

E-tray

Introduction

IMPORTANT NOTICE:

This is fictitious information produced solely for the purpose of this exercise. All references to existing states, international organisations, private companies, departments, their representatives etc. should be considered as mere examples. Any views expressed do not represent any position of those bodies or persons.

Participants are therefore advised to rely solely on the information presented and not on any prior expertise in the field when answering the questions.

This exercise is designed to assess the following competencies: Analysis and Problem Solving, Delivering Quality & Results, Prioritising & Organising, and Working with Others. No prior knowledge is required to deal with the assignment or to answer the questions.

Introduction

For this exercise, you will be taking on the role of an Assistant responsible for **organising an event**. You will take over the organisation of the event from the personal assistant to the President, who will be off work for 2 months.

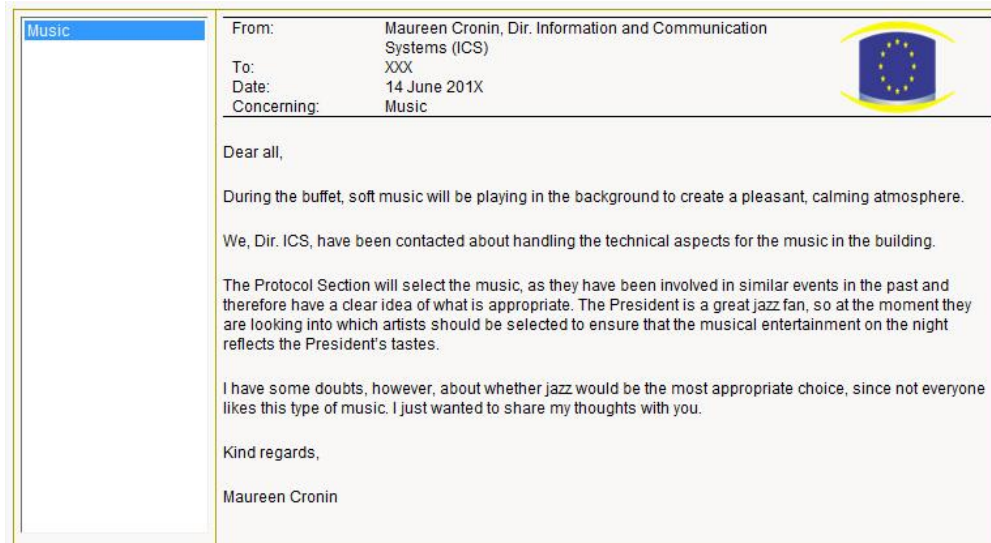
In this role, you have to answer a number of **questions**. The documentation you need is contained in a **mailbox** where you will find background information on the event and the challenges currently arising in this connection. It is important that you accept the scenario as it is presented to you. You are, however, allowed to make logical assumptions where information is missing or incomplete.

Please note:

Today is Thursday, 14 June 201X

Last year was 201X-1, next year will be 201X+1

You will first be given some **instructions and a preview** of what the exercise will look like. This will allow you to familiarise yourself with how to approach the exercise. You have 15 minutes to go through the instructions and the preview.



Picture: Example of a mailbox

The information required for the exercise is found in **a mailbox at the top of the screen**.

A **list** of all the e-mails available to you is shown on the **left**.

The **content** of a selected e-mail is displayed on **the right of the screen**.

You can see an example of a mailbox in the picture above. In this example, there is only one e-mail in the mailbox with the title 'Music'. The content of the e-mail can be seen on the right of the screen.

During the exercise, **clicking on another e-mail title** in the list on the left will display the content of that e-mail on the right of the screen. If the full content of the e-mail is not visible on the screen, you can scroll down using the **scroll-bar** on the right.

How do you deal with Maureen Cronin's e-mail about the music? Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++)		--	-	-/+	+	++
A.	You tell Maureen that Dir. ICS can start setting up the music, since they are in charge of technical aspects for the music.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B.	You ask the other contact persons for this event whether they too have similar complaints. You discuss this with the contact person from the Protocol Section, and ask him to take the issue up with the contact person from Dir. ICS.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C.	You ask the contact person from the Protocol Section whether there is an alternative type of music that would satisfy all guests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Picture: Example of a question.

The questions are shown at the bottom of the screen.

You can see an example of a question in the picture above. During the exercise, you can navigate between questions using the 'Previous' and 'Next' buttons.

For each question, you are shown **3 possible responses**. You are asked to rank all 3 responses on a **five-point scale**, as indicated in the question: -- (totally disagree), - (disagree),

-+ (neutral), + (agree) and ++ (totally agree).

Each symbol can only be selected once per question, which means that every complete answer must be a combination of three different symbols. In this way your answers indicate not only what **score you assign to each individual response**, but also **your order of preference among the 3 responses**.

Below are some examples of possible combinations of 3 responses per block:

E.g.

--	-	-/+	+	++
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

E.g.

