

**COMMON RECRUITMENT EXERCISE  
 FOR SECRETARIAT PRO BONO OFFICERS**

**SECTION B**

**SITUATIONAL JUDGEMENT TEST**

**QUESTION PAPER**

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| **All Grades** |

**Recruitment & Special Duties Branch**

**Human Capital & Administration Division**

**September 2021**

**INSTRUCTIONS FOR CANDIDATES**

**Background**

This Situational Judgement Test presents candidates with a range of different situations that they might experience in the BCI voluntary roles for which they are applying. For each situation, a number of possible actions are suggested. It is the candidate’s duties to choose between these possible options and judge which one is the most effective course of action to take if faced with this situation. Situational Judgement Test is a multiple-choice exercise where candidates are required to **choose ONE answer only** and no answers other than the options listed are allowed.

**Questions**

In this assessment, you will be given different situations that you might find yourself in while at work. You should imagine yourself in that situation and then select what you think are the most effective responses from the four statements provided. The scenario may represent different work environments.

Please respond honestly and naturally to each of the questions. This assessment should take approximately 30 minutes to complete, but you should work through the questions as quickly as possible.

**SECTION B: SITUATIONAL JUDGEMENT TEST**

In these questions, you will be asked to imagine yourself in a number of different scenarios and roles. You will be presented with situations and asked to select the response you believe you would be ‘most’ likely to make to these situations from a range of options. It is recommended you read the details of the situation and all the possible responses carefully before deciding how to respond. **Choose ONE answer only.**

**Question 1**

**You lead a globally distributed team of 10 people. Your team members are competent and cooperative. However, you noticed that lately, they are not available for the regular status update meetings and work rates seem slower. You are happy that there is an excellent collaborative working atmosphere but feel uncomfortable about its effect on your work.**

**As the Team Leader, what will be your approach to resolve this issue?**

1. Announce that from now on, any colleague who is not available should speak to you first.
2. Decide that at any given time all members are required in the scheduled meetings based on the acceptance of predefined call schedule.
3. Discuss the situation with the team and ask for their cooperation.
4. Announce deadlines for each task the team gets, and reprimand colleagues who do not finish their tasks on time.

**Question 2**

**After reviewing a report that one of your subordinates has prepared, you think that some changes are required. When discussing this issue with the colleague, she disagrees with most of your comments, saying that she believes the report is better the way it is at the moment.**

1. Explain that you have given this much thought and the changes are essential.
2. Let her know that your decisions are final, but show empathy toward her frustration over changing her work.
3. Say that the report is her work and you respect her opinion. Your input is meant to assist her and she is free to accept or decline it.
4. Ask her to present her objections to your comments and discuss them.

**Question 3**

**You and a colleague from the other division have been working on a presentation about a strategic and important presentation due by the end of the week. Your head of division will present your work to the Executive Committee and the Advisory Board. Your colleague is responsible for gathering information related to the problem statement, while you are responsible for transforming his research information into discussion papers and presentation slides. Accidentally, your colleague has collected the data from the wrong document - which caused you to produce many inaccurate slides. Your division head is counting on the discussion paper and presentation to be ready on time for the weekend’s strategy meeting.**

**What will be your natural approach to address this situation?**

1. Explain to the division head that a colleague has made an error gathering the data, which can cause a delay in the presentation, and ask your colleague politely if he could correct the mistake as it was mostly his doing.
2. Tell the division head that you and your colleague made an error while building the presentation from the data, and you have modified the inaccurate slides accordingly with the help of your colleague.
3. Do not tell the division head about the mistake and hand him notes with some corrections to include while delivering the presentation.
4. No need to bother the division head with this issue and you should talk to your colleague about modifying the inaccurate slides as soon as possible.

**Question 4**

**James is a new recruit in the non-profit organisation. As you have experience using the IT collaboration system, Ketty, your supervisor, assigned you to help James learn the basics of the system. Although you believe the system is very intuitive and easy to use, James seems to be having a lot of difficulty following your instructions.**

**What should you do?**

1. Tell James that everyone had an easy time learning how to operate the system and that he should not have any problems learning after additional practice.
2. Let Anna, who is more experienced than you, teach James for the remainder of the day and get back to your other assignments.
3. Ask James to do this later as you are becoming impatient and have other tasks to complete.
4. Ask James which part of the explanation is unclear and try to provide detailed explanations to questions he may have.

