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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 interactive exercise, you will take on the role of Billy Henly, a member of the European Conference Centre's Ushers Team. You have several years of experience in this role and are seen as a senior member of the team.

You have to prepare for interaction with Kim Green, a less experienced colleague with whom you have worked on a number of occasions in the past. You are teaming up with Kim to prepare a meeting that is scheduled to take place tomorrow. The goal of your interaction with Kim is for both of you to (a) discuss various issues and (b) decide on the next steps to take to ensure that tomorrow's meeting can go ahead. Kim Green will be played by a role player.

All the necessary information is provided: this comprises a number of emails and other documents that you have to analyse in order to be able to deal properly with the assignment given to you.

It is important that you accept the scenario as it is presented. Although in real life you would have access to other sources of information and would be able to consult your colleagues, in this exercise you are limited to the information provided. You are, however, allowed to make logical assumptions where information is missing or incomplete.

This role play is designed to assess the following competencies: Analysis & Problem Solving, Delivering Quality & Results, Resilience and Working with Others. No previous knowledge is required to deal with the assignment.

You will have 20 minutes for the discussion.

Please note:

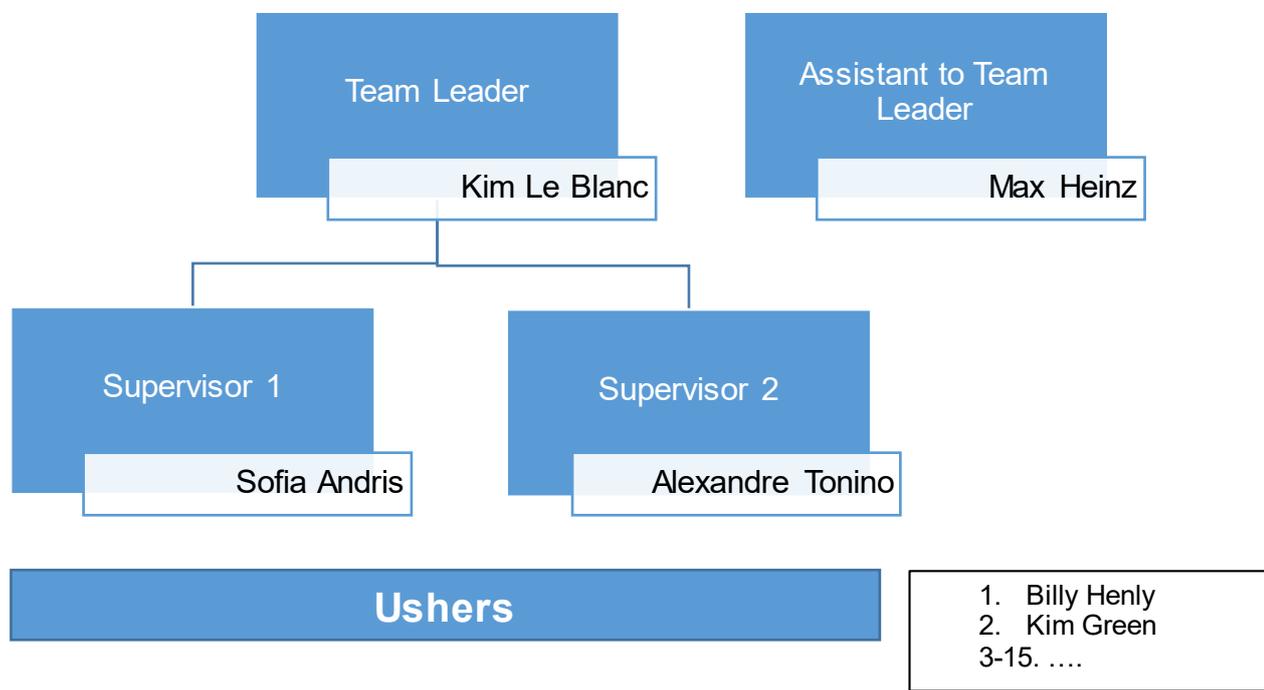
Today is Wednesday, 15 January 20XX

The interaction with the role player takes place at 13:00 today.

Last year was 20XX-1, next year will be 20XX+1

GENERAL INFORMATION

Organigram of the Ushers Team:



The 15 members of the Ushers Team handle up to 100 Policy Group meetings a week. Five members of the team have several years’ experience, while others are newer colleagues just starting their careers. Ushers work in pairs for periods of six months. Ushers Team meetings are held on a monthly basis. In addition, the Supervisors intend to recruit new ushers to the team this year.

Two Supervisors — each responsible for specific Policy Group meetings — manage the schedules of the various usher pairs and form the main points of contact for meeting organisers. After gathering information relating to the various meetings, they instruct the pairs on how to prepare these meetings and on what needs to be done during these meetings. Neither Supervisor acts as backup for the other.

