

U.S. DEPARTMENT OF STATE

FOREIGN SERVICE SPECIALIST

ORAL ASSESSMENT INFORMATION GUIDE

- ✓ Composure
- ✓ Cultural Adaptability
- ✓ Experience and Motivation
- ✓ Information Integration and Analysis
- ✓ Initiative and Leadership
- ✓ Judgment
- ✓ Objectivity and Integrity
- ✓ Oral Communication
- ✓ Planning and Organizing
- ✓ Resourcefulness
- ✓ Working With Others
- ✓ Written Communication



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Foreign Service Specialist (FSS)

Oral Assessment Information Guide

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Introduction

Note: This guide covers all Foreign Service Specialist (FSS) career tracks except for the four Diplomatic Security positions: Special Agent, Diplomatic Courier, Security Technical Specialist and Security Engineering Officer.

The purpose of this guide is to help familiarize candidates with the selection process so that they will be able to better focus on their own performance during the Oral Assessment rather than spend their limited time reviewing procedures. While the main elements of the Foreign Service Specialist Oral Assessment (FSS OA) remain constant, information on details – for example, time limits or assessment order – can change quickly. Candidates should stay alert and follow the instructions provided on the day of the Oral Assessment.

This guide includes the criteria used to evaluate candidates and some common sense strategies candidates might use to ensure they are performing their best as well as a description of the activities during the FSS OA. It also includes sample test materials that provide candidates with an idea of the kind of information and exercises candidates in specialist career tracks will be given during the oral assessment. These are not the actual materials that will be seen on the assessment day. The specialist career tracks fall into eight major categories: administration, construction engineering, facility management, information technology, international information and English language programs, medical and health, office management, and law enforcement and security. Not every specialist category uses exactly the same OA format, so please pay attention to the instructions given to you during the various exercises.

This guide is for the FSS OA only – other guides are available for Foreign Service Officer candidates, such as the Foreign Service Officer Test (FSOT) Information Guide and the Foreign Service Oral Assessment (FSOA) Information Guide. Candidates should visit careers.state.gov for general information on a Foreign Service Specialist career, as well as details on the next steps after a successful oral assessment. The careers.state.gov website also offers information on Foreign Service Officer careers, Civil Service careers, professional fellowship opportunities, Limited Non-Career Appointments, and student/intern programs. [BACK](#)

The Foreign Service Selection Process

The Foreign Service assessment process, including the Qualifications Evaluation Panel (QEP) and the Oral Assessment, is an employment selection tool used by the Department of State to identify the most qualified candidates for Foreign Service positions. In other words, it is a hiring process. Therefore, the nature and purpose of the assessment process are different from those of educational testing.

In education, assessment focuses on “mastery testing” and the goal is to determine if the student possesses sufficient knowledge or skill to pass a course. The assessments are usually comprehensive, covering the entire body of required knowledge or skill. The scores verify current competence and command of a definite skill set. Such assessments are often accompanied by extensive feedback, and possibly remedial training and reassessment, with the ultimate objective of passing. It is not a competition because everyone should pass.

In employment selection, the goal is to determine which candidates are the most qualified because an organization wants to hire the best. These assessments only sample a job-related body of knowledge or skills because assessment time is limited. The scores are predictors of future job performance, rather than indicators of current competence. Thus, tests like the Oral Assessment are not accompanied by extensive feedback or remedial training because they are not meant to measure an entire body of knowledge or skills. Moreover, the organization’s hiring process is meant to be highly selective given the limited number of openings available.

The Foreign Service selection process can be a lengthy one, due primarily to the requirement that all candidates undergo a thorough background investigation to determine whether they can be granted a Top Secret security clearance. [BACK](#)

The Oral Assessment Process

Before the Assessment

Oral Assessments are generally held in Washington, D.C. and – budget and schedule permitting – San Francisco, California. Once candidates schedule their FSS OA, they should make travel and lodging plans.

- Be rested. Candidates who are tired cannot possibly be at their best – taking the FSS OA can be a stressful experience, and candidates need to be alert and focused at all times during the day.
- Candidates traveling from out of town should plan to arrive at least a day in advance; candidates traveling from overseas should give themselves at least two days.
- Make allowances for delayed flights, lost luggage, broken down metro trains, stalled rush hour traffic, and taxi drivers who can’t find the test center address.
- The day prior to the test, candidates should locate the test center and make sure they are familiar with how to get there.