--	-	-/+	+	++
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

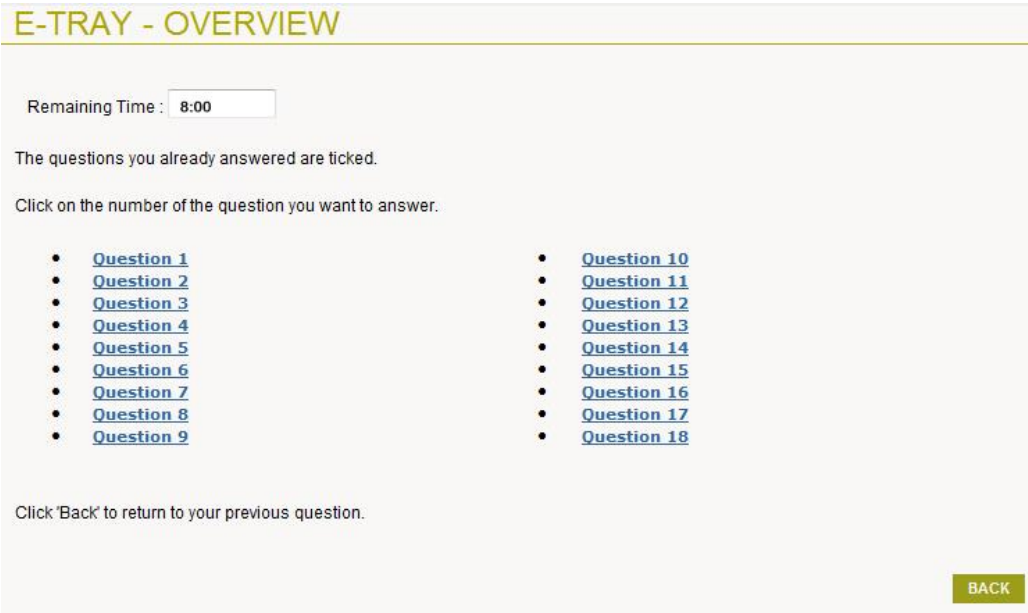
E.g.

--	-	-/+	+	++
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Etc.

You may **change your answer at any time** by clicking on another box.

To view the mailbox in full screen mode, you can close the questionnaire by clicking on the "Close questionnaire" icon. Afterwards you can re-open the questionnaire by clicking on the "Open questionnaire" icon.



E-TRAY - OVERVIEW

Remaining Time :

The questions you already answered are ticked.

Click on the number of the question you want to answer.

- [Question 1](#)
- [Question 2](#)
- [Question 3](#)
- [Question 4](#)
- [Question 5](#)
- [Question 6](#)
- [Question 7](#)
- [Question 8](#)
- [Question 9](#)
- [Question 10](#)
- [Question 11](#)
- [Question 12](#)
- [Question 13](#)
- [Question 14](#)
- [Question 15](#)
- [Question 16](#)
- [Question 17](#)
- [Question 18](#)

Click 'Back' to return to your previous question.

[BACK](#)

Picture: Overview Example

An **overview of the questions** you have already answered, and of any questions you may have temporarily skipped, can be found in the 'Overview'. The questions you have already answered will be clearly indicated. You can access the question you want to answer next by clicking on the number of that question in the overview. Clicking on the 'Return' button will take you back to the last question you viewed.

Please proceed to the next screen and **answer the sample question**, which will give you an opportunity to practise.

Example

From: Maureen Cronin, Dir. Information and Communication Systems (ICS)
To: (your name)
Date: 14 June 201X
Subject: Music

Dear all,

During the buffet, soft music will be playing in the background to create a pleasant, calming atmosphere.

We, Dir. ICS, have been contacted about handling the technical aspects for the music in the building.

The Protocol Section will select the music, as they have been involved in similar events in the past and therefore have a clear idea of what is appropriate. The President is a great jazz fan, so at the moment they are looking into which artists should be selected to ensure that the musical entertainment on the night reflects the President's tastes.

I have some doubts, however, about whether jazz would be the most appropriate choice, since not everyone likes this type of music. I just wanted to share my thoughts with you.

Kind regards,

Maureen Cronin

Question:

How do you deal with Maureen Cronin's e-mail about the music?

Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++).

A: You tell Maureen that Dir. ICS can start setting up the music, since they are in charge of technical aspects for the music.

B: You ask the other contact persons for this event whether they too have similar complaints. You discuss this with the contact person from the Protocol Section, and ask him to take the issue up with the contact person from Dir. ICS.

C: You ask the contact person from the Protocol Section whether there is an alternative type of music that would satisfy all guests.

Please pay attention to the following:

- You have a total of **50 minutes** to read through the e-mails and to score all the responses for all 18 questions.
- Work quickly, but carefully.
- Rank the 3 responses on the **scale indicated in the question**: -- (totally disagree), - (disagree), + (neutral), + (agree) and ++ (totally agree).
- Each symbol can only be selected once per question, which means that every complete answer must contain a combination of three different symbols. In this way, your answers indicate not only **your score for each individual response**, but also your **order of preference among the 3 responses**.
- Answers will only be recorded if a score has been given to all 3 responses.
- You may **change your answer at any time** by clicking on another box.
- **Each question must be considered separately** – when answering one question you do not need to take the other questions into account.
- **Navigation through the mailbox and between the questions is not linked.** So the question you see is not necessarily linked to the e-mail that is visible on the screen at that time. A question can be related either to multiple e-mails or just to one.
- To navigate through the mailbox displayed in the top half of the screen, **click on the e-mail titles** at the top left.
- Only use the **'Previous' and 'Next' buttons at the bottom** of the screen to navigate between the questions in the bottom half of the screen.
- To see an **overview** of the questions you have already answered and the questions you have skipped, click on the 'Overview' button. The questions you have already answered are marked with a tick. Click on the number of the question that you want to answer. Click on 'Previous' to return from the overview to the last question you viewed.

