

Competency-Based Promotional Assessment Process



Preparation Guide for the In-Basket Job Simulation

Research and Development Branch
Office of Human Resources and Development

PREPARATION GUIDE FOR THE IN-BASKET JOB SIMULATION

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PREPARATION GUIDE FOR THE IN-BASKET JOB SIMULATION

INTRODUCTION

The In-Basket Job Simulation

The *In-Basket Job Simulation* is one of the assessments in the INS Competency-Based Promotional Assessment System. During the *In-Basket Job Simulation*, you will be asked to assume the role of someone in charge of a fictional INS facility. You will receive background information about the facility, the staff, and the major issues facing the facility. In addition, you will be presented with a series of letters, notes, memos, and telephone messages that have accumulated in your in-basket. You must read these materials and then outline your strategies for solving problems, making decisions, developing plans, evaluating progress, delegating responsibilities, setting priorities, and informing others.

After completing your review of the introductory materials and in-basket documents, you must answer a series of multiple-choice questions that ask how you would handle the situations presented in the in-basket materials. Each question addresses one or more of the administrative competencies described in the next section of this guide.

The Administrative Competencies

The *In-Basket Job Simulation* measures administrative skills that are critical for effective performance in supervisory and managerial jobs at the INS. The competencies in the administrative skills cluster include:

Problem Solving and Decision Making - Your ability to identify problems and to gather, interpret, and evaluate information in order to determine its accuracy and relevance; your skill in generating and evaluating alternatives; your ability to make sound and well-informed decisions; and your ability to commit to action to accomplish organizational goals.

Planning and Evaluating - Your ability to organize work, set priorities, and determine resource requirements; your skill in determining objectives and strategies to achieve organizational goals; and your ability to monitor and evaluate progress against goals.

Managing and Organizing Information - Your ability to identify a need for information, determine its importance and accuracy, and communicate it by a variety of methods.

Self-Management - Your ability to show initiative; your skill in setting well-defined and realistic goals; your ability to monitor progress; your motivation to achieve; and your effectiveness in managing your own time.

About this Preparation Guide

This guide is designed to familiarize you with the *In-Basket Job Simulation* and to help you to prepare for it. The guide allows you to test your administrative skills on a practice exercise that is based on the *In-Basket Job Simulation* that you will complete as part of the Competency-Based Promotional Assessment System. The practice exercise presents a scenario, an organizational chart, and a series of in-basket documents. These materials are followed by multiple-choice questions that ask how you would handle situations presented in the scenario and documents. The last section of the guide provides the answers to the multiple-choice questions and explanations for each answer.

About the Practice Exercise

The practice exercise begins on page 6. The documents and multiple-choice questions were based on a “retired” version of the Border Patrol *In-Basket Job Simulation*. Although the practice exercise relies on material from the Border Patrol assessment system, it can serve as valuable study material for the Immigration Officer *In-Basket Job Simulation*.

You will find that both the Border Patrol and the Immigration Officer *In-Basket Job Simulations* resemble this practice exercise. Both assessments present the same basic format of the scenario, propose the same kinds of administrative problems presented in the documents, and ask the same kinds of questions on the multiple-choice assessment.

After a careful analysis of supervisory and managerial jobs in the Border Patrol and in the Immigration Officer occupations, we selected situations for the practice exercise that would generalize across all INS officer corps jobs and across varied geographical settings. In all cases, you will be able to reach appropriate conclusions on the practice exercise using the information that is provided in the scenario and the documents.

The Scenario and Documents

On the following pages, you will find a **scenario** that describes the roles and responsibilities of the staff at the Crystal Lake Border Patrol station and outlines the issues facing them. We have also included an **organizational chart** for the Crystal Lake Border Patrol station and **calendars** for August, September, and October. Following the scenario, you will find **documents** 1 through 14 (marked in the lower right-hand corner).

The scenario and documents in this preparation guide, like the scenario and documents in the actual assessment, are based on incidents encountered by supervisors and managers in the INS. These materials simulate job duties and tasks that are considered to be important by supervisors, managers, and staff officers in all INS officer corps occupations.

The Practice Multiple-Choice Questions

Beginning on page 30, you will find a series of multiple-choice questions that ask how you would handle the situations presented in the documents. When you have completed the practice questions, turn to page 35 and compare your answers to the answers and explanations that we have provided for you. You will receive the greatest benefit from the practice exercise if you first record your answers before examining the answers and explanations.

Each practice question addresses at least one of the administrative competencies described on page 1. Before you begin the practice exercises, you may find it helpful to review the competencies. The competency definitions refer to the specific skills and abilities you will need as you attempt to resolve the situations presented in the in-basket.

Preparing for the In-Basket Job Simulation

In this section, we provide some suggestions for approaching the *In-Basket Job Simulation*.

Some General Tips

As you review the documents in the practice exercise, think about how you would apply the four administrative competencies (see page 1) as you handle each situation. To assist you in your review, we have provided a series of competency-related study questions. You might ask yourself these questions as you are reviewing the documents. These questions are similar to the kinds of questions that appear on the multiple-choice assessment.

When you take the *In-Basket Job Simulation*, it is helpful to keep the following guidelines in mind. First and foremost, plan your time wisely. You will have a set period of time to read the scenario and the documents and to plan your strategies for handling the challenges presented to you. You will have an additional set period of time to answer a series of multiple-choice questions that are based on the scenario and documents.

The answers to the multiple-choice questions were developed and reviewed by senior managers in the INS officer corps. These experts also identified the correct answers. In many instances, these experts agreed that there was more than one effective means of handling a particular issue. In such cases, more than one response option may receive full credit. In other instances, the subject matter experts agreed that some response options were satisfactory, but less than optimal. Such response options receive partial credit.

When answering the multiple-choice questions, ignore any patterns of A's, B's, C's, D's, or E's on your answer sheet. The correct answer positions are chosen randomly and there is no way to improve your chances by guessing based on a pattern of answers. However, if you are running out of time, do guess. No points are deducted for incorrect answers.

Problem Solving and Decision Making

To solve problems effectively, you must first properly identify them. Then, to the extent that time and the situation permits, gather information. Interpret and evaluate this information and determine its relevance to the situation at hand. Try to generate alternative actions that you might take in responding to the situation. Finally, select and commit to the best course of action.

Consider the following questions as you review each document:

- What is the most critical issue raised in this document?
- What factors are most important to consider in deciding how to respond to the situation raised in this document?
- What actions are likely to be most effective in dealing with the situation presented in this document?

Planning and Evaluating

Effective planning begins with a careful analysis of your roles and responsibilities. Once you have read the material in the practice exercise carefully, consider what you would like to accomplish, given your role in the hypothetical situation. Consider how your overall objectives relate to organizational goals. Next, establish priorities. Develop a plan that will enable you to meet your goals. If your plan requires a series of steps, make sure that these steps are well organized and logically sequenced. Determine resource requirements and establish deadlines. Finally, consider how you would monitor your plans and evaluate your progress in achieving your goals.

Consider the following questions as you review each document:

- What specific steps would you take to resolve the situation in this document? Which of these steps would you take first?
- Of the factors mentioned in this document, which would create the greatest burden on your organization's resources?
- What resources would you need to resolve the situation in this document? Are there other situations that would compete for these resources?
- What indicators would provide the strongest evidence that the way you dealt with the situation had been successful?

