

*Fifteen Steps to a Competency-Based,  
Multiple-Choice In-Basket*

# **Sample Materials**

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*MAPAC Fall Meeting, September 20, 2000*



# **IN-BASKET RAW MATERIALS**

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## **Duties Common to INS Officer Corps Managers and Supervisors**

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### **Technical Direction**

- Plans work, makes assignments
- Reviews work products
- Schedules staff to cover shifts
- Gives technical advice

### **Budget and Financial Management**

- Monitors expenditures

### **Resources Management**

- Analyzes workload and staffing requirements
- Analyzes resource requirements, allocates resources

### **Personnel Management**

- Evaluates employee performance
- Works with the union
- Makes recommendations about personnel actions
- Disciplines problem employees
- Resolves employee grievances

### **PR/Communications**

- Maintains liaison with external organizations
  - Receives and resolves complaints from public
  - Communicates with INS Headquarters, Regional Offices, and Sector Offices
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# Competency-Based Probes

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## Decision-Making/Problem Solving

Identifies problems; gathers, interprets, and evaluates information to determine its accuracy and relevance; generates and evaluates alternatives; makes sound and well-informed decisions; and commits to action to accomplish organizational goals

- ❖ 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 additional information would you want before committing to a decision?
- ❖ What actions are likely to be most effective in dealing with the situation presented in this document? What actions are likely to be least effective?

## Planning and Evaluating

Organizes work, sets priorities, and determines resource requirements; determines objectives and strategies to achieve them; monitors and evaluates progress against goals

- ❖ 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

Identifies need for information; determines its importance and accuracy, and communicates it by a variety of methods

- ❖ 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 pass it on to other individuals in your organization? Should it be filed? Can you discard it?

## Self-Management

Shows initiative; sets well-defined and realistic personal goals; monitors progress and is motivated to achieve; manages own time and deals with stress effectively

- ❖ What priority would you assign to the issue(s) in this document?
- ❖ 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?

## Sample Critical Incidents

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1. After years of conflict between the Border Patrol and the local community, a new Patrol Officer in Charge (PAIC) was appointed. The new PAIC wanted input from the community on how to improve the Patrol's image. He held a town hall meeting to get input and actively sought solutions from the community. This helped relations. Both the Patrol and the community are better off. (See **Scenario, Document 5**. *Note: A PAIC manages a single Border Patrol Station.*)
2. A Border Patrol Agent was on a six-week detail involving drug interdiction. It included 12 Border Patrol Agents, 2 FBI agents, and several military personnel who provided logistical support. Lodging had been scheduled at the military base for all BP personnel. It would cost \$8.00 a day. The military based revoked the reservations. A decision was made to go to a local hotel at \$65.00 a night. This was a good decision, but involved poor planning. The staff who planned the operation had no contingency. The detail was cut from six weeks to two weeks. Money was found and rerouted to cover the increased lodging expenses. The detail was a success. (See **Document 2**. *Note: we changed some of the details in document we developed.*)
3. Congress appropriated a large amount of funding to convert excess military equipment to be provided to the Border Patrol. The equipment was to be used to help the Border Patrol with drug interdiction along the southern border. The Chief Patrol Agent (CPA) had to find funding so that the Army could prepare and test the equipment for Border Patrol Use. Although the CPA was able to secure the funding, the Army equipment, when tested was found to be incompatible with existing systems. (See **Document 4**. *Note: a CPA manages several Border Patrol Stations.*)
4. An Assistant Chief Patrol Agent (ACPA) wanted to coordinate a joint operation that involved the U.S. Border Patrol and the U.S. Army. Differences in the methods of operation, mission objectives, and levels of resources caused problems. Specifically, the ACPA needed to secure support from the Army in a joint intelligence gathering operation. The operation included setting up listening posts and observation points for an ongoing joint operation. This activity required a great deal of liaison, interaction, and explanation. The Border Patrol ACPA was attentive to the differing objectives, differences in the level of logistical support available, and differences in the laws governing law enforcement operations. In addition, the ACPA worked out emergency contingency plans and a plan for handling the intelligence that was gathered. Because of the ACPA's flexibility and planning, the operation worked out well. (See **Document 6**. *Note: An ACPA is a staff officer, who is responsible for the coordination of Border Patrol programs.*)