Good luck!

Click 'Next' to start the exercise.

Please note that you are not allowed to remove any paper from this room. Everything will be collected at the end of the exercise.

Help:

For this exercise, you will be taking on the role of an Assistant responsible for **organising an event**.

In this role, you have to answer a number of questions.

The documentation you need is contained in a **mailbox** displayed at the top of the screen. A **list of all the e-mails** available to you is shown on the left. Clicking on the title of the e-mail brings up **the content of that e-mail** on the right of the screen.

The questions are shown at the bottom of the screen. You can navigate between the questions using the 'Previous' and 'Next' buttons.

Navigation between the questions and the mailbox is not linked. The question you see is not necessarily linked to the e-mail that is visible on the screen at that time.

A question can be related either to multiple e-mails or just to one.

For each question, you are shown 3 possible responses. You are asked to rank the 3 responses on a five-point scale, as indicated in the question: -- (totally disagree), - (disagree), -+ (neutral), + (agree) and ++ (totally agree).

Each ranking symbol can only be selected once per question, which means that every complete answer must be a combination of three different symbols. In this way, your answers indicate not only your **score for each individual response**, but also your **order of preference among the 3 responses**.

To record an answer in the system, you must give a score to **each of the three** responses by clicking on the button of your choice in each case.

Consequently, answers will only be recorded in the system if a score has been given to **all three** responses.

For an **overview of the questions** you have completed and of those still unanswered, click on the 'Overview' button.

You have a total of **50 minutes** to read through the e-mails and to score all the responses for all 18 questions.

E-mail 1 – Logo Council

From: Irena Citti, Assistant to the President
To: (your name)
Date: 14 June 201X
Subject: Welcome

Dear (your name),

As you are aware, a Farewell Reception for our President, Gérard Perret, is going to be held on Friday 29 June 201X, as his term of office finishes at the end of the month. Gérard Perret has played a hugely important role in our Institution and has been an outstanding example to many. Paying tribute to such a widely respected person will be a high-profile event, with a large number of guests invited, and it therefore involves a considerable amount of work and special security measures.

Up to now I have been in charge of arrangements for the reception, acting as the general contact person for everyone involved. However, because I will be off work for two months as from today in order to undergo surgery, I will not be able to complete the task myself.

I am very grateful to you for agreeing to take over my responsibilities as the person in charge of coordinating the preparations for the reception. This will be an excellent opportunity for you, as a new member of staff in the Protocol Section, to get to know people from both your own and other sections.

Although many aspects have been already taken care of, a lot still remains to be done in the coming weeks. I will, of course, ensure that you receive all the background information and details on the current state-of-play as quickly as possible. In addition, I have informed everyone involved that from now on they should contact you regarding the reception.

Kind regards,

Irena Citti

E-mail 2 - Logo Council

From: Kristina Santos, Dir. Human Resources
To: ALL_Staff
Date: 25 May 201X
Subject: Reception Invitation

Dear colleagues,

On the occasion of the departure of our President, Gérard Perret, we are pleased to invite you to the 'Farewell to Gérard Perret' Reception that will take place on Friday 29 June 201X from 17.30 to 21.00 in the Vitellius Building, Level 1. For security reasons, please bring this invitation and your staff badge with you.

Regarding access to the Vitellius Building, there will be a first check at the main entrance on Attica Street, and a second check at the entrance lobby on the first floor to make sure you are on the right floor.

We would like as many people as possible to be present in order to give Mr Perret a fitting send-off. To avoid unnecessary expenditure, however, we would ask you to confirm your attendance by clicking on the following link www.Farewell-Reception-GérardPerret.europa.eu and indicating whether you will be present or not. Please bear in mind that the deadline for confirmation is Friday 15 June 201X at 18.00.

A detailed programme will be sent to you once you have confirmed your attendance.

Thank you in advance. We very much hope to see you there.

Kind regards,

Kristina Santos

E-mail 3 – Logo Council

From: Irena Citti, Assistant to the President
To: Kristina Santos, Dir. Human Resources; Max Heidemann, Dir. Security; Anna Vermeeren, Press Office; Claudio Bartolli, Dir. ICS; Nikos Laskari, Protocol Section
Date: 18 May 201X
Subject: Meeting Minutes 17/5/201X

1. Programme

- 17.30: Welcome drinks:
 - Staff on level 1
 - Other guests on level 2
- 18.15–18.50: Formal part of the reception (takes place on level 1):
 - 18.15 – 19.00: silent video presentation of a selection of high points during Gérard Perret’s time in the institution to be shown in the background
 - 18.15 – 18.30: speech by the Director-General for Personnel and Administration, Hubert De Hert
 - 18.30 – 18.45: speech by the President, Gérard Perret
 - 18.45: presentation of farewell gift to the President

→ Dir. Security needs to be informed well in advance if any change needs to be made to the programme, so that they can adapt their security measures accordingly.