Managing and Organizing Information

On a daily basis, supervisors and managers can easily become inundated with information. A key to maintaining peak effectiveness is the ability to recognize and act upon the important details appropriately while ignoring the unimportant ones.

Consider the following questions as you review each document:

- Does the information in this document provide insight into issues presented in other documents?
- Who else needs the information presented in this document? How soon must you present this information to these individuals?
- What should you do with this document once you have read it? Do you need to transmit it to other individuals in your organization? Should it be filed? Can you discard it?

Self-Management

The ability to manage one's schedule is a prerequisite to effectiveness as a supervisor or manager. Most important is the ability to manage your time wisely. You must be able to recognize vital matters—the ones with a high payoff—and to devote your time and attention to them. Do not be fooled by urgent yet trivial matters.

Success as a supervisor or manager also requires the ability to take initiative. In addition, you must be able to set realistic goals and to follow up each goal until it has been achieved.

Consider the following questions as you review each document:

- What priority would you assign to each issue or situation presented in the in-basket?
- When must each situation be handled? Does the situation require immediate attention or can you delay action? If the situation does not require immediate attention, how long can you delay action?
- Is this situation something that you should handle personally? If not, who on your staff should?

THE PRACTICE EXERCISE

Instructions for Completing the Practice Exercise

This practice exercise measures the administrative competencies that are critical for effective performance as a supervisor or manager in the INS. The questions in this exercise measure your ability to delegate responsibilities, set priorities, solve problems, make decisions, develop plans, and evaluate progress. You must demonstrate these competencies while resolving issues faced by supervisors and managers in all INS officer corps jobs. Typical concerns include budget and financial management, program oversight, human resources management, resource management, and public relations.

In this exercise, you will be asked to play the role of the Patrol Agent in Charge (PAIC) of a fictitious Border Patrol station. You are presented with 14 documents that a supervisor or manager could expect to find in his or her in-basket. Review these documents and consider how you would handle the issues and problems they raise. When you have completed your review, answer the set of multiple-choice questions that follows the documents. By answering these questions, you will indicate how you would respond to the problems presented in this exercise. Individual questions may address a single document, a group of documents, or the general situation created by the package of in-basket materials. To the extent possible, the multiple-choice questions are arranged in the same order as the documents. Therefore, the documents should be kept in their original order in the booklet.

As you are reviewing the documents, **do not** prepare responses to them (for example, do not write letters or memos, or prepare messages to fax). Instead, to prepare for the multiple-choice questions, you may find it helpful to make notes about your strategies for resolving the issues presented in the documents. Consider **what** actions should be taken, **when** the actions should be taken, **who** should perform such actions, and **who** must be contacted while taking these actions.

When you complete the in-basket exercise as part of the Competency-Based Promotional Assessment System, the assessment administrator will provide you with paper for making your notes. You may also write on any of the materials provided in your packet (for example, monthly calendars, organizational chart, and documents). While responding to the multiple-choice questions, you will be able to refer to your notes and to the documents. However, your notes will not be considered in scoring this assessment. Only your responses to the multiple-choice questions will be scored.

In this exercise and in the actual assessment, there are no references to any specific year. Calendar dates are given as a month and a day, such as “September 1.” All events have taken place during the current calendar year. You should assume that any information not provided, such as policy or procedural information, is consistent with INS policies and procedures. Finally, all individuals and situations described in the in-basket materials are fictitious.

The In-Basket Materials

In the following pages, you will find the **scenario**, an **organizational chart** for the Crystal Lake Border Patrol station, and **calendars** for August, September, and October. In addition, you will find **documents** 1 through 14 (marked in the lower right-hand corner) and a series of **multiple-choice questions**. Please complete your evaluation of the introductory materials and review of the documents before proceeding to the multiple-choice questions.

The Scenario

Your Role

You are **Chris Adams**, Patrol Agent in Charge (PAIC) of the Crystal Lake Border Patrol station. It is now 7:30 a.m. on Monday, September 10. Today is your first day back from a two-week vacation. Supervisory Border Patrol Agent (SBPA) **Dennis Tyrol** was acting for you while you were on vacation. Your deputy, Assistant Patrol Agent in Charge (APAIC) **Kenneth Hawkins**, would have normally acted for you. However, he has been in Washington, DC at INS Headquarters on detail since August 1. His detail is scheduled to conclude on October 29.

At 8:00 a.m., you will be leaving to attend a day-long planning meeting at sector headquarters. All PAICs in the sector have been asked to attend. The session has been scheduled to last until 5:00 p.m. However, there will be a short break in the morning and another one in the afternoon. You do not expect to return to the station until tomorrow morning.

About the Crystal Lake Border Patrol Station

The Crystal Lake Border Patrol station is one of seven Border Patrol stations located in the Billingsley sector in the southwestern United States. **Lawrence Ayres** is the Chief Patrol Agent (CPA) of Billingsley sector. The seven stations in the Billingsley sector are collectively responsible for monitoring about 150 miles of international border.

The Crystal Lake station is located on the outskirts of the city of Debbington, a planned community that has been built around a man-made lake. The station is approximately five miles from the Mexican border and the agents assigned to this station are responsible for patrolling 25 miles of international border. In addition to patrolling the border, the station is responsible for administering a highway checkpoint 15 miles north of the border on Route 385.

The nearest Border Patrol facilities are the Billingsley sector office, which is 25 miles east of the Crystal Lake station, and the Smithville station, which is five miles east of the sector office.

The Crystal Lake Border Patrol Station Staff

The Crystal Lake Border Patrol station has an authorized force of 52 INS employees. (See the accompanying organizational chart on page 10.) Assigned to the station are:

- 1 Patrol Agent in Charge
- 1 Assistant Patrol Agent in Charge
- 4 Supervisory Border Patrol Agents
- 8 Senior Border Patrol Agents
- 34 Border Patrol Agents
- 1 Administrative Officer
- 1 Office Automation Clerk
- 2 Detention Enforcement Officers

You report to Assistant Chief Patrol Agent (ACPA) **Janet Cook**. ACPA Cook maintains the budget status and coordinates funding requests through the appropriate regional and Headquarters personnel. Reporting to you are APAIC **Kenneth Hawkins**, and four Supervisory Border Patrol Agents: SBPA **Sandra Larchmont**, SBPA **Dennis Tyrol**, SBPA **Luis Quesada**, and SBPA **Sam Markowitz**.

Issues Faced by the Patrol Agent in Charge

Facilities. The Crystal Lake Border Patrol station was built in 1961. It was intended to accommodate about 30 agents. However, the recent influx of personnel has nearly doubled the number of agents at the station. Within the next fiscal year, the station expects eight additional personnel.

Operations. Many agents from the Crystal Lake Border Patrol station have been involved in an initiative to close down Los Gatos del Desierto, a gang of Mexican nationals. The “Desert Cats” have been operating a two-way smuggling ring. They have been smuggling Mexican and Central American nationals into the United States. They also have been smuggling guns and ammunition out of the United States into Mexico. In addition, the gang has been tied to a recent string of robberies of freight trains, which run in the United States three miles from the Mexican border.