## Document Development Exercise Worksheet

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**Critical Incident Summary:**

**Document Format (e.g., memo, fax, personal note, e-mail, letter):** \_\_\_\_\_

**Sender (e.g., superior, subordinate, peer, customer):** \_\_\_\_\_

**Day/Time Sent:** \_\_\_\_\_

**Priority of Action Required (Urgent, Normal, Low):** \_\_\_\_\_

**Document Level Performance Benchmarks:**

+

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**Competencies addressed** (*check as many as apply*):

- Decision Making and Problem Solving
- Planning and Evaluating
- Managing and Organizing Information
- Self-Management

## Sample Document Map

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<b>Doc.</b>	<b>Content</b>	<b>Format</b>	<b>From</b>	<b>Duty</b>
1	Welcome	Note	Meg Lindstrom	
*	2 Request to approve funds	Phone Msg.	SBPA Markowitz	Budget/Financial
*	3 Information Leak	Note	SBPA Markowitz	PR/Communications
*	4 Surplus Equipment	e-mail	ACPA Cook	Resource Mgmt.
*	5 Morale Problem	Memo	SBPA Quesada	Personnel Mgmt.
*	6 Coordination of joint operation	e-mail	Agent Kluski, DEA	Operations
7	Visit from HQ	e-mail	ACPA Cook	Resource Mgmt.
*	8 Detail of agent Tyrol	Memo	Commander, BORTAC	Personnel Mgmt.
9	Selection of SBPA Larchmont	Memo	HQ Personnel Office	Personnel Mgmt.
10	Appearance on TV	Letter	Coordinator, KTAK-TV.	PR/Comm.
11	Complaint against BP agents	Memo	DEO Gates	Personnel Mgmt.
*	12 Fuel Tank Leak	Memo/Note	SBPA Tyrol	Resource Mgmt.
13	SBPA Quesada's leave request	Memo/letter	SBPA Quesada	Operations
*	14 Notification of CPR training	Memo	Sector Training Officer	Personnel Mgmt.

\* These documents are included in the next section: Sample In-Basket Materials.