**Question 5**

**Your division head complains that a report he requested has not been completed and submitted by the due date you have agreed. When you check the reason for the delay, you see that it has not been delivered yet due to your involvement in other tasks and regular family commitment.**

**What will be your approach to communicate?**

1. “I apologise. It seems that there has been a delay from my side. Would you like me to give you a call to explain the reason for the delay?”
2. “I apologise for the fault on my side, but I’m sure the report will be delivered by next Monday.”
3. “You are right. The report is not delivered yet. Unfortunately, this is not possible due to my busy day job and other commitments so there is not much I can do to help. Sorry!”
4. “I’m sorry. I am busy with other priorities and will then be on holiday. You will have to be patient for a little longer.”

**Question 6**

**You may need to take a short break from your critical activities for a non-profit organisation. Which of the followings is the most important thing you should do before you decide to take a break?**

1. Provide at least two weeks of prior notice to your division head.
2. Critically evaluate reasons for taking a short break.
3. Assume it is okay to take an uninformed break in a voluntary working environment.
4. Explore flexibility options to work on priority/urgent tasks during your break.

**Question 7**

**You manage a cross-divisional project that involves inputs from globally distributed team members who work from different regions, time zones and under different division heads. You notice that one of the team members is regularly late in delivering her committed work priorities and absent at team meetings without sending apologies beforehand.**

**What would you do?**

1. Nothing. You trust the team member – you guess that she works closely with the other team members and is probably aware of the situation and it is under her control.
2. Talk to the colleague next time you connect with her.
3. Ask her division head if he is aware of this situation and report to your supervisor for his attention.
4. Tell the colleague directly that she should pay more attention to her committed priorities and meeting attendance as her behaviour has fallen short of the appropriate work ethics.

**Question 8**

**You supervise a team of six colleagues who are working from different geographical regions. Last week, your division head announced some substantial changes in the organisational management procedures. The new procedures are part of a programme meant to make work more disciplined in order to simplify work and make work processes more collaborative. You were present in the leadership briefing in which these changes were discussed and offered some of them yourself. You felt pleased with the new changes. However, today your subordinate colleagues approach you and complain that the new changes are causing a lot of problems, resulting in slower work rates. They feel that these new changes were not thought through and that their needs were not taken into consideration.**

**What would you do?**

1. Tell your colleagues that you actually took part in the formation of these strategic changes and that their needs were very much in mind when it was planned.
2. Let your colleagues brief you on the problems they encounter and say that you will bring them up at the next leadership meeting.
3. Tell your colleagues that you are sorry that they feel this way, but the programme has already been set and nothing can be done, and say that you believe things will get easier over time.
4. Suggest that they write an email to the leadership team and request another internal consultation.

**Question 9**

**Your supervisor calls and tells you that an urgent meeting has just been scheduled and that he needs your team to prepare a report for him by tomorrow morning. The person who is the expert on the subject is Victoria. However, this is a report that would usually take a week to compile, and Victoria does not respond well to pressure. She is already overloaded and has asked you to not assign her additional tasks for a while.**

**What would be the WORST way to approach this situation?**

1. Send Victoria an email with the details of the assignment, and tell her that there is an urgent task for today and that she should read the email as soon as possible.
2. Call Victoria, say that you know this is a difficult request but that you really need her help on this important task, and tell Victoria that if she agrees to compile this report on time, you will bring someone to assist her with her other assignments.
3. No discussion with Victoria because you know that her approach to work in a stressful situation.
4. Tell Victoria that unexpected tasks and working under pressure are part of the role.

**Question 10**

**Your colleague has called you to discuss a complex problem. You decide to gather the information you need to check the issue and assure your colleague that you will call them back within an hour. However, while you are working on the matter, your division head informs you that there is a priority task completion requirement and asks you to come and help.**

**What is the best response in this situation?**

1. Take a few moments to consider how much time you need to finish working on your colleague's problem and see if you can spend some time helping with the other priority requirement because you do not think your division head can ‘instruct’ you to work.
2. Put your current task on hold for a while and go to help your division head.
3. Apologise to your colleague and explain that you cannot help at the moment.
4. Ask your manager what you should do.