Several Federal and local law enforcement agencies have been working together to put an end to the Desert Cats’ broad ranging activities. The Drug Enforcement Administration (DEA), the Federal Bureau of Investigation (FBI), the Bureau of Alcohol, Tobacco, and Firearms (ATF), and the Billingsley County Police Department have established the SANDBLAST task force to counteract the gang’s activities. Border Patrol participation in the SANDBLAST task force is being funded through INS Headquarters. Because of the importance of this issue, you are serving as the Border Patrol’s representative on the task force committee. The task force committee is scheduled to meet at sector headquarters in Billingsley from 8:30 a.m. until 4:30 p.m. on Wednesday, September 12 and from 8:30 a.m. until 12:00 p.m. on Thursday, September 13.

The objectives of the SANDBLAST task force are being achieved through a series of operations. The Border Patrol has the lead in the first of these, Operation CATTRAP, which is now underway. SBPA Markowitz is responsible for planning and monitoring the day-to-day operations of CATTRAP. It is a multi-agency operation, which includes DEA, FBI, ATF, and county law enforcement personnel. The base of operations is about 60 miles west of the Crystal Lake Border Patrol station.

Other Issues. Recently, many of the local citizens have been openly hostile toward the Border Patrol. The hostility is especially prevalent in the newer areas of the community where agents have damaged landscaping during efforts to apprehend illegal aliens.

Summary

- You are **Chris Adams**, Patrol Agent in Charge of the Crystal Lake Border Patrol station. Today is your first back after a two-week vacation. It is now 7:30 a.m. on Monday, September 10. At 8:00 a.m., you will be leaving your office to attend a day-long planning meeting, which will be held at sector headquarters. You do not expect to return to the office until tomorrow morning.
- The Crystal Lake Border Patrol station is one of seven Border Patrol stations located in the Billingsley sector in the southwestern United States. **Lawrence Ayres** is the Chief Patrol Agent of Billingsley sector. Crystal Lake station is responsible for monitoring 25 miles of international border and has an authorized force of 52 INS employees.
- You report to Assistant Chief **Janet Cook** at sector headquarters. Reporting to you are APAIC **Kenneth Hawkins**, who is on detail to Headquarters, and four Supervisory Border Patrol Agents: SBPA **Sandra Larchmont**, SBPA **Dennis Tyrol**, SBPA **Luis Quesada**, and SBPA **Sam Markowitz**.
- Your station is taking the lead in a multi-agency operation, Operation CATTRAP, which is part of a broader initiative, the SANDBLAST task force. You are a member of the SANDBLAST task force committee, which is meeting in Billingsley later this week.

Note: This page has headers for the table of contents. It should be replaced with the Organizational Chart, which should have the page number 10. See the laser-printed copy. Please call if you have any questions.

Crystal Lake Border Patrol Station Organizational Chart

Calendars

CALENDARS

August

<i>Sundau</i>	<i>Mondau</i>	<i>Tuesdau</i>	<i>Wednesd</i>	<i>Thursdau</i>	<i>Fridau</i>	<i>Saturdau</i>
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

September

<i>Sundau</i>	<i>Mondau</i>	<i>Tuesdau</i>	<i>Wednesd</i>	<i>Thursdau</i>	<i>Fridau</i>	<i>Saturdau</i>
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

October

<i>Sundau</i>	<i>Mondau</i>	<i>Tuesdau</i>	<i>Wednesd</i>	<i>Thursdau</i>	<i>Fridau</i>	<i>Saturdau</i>
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

THE IN-BASKET DOCUMENTS

From the Desk of

**Meg Lindstrom
Administrative Officer**

Monday, September 10

PAIC Adams,

Welcome back! I hope you enjoyed your vacation.

SBPA Tyrol has had his hands full acting for you during the past two weeks. SBPA Quesada was out with the flu all last week, SBPA Markowitz was tied up all week with Operation CATTRAP, and SBPA Larchmont spent 2 days last week at a computer training course.

With so many out for most of last week, SBPA Tyrol was pretty busy and was unable to handle all of the things that came up. He is out today attending to a family emergency.

I have placed the items he could not handle under some urgent messages that came in this morning. Your computer monitor is still not working properly, so I printed copies of your e-mail messages. Tech support promised to bring you a new monitor by noon today.

I will be in all day. Let me know if you need anything.

Meg

Phone Message . . .

FOR *PAIC Adams*

DATE *September 10* TIME *7:20 a.m.*

FROM *Sam Markowitz, SBPA*

OF *Crystal Lake Station*

PHONE *(800) 555-4444 at Desert Sky Inn*

ABOUT *Operation CATTRAP lodging*

MESSAGE *This is the first day of Operation CATTRAP. We just arrived on location with 6 BP agents, 2 DEA agents, and 2 FBI agents. We had arranged lodging at the local military base for \$7 per day, but when we arrived this morning they said that no lodging was available.*

Due to a week-long computer vendors' trade show, the only available hotel at the per diem rate of \$55 per day is the Desert Sky Inn. Once we make the reservations, we cannot cancel them. The operation is scheduled through Friday.

I know it is the end of the year and that no local funds are available. I request approval to make reservations.

From the desk of Sam Markowitz, SBPA

To PAIC Adams
Date: September 10
Re: Leak on Operation CATTRAP

memo

URGENT

Assistant Chief Cook called me last night from sector headquarters. She tried to reach you until about 11:00 p.m., but you had not yet returned from your trip. She had just received a telephone call from Dick Grady. He hosts the all-night talk show on KNWS-Talk Radio. Dick Grady invited her to appear on his show on Wednesday night. He wants to discuss what Border Patrol is doing to address community concerns about our presence, specifically the recent property damage in the new housing development near Crystal Lake. He is then going to take questions from the public. She'd like you to put a few talking points together for her by COB tomorrow.

Dick Grady also started asking her questions about Operation CATTRAP. Assistant Chief Cook told Dick Grady that because this is an ongoing operation, the Border Patrol had no comment. She then asked him where he obtained this information. He told her that he could not reveal his sources. I hope that he's smart enough not to discuss an ongoing operation during a live broadcast, but with him, who knows. He's a real loose cannon.

Assistant Chief Cook is concerned because Dick Grady seems to know much more about our plans for Operation CATTRAP than we have released to the public. She thinks that there is a leak. She asked me to pass this information on to you immediately and to ask you to work on finding the leak. It's now 6:00 a.m. and I'm leaving for the Operation CATTRAP site. I will be on location for the remainder of the day.

Sam

DOCUMENT 3
Page 1 of 1

Date: 9/10 6:39 AM
Sender: Janet Cook
To: Chris Adams
Priority: Normal
Receipt Requested
Subject: Surplus Communications Equipment

Chris,

We have just received word about surplus communications equipment and other specialized equipment that is available from the Army. It was used in Operation TABRIZ, but the Army says it is in relatively good shape. Perhaps it would help with the operations you are conducting in connection with the SANDBLAST task force.

Our contact at Army is Captain Michael McAlester. He is going to dispose of the equipment either by declaring it surplus or by finding another agency that is willing to take the equipment.

You will want to move quickly on this. McAlester says that the DEA, the FBI, and the Debbington Police Department are also interested in the equipment and that he will be calling them this afternoon if he does not hear from you.

I let Captain McAlester know that you might be interested in the equipment. You may contact him at your discretion. If you want the equipment, you will need to cover the cost of shipping it. The equipment is at the Fort Beadle Army Depot, about 100 miles from Crystal Lake. His number is (999) 555-0920.