The FSS OA is a job interview; candidates will want to dress for it. Men normally wear suits and ties; women wear the professional equivalent.

The test day is tightly choreographed, so it is essential to be on time and in the right place.

Oral Assessment Summary

Candidates must report to their assigned Assessment Center no later than the time indicated in their invitation letter or e-mail. Candidates arriving late may be refused entry to the assessment. Almost all specialist assessments are conducted in the Washington, DC area. The invitation will specify where it will take place. The assessment itself may take three to five hours for successful candidates so candidates should plan their return trip accordingly. The message that invites candidates to the Oral Assessment also advises candidates what documents they need to bring to the Assessment Center. This list of documents can also be found on the Department of State's careers.state.gov website under the Selection Process heading. In addition to the listed documents, candidates are also asked to bring the Social Security numbers and dates of birth of family members who might be traveling with them overseas – this will help the medical clearance process.

The Department of State provides provisions known as reasonable accommodations to candidates with disabilities. Candidates requiring reasonable accommodations for any part of the Oral Assessment should so advise the Department at ReasonableAccommodations@state.gov within one week of receiving their invitation to the Oral Assessment. Decisions for granting reasonable accommodations are made on a case-by-case basis.

Candidates are allowed to bring snacks, sandwiches, coffee and/or soft drinks to the Assessment Center for use in between assessment exercises. Individuals might wish to bring reading materials to pass the time between exercises. Water will be available at the Assessment Center. There is secure space to store coats, purses, and electronic gear. NOTE: Bags, including luggage, larger than a backpack are not allowed at the Assessment Center, so leave them at the hotel or elsewhere but do not take them with you.

The Specialist Oral Assessment measures the following 12 dimensions:

- **Composure.** To stay calm, poised, and effective in stressful or difficult situations; to think on one's feet, adjusting quickly to changing situations; to maintain self-control.
- **Cultural Adaptability.** To work and communicate effectively and harmoniously with persons of other cultures, value systems, political beliefs, and economic circumstances; to recognize and respect differences in new and different cultural environments.
- **Experience and Motivation.** To demonstrate knowledge, skills or other attributes gained from previous experience of relevance to the Foreign Service; to articulate appropriate motivation for joining the Foreign Service.
- **Information Integration and Analysis.** To absorb and retain complex information drawn from a variety of sources; to draw reasoned conclusions from analysis and synthesis of available information; to evaluate the importance, reliability, and usefulness of information; to remember details of a meeting or an event without the benefit of notes.

- **Initiative and Leadership.** To recognize and assume responsibility for work that needs to be done; to persist in the completion of a task; to influence significantly a group's activity, direction or opinion; to motivate others to participate in the activity one is leading.
- **Judgment.** To discern what is appropriate, practical, and realistic in a given situation; to weigh relative merits of competing demands.
- **Objectivity and Integrity.** To be fair and honest; to avoid deceit, favoritism, and discrimination; to present issues frankly and fully, without injecting subjective bias; to work without letting personal bias prejudice actions.
- **Oral Communication.** To speak fluently in a concise, grammatically correct, organized, precise, and persuasive manner; to convey nuances of meaning accurately; to use appropriate styles of communication to fit the audience and purpose.
- **Planning and Organizing.** To prioritize and order tasks effectively, to employ a systematic approach to achieving objectives, to make appropriate use of limited resources.
- **Resourcefulness.** To formulate creative alternatives or solutions to resolve problems, to show flexibility in response to unanticipated circumstances.
- **Working With Others.** To interact in a constructive, cooperative, and harmonious manner; to work effectively as a team player; to establish positive relationships and gain the confidence of others; to use humor as appropriate.
- **Written Communication.** To write concise, well organized, grammatically correct, effective and persuasive English in a limited amount of time.

The 12 dimensions are the core of the Foreign Service Specialist Oral Assessment process. Candidates are encouraged to read the definitions of the 12 dimensions carefully, and to spend some time thinking about what they mean. While the definition of leadership, for example, may seem obvious, it is unlikely that the average person in the street would focus on the same aspects of leadership as those highlighted by the Department's definition.