The work of the ushers is governed by strict protocols. Any adaptations and/or improvements to their working methods must go through the approval procedure, via management.

European Conference Centre Meeting preparation:

The ushers’ role is to ensure meetings proceed smoothly by (a) facilitating the entry and exit of participants, (b) monitoring the meeting environment to minimise disturbance and (c) providing additional help to meeting organisers and participants as requested. Ushers are responsible for setting up the meeting room prior to the start of a meeting, including the podium, which is reserved for the President and co-Chairs of the meeting.

The meeting Secretary submits all preparatory documents (agenda, seating plans, etc.) to the Supervisor for final preparation a minimum of three working days before the meeting takes place. Within reason, ushers should take the precaution to ensure reserve equipment is available in rooms.



MESSAGE

New

Reply

Reply All

Forward

Delete

Move

SUPERVISOR - WORK TO TAKE OVER



From Sofia Andris, Supervisor, Ushers Team

Wednesday 15/01/20XX

To Billy Henly, Usher, Ushers Team

Dear Billy,

I have not been feeling very well recently, and the doctor has advised me to take two weeks off. Immediately after sending this mail, I will be leaving the office and going directly to hospital, so I might be difficult to reach.

Apologies for dropping this on you at the last minute, especially as it is a really busy week for the whole team and Alexandre is also out of the office today. Nevertheless, given your seniority in the team, I'm confident that you can take over preparations for tomorrow's Policy Group meeting on Fisheries and Ocean (FIOC). I have scheduled an internal meeting between you and Kim Green today at 13:00, where you can discuss the various issues together and decide on the next steps to take to ensure that the meeting can go ahead in my absence. You will be paired together for the coming period.

There are a few practical things you should know:

- Seat markers for 150 participants have been printed for FIOC, based on a participant list that I received several days ago. However, I received an updated list this morning and noticed a mismatch related to all first initials. It is simply not possible to change the initial on all markers manually.
- Recently, I have received repeated negative feedback regarding the ushers' level of politeness, especially during meetings where newer ushers were on duty. I would like your input on what I/we could do to change this.

I'm aware that things did not go too smoothly when you worked with Kim in the past. I can assure you that you are not the only member of the team to have shared concerns about Kim's behaviour with me — apparently Kim does not respond to urgent telephone calls or text messages from colleagues. In the light of the fact that you will be working together regularly over the coming weeks, I would like you and Kim to discuss this behaviour together. I therefore want you to address this matter yourself before taking any further action.

Regards,

Sofia
Supervisor
Ushers Team



MESSAGE

New

Reply

Reply All

Forward

Delete

Move

FIOC MEETING 16/01/20XX



From David Wójcik, FIOC Policy Group Secretary

Wednesday 08/01/20XX

To Sofia Andris, Supervisor, Ushers Team

Hi Sofia,

After meeting the FIOC President for a debrief on the last meeting (which took place in November), I want to pass on some feedback for your team. As you know, last time a VIP who had originally declined his invitation — and so was not on the attendance list — decided to turn up at the last minute. However, just before the meeting was due to start, the President confirmed that space needed to be made for him on the podium, which caused quite a lot of disturbance. We would like to avoid this kind of incident happening again in the future.

In addition, you asked for some feedback on how our Policy Group integrates new members and helps them get used to preparing for and participating in meetings. Even though the more experienced members are outnumbered by newer members each new period, our mentoring system seems to work well for new group members. Is this useful to you?

Do not hesitate to contact me for further information or with any questions regarding FIOC meetings.

Kind regards,

David

FIOC Secretary

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EXTRACT – USHER PROTOCOL

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Duties and Stakeholders

- It is the ushers' duty to ensure the highest quality of all interaction — both in person and on paper — that they have with European Conference Centre meeting stakeholders.
- It is the ushers' duty to uphold the good image of the European Conference Centre.
- Ushers should follow the rules of good conduct at all times (use polite greetings, address stakeholders appropriately, etc.).

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- The President, co-Chairs and the meeting Secretary must be seated on the Podium at the front of the meeting room. The President decides how the podium should be arranged.
- Ushers must prepare and print seat markers for all stakeholders attending each Policy Group meeting. Seat markers are produced in English for each meeting and follow a strict format: first initial + full stop + surname (an average of 2 hours' work per meeting).
- Standard practice when preparing seat markers is to work in pairs: one usher prints the markers and the other then double checks them.
- Ushers should be prepared for all eventualities, especially since meeting participants tend to reply at the last minute, as politicians often confirm their schedules only 24 hours in advance.

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Suggestions?

- Send them to the Usher group email mailbox: ECCUshers@euroconf@europa.eu