→ As the contact person responsible, Irena needs to be present at all times during the formal part of the reception in case anything goes wrong.
- 19.00–21.00: Buffet — opportunity for informal conversation with Gérard Perret (on both levels)

2. Location

- Vitellius Building: we will use 2 levels in order to separate staff from other guests:
 - Level 1: staff
 - Level 2: other guests

3. Transport

- On foot or by public transport (if available) from our offices (Theano Building) to the location of the reception (Vitellius Building)
- Non-stop shuttle service from our building to the Vitellius Building between 17.10 and 18.15, and from the Vitellius Building to the Theano Building between 19.00 and 21.00: estimated journey time is 10 minutes maximum
- Official chauffeurs and separate cars for the President and Directors-General.

4. Security

- ID security check at building entrance from 17.25 until 21.00:
 - Security check for staff & security check for other guests
- ID security check at the entrance lobbies on the first level and second level

5. Catering

The catering company ‘Callisto’ will supply the food and drinks for the entire reception. Besides the food and drinks, they will also be responsible for the service and logistics (buffet, high tables, glasses, cups, plates, cutlery, tablecloths, and napkins, for which we will need to pay a deposit). In order to arrange the schedule for their personnel, they will need to know one week in advance the precise date on which they can set everything up.

E-mail 4 – Logo Council

From: Irena Citti, Assistant to the President
 To: (your name)
 Date: 14 June 201X
 Subject: Responsibilities & Contact persons

Dear (your name),

In order for you to have a clear overview of who is involved in the organisation of the Farewell Reception, I have listed below the different departments/entities involved and the contact persons responsible.

Organiser:

Entity	Responsibility	Contact person
President's Private Office	General coordination & Contact person	Irena Citti
Directorate – Protocol and Conferences; Protocol Section	Programme & Other guests & Transport	Nikos Laskari

Cooperating entities/stakeholders and contact persons:

Entity/stakeholder	Responsibility	Contact person
Directorate – Security (Dir. Security)	Security	Max Heidemann
Directorate – Human Resources (Dir. Human Resources)	Invitations for staff	Kristina Santos
Directorate – Press and Communication; Press Office	Video presentation	Anna Vermeeren
Directorate – Information and Communication Systems (Dir. ICS)	Technical aspects and intranet web application	Claudio Bartolli
Callisto	Catering	Michael Greenwood
Carole Montand	Sculpture	Carole Montand, Plastic artist
Vitellius Building	Venue	Franco Gaber, Building Manager

Kind regards,

Irena Citti

E-mail 5 – Logo Catering

From: Michael Greenwood, Callisto
To: Irena Citti, Assistant to the President
Date: 11 June 201X
Subject: Setting up the buffet

Dear Irena,

In order to be fully ready when the guests arrive, we will need to be able to begin setting up and dealing with other logistical issues from 16.00 on 28 June. This will allow us to set up and dress all the high tables and buffet tables, and to lay the cutlery, cups and glasses in advance, which will then leave us plenty of time to prepare the food on 29 June. It also means that we will be able to offer the guests a drink from 17.30 onwards and to open the buffet at 19.00. If everything is set up in advance by our experienced staff, we will have enough time if we arrive approximately one and a quarter hours before the reception and buffet.

Could you please arrange this?

Regarding the buffet, as specified in the contract, you can choose 3 starters, 4 main courses, and 3 desserts for the agreed price. Fish, meat, and vegetarian dishes will be available. Please let us know before 19 June your choice for the estimated 1 550 people who will be attending.

You can choose from the following dishes, all of which can easily be eaten while standing:

- **Starters:** Marinated Tomato and Onions, Caesar Salad (contains gluten), Seafood, Chicken Marsala, Shrimp and Avocado Salad, Crispy Duck Rolls (contains gluten), Spare Ribs, Aubergine Salad (vegetarian), Smoked Salmon Patties
- **Main courses:** Beef Pot Roast, Poached Chicken, Stuffed Chicken Breast Florentine, Sausage Rolls (contains gluten), Pork Pies (contains gluten), Oven Poached Salmon with Dill Cream Sauce, Ratatouille (vegetarian)
- **Desserts:** Chocolate Cake (contains gluten), Crème Caramel, Cheesecake (contains gluten), Fruit Pies (contains gluten), Chocolate Mousse, Fresh Fruit Bowl

If a sizeable number of people (i.e. more than 50) indicate that they will not be present, please let us know before 22 June, as no changes will be possible after this date.

Kind regards,

Michael Greenwood

E-mail 6 – Logo Graphic artist

From: Carole Montand, Plastic artist
To: Irena Citti, Assistant to the President
Date: 8 June 201X
Subject: Sculpture

Dear Irena,

This is to inform you that the ceramic sculpture you ordered for Gérard Perret's farewell gift will be ready on 29 June 201X. The sculpture is being specially designed for Gérard Perret, and it will take some time before it is completely dry. The timing is going to be rather tight, but I can assure you that it will be ready for you to hand over to Gérard at the reception. So I will deliver it myself to the Vitellius Building that evening around 18.30, after my gallery has closed for the night.