Candidates' qualifications and work experience are evaluated previously in the QEP process, and determine who gets an invitation to the Oral Assessment. On the day of the Oral Assessment, however, candidates are evaluated solely against the 12 criteria above. Two assessors observe the performance of candidates in a variety of situations designed to enable the candidates to demonstrate the requisite skills and abilities. Generally the assessors are Foreign Service Officers from various career tracks and Foreign Service Specialists with expertise in the specialty for which the candidate is applying. Assessors receive training from professional consultants on how to conduct assessments in an objective manner. They learn how to observe the candidate's performance and how to correlate the candidate's performance with an established performance standard.

The Oral Assessment is not an adversarial process. Candidates are not competing against other applicants for the same position but are judged on their capacity to demonstrate skills and abilities necessary to be an effective Foreign Service Specialist. [BACK](#)

The Exercises in the Oral Assessment

NOTE: sample oral assessment materials can be found in the last section of this guide

1. Case Management Exercise

Dimensions scored in this exercise: Planning and Organization, Working with Others, Judgment, Information Integration and Analysis, Resourcefulness, and Written Communication.

In the first part of the Oral Assessment, candidates are given a scenario describing issues which may typically arise in their specialty in a Foreign Service context. They have 45 minutes to read several realistic problems, analyze them, develop recommendations, and then write a logical and clear 1-2 page memo to their supervisor summarizing the situation and providing solutions to the problems identified. Candidates do not need to know U.S. Government or State Department rules and regulations – they should rely on their own knowledge and experience. The timing of this exercise is deliberately tight, as the Written Communication dimension measures, among other things, how well a candidate writes under time pressure. All writing exercises are done on a computer using Microsoft Word.

2. Online Competency Exam

Candidates next take an online competency exam, which varies according to the specialty and lasts from 45-60 minutes. The tests all include Situational Judgement questions on general skills such as interpersonal skills and planning and organizing skills. As their name implies, these questions are intended to measure judgment in different situations, so they are somewhat ambiguous and candidates select both the best and worst course of action. Most of the online exams also include job knowledge questions related to a candidate's area of expertise, such as Microsoft usage, IT problems, hiring laws and procedures, organizing events and VIP schedules, building maintenance issues, contracting and leasing, logistics operations and budgets and accounting.

The online exam is designed to present more questions than can generally be answered in the time allowed, so candidates should not expect to answer every question. They should work quickly to answer as many questions correctly as possible in the time available.

3. The Structured Interview

All candidates participate individually in a Structured Interview conducted by two assessors, one of whom will be a Subject Matter Expert proficient in the functional field being tested. For this portion of the Oral Assessment, assessors will have reviewed portions of the candidate's application for employment so they will be familiar with the work history and information provided in the biographical section of the application. Candidates are expected to respond to questions based on their personal background, experience, and motivation. Candidates should be careful to respond to the questions that are asked, rather than give a response that highlights their qualities or resume but does not reply to the specific question.

This is a focused job interview designed to evaluate a candidate's skills. Candidates will likely find it more formal and structured than other interviews they have experienced. They should expect assessors to remain neutral throughout the interview. They will not provide any clues – including non-verbal ones – about how candidates are doing. During the Structured Interview, assessors may interrupt a candidate, shuffle papers, or cut short answers. Candidates should not assume that this signals anything either positive or negative.

The Structured Interview portion of the assessment consists of three sections lasting approximately 75 minutes. The interview has a lot of ground to cover, so you will have only a few minutes to answer each question. The time is controlled to give all candidates the same experience.

A. Experience and Motivation Interview

Dimension scored in this exercise: Experience and Motivation.

In this portion of the Structured Interview, candidates should convey to the examiners a clear and precise picture of themselves, including their understanding of the Foreign Service. The assessors will consider candidates' expressed motivation to join the Foreign Service, education and work experience and cross-cultural skills. It is helpful to have previously informed yourself about the Foreign Service in general, and also about the work related to the specialty you have selected.

B. Hypothetical Scenarios

Dimensions scored in this exercise: Planning and Organization, Working with Others, Judgment, Cultural Adaptability, Initiative and Leadership, Objectivity and Integrity, Information Integration and Analysis and Resourcefulness.

The second part of the Structured Interview consists of a series of hypothetical scenarios designed to test the candidate's situational judgment. Although the problems presented in this exercise are hypothetical, they are closely related to real-life situations regularly encountered by Foreign Service Specialists overseas. Candidates are advised, however, that, while the problems occur in a Foreign Service setting, they are not expected to know how an Embassy operates or to be familiar with government rules and regulations. Rather, they are asked to fashion a solution that employs good judgment and knowledge of their specialty.