Janet

Janet Cook
Assistant Chief Patrol Agent
Billingsley Sector

(999) 555-0968



U.S. Department of Justice
Immigration and Naturalization Service

*U.S. Border Patrol
Billingsley Sector
Crystal Lake Station*

September 7

MEMORANDUM FOR CHRIS ADAMS
PATROL AGENT IN CHARGE – CRYSTAL LAKE STATION

FROM: Luis Quesada **LRQuesada**
Supervisory Border Patrol Agent, Crystal Lake Station

SUBJECT: Agent Arroyo's Two-Week Notice

Agent Lenny Arroyo gave me his two-week notice today. His last day of work will be Friday, September 21. Agent Arroyo has worked at various stations in the Billingsley sector for six years and has served the Crystal Lake Border Patrol station for the past 18 months. We are losing an excellent agent.

I spoke with Agent Arroyo. He is leaving because of problems at the station. He was frank and told me what he thinks the problems are, and I have heard similar complaints from other agents. He also said several other agents are looking for other work because there is no sign that things will improve. Agent Arroyo gave three major reasons:

- Shortage of Vehicles – Our vehicles are old and in poor repair. Often, several vehicles are inoperable and agents must double up or pile into a van and get dropped off to patrol alone on foot for hours.
- Lack of Space – Our building was meant to house thirty people, not fifty. Things will only get worse as we continue to grow.
- Hostility from Local Citizens – The citizens do not like us. They do not know what we are doing here and why we are doing it.

We should look at these issues carefully before we lose any more agents.

cc: APAIC Kenneth Hawkins

DOCUMENT 5
Page 1 of 1

Date: 9/9 7:41 PM
Sender: Neil.R.Kluski@usdoj.gov
To: Chris Adams
Priority: Urgent
Subject: Coordination of Joint Operation

Chris,

Within the past few weeks, we have begun to experience major coordination problems with the U.S. Border Patrol. As we were completing the final planning stages for this week's upcoming joint operation, there were considerable disagreements over methods of operation and mission objectives. There also seems to be some confusion about resource levels.

This operation is only the first in a series of operations planned in conjunction with the SANDBLAST task force. This initiative is important and I want to give it every opportunity to succeed. However, I believe that we need to resolve some important issues, in private, before the SANDBLAST task force meeting on Wednesday.

We do not need to involve the other members of the group, nor should we waste their time. Unfortunately, the only time I will be available before the meeting is between 8:00 a.m. and 11:00 a.m. on Monday. After that, you will be unable to reach me.

It is important that I speak with you.

Neil

Neil Kluski
Resident Agent in Charge
Billingsley Field Division
Drug Enforcement Administration
(999) 555-1897

Date: 9/10 7:08 AM
Sender: Janet Cook
To: Chris Adams
Priority: Normal
Subject: Visit from Associate Chief Patrol Agent LaMott

Chris,

Associate Chief Petra LaMott is coming from INS Headquarters on Tuesday, September 11 specifically because of her involvement in the SANDBLAST taskforce. She plans to attend the SANDBLAST task force committee meeting in Billingsley on Wednesday and Thursday. However, she's coming in early because she would like talk to us about some concerns that she has about the SANDBLAST task force prior to the meeting.

I also spoke with Associate Chief LaMott about the space problems at Crystal Lake station and mentioned that we expect the number of agents to double within the next 2-3 years. She said that there might be some money available for renovations. However, she would like to see conditions for herself before committing funds to upgrade the facility. Could you see that she gets a tour of the facility?

I will bring her by at about 11:00 a.m. on Tuesday. We can discuss her concerns about the SANDBLAST task force, grab some lunch, and she can get the tour after lunch.

Let me know as soon as possible whether this works for you.

Janet

Janet Cook
Assistant Chief Patrol Agent
Billingsley Sector

(999) 555-0968

ROUTING AND TRANSMITTAL SLIP		Date	Sept. 4	
TO: (Name, office symbol, room number, building, Agency/Post)		Initials	Date	
1. Chris Adams, Patrol Agent in Charge				
2.				
3.				
4.				
5.				
<input checked="" type="checkbox"/>	Action		File	Note and Return
	Approval		For Clearance	Per Conversation
	As Requested		For Correction	Prepare and Reply
	Circulate		For Your Information	See Me
	Comment		Investigate	Signature
	Coordination		Justify	
REMARKS				
Chris				
Jim Robie has asked for Sam Markowitz to be detailed to BORTAC as an instructor. The memo is attached. Please make sure that you get an answer to him by COB September 10.				
Thanks,				
Janet				
FROM: (Name, org. symbol, Agency/Post)			Room No., Bldg.	
Janet Cook Assistant Chief Patrol Agent				



U.S. Department of Justice
Immigration and Naturalization Service

Biggs Army Airfield
El Paso, TX

August 30

MEMORANDUM FOR LAWRENCE AYRES
CHIEF PATROL AGENT – BILLINGSLEY SECTOR

FROM: James Robie, Commander *JRobie*
BORTAC

SUBJECT: Request for Detail of Sam Markowitz to Border Patrol Tactical Unit (BORTAC)

When Supervisory Border Patrol Agent (SBPA) Sam Markowitz attended Advanced Tactical Training in March, he indicated strong interest in and aptitude for serving as a BORTAC instructor. Next month, the BORTAC unit will again conduct the Advanced Tactical Training Course. The course is scheduled to begin on September 24 and to run for two weeks until October 5. I am sure that he is very busy with his duties at the station, but we are unusually short staffed and would truly appreciate your approval of his detail during this period.

He would be a welcome addition to the BORTAC training staff. We were especially impressed with SBPA Markowitz's BORTAC skills and abilities. He used novel techniques to navigate the obstacle course and set a course record. He is an exceptional member of the BORTAC unit and of the Border Patrol.

I know this is short notice, but we need to know no later than COB September 10 whether SBPA Markowitz can assist us with this course administration.

DOCUMENT 8
Page 2 of 2



U.S. Department of Justice
Immigration and Naturalization Service

*U.S. Border Patrol
Billingsley Sector
Crystal Lake Station*

September 5

MEMORANDUM FOR CHRIS ADAMS
PATROL AGENT IN CHARGE – CRYSTAL LAKE STATION

FROM: Sandra Larchmont *SLarchmont*
Supervisory Border Patrol Agent

SUBJECT: New Job

I am at the same time very excited and sad to be leaving Crystal Lake station for my new position as Assistant Chief Patrol Agent, HQBOR. As you know, I am expected to report for duty at Headquarters in Washington, DC on October 8. As we discussed, I will be taking one week of annual leave beginning on October 1.

I will miss everyone here at the station but will especially miss the working relationship that we have developed over the past two years. Your support and guidance has enabled me to grow into my new duties. I wish you the best in your career and hope that our paths will cross in the not too distant future.

cc: APAIC Kenneth Hawkins

DOCUMENT 9
Page 1 of 1

KTAK TV 13
The One to Watch

August 24

Chris Adams, Patrol Agent in Charge
Crystal Lake Border Patrol Station
United States Border Patrol
Crystal Lake

Dear Chris:

We were so pleased to hear that you agreed to appear on *BILLINGSLEY TODAY!* You are scheduled to appear live for 2 hours on Tuesday, September 11, between 11:00 a.m. and 1:00 p.m. **Please arrive at our studio, 1300 Broadcast Way, no later than 10:30 a.m.**

As I'm sure you know, this segment is crucial to the success of our of special programming in support of Law Enforcement Day. During this program, I will be featuring a panel of Federal, state, and local law enforcement officials who work in the greater Billingsley metropolitan area. Each one of the five panel members will have 10 minutes to describe what his or her agency does. We will then entertain questions from the viewing audience. Through this special programming, we hope to highlight local law enforcement activities and how they are benefiting our community. If you have any questions, feel free to call me on 555-1490 any weekday between 1:00 and 5:00 p.m.