Kind regards,

Carole Montand

E-mail 7 – Logo Council

From: Maria Paredes, Assistant to the Director-General for Personnel and Administration
To: Irena Citti, Assistant to the President
Date: 12 June 201X
Subject: Timing of the speech

Dear Irena,

I am writing to inform you that our Director-General, Hubert De Hert, will not be able to deliver his speech at 18.15 as originally planned. An important EU meeting has been arranged in the meantime, so he will be unable to arrive on time. We estimate that he will arrive sometime around 18.45, depending on the traffic at that time.

The Director-General has emphasised that he would very much appreciate it if, despite his late arrival, he could still make a speech at some point during the evening, as Gérard Perret is someone with whom he has had close contact over the last 2 years.

Kind regards,

Maria Paredes

E-mail 8 – Logo Former DG

From: Diego Velho, former Director-General for Personnel and Administration
To: Irena Citti, Assistant to the President
Date: 13 June 201X
Subject: Not invited to the Farewell Reception

Dear Irena,

I have heard that there is to be a Farewell Reception for Gérard Perret. I worked closely with Gérard for 2 years during my time as Director-General, and our cooperation has left me with a wealth of good memories I could talk about.

I was a little upset when it became clear to me that I was not going to be invited to the event. I realise that I am no longer on the active staff but, as a former close colleague of Gérard's, I had expected that I would at least be invited.

In addition, I believe that I could make a personal speech that would touch many of the people attending the event – especially Gérard.

Kind regards,

Diego Velho

E-mail 9 - Logo Council

From: Irena Citti, Assistant to the President
To: Kristina Santos, Dir. Human Resources; Max Heidemann, Dir. Security; Anna Vermeeren, Press Office; Claudio Bartolli, Dir. ICS; Nikos Laskari, Protocol Section
Date: 4 June 201X
Subject: Practical organisation

Dear all,

As requested, please see below the practical arrangements that need to be made for the reception. For clarity, the appropriate Section, Directorate, or supplier is mentioned.

Kind regards,

Irena Citti

Farewell Reception – Practical organisation

- **Practical arrangements 29 June 201X**

We have access to the Vitellius Building on the 29th from 10.00. The Building Manager, Franco Gaber, has guaranteed that everything from an event taking place on the 28th on levels 2 & 3 will have been cleared away by 10.00 on the 29th. I will do a final check once everything has been arranged.

- The following arrangements have to be made:

- Main building entrance
 - Set up security checkpoint (Dir. Security)
 - Cloakroom arrangements: will be dealt with by the building's cloakroom attendants
 - Install signs indicating the levels to guide guests (Protocol Section)
- 1st level
 - Set up security checkpoint: several separate queues according to surname (Dir. Security)
 - Set up stage: platform for speakers, screen for video presentation (Dir. ICS), technical arrangements for presentation, speeches, and music (sound check at 12.00)
 - Set up buffet and related logistics (Callisto)
 - Decoration (Protocol Section)
- 2nd level
 - Set up security checkpoint: several separate queues according to surname (Dir. Security)
 - Set up buffet and related logistics (Callisto)
 - Decoration (Protocol Section)

E-mail 10 – Logo Council

From: Kristina Santos, Dir. Human Resources
To: Irena Citti, Assistant to the President
Date: 5 June 201X
Subject: Respondents so far

Dear Irena,

In total, 1 876 staff and 192 other guests have been invited to the Reception.

Thanks to the internal Web application set up by the Dir. ICS, I have been able to establish that 658 staff have responded to date, of whom 64 % will be present.

Regarding the other guests, I have contacted Nikos Laskari, who is the person responsible, and so far 71 have confirmed their attendance, while 17 have declined their invitations. Other guests were invited by post and asked to call the Protocol Section to confirm their attendance.

Based on statistics from similar events in the past, we estimate that approximately 75% of those invited will attend. This estimate is important, as it has served as the basis for deciding on various aspects, such as the size of the venue, the caterer, and the security and transport arrangements. We hope to meet this target in order to make the reception a success.

Kind regards,

Kristina Santos

E-mail 11 – Logo Council

From: Kristina Santos, Dir. Human Resources
To: Irena Citti, Assistant to President
Date: 24 May 201X
Subject: Invitation follow-up

Dear Irena,

As you are well aware, the invitations for the reception for Gérard Perret will be sent out tomorrow.

In cooperation with Dir. ICS, an internal web application will be used to coordinate the invitations. An invitation e-mail containing a link to the web application will be sent to the staff, so that they can indicate whether or not they will be attending by clicking on the link.

After 2 weeks, the system will automatically send all staff a reminder mail on my behalf, which should be sufficient.

Invitations to other guests (Directors of agencies and press associations, journalists and media people, and stakeholders with whom Gérard Perret had contact) will be sent by post. They will be asked to confirm their attendance by calling +32 25565689 – the special phone number set up for such occasions. We have chosen this direct approach because we do not have the e-mail addresses of all the other guests, and because of the greater difficulty involved in keeping track of the other guests' responses.

Kind regards,

Kristina Santos

E-mail 12 – Logo Building Manager

From: Franco Gaber, Building Manager, Vitellius Building
To: Irena Citti, Assistant to President
Date: 11 May 201X
Subject: Building facilities

Dear Irena,

Regarding your question, the building has 2 separate entrances.

The main entrance is at the front of the building on Attica Street (No 27). This entrance can cope with the arrival of fairly large numbers of people as it comprises 2 revolving doors. In addition, there is a rear entrance (on Livius street), but it is not easy to reach for anyone travelling by bus.