C. Past Behavior Interview

Dimensions scored in this exercise: Planning and Organization, Working with Others, Cultural Adaptability, Initiative and Leadership, Objectivity and Integrity, Oral Communication and Composure.

In the final segment of the Structured Interview, the assessors ask the candidate a series of questions to which the candidate should respond with examples from his or her own experience. Candidates will be given a question sheet containing the different dimensions being assessed during this portion of the interview, with two questions listed under each dimension. Candidates will have five minutes to select the question they wish to discuss for each dimension (one question for each dimension) and to prepare their responses. Candidates' examples should be appropriate and drawn from their own experience. During this portion of the Structured Interview, candidates should ensure their responses relate directly to the dimension and emphasize what they did in each situation, even if the work was done in a group.

Evaluating the Three Exercises

Assessors read or listen to the candidate's answers carefully and individually enter their scores for the Case Management exercise and the Structured Interview into a master score sheet. The score for the Online Competency Exam is automatically computed as soon as the candidate completes that section and is entered into the master score sheet. The average of the three exercises determines a candidate's overall score. The Online Exam, Structured Interview, and Case Management Study each count for one-third of the total score. Overall scoring is on a scale from 1 to 7, with 1 representing poor performance and 7 representing outstanding performance. The Oral Assessment cut-off to continue a candidacy is 5.25.

Exit Interview

After the assessors complete the score sheet, candidates are notified whether they have been successful in reaching the cut-off score. Along with their final overall score, candidates receive an indication as to whether they reached the 5.25 level on any of the three major components of the assessment.

Unsuccessful candidates are informed of their results in a private interview with two assessors. At this point, the candidate is given an opportunity to ask general questions about the assessment process or future assessments. Assessors are not permitted to provide specific feedback or critiques of the candidate's performance. This would be considered personal coaching, and would constitute an unfair advantage to those who take the assessment more than once.

Those candidates who pass the Oral Assessment receive an Immediate *Conditional* Offer and proceed to the next phase of the hiring process. Successful candidates are then given a briefing on the next steps in the Foreign Service Specialist Selection Process, including information on the security background investigation, extra points for language proficiency and veteran's preference, the medical examination, and suitability review. Candidates are also given the opportunity to ask questions about Foreign Service life. At this point successful candidates will meet with a Diplomatic Security representative, who will initiate the security clearance process.

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Sample Oral Assessment Materials

The following materials provide candidates with an idea of the kinds of questions and exercises they will encounter on the day of their Oral Assessment. They should be seen as illustrative only. They are not the actual questions and exercises that will be encountered on the assessment day, nor do they necessarily reflect the difficulty or the length of such questions and exercises.

Case Management

The sample Case Management Exercise presented below is a generic one that is intended to illustrate the format and kinds of questions that will be asked. It does not apply specifically to any of the specialties.

Situation: When you arrive at your new post, your supervisor asks for your recommendations for how to address a number of current problems in your section because you have a “fresh perspective.” Here are the three main problems your supervisor wants you to address.

1. Your supervisor recently read an article that showed how another embassy significantly increased its customer service ratings by employing an automated feedback survey for clients. He wants you to outline a plan to examine the feasibility of using this program in your section.
2. Your supervisor believes that the local and American employees in your section have formed their own cliques. There is little interaction between these groups at lunch time or after hours. Your supervisor thinks this is affecting office morale and productivity, and wants some ideas on how to improve the situation.
3. Your section has always closed down at noon for lunch and re-opened at 1:00 pm. Your supervisor wants the unit open all day and asks for your suggestions on how to manage this. The employees who staff the unit strongly prefer this schedule and will be resistant to change.

Your Task: Your supervisor wants you to draft a plan of action, 1-2 pages long (single-spaced), outlining your recommendations to address each problem.

Hypothetical Questions

1. You are the Financial Management Officer (FMO) at a medium-sized Embassy in a developing country. When reviewing mid-year budget expenditures you notice that one

of the sections has spent nearly their full year's allotment of funding. With six months left in the fiscal year and funds very tight, what do you do?

