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## ASSIGNMENT

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### 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 imagine yourself in a situation in which you take on the role of a senior investigator at the Anti-Fraud Bureau (AFB). All the documentation that you need to prepare yourself for your interview is included in this booklet. 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, Leadership, 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 40 minutes.

**Please note that for the purpose of this exercise:  
Today is Tuesday, 4 February 20XX.  
Last year was 20XX-1, next year will be 20XX+1.**

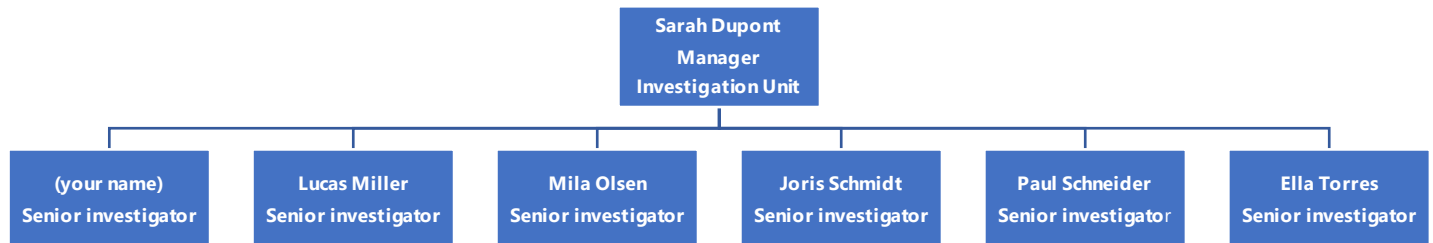
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## ANTI-FRAUD BUREAU

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The Anti-Fraud Bureau (AFB) is the European Commission department responsible for combatting fraud. Anyone suspecting that fraudulent activities are taking place can disclose information to the AFB.

### The Investigation Unit



### Current case strategy

Anyone who wants to disclose information about a fraud first needs to answer a number of confidential questions designed to ensure that the information the AFB receives is of the standard required. Cases are opened only if the analysis of the information indicates that they correspond to pre-defined criteria. Once opened, cases are assigned to investigators by managers. Investigators are responsible for fitting all case-related work into their daily schedules and conducting the investigation. At the end of each case investigation, the AFB (a) issues its conclusions to the relevant authorities of the country concerned and (b) provides them with targeted advice on how to act on these conclusions. Questions from authorities about the implementation of advice are sent to the investigators involved in the respective cases. Unfortunately, many questions have recently remained unanswered, either because they were not always received by the right person or because of high workloads created by ongoing investigations.

### New case strategy

The number of cases being investigated by the AFB has risen in the last few years, which has led to higher workloads for investigators, who are finding it increasingly difficult to manage their daily work schedules. Investigators are also unhappy with the current process used for selecting cases, which they claim is too time-consuming. In an attempt to tackle the challenges faced by the AFB, management is considering a wide-ranging review of its case strategy.

### Pagar

The AFB is also involved in efforts to combat fraud committed outside EU borders but which affects the EU itself. Over the last few years, the AFB has received an increased amount of fraud-related information concerning the East-Asian nation of Pagar. The EU does not currently have a specific agreement in place for the exchange of information with Pagar, a situation which is to be discussed as a matter of priority at an upcoming meeting on 13 May.



3 February 20XX

**From:** *AFB external meeting organiser*  
*Sergiusz Borkowski*  
*Europalaan, 5*  
*Brussels*

**To:** *Her Excellency Ms Delphine Provencher*  
*Permanent Representative of France to the*  
*European Union,*  
*Rue Bonnet, 5,*  
*Brussels*

**Subject:** **Meeting with Pagar**

Your Excellency,

In preparation for the upcoming meeting, the AFB will develop a first draft of possible measures to include in the agreement with Pagar. The measures define what sort of information can be shared between the EU and Pagar and how this should be done, what the EU can do to help Pagar fight fraud, etc. In accordance with the official procedure, a first draft of possible measures will soon be sent to you and to all other Permanent Representatives for your respective countries to review and comment on. All unclear or unresolved issues will be discussed further at the meeting. Please note that you will receive the formal agenda for this meeting as soon as it has been approved by the chairperson.

May I please ask you to confirm whether France will be represented at this meeting before 12 February.

