

⚠ Please note that this puzzle is double-sided. It is recommended to print it double-sided with the following page, or to glue the two pages together before cutting out and laminating the puzzle.



E04_Puzzle_mini_game_intro
Front



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E04_Puzzle_mini_game_intro
Back



"We will

not

build

*a different
world*

with

indifferent

people."

Arundhati

Roy



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E04_Puzzle_mini_game_intro
Front



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E04_Puzzle_mini_game_intro
Back



"In a

racist

society,

*it is not
enough*

to be

non-racist;

we

must be

anti-racist."

Angela

Davis





Profile card

 Greek organisation

 19 employees

 60%  40%



Social and solidarity economy,
Cultural cooperative

Activities



Support for collaborative initiatives



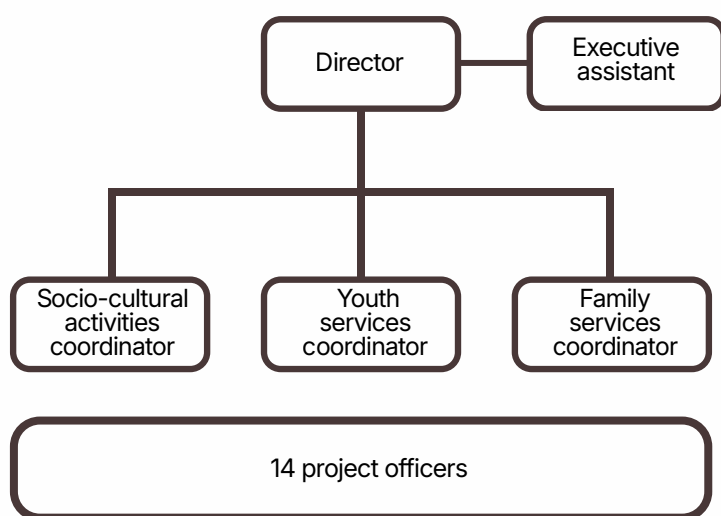
Cultural activities



International project management

*Running workshops during evenings
and weekends*

Organisation



Recruitment in progress



Open position:
Service coordinator

Recruitment Process:
Internal recruitment, approved by
the Board

Candidates:
Three project managers (Anna,
Elena, Mark), with exactly the same
annual performance and technical
skills

Service Coordinator

**MATA Organisation — Cultural Cooperative — 19 employees —
Internal recruitment, approved by the Board**

REASONS FOR THE INTERNAL RECRUITMENT

MATA has chosen to implement a fair and transparent internal promotion process, in line with its values and organisational culture. This position is open to all employees who meet the objective eligibility criteria, regardless of their family situation, availability, or gender.

THE ROLE

Job Title: Service Coordinator (Social-cultural activities, Youth or Family Services)

Reports to: Organisation Director

Team supervised: 4 to 6 project officers

Working hours: Full-time

Key responsibilities:

- Lead the service's project,
- Coordinate and support the team,
- Represent the service at management meetings,
- Contribute to the organisation's strategy,
- Oversee the service budget,
- Develop and maintain partnerships with institutional stakeholders (Erasmus+, local authorities, foundations).

Annual performance review

Review of the past year

- Tasks completed and objectives achieved
- Projects led or co-led, results and impact (qualitative and quantitative)
- Contribution to the collective dynamic (team, partnerships, organisation's activities)
- Challenges encountered and solutions implemented

Preparing for the service coordinator position

- Motivation for the position and understanding of its responsibilities



Application file

Position: Service Coordinator

Candidate No. 01 | ANNA



AGE

34

CURRENT POSITION

Project Manager

SENIORITY

4 years

ANNUAL RESULTS

Indicator	Result
Projects delivered on time	8/8
Budget managed within limits	98 %
Beneficiary satisfaction	4,4/5
Workshop facilitation	100 %
Training completed	2

KEY SKILLS

- Project management
- Team leadership
- Project budgeting
- Institutional partnerships
- External communication

PERCEPTION WITHIN THE ORGANISATION

Seen as "less available" in recent months.

EXCERPT FROM THE LATEST ANNUAL REVIEW

"Excellent technical skills.
Shows strong commitment to the projects.
Partners' feedback is positive.
The team appreciates the coordination work."

Director's Signature



Application file

Position: Service Coordinator

Candidate No. 02 | ELENA

**AGE**

31

CURRENT POSITION

Project Manager

SENIORITY

3 years

ANNUAL RESULTS

Indicator	Result
Projects delivered on time	8/8
Budget managed within limits	98 %
Beneficiary satisfaction	4,4/5
Workshop facilitation	100 %
Training completed	2

KEY SKILLS

- Project management
- Team leadership
- Project budgeting
- Institutional partnerships
- External communication

PERCEPTION WITHIN THE ORGANISATION

Seen as "always available" and very flexible.

EXCERPT FROM THE LATEST ANNUAL REVIEW

"Excellent technical skills.
Shows strong commitment to the projects.
Partners' feedback is positive.
The team appreciates the coordination work."

Director's Signature

Application file
Position: Service Coordinator
Candidate No. 03 | Mark

AGE
36
CURRENT POSITION
Project Manager
SENIORITY
5 years
ANNUAL RESULTS

Indicator	Result
Projects delivered on time	8/8
Budget managed within limits	98 %
Beneficiary satisfaction	4,4/5
Workshop facilitation	100 %
Training completed	2

KEY SKILLS

- Project management
- Team leadership
- Project budgeting
- Institutional partnerships
- External communication

PERCEPTION WITHIN THE ORGANISATION

Seen as "stable, committed and reliable over time".