2. You are the General Services Officer (GSO) at a large Embassy. You discover that one of the section heads has purchased expensive coffee table books to give to his contacts as holiday presents. He did not go through the regular procurement procedures and now wants you to reimburse him the several hundred dollars he spent on these books. What do you do?
3. You are the regional Human Resources Officer (HRO) for several posts. One post has never had an employee handbook, another does not follow any standard procedures for hiring new employees, and at a third one local employees threaten to stage a protest over their lack of pay increases for the past three years. Visiting each of these posts requires two days of travel and time on the ground. How would you approach these problems?
4. You are the health care provider at your post. The Ambassador wants you to notify her every time an employee is too sick to come to work so she may send a get-well card. You tell her you do not think that would be appropriate, but she insists, citing her role as Chief of Mission. What do you do?
5. You are the Office Management Specialist (OMS) in the Management Section of a medium-size embassy. Many of your coworkers come to your boss with requests that they feel have not been addressed by other embassy sections. Some of these coworkers have come to believe that you have influence over your boss's decisions whether to approve their requests and raise their problems with you during social events such as shopping trips or community picnics. How do you respond to these approaches?
6. You are the sole Information Management Specialist (IMS) at a small embassy in a developing country. Your home bureau in Washington has just notified posts in your region that it has some unexpected, extra end-of-year funding to support new IT equipment requests, and it asks posts to submit requests if they have needs for supplemental funding. Such requests must be submitted within the next 48 hours. What steps to do you take to decide how to respond to this development?

Online Competency Exam

Job Knowledge

This section of the online competency exam is a multiple-choice test asking candidates to choose the correct answer from the options presented. The questions asked will be related to the

specialty for which the candidate is applying, covering such topics as construction, contracting, budgeting, facilities management, project management, supervision, and information technology.

The list of sample Job Knowledge questions below is intended solely to give candidates an idea of the kinds of material they will see in this part of the online competency exam. It does not cover all the topics that may be included.

1. Which of the following is the most common reason for indoor air quality problems?
 - a. Inadequate ventilation
 - b. Building products
 - c. Outside air pollution
 - d. Bioaerosols

2. Manual fire alarm pull stations should be located next to which of the following?
 - a. Mechanical rooms
 - b. Elevators
 - c. Exits
 - d. Restrooms

3. Financial ratios measuring a company's ability to pay its bills in the near future without undue stress are known as what kind of ratios?
 - a. Long-term solvency.
 - b. Short-term solvency.
 - c. Asset management.
 - d. Profitability.

4. An unauthorized person agreed to and signed a contract for the delivery of office products. The most appropriate response would be to try to:
 - a. Uphold the agreement with the vendor.
 - b. Gain official approval before delivery.
 - c. Cancel the order before delivery.
 - d. Review and renegotiate the contract as appropriate.

5. Which of the following statements about the prevention of sexual harassment is most correct?
 - a. Businesses should enforce a zero tolerance for sexual harassment.
 - b. Harassment-prevention training programs have proven to be ineffective.
 - c. The behavior of women is the cause of harassment in one-third of the cases.

- d. Policies defining penalties for harassment need to be narrow and specific in order to be enforceable.
6. What is the most efficient way to install an operating system?
- a. Upgrade from the previous version.
 - b. Install setup.exe from a USB.
 - c. Install setup.exe from a network.
 - d. Image the new machine from a known good image.

Situational Judgment

This section of the online competency exam is a multiple-choice test asking candidates to supply the best answer choice and the worst answer choice from the options presented. The topics covered by the questions cover communication, interpersonal skills, conflict resolution, cross-cultural skills, customer service, teamwork, adaptability, decision-making, planning, time management, supervision, and various job-specific judgment situations.

The list of sample Situation Judgment questions below is intended solely to give candidates an idea of the kinds of material they will see in this part of the online competency exam. It does not cover all the topics that may be included.

1. You are working directly with a local government official. You and the official do not personally get along, and you feel that everything you say and agree upon is adjusted later without your approval. You are getting increasingly frustrated that your agreements are not honored. Your attempts at diplomatically addressing the situation with the official have not been successful. What would you do?
 - a. Ask the Ambassador at your post to have a conversation with the local government official.
 - b. Directly confront the local government official about the post hoc changes and insist they stop.
 - c. Just put up with the official to hope to build rapport and trust in the future.
 - d. Document everything each of you says in an email log of agreements and decisions.