Laura

Laura Evers
Programming Coordinator
BILLINGSLEY TODAY!



U.S. Department of Justice
Immigration and Naturalization Service

*U.S. Border Patrol
Billingsley Sector
Crystal Lake Station*

September 7

MEMORANDUM FOR CHRIS ADAMS
PATROL AGENT IN CHARGE – CRYSTAL LAKE STATION

FROM: Claudia Gates *CGates*
Detention Enforcement Officer
Crystal Lake Station

SUBJECT: Lack of Cooperation between Border Patrol Agents and Detention Enforcement Officers

I would like to bring to your attention a matter that is undermining the effectiveness of this station. In recent weeks, several Border Patrol agents have refused to cooperate with me. Further, they have been rude and disrespectful when I have asked them for their assistance. I am concerned because I cannot accomplish my job without the full cooperation of the agents at this station.

This lack of cooperation is especially characteristic of the agents who work for my first-line supervisor, Supervisory Border Patrol Agent Dennis Tyrol. I have gone to SBPA Tyrol and tried to resolve the situation directly with him, but have been unable to do so. At present, I am preparing an additional memorandum to document all pertinent details.

Please let me know when we can meet to discuss this issue.

cc: APAIC Kenneth Hawkins
SBPA Dennis Tyrol

DOCUMENT 11
Page 1 of 1

ROUTING AND TRANSMITTAL SLIP		Date Sept. 7
TO: (Name, office symbol, room number, building, Agency/Post)		Initials
1. Chris Adams, Patrol Agent in Charge		Date
2.		
3.		
4.		
5.		
Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare and Reply
Circulate	For Your Information	See Me
Comment	Investigate	X Signature
Coordination	Justify	
REMARKS		
<p>Chris</p> <p>The contractor came on Tuesday, September 4 to begin work on replacing our fuel tanks. He said that the tanks are leaking and that he could not replace them until we've completed an environmental impact study. I know we don't have the money in our budget so I drafted the attached memo to Assistant Chief Cook for your signature.</p> <p>Dennis</p>		
FROM: (Name, org. symbol, Agency/Post)		Room No., Bldg.
Dennis Tyrol Supervisory Border Patrol Agent		



U.S. Department of Justice
Immigration and Naturalization Service

*U.S. Border Patrol
Billingsley Sector
Crystal Lake Station*

MEMORANDUM FOR JANET COOK
ASSISTANT CHIEF, BILLINGSLEY SECTOR

FROM: Chris Adams
Patrol Agent in Charge
Crystal Lake Station

SUBJECT: Fuel Storage Tank Leakage

This is to inform you about a problem that we encountered while attempting to replace our fuel tanks. We discovered that the old tanks have rusted considerably and that fuel has been leaking into the surrounding ground. The contractor informed us that, under Environmental Protection Agency regulations, we must conduct an environmental impact study before we replace the tanks.

The study, and subsequent cleanup activity, if required, will delay the installation of fuel tanks by no less than three months. We have no funds budgeted for such contingencies. In addition, while the study and any cleanup are taking place, we will have no tanks in which to place bulk fuel delivered to the station. We request \$25,000 to cover the cost of conducting the environmental impact study.

DOCUMENT 12
Page 2 of 2



U.S. Department of Justice
Immigration and Naturalization Service

*U.S. Border Patrol
Billingsley Sector
Crystal Lake Station*

September 7

MEMORANDUM FOR CHRIS ADAMS
PATROL AGENT IN CHARGE – CRYSTAL LAKE STATION

FROM: Luis Quesada **LRQuesada**
Supervisory Border Patrol Agent
Crystal Lake Station

SUBJECT: Extended Medical Leave

My doctor, James Hanover, has recommended that I have surgery to correct damage to the nerves on both of my feet. He feels that this surgery is necessary for me to be able to fulfill my duties as a Border Patrol Agent.

We have tentatively scheduled surgery for September 26. The expected recovery period for this surgery is 4-6 weeks, during which I must stay off my feet as much as possible. I will require at least 3 weeks of bed rest. After that, I should be mobile. I am requesting 3 weeks of sick leave beginning September 25. My leave balance is sufficient to cover this request.

I will provide you with a note from my physician and a completed form SF 71 for your signature.

cc: APAIC Kenneth Hawkins

DOCUMENT 13
Page 1 of 1

Date: 9/03 6:39 AM
Sender: Camille Larson
To: Chris Adams
Priority: Normal
Subject: CPR Training

This is to confirm your enrollment in CPR training. You have elected the following session:

Course Name: CPR Certification Training
Date: Thursday, September 13
Time: 9:00 a.m. B noon
Location: Sector HQ, Room 107

It is mandatory that all agents in the Billingsley sector be certified in CPR. If you are unable to attend this session, please notify me immediately by phone or e-mail. We will be offering CPR training through the end of September on Tuesdays at 1:00 p.m. and on Thursdays at 9:00 a.m.

Camille Larson
Training Officer
Billingsley Sector
555-2590

THE IN-BASKET JOB SIMULATION PRACTICE QUESTIONS

Directions

The questions in this exercise measure your ability to make decisions, solve problems, plan, manage information, and use your time and resources effectively. The questions ask you to respond to the problems and issues presented by the in-basket materials in the first part of this exercise.

Each question presents several alternative actions. Your task is to review these alternatives and to select the one answer that is closest to the action that you would take as Patrol Agent in Charge of the Crystal Lake Border Patrol station. There are 19 questions in the practice exercise.

It is to your advantage to answer every question. Your score on the actual assessment will be based on the number of questions you answer correctly. There is no penalty for guessing—you will not lose points for an incorrect answer. Therefore, when you complete this practice exercise, and when you take the assessment, answer every question, even if you are not sure of the correct answer.

The Multiple-Choice Practice Questions

1. In his telephone message (Document 2), SBPA Markowitz has requested your approval for emergency funding to cover the cost of lodging at the Desert Sky Inn for personnel involved in Operation CATTRAP. You would be **MOST** likely to advise SBPA Markowitz to:
 - A) reserve the rooms for one night only; you will work on securing funds to cover the remainder of the week.
 - B) search for alternative lodging; funds cannot be secured at this time.
 - C) cancel the operation; the operation is no longer feasible.
 - D) wait until you determine whether funding is available before reserving rooms.
 - E) reserve the rooms but shorten the operation to contain costs within the amount budgeted for the operation.

2. In Document 3, SBPA Markowitz informs you of an urgent telephone call he received from Assistant Chief Cook last night. What is the **MOST** critical issue raised in this document?
 - A) Dick Grady's invitation to Assistant Chief Cook
 - B) SBPA Markowitz's location for the remainder of the day
 - C) Assistant Chief Cook's inability to reach you last night
 - D) Dick Grady's knowledge about Operation CATTRAP
 - E) Dick Grady's refusal to divulge the source of his knowledge about Operation CATTRAP

3. In her e-mail message (Document 4), Assistant Chief Cook informs you that Army Captain McAlester has surplus equipment available. Which course of action would you be **MOST** likely to take as your first response to Captain McAlester's offer?
 - A) Contact Captain McAlester and ask him to send the equipment to you.
 - B) Contact SBPA Markowitz and ask him whether the equipment would be useful for the ongoing operation.
 - C) Arrange to get more information about the type of equipment and its condition from Captain McAlester.
 - D) Ask the members of the SANDBLAST task force committee for their recommendations about the equipment during the upcoming meeting.
 - E) Contact Captain McAlester and tell him that you will not need the equipment.