Inside the building, you have the possibility of holding the reception on 2 levels:

- The 1st level is a full floor that can accommodate up to 2 000 people
- The 2nd level overlooks the 1st level and can accommodate up to 250 people.

Besides this, the building contains:

- A cloakroom on the ground floor
- Toilet facilities on all levels
- Entrance lobbies on all levels
- 4 elevators and a staircase.

I hope this meets your needs and that we can come to an agreement.

Kind regards,

Franco Gaber

E-mail 13 – Logo Council

From: Nikos Laskari, Protocol Section
To: Irena Citti, Assistant to the President
Date: 12 June 201X
Subject: Other events on 29 June 201X

Dear Irena,

You might already have heard that 2 other major events will be taking place on 29 June near the Vitellius Building. A job fair is due to start at 15.00, going on until 20.30, and it is the opening day of an art exhibition in Attica Street from 10.00 to 18.30.

As traffic in Attica Street will definitely be very heavy, we fear not only transportation problems for our guests and delivery problems for the caterers, but also that security could become an issue, as the possible delays could result either in many people arriving at the same time or guests arriving in ones and twos throughout the reception.

Do you have any suggestions on how to handle this?

Kind regards,

Nikos Laskari

E-mail 14 – Logo Council

From: Max Heidemann, Dir. Security
To: Irena Citti, Assistant to the President
Date: 7 June 201X
Subject: Security checks

Dear Irena,

The following security checks need to be carried out for the Farewell Reception for Gérard Perret:

Surrounding areas:

- Check neighbouring buildings and spaces (like parks, etc.). Ideally, these should be closed or easy to control.
- Check if other activities or events in the neighbourhood could cause potential problems.

Building:

- A sweep of the building should take place approximately 4 hours before the start of the reception.
- Access points to the building should be manned by 3 security officers per access point between 17.25 and 18.15 and by 1 security officer per access point between 18.15 and 21.00.

ID security check:

- Basic rule: every person entering the building should be checked by one of our security officers.
- Staff need to be checked: Staff members must present their paper invitations and badges for a visual check.
- Other guests: a list with names of those attending to allow identities to be checked quickly once checks begin.
- → We would like to have a 15-minute buffer before guests arrive so that we can be fully prepared.

Kind regards,

Max Heidemann

E-mail 15 – Logo Council

From: Lea Verbiest, Staff
To: Irena Citti, Assistant to the President
Date: 12 June 201X
Subject: Special diet

Dear Irena,

Although I am aware that the deadline is approaching, I have not yet accepted my invitation to the Farewell Reception, as I have a slight worry about the buffet.

I have to follow a strict diet for health reasons. I cannot eat anything that contains gluten (found in foods processed from wheat and related types of grain) and I am also allergic to crustaceans and shellfish.

Would it be possible to have some suitable dishes? Could you please get back to me on this as soon as possible, so that I will be able to accept my invitation in time.

I know that I am not an easy person when it comes to food, but I do not think that I will be the only one.

Kind regards,

Lea Verbiest

E-mail 16 – Logo Council

From: Irena Citti, Assistant to President
To: Kristina Santos, Dir. Human Resources; Max Heidemann, Dir. Security; Anna Vermeeren, Press Office; Claudio Bartolli, Dir. ICS; Nikos Laskari, Protocol Section
Date: 13 June 201X
Subject: Personal guests

Dear,

I am forwarding this to everyone involved in the organisation of the Farewell Reception for Gérard Perret, as I am currently very busy with arranging my upcoming absence.

Gérard Perret has just informed me that he would like to be accompanied by his family during the reception. He knows that this is not standard procedure, but he would especially like to bring his wife, son, and daughter with him on the night.

I should also mention that his son is a vegetarian.

Could someone please take care of this?

Kind regards,

Irena Citti

E-mail 17 – Logo Council

From: Anna Vermeeren, Press Office
To: Irena Citti, assistant to the President
Date: 22 May 201X
Subject: Video presentation

Dear Irena,

As previously discussed, a video presentation of some of the high points during President Perret's term of office will be shown during the formal part of the reception. The intention is to run a silent video and slideshow on a big screen and on a number of smaller screens. Playing this video in the background will avoid the difficulty of having to keep people's attention for a long time, as it will be shown at the same time as the speeches are being made.

We are now at a point where we are gathering the material to be used in the presentation. Getting the right material from all the different contacts about various important moments during Gérard's term of office, and putting this material together into a clear, attention-grabbing presentation, involves a lot of work.

Could you, perhaps, make some suggestions for material that could be used in the presentation?

Thank you in advance.