Yours faithfully,

**Sergiusz Borkowski**



AFB

MINUTES

<b>Date and time:</b>	<b>25/01/20XX – 13:00–16:00</b>
<b>Attendees:</b>	<b>AFB Unit managers</b>
<b>Topics:</b>	<b>New case strategy introductory meeting: tackling the current issues</b>

## AGENDA TOPICS

CASE SELECTION	
◆	The list of pre-defined criteria that investigators use to select cases is rather long and takes a lot of variables into account.
◆	It was suggested that the current AFB process could be replaced by a less complicated cost-benefit analysis focusing on the most essential criteria and variables only. By weighing expected costs (e.g. time and resources) against potential benefits (e.g. amount of funds recovered), investigators can determine which cases to concentrate on without having to go into as much detail during the pre-investigation analysis stage.
◆	On the other hand, the AFB recently engaged a number of external consultants who recommend that the AFB should take the amount of available information into account when selecting cases.
STAFF WORKLOAD MANAGEMENT	
◆	Given the increased workloads, a solution urgently needs to be found to help staff plan their activities.
◆	It was suggested that the AFB could establish a team of resource coordinators to assess and manage workloads in a consistent way across all units. To help such a team monitor all ongoing case deadlines closely, investigators should be asked to inform the resource coordinators whenever a case falls behind schedule.
THE PAGAR MEETING	
◆	To have a valid quorum, at least 62 % of the EU population must be represented at this meeting.
◆	The original chair has been reassigned to another function and the alternate chair will be unable to take up the position for another three months (for service reasons).
◆	While the process of appointing a new meeting chair can be completed in just 28 working days if necessary, the AFB should be aware that it can also take up to two months, as the rules dictate that the Legal Service needs to be consulted.



AFB STAFF

## DISCUSSION FORUM

**> Subject: case strategy**

Ulrich Debi 22/01/20XX



Hi everyone. I was wondering if anyone had any suggestions on how best to determine which cases deserve most attention. The other investigators and I currently use a checklist to select cases, but this always takes us a lot of time and so we are looking for an alternative, especially as new investigators like me already spend most of our time trying to familiarise ourselves with the AFB's investigative processes.

QUOTE

REPLY

Ella Stinson 22/01/20XX



Hi Ulrich. I heard that our management is actually reviewing the current case strategy and that cost-benefit analyses are one of the options on the table. I'm a bit worried, however, that we investigators will end up spending more time recalculating cost-benefit analyses than investigating cases.

QUOTE

REPLY

Sarah Dupont 27/01/20XX



Hi all! I was recently in contact with the Law Department, which managed to implement an automated planning tool in only 2 weeks. The tool, which is linked to the calendars of all staff, allows management to manage staff workloads and send staff their monthly schedules. The staff members themselves only have to consult their individual schedules and make adjustments whenever anything changes.

Quote

Reply



## PAGAR MEETING

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**TOBIAS FRYE, MANAGER, INTERNAL PROCEDURE UNIT**

Published 17 January 20XX

Hi all, the purpose of the upcoming meeting is to finalise measures to protect the EU against fraudulent activities in Pagar; the Internal Procedure Unit believes that the country representatives should be asked to provide feedback as soon as some draft measures have been composed. Do you all agree?



**SARAH DUPONT, MANAGER, INVESTIGATION UNIT A** I understand, but I do not think that there is any point asking for opinions on draft measures if there is a chance that the meeting cannot go ahead or will have to be rescheduled. Also, based on previous meetings, representatives usually take no more than two weeks to comment on draft measures. We should, however, keep in mind that the chair has at least one week to examine and review the comments before the meeting.



**TIBO JOENSEN, MANAGER, SERVICE SUPPORT UNIT**

Published 17 January 20XX

Hi! Building on the discussion above, I think that the priority should be to select the cases that will be presented at the upcoming meeting. The persons responsible for these cases could be asked to give a presentation (as is often the case) to clarify some discussion points. To be able to prepare for this properly, they will need a three-week window to contact the countries for their input on the sort of information that (a) can and cannot be made public in the presentation and (b) might be important for the audience.



**ELENA ROSSI, MANAGER, ORGANISATIONAL PERFORMANCE UNIT** I heard that, under Sarah's supervision, Joris and Ella are currently working on some major fraud cases linked to Pagar. In any case, I believe that the list of possible example cases to present could be narrowed down if the specific concerns of the countries were first clarified.