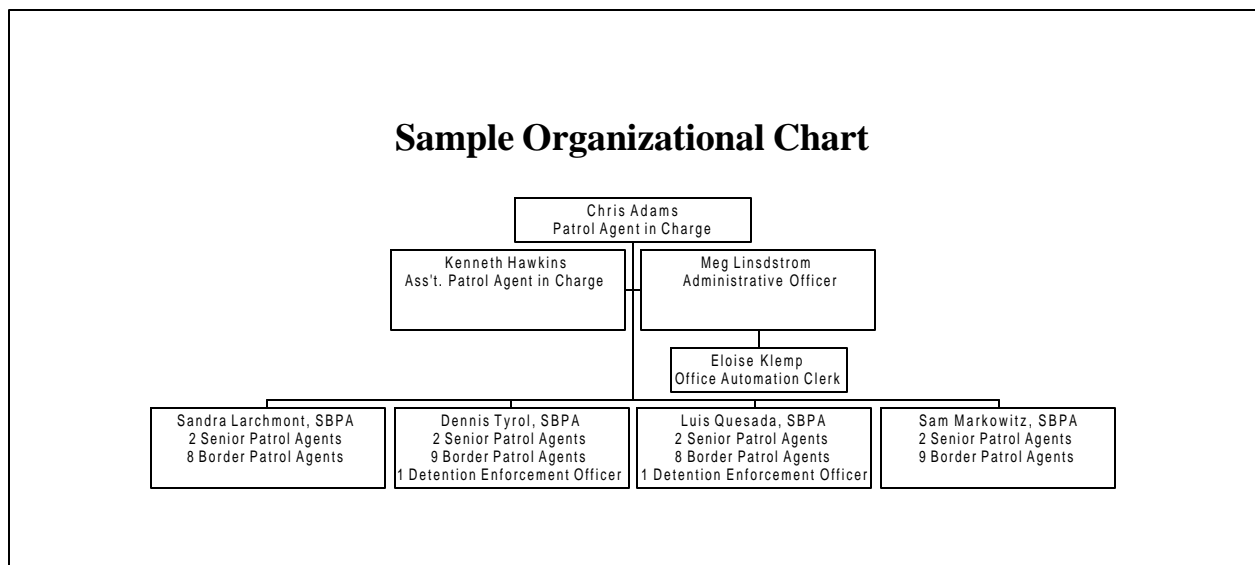


# **SAMPLE IN-BASKET MATERIALS**



## Sample Scenario Summary

- You are **Chris Adams**, Patrol Agent in Charge of the Crystal Lake station. Today is your first back after a two-week vacation. It is now 7:30 a.m. on Monday, September 10. At 8:15 you will be leaving to serve on a promotion board, which will be held at sector headquarters. You do not expect to return to the office until tomorrow morning. You estimate that it will take about 30 minutes to review the documents in the in-basket, leaving 15 minutes to deal with the most critical one(s). You will have a few short breaks during the day when you can attend to other critical issues.
- The Crystal Lake Station is located in the Billingsley Sector in the southwestern United States. The Billingsley sector has seven stations and is responsible for monitoring 150 miles of international border. The Crystal Lake station has an authorized force of 52 INS employees.
- You report to Assistant Chief **Jessie Cook** at sector headquarters. Reporting to you are APAIC **Kenneth Hawkins**, who is on detail to Headquarters, and four Supervisory Border Patrol Agents: SBPA **Luis Quesada**, SBPA **Sam Markowitz**, SBPA **Sandra Larchmont**, and SBPA **Dennis Tyrol**.
- Your station has the lead responsibility in a multi-agency operation, Operation CATTRACK, which is part of a broader initiative, the Project SANDBLAST task force. You are a member of the Project SANDBLAST task force, which is meeting in Billingsley later this week.
- 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.



**FOR** *PAIC Adams*

**DATE** *September 10*      **TIME** *7:40 a.m.*

**FROM** *Sam Markowitz, SBPA*

**OF** *Crystal Lake Station*

**PHONE** *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 vendor's 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 Desert Sky Inn. I will be on location for the remainder of the day.

*Sam*

**Sender:** Jessie Cook  
**To:** Chris Adams  
**Priority:** Normal  
Receipt Requested  
**Subject:** Surplus Communications Equipment

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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 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 costs of shipping it. The equipment is at the Fort Beadle Army Depot, about 100 miles from Crystal Lake. His number is (999) 555-0920.

Jessie

Jessie Cook  
Assistant Chief Patrol Agent  
Billingsley Sector

(999) 555-0968



**U.S. Department of Justice**  
Immigration and Naturalization Service

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*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 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.

DOCUMENT 5

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

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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 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

ROUTING AND TRANSMITTAL SLIP		Date Sept. 4
<b>TO: (Name, office symbol, room number, building, Agency/Post)</b>		<b>Initials</b>
1. Lawrence Ayres, Chief Patrol Agent		LA
2. Jessie Cook, Asst. Chief Patrol Agt.		JC
3. Chris Adams, Patrol Agent in Charge		
4.		
5.		
<input checked="" type="checkbox"/>	<b>Action</b>	<b>File</b>
<input type="checkbox"/>	<b>Approval</b>	<b>For Clearance</b>
<input type="checkbox"/>	<b>As Requested</b>	<b>For Correction</b>
<input type="checkbox"/>	<b>Circulate</b>	<b>For Your Information</b>
<input type="checkbox"/>	<b>Comment</b>	<b>Investigate</b>
<input type="checkbox"/>	<b>Coordination</b>	<b>Justify</b>
<b>REMARKS</b>		
<p>Jessie, Please forward this to Chris. Jim Robie needs and answer by COB on Monday, September 10.</p> <p>Thanks</p> <p><i>Chris, please get back to Jim Robie on this.</i></p> <p style="text-align: center;"><i>Jessie</i></p>		
<b>FROM: (Name, org. symbol, Agency/Post)</b>		<b>Room No., Bldg.</b>
Lawrence Ayres, Chief Patrol Agent Billingsley Sector		



**U.S. Department of Justice**  
Immigration and Naturalization Service

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*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 BORTAC

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

He would be a welcome addition to the BORTAC training staff. We were especially impressed with his BORTAC skills and abilities. He successfully completed the Advanced Tactical Training Course. He also used novel techniques to navigate the obstacle course and set a course record. He is an exceptional member of the BORTAC unit and the Border Patrol.