EXCERPT FROM THE LATEST ANNUAL REVIEW

"Excellent technical skills.
Shows strong commitment to the projects.
Partners' feedback is positive.
The team appreciates the coordination work."

Director's Signature


E04_Mark



CASE:
E4 - MATA Organisation

FAIR ASSESSMENT COMMITTEE

INTERIM ASSESSMENT

Based on the information currently available, I recommend the following candidate:

☐ Anna ☐ Elena ☐ Mark ☐ Undecided



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INTERIM ASSESSMENT

Based on the information currently available, I recommend the following candidate:

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E04_Intermediate-Ballots

CASE:
E4 - MATA Organisation

FAIR ASSESSMENT COMMITTEE

INTERIM ASSESSMENT

Based on the information currently available, I recommend the following candidate:

☐ Anna ☐ Elena ☐ Mark ☐ Undecided



AEPDE
Autorité Européenne
de Protection
des Droits et de l'Egalité

CASE:

E4 - MATA Organisation

PROVISIONAL DECISION

CONFIDENTIAL INDIVIDUAL VOTE



DO NOT OPEN BEFORE THE END OF THE ASSESSMENT
PROCESS





WHATSAPP

NOW



Family Group

What's for dinner tonight ?



MAIL

NOW



Maria's School

Tomorrow is costume day for Maria!



SLACK

NOW



Director

I need the Erasmus+ project in the next hour.







Application file
Candidate No. 01 | ANNA

Excellent work on this semester's projects. However, she has seemed distracted in recent weeks. There are concerns about long-term availability for a management position.



Application file
Candidate No. 02 | ELENA

Very flexible and always available for urgent matters. Consistently present and easy to reach.



Application file
Candidate No. 03 | MARK

Highly committed, reliable and consistent. Available and responsive. Seen as a serious and trustworthy professional. Would be a good representative.





19 employees, Social and
Solidarity Economy
sector, Greece

As part of the annual performance review process and an internal promotion, the AEPDE was appointed to help the organisation select the most suitable candidate by reviewing application files and management feedback.

ANALYSIS OF MANAGEMENT FEEDBACK

[illegible]



AEPDE

Autorite Européenne
de Protection
des Droits et de l'Egalité

INVESTIGATION REPORT

MATA ORGANISATION



2 VOTE COUNTING

Votes - Start of the Investigation (Envelope n°1)



Anna : _____

Elena : _____

Mark : _____

Undecided : _____

Candidate with the most
favourable votes:



Votes - End of the investigation (Final envelope)



Anna : _____

Elena : _____

Mark : _____

Undecided : _____

Candidate with the most
favourable votes:

IF THE VOTES CHANGED:

Changed in favour of: 

Changed against: 

3 PROMOTION CRITERIA & RECOMMENDED ACTION PLAN

Promotion criteria for future promotions:

- | | |
|--------------------------------|--------------------------------|
| ☐ _____ | ☐ _____ |
| ☐ _____ | ☐ _____ |
| ☐ _____ | ☐ _____ |

RECOMMENDED ACTION PLAN FOR MATA



CASE:
E4 - MATA Organisation

FAIR ASSESSMENT COMMITTEE
FINAL ASSESSMENT



Please place this ballot in the envelope of your choice.



CASE:
E4 - MATA Organisation

FAIR ASSESSMENT COMMITTEE
FINAL ASSESSMENT



Please place this ballot in the envelope of your choice.



CASE:
E4 - MATA Organisation

FAIR ASSESSMENT COMMITTEE
FINAL ASSESSMENT



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CASE:
E4 - MATA Organisation

FAIR ASSESSMENT COMMITTEE
FINAL ASSESSMENT



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CASE:
E4 - MATA Organisation

FAIR ASSESSMENT COMMITTEE
FINAL ASSESSMENT



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CASE:
E4 - MATA Organisation

FAIR ASSESSMENT COMMITTEE
FINAL ASSESSMENT

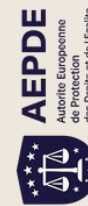


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CASE:
E4 - MATA Organisation

FAIR ASSESSMENT COMMITTEE
FINAL ASSESSMENT

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AEPDE
Autorité Européenne
de Protection
des Droits et de l'Égalité

FINAL DECISION
CONFIDENTIAL INDIVIDUAL VOTE

CASE:

E4 - MATA Organisation



SELECTED CANDIDATE

Anna

Mother of two children (aged 4 and 7).
Her performance has remained consistent.





AEPDE
Autoridade Europeia
da Protecção
dos Direitos e do Trabalho

FINAL DECISION
CONFIDENTIAL INDIVIDUAL VOTE

CASE:

E4 - MATA Organisation



SELECTED CANDIDATE

Elena

No children.
Her performance has remained consistent.





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Autoridade Europeia
da Protecção
dos Direitos e do Trabalho

FINAL DECISION
CONFIDENTIAL INDIVIDUAL VOTE

CASE:

E4 - MATA Organisation



SELECTED CANDIDATE

Mark

Father of two children (aged 4 and 7).
His performance has remained consistent.



Together, we are changing practices to make small social economy organisations more inclusive.