4. In his memorandum (Document 5), SBPA Luis Quesada raises a number of issues affecting the morale of agents at the Crystal Lake Border Patrol station. Suppose that in response to SBPA Quesada's memorandum, you decide to develop a plan to improve morale at the station. Which of the following activities would you perform **FIRST**?
- A) Investigate options for improving the quality and quantity of vehicles in the station's fleet.
 - B) Conduct a meeting of all agents at the station to discuss issues that are affecting morale at the station.
 - C) Meet with local civic groups in order to educate members of the community about the role of the Border Patrol and to address citizens' concerns about the Border Patrol's activities.
 - D) Meet with the four SBPAs on your staff to examine and prioritize issues that are affecting the morale of agents at the station.
 - E) Prepare a press release describing recent accomplishments of the Crystal Lake Border Patrol station and distribute it to the local news media.
5. In his e-mail message (Document 6), Agent Neil Kluski expressed concern about the coordination of joint operations. Which course of action would you be **MOST** likely to take in response to this message?
- A) Send Agent Kluski an e-mail message explaining that you are unavailable to speak with him today and ask him if there is any other time to discuss the matter before the meeting.
 - B) Send Agent Kluski an e-mail message explaining that you are unavailable to speak with him today but will talk to him after the task force meeting.
 - C) Send Agent Kluski an e-mail message explaining that you and he can resolve all coordination issues during the task force committee meeting.
 - D) Telephone Agent Kluski today during a morning break in your planning meeting at sector headquarters.
 - E) Leave Agent Kluski a voice mail message later today and explain that you are going to be unable to contact him personally before the meeting.
6. In her e-mail message (Document 7), Assistant Chief Cook informs you that Associate Chief Petra LaMott from INS Headquarters would like to visit the Crystal Lake Border Patrol station on Tuesday. Which action would you be **MOST** likely to take?
- A) Meet with Associate Chief LaMott and conduct the tour yourself; reschedule any pre-existing appointments.
 - B) Meet with Associate Chief LaMott and conduct the tour yourself; ask SBPA Larchmont to handle any pre-existing appointments.
 - C) Handle any pre-existing appointments yourself; ask Assistant Chief Cook to reschedule Associate Chief LaMott's visit for Friday.
 - D) Handle any pre-existing appointments yourself; ask SBPA Quesada to meet with Associate Chief LaMott and conduct the tour.
 - E) Ask Assistant Chief Cook for her recommendation for handling the visit.

In Document 7, Associate Chief LaMott requests to meet with you. You decide to list a number of issues that either you **or** the person whom you designate to attend this meeting will discuss with Associate Chief LaMott.

7. Which of the following issues would be **MOST** important to raise during this meeting?
8. Which of the following issues would be **LEAST** important to raise during this meeting?
 - A) Status of Operation CATTRAP (Introduction)
 - B) Request for additional funding for Operation CATTRAP (Document 2)
 - C) Availability of surplus equipment (Document 4)
 - D) Morale issues at the station (Document 5)
 - E) SANDBLAST task force coordination concerns (Document 6)
9. Document 8 asks for the approval of SBPA Markowitz's detail to BORTAC. Which of the factors listed below would carry the **MOST** weight in this decision?
 - A) SBPA Markowitz's performance at the Crystal Lake Border Patrol station
 - B) The impact of this detail on overall station workload and staffing
 - C) SBPA Markowitz's qualifications for the detail
 - D) The dollar cost of this detail to the station
 - E) The impact of this detail on SBPA Markowitz's career goals
10. In Document 10, Laura Evers discusses arrangements for you to appear on her television broadcast. How would you handle this engagement?
 - A) Appear on the broadcast as scheduled.
 - B) Ask Ms. Evers to reschedule your appearance for later in the day.
 - C) Explain to Ms. Evers that you have a conflict but SBPA Larchmont can substitute for you.
 - D) Ask Ms. Evers to reschedule your appearance for Friday.
 - E) Explain to Ms. Evers that you have a conflict and must cancel your appearance.
11. Document 11 presents a memorandum from DEO Gates regarding tensions at the Crystal Lake station. How would you handle her request for a meeting with you?
 - A) Meet with DEO Gates before you leave for Billingsley today.
 - B) Meet with DEO Gates as soon as possible after you return from Billingsley.
 - C) Ask Administrative Officer Meg Lindstrom to meet with DEO Gates today.
 - D) Ask SBPA Tyrol to meet with DEO Gates today.
 - E) Ask SBPA Larchmont to meet with DEO Gates today.

12. SBPA Tyrol has requested that you sign the memorandum presented in Document 12. How would you handle this memorandum?
- A) Sign the memorandum and transmit it to Assistant Chief Cook immediately.
 - B) Ask SBPA Tyrol to sign the memorandum for you and to transmit it to Assistant Chief Cook in your absence.
 - C) Sign and transmit the memorandum when you return from Billingsley.
 - D) Do not sign and transmit the memorandum. Delay further action until you have learned more about the problem.
 - E) Do not sign and transmit the memorandum. Tell SBPA Tyrol that it is not necessary to make the request described in the memorandum.
13. Document 14 notifies you of a previously scheduled training course. How would you handle this engagement?
- A) Attend the training as scheduled.
 - B) Send SBPA Quesada in your place.
 - C) Send Meg Lindstrom in your place.
 - D) Reschedule the training.
 - E) Cancel the training without rescheduling.

Each response option listed below describes an issue presented in the in-basket.

14. Which of these issues would be **MOST** critical for you to handle personally this morning?
15. Which of these issues would be **LEAST** critical for you to handle personally this morning?
- A) Investigating the availability of funding to cover lodging for Operation CATTRAP agents (Document 2)
 - B) Responding to the request to discuss the coordination of joint Border Patrol and DEA operations (Document 6)
 - C) Resolving potential schedule conflicts for tomorrow (Documents 7 and 10)
 - D) Responding to the request for SBPA Markowitz's detail to BORTAC (Document 8)
 - E) Addressing the claims made by DEO Gates (Document 11)
16. Which of the following documents would you be **LEAST** likely to retain after you have dealt with the immediate situation or problem it raises?
- A) Document 6: Agent Kluski's e-mail message
 - B) Document 7: Assistant Chief Cook's e-mail message
 - C) Document 8: Commander Robie's memorandum
 - D) Document 10: Laura Evers' letter
 - E) Document 14: Camille Larson's e-mail message

17. Which of the following activities would be **LEAST** appropriate to delegate to Meg Lindstrom?
- A) Contacting Commander Robie about SBPA Markowitz's detail (Document 8)
 - B) Initiating paperwork for filling SBPA Larchmont's position (Document 9)
 - C) Calling Laura Evers about your appearance on the television broadcast (Document 10)
 - D) Meeting with DEO Gates to discuss her complaint (Document 11)
 - E) Responding to Camille Larson's e-mail message (Document 14)

Suppose that you arrange to meet with Assistant Chief Cook for five minutes during your afternoon break today.