**Question 11**

**You are currently working on committed task priorities. Your division head follows up with you about the progress and ensures that task priorities are completed by the due date you have agreed. You are wishing to take either planned or unplanned holidays, which may impact the task completion deadline imposed by a partner government preparing for a United Nations conference.**

**What will be your approach to communicate?**

1. "I apologise. It seems that there has been a lack of early communication from my side. I want to take a break. I shall complete my task priorities after coming back from my holidays."
2. "I apologise for the delayed communication on my side, but I'm sure my task priorities will be delivered in one week after returning from my holidays."
3. "I am committed to organisational priorities. I'll take my laptop and continue to work and report on my assigned tasks during my holidays and will not miss the submission deadline."
4. "I'm sorry. I’m just a volunteer. The holiday period is my private time. You will have to be patient for a little longer."

**Question 12**

**You supervise an external stakeholder-facing team that drives the thought leadership-based engagement activities through relevant partnership opportunities. Recently, your leadership announced some substantial changes in organisational partnership procedures. The new guidelines are part of broader objectives meant to make project delivery work more disciplined and compliant with appropriate due diligence standards. You were present in the leadership briefing where these changes were discussed and offered some of them yourself. You have agreed to the new changes after following the appropriate consultation procedures. However, you are actively engaged with a potential partnership opportunity initiated through your own personal and professional network sphere. You are also aware of possible deviations from the organisational partnership procedures while following the partnership opportunity with your “friends” under consideration.**

**What would you do in this situation?**

1. Tell your leadership that you took part in forming these strategic changes and you think that allowable deviations were very much in mind when it was planned.
2. Tell your leadership not to worry about your friend’s strength and say that you are going ahead with the partnership activities on your own.
3. Present full partnership details to your leadership and articulate deviations from the organisational partnership procedure in a transparent manner. You will rely on leadership guidance to decide about further exploration of partnership options.
4. Inform leadership that the potential partnership opportunity is beneficial but not being considered until the organisational partnership procedures are completed.

**Question 13**

**You are new to the recently assigned project where you are expected to coordinate the time-sensitive and critical project activities among other team members. You are struggling to manage your coordination responsibilities and finding it hard to perform some duties which are new to you.**

**What will you *NOT* do in this situation?**

1. Continue as it is and assume that situation will improve on its own or tell your supervisor that you are not able to take this assignment.
2. Effectively engage with your project team members and/or peers to request additional help; perform some online or file research about that difficult task; and develop your recommendations before asking your supervisor for guidance.
3. Discuss with your supervisor and just tell him that everything is working well.
4. Ask your supervisor for more information or guidance immediately because you think you have no time to make any judgement for this job and your supervisor is obliged to help you.

**Question 14**

**Your division head complains that you have not followed task-related instructions accurately while executing the project-related or functional activities in accordance with established procedures. You are not in agreement with your supervisor as you think he is old-fashioned and your way of working is better.**

**What will be your approach to communicate with your supervisor?**

1. “I am sorry. I am not in agreement with your instructions and procedures. Would you like me to discuss this matter with your supervisor?”
2. “I apologise for not aligning entirely with your concerns, but I’m sure that your concerns are valid. Please help me understand more about your concerns so I can address this quickly if I agree with you.”
3. “Your concerns might be appropriate with your perspective. Unfortunately, I do not fully agree with these points because I don’t think it is right as a believer of ‘modern values’, so there is not much I can do to help as a volunteer. Sorry!”
4. “I’m sorry. I will prevent similar situations in future. Can you show me how the current issues can be fixed now? A healthy and open discussion is a good way to help me learn a good lesson.”