2. You are responsible for overseeing procurements and expenses. A non-standard procurement request lands on your desk. The requesting officer is a friend and says that quick approval is important. However, because it is non-standard, policy states that a more thorough evaluation process must take place. What would you do?
 - a. Tell the officer that friendship aside, you have to follow policy.
 - b. Tell the officer you will expedite the request as best you can, but that it still must be completed vetted.

- c. Expedite the request as a favor and do sufficient follow up to ensure it was valid.
 - d. Give the request to another employee in your section to evaluate and approve.
3. Suppose you are treating a patient and explaining a medicine and its possible side effects. The patient is nodding but you are unsure about how well she comprehends what you say. What would you do?
- a. Use both technical medical terms and lay person terms to ensure comprehension.
 - b. Speak slowly and deliberately so the patient can keep up and listen.
 - c. Write down your instructions and side effects so the patient can read them again later.
 - d. Ask if there is a spouse or friend to whom you also can give the information.
4. You have created a two-day training program on teambuilding and cross-cultural understanding for locally employed staff. You will have 20 attendees to train upon your arrival to post. You are informed that the attendees will only be available for one day after your arrival due to a national holiday in your host country. To complicate matters, you scheduled them to perform work based on the training immediately. What would you do?
- a. Cut the training material down to one day, knowing you will omit information, and leave the rest to on-the-job training after the holiday.
 - b. Perform day one of training as planned and let attendees take the notes from day two to read on their own over the holiday.
 - c. Send the training materials in advance for the attendees to read and prepare, and adjust the training session to one day.
5. Suppose a coworker asked you to help on a difficult procedure you knew how to do, but you were about to start your own work for the day. What would you do?
- a. I would tell my coworker where to look up the procedure.
 - b. I would show my coworker how to do the work.
 - c. I would tell my coworker who else to ask for help.
 - d. I would let my coworker figure it out and learn independently.

Office Management Specialist

The Office Management Specialist (OMS) online competency exam contains several sections that apply only to OMS candidates. In addition to Situational Judgment questions, the exam includes sections on Proofing, Reading Comprehension, Data Entry, and Data Lookup

Proofing

This section will present text and ask you to identify errors and make improvements. It is designed to measure your grammar, spelling, punctuation, and word choice (vocabulary). There are two types of items.

Example Item 1:

A missed or misunderstood message on an important or sensitive matter can have a more profound effect on the Embassy's work then might be the case in other sections.

(1)

For underlined section 1, which of the following is correct

- a. work then might
- b. work than might
- c. workings then might
- d. workings than might

Reading Comprehension

This section will ask you to read a passage and then answer questions based on the content. It is designed to assess your skill in understanding the meaning of written documents.

Example Item:

You will be dealing with the highest level of contacts that your Post has in the local government, community, Diplomatic Corps, and also in the State Department and at other USG agencies in Washington. The implication is that you will always need to be extremely courteous, careful, and discreet in dealing with people by phone or in person.

Which of the following statements is false or not known based on the passage?

- a. You will deal with high level contacts via the phone.
- b. You will need to be courteous and discreet at all times.
- c. You will be doing community outreach at your Post.
- d. You will be interacting with people in the Diplomatic Corps.

Data Entry

This section asks you to enter information into form fields. It is designed to assess your skill at recording information quickly and accurately.

Example Item:

(April 19, 2:36 pm). I'm trying to reach Pat Smith. This is Hollie Kotani with International Action. I would appreciate it if you could call me at 942-409-0677. I would like to invite you to be our keynote speaker at our annual conference.

Answer: You would type the relevant information from the above message into the appropriate web form.

Data Lookup

This section presents a series of tables and charts and asks you to answer questions based on the data in the charts. It is designed to assess your skill at quickly and accurately looking up information.

Example Item:

TABLE OF MAXIMUMS					
<i>Allowable Expenses per Guest</i>					
Coffee	\$5.00	Cocktail/Buffer	\$10.00	Luncheon (restaurant)	\$25.00
Drinks	\$6.00	Breakfast (at home)	\$ 7.50	Dinner (at home)	\$35.00
Brunch/Lunch	\$7.50	Breakfast (restaurant)	\$10.00	Dinner (restaurant)	\$40.00
Cocktail/Reception	\$7.50	Luncheon (at home)	\$20.00		

What is the maximum allowance per guest for a dinner at home?

- a. \$20.00
- b. \$25.00
- c. \$35.00
- d. \$40.00

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