18. Which of the following issues would be **MOST** critical to discuss?

19. Which of the following issues would be **LEAST** critical to discuss?

- A) Dick Grady's phone conversation (Document 3)
- B) Associate Chief LaMott's visit (Document 7)
- C) SBPA Markowitz's possible detail to BORTAC (Document 8)
- D) Laura Evers' invitation to appear on TV (Document 10)
- E) The problem with the fuel tanks (Document 12)

ANALYSIS OF THE MULTIPLE-CHOICE PRACTICE QUESTIONS

1. **Correct Answer: full credit, D; partial credit, A**

Option **D** is the best answer. It would be most desirable for you or a member of your staff to contact Assistant Chief Cook, who is responsible for maintaining the budget status and coordinating funding requests with regional and Headquarters personnel. Although riskier, option **A** is also a viable answer. However, it would be best to ascertain that funds are available before committing them. Option **B** is incorrect because SBPA Markowitz has already searched for alternative lodging arrangements and has been unable to find them. Options **C** and **E** are premature because the operation is critical and should not be compromised, particularly when personnel are already on site.

2. **Correct Answer: D**

Option **D** is the best answer. The most critical piece of information is the fact that Dick Grady has more extensive knowledge of Operation CATTRAP than has been released to the public. The fact that Dick Grady has invited Assistant Chief Cook to appear on his radio program (**A**) is less important; it is Assistant Chief Cook's decision whether to accept the invitation. SBPA Markowitz's whereabouts (**B**) are known and he can be contacted if needed; therefore, this information cannot be considered as critical. Assistant Chief Cook's inability to reach you last night (**C**) is now irrelevant because you have been contacted. Dick Grady's refusal to divulge his source (**E**) is less critical than the fact that he knows a great deal about Operation CATTRAP.

3. **Correct Answer: C**

Option **C** is the best answer. Information about this equipment is essential.

It would be unproductive to contact SBPA Markowitz (**B**). You have no information about the equipment so he would be unable to evaluate its worth. Even if you knew the equipment could benefit the operation, it is unlikely that he would receive the equipment in time for the operation.

Once you have information about the equipment and its potential use to the station or the task force, you can make an informed decision. (See options **A** and **E**.) However, either option is inappropriate as a first step. The equipment could be useless to the station and that would burden the station's limited space. However, it is also premature to reject potentially useful equipment.

By waiting until the task force committee meeting (**D**), you would most probably lose your opportunity to acquire the equipment. By then, Captain McAlester will have offered the equipment to other agencies—and if the equipment were useful, another agency would surely have requested it.

4. **Correct Answer: D**

It would be best to meet with the four SBPAs (**D**) as your first step. You have input from SBPA Quesada, but the other supervisors also should have the opportunity to add their perspectives. Although it is important to get input from all employees at the station (**B**), it is advisable to talk to your management team, the SBPAs, first. Option **C** is premature. You should examine the issues before opting for any solution. Once you have established your priorities, you might consider incorporating options **A**, **C**, and **E** into your action plan if they are consistent with your overall goals.

5. **Correct Answer: full credit, D; partial credit, A**

Option **D** is the response that best meets the needs of the situation. Asking for an alternate time (**A**) is also reasonable. Agent Kluski has placed a demand on your time without considering your time constraints. However, option **A** presents a riskier strategy, since you have no assurance that there is another time that will fit both your schedules.

Loss of Agent Kluski's support could jeopardize an ongoing operation. Therefore, you do not want to ignore him (**E**), nor do you want to wait until after the task force committee meeting to discuss matters with him (**B**). You also do not want to air your differences publicly during the task force committee meeting (**C**).

6. **Correct Answer: full credit, B; partial credit, D**

Option **B** is the best answer. You are on the SANDBLAST task force committee and in the best position to discuss broader issues with Associate Chief LaMott. Conducting the tour will provide you with additional opportunities to find out about available funding, which could help you resolve conditions that are affecting employee morale. SBPA Larchmont can represent the station on the TV appearance.

Option **D** is also viable, but is not as good as option **B**. Although SBPA Quesada is familiar with the morale problems, he has not been involved with the task force and would have to come up to speed by Tuesday.

Option **A** is not a workable solution. Ms. Evers has arranged for several local law enforcement officials to appear on a live broadcast on Law Enforcement Day between 11:00 a.m. and 1:00 p.m. This is the same date and time as the meeting with Associate Chief LaMott.

Option **C** is not a satisfactory solution. Associate Chief LaMott is planning her visit to coincide with the task force committee meeting. Postponing the visit would incur unnecessary inconvenience and expense. Option **E** is not a good choice; this problem should be solved at your level.

7. **Correct Answer: full credit, A; partial credit, B, E**

Of the options listed, it would be most important for you to discuss Operation CATTRAP (A). It is part of the SANDBLAST effort and Associate Chief LaMott is concerned with how it is going.

Less important is the recent request for additional funding for Operation CATTRAP (B). By the time Associate Chief LaMott arrives, you should have this issue resolved. However, you might mention funding issues as part of your discussion of Operation CATTRAP. Similarly, Agent Kluski's concerns (E) may be worthy of some general discussion.

Associate Chief LaMott has asked to discuss funding of improvements to the facilities. In your discussion of the facilities, you may chose to mention how facilities-related issues are contributing to the morale issues (D) at the station. However, morale issues should not be the major focus of your discussion.

It is least important to discuss the Army's surplus equipment (C) at this time. The mission has been planned in the absence of any equipment that may arrive from the Army. The other issues (A, B, D, and E) are all more important than speculation about the possible value of this equipment to the SANDBLAST task force.

8. **Correct Answer: C**

See the discussion for question 7.

9. **Correct Answer: B**

Given the information presented in the in-basket, the most important consideration is how this detail would affect your ability to staff the station (B). You have one supervisor leaving for another job and a second requesting extended medical leave. A less important consideration is the dollar cost of this detail to the station (D).

As long as SBPA Markowitz's job performance (A) is at least satisfactory (and there is no evidence to the contrary), job performance would not be your most important consideration.

Markowitz's qualifications for the detail (C) may be BORTAC's primary concern; you should be most concerned about the impact on the station. Although important, SBPA Markowitz's career goals (E) should not carry the most weight. As a supervisor, you should be concerned with the developmental needs of your individual subordinates. However, the needs of the station as a whole must come first.

10. **Correct Answer: full credit, C; partial credit, A**

This meeting conflicts with Associate Chief LaMott's visit. It would be best for you to send SBPA Larchmont (C). If necessary, there is sufficient time for you and SBPA Larchmont to discuss the best topics for her to cover so that she can be an effective spokesperson for the station.

It would be acceptable but less appropriate to delegate the meeting with Associate Chief LaMott to a subordinate so that you could appear on the television broadcast (A). SBPA Larchmont is capable of handling the television broadcast. However, given that the SANDBLAST taskforce is a Headquarters priority, it may be more appropriate for you to brief Associate Chief LaMott yourself.

Both options for rescheduling the television appearance (B, D) are not feasible. Ms. Evers' program airs between 11:00 a.m. and 1:00 p.m., which rules out rescheduling for a later time. In addition, she wants you to be part of special programming, which will air only on the specified date. By canceling the appearance altogether (E), you would lose an important opportunity to present the Border Patrol and the station to the public in a positive light.

