Attendees:	Representatives of the Department for Security and Department for Crisis Management and Members of the Safety Cell
Topics:	Security of EADR staff; next EADR meeting

AGENDA TOPICS

SECURITY OF EADR STAFF	
◆	In the short term, in order to be able to implement the increased security measures made necessary by the current unrest in Lagarny and at the same time to keep all EADR entrances open, we need the equivalent of 90 full-time security guards. However, some entrances are hardly ever used by EADR staff.
◆	The Pignus security guards currently have to work overtime to carry out all required security checks — this is a significant drain on the annual security budget.
◆	Since Pignus does not have the capacity to provide more than the contractually agreed level of security services at the moment, perhaps another security company could be contracted to provide extra security. This would be less costly than continuing to pay overtime to the Pignus security guards currently employed.
◆	Contracting a second security company might be an inefficient use of the security budget, as the current situation will not last forever.
NEXT EADR MEETING	
◆	The EADR has contracted the travel agency Hermes to handle all business-related travel arrangements for members of the EADR and their staff. The contract with Hermes includes cancellation fees (see table below).
◆	To charter the correct number of train carriages, Hermes needs to have an estimate of the number of passengers five days in advance, at the latest. Once Hermes has chartered the train, the local authorities then need to be contacted to secure the railway station sufficiently: they will need one day to implement extra security measures.
◆	On one occasion in the past, staff received notifications of their travel arrangement cancellations before they had been informed about the rescheduling/relocation of a meeting, which led to the Safety Cell and Authorisation Office being inundated with questions and complaints from staff.

TIMING OF CANCELLATION	COST
+14 days in advance	free
+5 days in advance	20% of booking fee
+2 days in advance	40% of booking fee
-2 days in advance	100% of booking fee

 **Scancorp security scanners.pdf**

22/02/20XX

ANALYSIS OF CURRENTLY AVAILABLE SCANNERS TO HELP SECURITY GUARDS CARRY OUT ALL REQUIRED CHECKS

The Walk-Through Body Scanner:



PROS	CONS
Performs fully automated scans	Installing a Walk-Through Body Scanner at all entrance points would require a large investment
Reduces security guard workload	Beeps every time metal is detected

The X-Ray Bag Scanner:



PROS	CONS
Performs very thorough scans	Installing an X-Ray Bag Scanner at all entrance points would require a large investment
	Will not reduce security guard workloads, as the person operating an X-Ray Bag Scanner cannot perform any other tasks