Kind regards,

Anna Vermeeren

No	Question	Responses
1	<p>How do you deal with Carole Montand's message that she will deliver the sculpture herself around 18.30?</p> <p>Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++)</p>	<p>I put her name on the list of other guests and ask Nikos Laskari to collect the sculpture from Carole. I then inform Carole that she needs to look for Nikos when she arrives.</p>
		<p>I thank Carole for making sure that the sculpture will be delivered on 29 June. I ask her if she can try to deliver it earlier that day to ensure that the gift can be handed over on time and because it will be easier in terms of security.</p>
		<p>I make sure that I will be at the main entrance lobby when she is due to deliver the sculpture. In this way, I can collect it and take it to the stage personally.</p>
2	<p>How do you deal with Maria Paredes' e-mail informing you that Director-General Hubert De Hert will not be able to make his speech at 18.15?</p> <p>Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++)</p>	<p>I thank Maria for her e-mail and tell her that I will look at the programme together with Nikos Laskari to see what alternatives are possible. I inform Maria that I will update her on any decision made.</p>
		<p>I inform Maria that it will be difficult to find an alternative time slot for the Director-General's speech, especially since it is not even certain that he will arrive in time to make one. I therefore suggest replacing the speech that Hubert De Hert was supposed to give by a speech to be given by Diego Velho.</p>
		<p>I suggest to Nikos Laskari that Diego Velho give a speech at 18.15 and ask Hubert De Hert to hand over the sculpture at 18.45, which will allow him to add a few words.</p>
3	<p>There are a lot of things that still need to be done. In your view, which of the following actions is/are urgent?</p> <p>Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++)</p>	<p>Finalise the programme for the formal part of the reception. Decide who needs to make a speech and at what times the speeches should be made.</p>
		<p>Arrange for the timely delivery of the ceramic sculpture.</p>
		<p>Check how many people have already confirmed their attendance.</p>

4	<p>How do you prevent possible problems with the security arrangements due to the fact that 2 other events are also taking place on 29 June?</p> <p>Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++)</p>	<p>It is up to Dir. Security to see if they need to adapt their procedure, as it is their responsibility and they are probably already prepared for a large number of people.</p>
		<p>Since Attica Street will probably be crowded, I investigate what would need to be done to enable us to use the rear entrance in Livius Street instead of the main entrance in Attica Street. I then propose this alternative to Dir. Security so that they can make the necessary arrangements.</p>
		<p>I contact Dir. Security and ask whether the other guests can use the Livius Street entrance while staff use the Attica Street entrance. I propose to Dir. Security that the security officers be split up so that both entrances can be secured. I ask them to keep me informed.</p>
5	<p>How do you deal with Lea Verbiest's special diet?</p> <p>Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++)</p>	<p>I contact Lea Verbiest and give her the specific menu for the buffet to see if it contains any dishes that she can eat. If there are no suitable dishes on the menu, I contact Michael Greenwood to find out whether it would be possible to prepare a special menu for her.</p>
		<p>I contact Michael Greenwood to find out whether it would be possible to prepare a special menu in order to accommodate possible diet restrictions like those of Lea Verbiest.</p>
		<p>I send an e-mail to Lea Verbiest and inform her that I will make sure that there are meat dishes on the menu; in this way, she will definitely find something that meets her dietary needs.</p>
6	<p>On the afternoon of 15 June, you hear that 1 178 staff have so far responded on the web application. How do you react?</p> <p>Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++)</p>	<p>I contact Kristina Santos and ask her to investigate why a lot of staff have not yet responded. I propose that she contact Dir. ICS to request that they send out a new reminder to all staff through the web application, if she thinks it necessary.</p>
		<p>I immediately send out a new invitation, including the detailed programme and the menu. I hope this will encourage guests to respond.</p>

		<p>This is Kristina Santos's responsibility, and staff still have until 18.00 to respond. I contact Kristina to ask her to inform me of the latest situation on Monday 18 June, at which point she can decide if any extra action is needed.</p>
<p>7</p>	<p>How do you deal with Michael Greenwood's request about setting up the buffet?</p> <p>Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++)</p>	<p>I contact Franco Gaber and ask if it would be possible to be given access to Level 1 of the building on 28 June so that the buffet could already be set up. This should mean less work on 29 June.</p> <p>Because I think that it should be possible to set up the buffet on the morning of 29 June, I respond to Michael Greenwood by saying that we are sorry, but we cannot grant access on 28 June. I ask Mr Greenwood if we can help him in any other way, and I contact Nikos Laskari to inform him about Mr Greenwood's request and my response to it.</p> <p>I contact Michael Greenwood to check how much time it would take to set everything up, and contact Franco Gaber to see if Callisto could be granted access earlier than 10.00 on 29 June.</p>
<p>8</p>	<p>How do you deal with Diego Velho's e-mail?</p> <p>Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++)</p>	<p>I contact Nikos Laskari and ask him to deal with Mr Velho's request for an invitation and to check if it would be possible to fit a speech by Mr Velho into the programme.</p> <p>I forward the request to Nikos Laskari, as he is the person responsible. I ask him to contact Diego Velho once he has found a way to meet his request.</p> <p>I contact Diego Velho and inform him that his requests will be met. I apologise for the fact that he was not invited from the start, and tell him that I will make sure he receives an invitation.</p>
<p>9</p>	<p>Several different parties are involved in the Farewell Reception: those responsible for the programme, transport, security, catering, etc. How do you ensure that everything goes smoothly on 29 June?</p>	<p>As I will not be able to check everything myself, I compile a checklist for everyone involved, outlining what needs to be done and by when. In this way, everyone will be clear about what they need to do and what they are responsible for.</p>

	Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++).	I will make a checklist of everything that needs to be done and will be on hand in the Vitellius Building all day on the 29th. This will enable me to keep an eye on everyone involved and on everything that needs to be done.
		Every stakeholder is responsible for a particular aspect of the event. Given this breakdown of responsibilities and their experience in these matters, they will take care of whatever needs to be done. I ask them to inform me whenever they need me to help them.
10	Which of the following tasks should be given high priority?	Check if there are going to be any issues with getting into the Vitellius Building on the day of the reception.
	Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++).	Choose the dishes for the buffet menu.
		Establish the exact number of people who will be attending.
11	How will you ensure that the security officers have a clear overview of all the other guests attending so that they will be able to perform the necessary security checks?	The Protocol Section is responsible for the other guests. I therefore ask Nikos Laskari to supply the names to the security officers on the morning of 29 June.
	Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++).	I ask Nikos Laskari to send me the list a few days before the event, so that I can have a final look before it is sent to the security officers. I ask him to put me in copy when he sends the final attendance lists to the security officers.
		I ask Nikos Laskari to send me the list of people attending. I will make sure that the security officers have a copy of the list at the start of the reception.
12	The Press Office has asked how material for the video presentation should be gathered. How do you deal with this request?	I ask the Press Office to make a first version of the presentation, because it is their responsibility and because they have access to all the press material from the last few years. I propose to take a look at it afterwards to see if it is OK and to establish if there is anything I can do to help them further.

	<p>Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++).</p>	<p>In order to collect the right material, I contact people who were closely involved with Gérard Perret and who might have something to say or to share about him, e.g. Diego Velho, Hubert de Hert, etc.</p>
		<p>I suggest to the Press Office that they contact Dir. Human Resources, as they have personal data and can search their database.</p>
<p>13</p>	<p>The security checks start at 17.25. How will you ensure that they run smoothly, given that people will begin leaving the Theano building via shuttle service at 17.10?</p> <p>Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++).</p>	<p>Security needs to be ready before guests arrive. Therefore, I contact Dir. Security to ask them to be ready to start from 17.10.</p>
		<p>I contact the Protocol Section and propose to investigate whether the shuttle can wait in front of the Vitellius building if too many people are already queueing for the security checks.</p>
		<p>Considering that other events will also be taking place in the area at that time, the first guests will not start arriving before 17.20, so there really should not be a problem. But I will inform Dir. Security that guests might start arriving before 17.25 and ask them to cope with this if it occurs.</p>
<p>14</p>	<p>How urgent are the following tasks?</p> <p>Rank the following responses on a scale ranging from not at all urgent (-) to extremely urgent (++).</p>	<p>Start collecting material on a selection of important moments during Gérard Perret's period in office for the video presentation.</p>
		<p>Arrange for the buffet to be set up in good time.</p>
		<p>Arrange the invitation for Gérard Perret's family.</p>
<p>15</p>	<p>What is the core message contained in Lea Verbiest's e-mail? What do you do?</p> <p>Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++).</p>	<p>She has not confirmed that she will be attending the reception. I get back to her with an answer as soon as possible, so that she still has time to accept her invitation.</p>
		<p>She is worried about the menu, as she has certain allergies and cannot eat gluten. I make sure that I choose some courses for the buffet that will be suitable for her.</p>
		<p>Guests with special dietary requirements have not been considered. I check if anybody else needs special types of food.</p>

16	Which of the following menus would you choose?	Shrimp and Avocado Salad, Spare Ribs, Smoked Salmon Patties, Aubergine Salad, Stuffed Chicken Breast Florentine, Oven Poached Salmon with Dill Cream Sauce, Ratatouille, Chocolate Mousse, Cheesecake, Fresh Fruit Bowl, Crème Caramel
		Marinated Tomato and Onions, Shrimp and Avocado Salad, Aubergine Salad, Poached Chicken, Oven Poached Salmon with Dill Cream Sauce, Ratatouille, Sausage Rolls, Chocolate Mousse, Cheesecake, Fresh Fruit Bowl
		Chicken Marsala, Crispy Duck Rolls, Spare Ribs, Beef Pot Roast, Poached Chicken, Pork Pies, Oven Poached Salmon with Dill Cream Sauce, Chocolate Cake, Crème Caramel, Fresh Fruit Bowl.
18	<p>You need to choose the menu for the buffet. What do you do?</p> <p>Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++)</p>	There is no time to lose. I leave it up to Michael Greenwood to choose the menu himself. He has the most expertise in this area and knows what people will like best.
		I make a suggestion on the courses myself, aiming at a well-balanced menu. I then send it to Nikos Laskari, Kristina Santos and Lea Verbiest so that they can give their opinions.
		I involve Nikos Laskari, as he is responsible for the programme and has probably organised similar events before. I ask him to choose the courses and send his choices to me by the next day, so that I can check if it caters for all special diets.
17	<p>On 29 June, it becomes apparent that, because of traffic problems, Gérard Perret will only be able to make it by 18.30. What do you do regarding the formal part of the reception?</p> <p>Rank the following responses on a scale ranging from totally disagree (--) to totally agree (++)</p>	As Gérard Perret is not due to speak until 18.30, this will not be a problem. The formal part can already start, and the video presentation can be used as a back-up in case of extra delays.
		I decide to start the formal part 15 minutes later than planned. I inform Nikos Laskari of this decision.
		I contact Gérard Perret and promise to keep him up to date. I contact Nikos Laskari and ask him if the programme can be changed in order to make sure that Gérard Perret will be present during the formal part.