11. **Correct Answer: B**

You should handle the meeting with DEO Gates personally, but it is not sufficiently critical that you meet with her before you leave today (A). This meeting can wait until you return (B).

It would be inappropriate to delegate this meeting to Ms. Lindstrom (C) or SBPA Larchmont (E). Neither one is in DEO Gates' direct chain of command. DEO Gates has already tried to deal directly with SBPA Tyrol; an additional meeting (D) would serve no useful purpose. Further, SBPA Tyrol is not available to meet with DEO Gates today.

12. **Correct Answer: D**

Your best option is to get more information (D). You have been out of town and do not have the details you need to evaluate the situation, nor do you have the time to get the details before you leave today. Without more information about the situation, it would not be prudent for you to sign and transmit the memorandum (A, C), nor should you conclude that the memorandum is not required (E).

You should not delegate this decision back to SBPA Tyrol (B). You are back from vacation and should handle this issue personally. The repairs, if needed, could be costly and the management of the facility and the budget are your responsibilities.

13. **Correct Answer: D**

This is a mandatory training course, but you now have a conflict that prevents you from attending at the scheduled time (A). Your best option is to reschedule (D). Because the training is mandatory, you cannot send another person in your place (B or C), nor can you cancel without rescheduling (E).

14. **Correct Answer: B**

Due to the criticality of the issue, to the limited period during which it can be handled, and to the specialized information that you possess, it is most critical that you contact Agent Kluski personally (**B**) before he leaves the office this morning at 11:00 a.m. You can accomplish this during your morning break.

Although the funding issue (**A**) is also critical and should be handled as soon as possible, you can delegate this issue to a member of your staff.

Your appearance on Ms. Evers' television program tomorrow conflicts with your meeting with Associate Chief LaMott (**C**). Because both events take place tomorrow morning, you should resolve this conflict quickly and inform all parties involved. However, once you decide how to handle this conflict, someone on your staff can take care of the details.

Commander Robie has requested a response today (**D**) but he does not need it this morning; nor does he need to hear from you personally. You can reply to his request later in the day or you could ask one of your subordinates to do so, once you have made your decision.

Although you should meet with DEO Gates personally (**E**), you should not do it this morning. Her concerns are less urgent than other problems you face. They are not sufficiently urgent for you to postpone your trip to sector headquarters. In addition, it would be beneficial to take the time to collect the background information about her situation before meeting with her.

15. **Correct Answer: E**

See the discussion for question 14. You must perform this task personally, but are not available to do so today. Further, this task is not sufficiently urgent that you must interrupt your meeting at sector headquarters to perform it. You can meet with DEO Gates as soon as possible later in the week.

16. **Correct Answer: E**

Once you have rescheduled the training, there is no reason to retain Ms. Larson's e-mail message (**E**). You should keep a record of your contact with Agent Kluski (**A**). The other documents (**B**, **C**, and **D**) are useful as documentation of the issues they present.

17. **Correct Answer: D**

It would be least appropriate for Ms. Lindstrom to meet with DEO Gates. However, with sufficient information and guidance from you or a member of your staff, Ms. Lindstrom could contact Commander Robie (**A**), prepare paperwork for filling the upcoming vacancy (**B**), speak with Ms. Evers about the television broadcast (**C**), or reschedule your training (**E**).

18. **Correct Answer: full credit, A; partial credit, B**

It would be most critical to discuss the conversation that Assistant Chief Cook had with Dick Grady last night (**A**). Because of the sensitivity of the potential information leak, this conversation is best had in person. Once you have dealt with Dick Grady's knowledge of Operation CATTRAP, if there is time, you might discuss Associate Chief LaMott's visit to the station (**B**). Associate Chief LaMott will be in town tomorrow. This may be your only opportunity to raise any concerns you might have. Also, if there is time, you might mention the invitation to appear on the television broadcast (**D**) and the fuel tank leak (**E**), but only after other more critical issues are discussed.

It is least critical for you to discuss Commander Robie's request (**C**). This is an internal staffing issue and does not require her input.

19. **Correct Answer: C**

See the discussion for question 18.

RECOMMENDED READINGS

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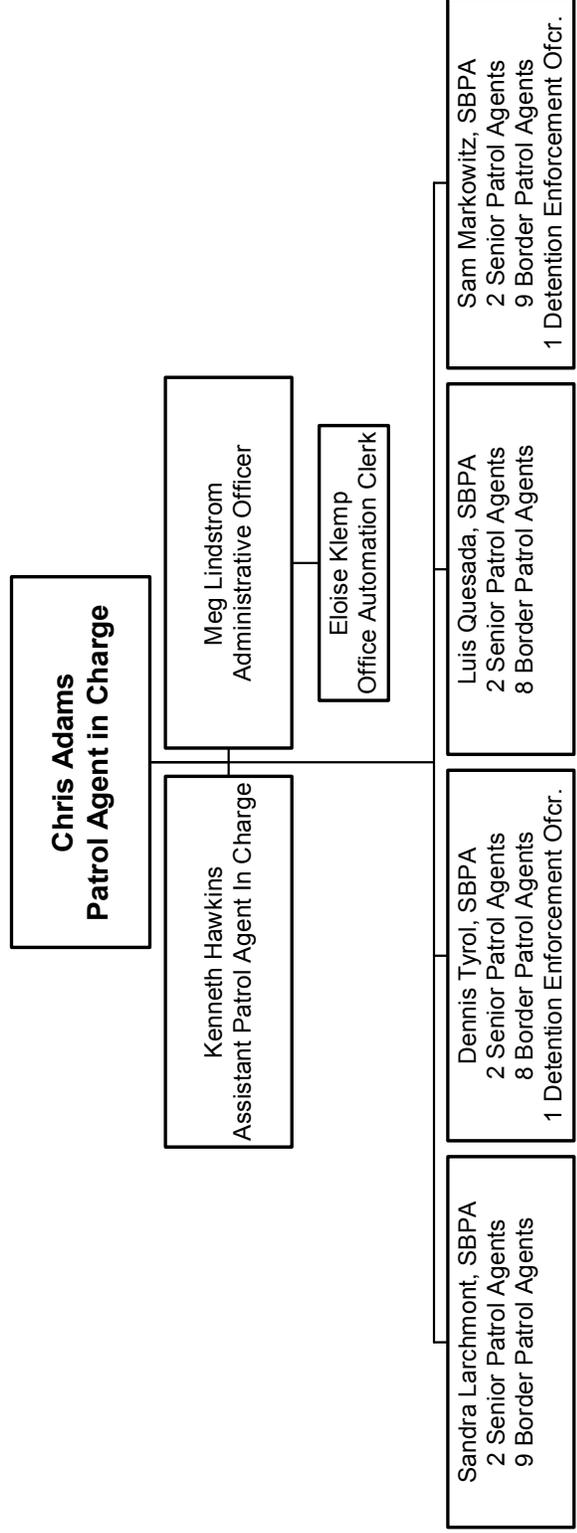
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Making Organizations Competitive. Kilman, R.H. & Kilman, I. San Francisco: Jossey-Bass Publishers, 1991.

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Crystal Lake Border Patrol Station Organizational Chart



V: \SHARED\INBASKET\IB Prep Manual\PREPGUIDE7.doc Thursday, July 11, 2002

DP review 9/11/00
SME review 9/15/00