**Question 15**

**You are in a team to deliver the critical external project with a government. You have agreed to the project charter that your team leader has set to facilitate collaboration and bring clarity about individual roles and responsibilities. Given the urgency of the project, your team leader has asked all team members to standby on a messaging app on the phone as far as possible as instructions from our partner government may change suddenly.**

**What is your WORST response in this situation?**

1. Ask your team leader for the reasoning why we need to standby as volunteers.
2. Tell your team leader that you are okay to be online but my phone is always off after 6:00 pm every day as you value your personal free time.
3. Tell your team leader that you are okay to be standby online with the messaging app but discuss with the team leader and offer alternative options in case you are not really available for certain hours beforehand.
4. Ignore the situation and assume that other team members will do your job after some time of no response to messages.

**Question 16**

**You have recently resigned from your voluntary role and currently serving your prescribed notice period. What will be your approach to deliver your commitment during your notice period?**

1. Simply abandon the work and leave instantly because you are just a volunteer and do not think you should give any notice to your team as you are staring a new job or looking after family.
2. Tender resignation and continue to work on your tasks with the best quality outcomes during the two-month notice period.
3. Resign and assume that it is okay to remain passive in your notice period because you are just a volunteer and find the earliest opportunity for an exit.
4. Explore flexibility options to work on priority/urgent tasks during your notice period.

**Question 17**

**You are unable to attend pre-scheduled meetings or complete given assignment for personal health reasons. What will be your approach to communicate with your division head?**

1. I could not attend your meetings because I am unwell with flu symptoms regularly.
2. I do not really think it is necessary to communicate my health issues and availability with my supervisor as this is my privacy and I am not obliged to do anything as a volunteer.
3. I will transparently communicate my health conditions to my supervisor beforehand and continue to honour my delivery commitment as far as my health condition permits.
4. I will transparently communicate my health conditions to my supervisor when I am feeling better.

**Question 18**

**You are aware of your non-emergency personal or family commitment, but you are required to attend scheduled meetings and committed training sessions. What will be your approach to address this situation with your team leader?**

1. Unfortunately, it is not possible for me to attend every meeting or training due to my busy day job and other commitments so there is not much I can do. Also, as a volunteer, I do not think I am obliged to inform anyone of my absence.
2. I am sorry for possibly not being able to attend my committed meetings and training sessions next week because I want to give my friends and family undivided attention. I will listen to the recordings and try to prevent similar situations in the future.
3. I will try my best to reshuffle other personal or family activities and continue to honour my commitment to these important meetings and training sessions.
4. I will clearly communicate my responsibilities to friends and family so that non-emergency personal or family commitment can be accommodated more suitably not at the expense of work schedule even though this is a voluntary job.

**Question 19**

**You are tasked by the leadership with coordinating a cross-divisional project (i.e. you are the project coordinator responsible for all the deliverables). After reviewing a project deliverable that one of your co-workers at the same rank has prepared, you think that some changes are required to reflect the guiding principles set by the leadership. When discussing this feedback with the colleague, she disagrees with most of your comments, saying that she believes the deliverable aligns well with her personal values and is good to go for the next stage of delivery.**

**What will be your approach to communicate with your colleague?**

1. Explain that you have given this much thought and the changes are essential considering the corporate governance standards and hierarchical approval mechanism.
2. Let her know that your decisions are final, but show empathy toward her points of view about the deliverable.
3. Say that the deliverable is her work and you respect her opinion. Your input is meant to assist her and she is free to accept or decline it.
4. Ask her to study again the guiding principles set by the leadership and present her objections to your comments with justifications and evidence. She should follow the instructions from the senior management neutrally regardless of her personal values.

**Question 20**

**Your division head is criticising you of your continuous pattern of unprofessional email writing style and not complying with the organisational standards of professional email etiquette.**

**What will be your response to this criticism?**

1. “I have been operating in corporate life for many years and never received any criticism about my email writing style.”
2. “I take your point. I will act on your feedback to improve on email writing-related shortcomings. Do you mind reviewing my next draft email so that I can make sure it complies with the standard required?”
3. “Your concerns might be right, but I am not in full agreement with your concerns. Sorry!”
4. “I’m sorry for my writing style. I will refer to the organisational email policy. Please understand individual difference. I have been raised like that. But could you direct me to a training course I can take to address my writing style-related skill gaps?”

**END OF SECTION B**