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

DOCUMENT 8  
Page 2 of 2

ROUTING AND TRANSMITTAL SLIP		Date
		Sept. 7
<b>TO: (Name, office symbol, room number, building, Agency/Post)</b>	<b>Initials</b>	<b>Date</b>
1. Chris Adams, Patrol Agent in Charge		
2.		
3.		
4.		
5.		
<b>Action</b>	<b>File</b>	<b>Note and Return</b>
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare and Reply
Circulate	For Your Information	See Me
Comment	Investigate	<input checked="" type="checkbox"/> Signature
Coordination	Justify	
<b>REMARKS</b>		
<p>Chris</p> <p>The contractor came on Tuesday, September 4 to begin work on replacing our fuel tanks. He said that they 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>		
<b>FROM: (Name, org. symbol, Agency/Post)</b>		<b>Room No., Bldg.</b>
Dennis Tyrol Supervisory Border Patrol Agent		



**U.S. Department of Justice**  
Immigration and Naturalization Service

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

MEMORANDUM FOR JESSIE 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 the 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.

**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 507

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



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# **SAMPLE IN-BASKET QUESTIONS**

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## SAMPLE MULTIPLE-CHOICE QUESTIONS

- 2 In Document 3, SBPA Markowitz informs you of an urgent telephone call he received from Assistant  
DM 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  
DM 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 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 memo (Document 5), SBPA Luis Quesada raises a number of issues affecting the morale of agents  
PE at the Crystal Lake Border Patrol station. Suppose that in response to SBPA Quesada's memo, you  
decide to develop a plan to improve morale in 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 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 coordination of joint  
PE 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 you are unavailable to speak with him today  
and ask him if there is any other possible time to discuss the matter before the meeting.
  - B) Send Agent Kluski an e-mail explaining 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 explaining that you and he can resolve all coordination issues  
during the task force meeting.
  - D) Telephone Agent Kluski during a morning break in your 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.

**SAMPLE MULTIPLE-CHOICE QUESTIONS (CONTINUED)**

13 Document 14 notifies you of a previously scheduled training course. How would you handle this engagement?  
MI

- 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?

- SM
- 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?  
MI

- 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 memo
- 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?

- SM
- 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)

## ANALYSIS OF SAMPLE MULTIPLE-CHOICE QUESTIONS

2 **Correct Answer: D**

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Option **D** is the best answer. The most critical piece of information is the fact that Dick Grady has more extensive knowledge of 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. Her 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 CATTRAP.

3 **Correct Answer: C**

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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.

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

4 **Correct Answer: D**

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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: D: partial credit A**

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Agent Neil Kluski's e-mail message seems emotionally charged and the support of the DEA is in jeopardy if his concerns are not addressed. 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 meeting to discuss matters with him (**B**). You also do not want to air your differences publicly during the task force meeting (**C**).

**ANALYSIS OF SAMPLE MULTIPLE-CHOICE QUESTIONS (CONTINUED)**

13 **Correct Answer: D**

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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**

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Because of the criticality of the issue, the short period during which it can be handled, and 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.

The funding issue (A) and information is also critical and should be handled as soon as possible. However, 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, contacting Agent Kluski must take precedence. 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 contact him from Billingsley later in the day or you could ask one of your subordinates to do so, once you have made your decision.

Although you must meet with DEO Gates personally (E), you should not do it this morning. Her concerns are less critical than other problems you face. They are not sufficiently critical for you to postpone your trip to sector headquarters. In addition, you need to take the time to collect the background information that you will need for your meeting with her.

15 **Correct Answer: E**

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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 critical 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**

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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**

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It would be least appropriate for Ms. Lindstrom to meet with DEO Gates. However, with sufficient information and guidance from you or a senior 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).

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