



Public Service Commission
of Canada

Commission de la fonction publique
du Canada

Personnel Psychology Centre

Centre de psychologie du personnel

CAREER ASSIGNMENT PROGRAM (CAP)

IN-BASKET EXERCISE (827)

ADMINISTRATION MANUAL

The wordmark for Canada, with a small red maple leaf icon integrated into the letter 'a'.

Canada

**TO FAMILIARIZE YOURSELF WITH THE TESTING
PROCEDURES, YOU *MUST* READ THIS MANUAL
A FEW DAYS BEFORE THE TEST SESSION.**

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1. ADMINISTRATOR'S RESPONSIBILITIES

This test administration manual provides the general information that you need as a test administrator and the instructions for administering the In-basket 827 exercise of the Personnel Psychology Centre (PPC).

- It is **your responsibility** to become thoroughly familiar with this manual and to administer the In-basket 827 exercise in a standardized manner, in accordance with the instructions provided in this manual. Test results are valid and candidates have an equal opportunity for success only if you administer the test correctly, ensuring that all candidates take the test under the same conditions.
- **At least one day before** administering the In-basket 827 exercise, familiarize yourself with this manual, and then practice administering the test as indicated in Section 4 of this manual.
- You must administer the tests in the official language chosen by the candidates or required by the position or situation. However, you cannot conduct a test session in English and French at the same time.
- You must ensure the security and protection of all protected test materials while they are in your possession.
- If you are administering a test to 25 or more candidates at a time, you should have one or more monitors to assist in supervising the examination. As a general rule, there should be one monitor for every 25 candidates. Appendix 1 lists the monitor's responsibilities and may be reproduced for distribution to the monitors.

2. GENERAL INSTRUCTIONS

2.1 Testing Material

You must ensure that you have the right quantity of all material for the test you are to administer. When you receive test material from the Personnel Psychology Centre (PPC), count the test packages (Envelopes A, B and C) to ensure that the quantity received is as indicated on the shipping form. If there is any discrepancy between the number received and the number on the shipping form, notify the PPC immediately.

Protecting the security of test materials is one of the most important aspects of the test administrator's job. The loss of test material can jeopardize an entire examination program and result in significant costs to develop a replacement test. The test packages and any other protected test material must be stored in a locked cabinet in a closed room. No part of any test package may be reproduced. While you are administering a test, never leave the protected test material unattended. At the end of a testing session, make sure that all candidates return their test material to you. Any protected test material that is not accounted for must be reported immediately to the PPC.

If you observe or strongly suspect that a candidate is stealing protected material during a test session, do not confront her or him in the presence of others, but ask the candidate to remain in the room after the others have left. The individual should then be asked to return the test material. He or she may be advised that the test material is protected by Crown Copyright and that failure to return this material could result in criminal prosecution. If the candidate still refuses to return the material, dismiss him or her. Do not undertake any sort of physical action to have testing material returned. While you are still in the testing room, record all the details of the incident. If the loss of testing material is only discovered after candidates have left the testing room, do not attempt to contact the candidates yourself. Instead, record the facts and report them immediately to the PPC.

2.2 Testing Facilities

The testing room should :

- be large enough for the number of candidates you have to test;
- be well lit, well ventilated by a quiet system and maintained at a comfortable temperature;
- be in a quiet location removed from common areas, traffic, phones and other sources of noise and distraction; and
- have a door that can be closed.

Ideally, there should be a wall clock in the room so that candidates can judge their own time. Each candidate should be provided with a table or a desk sufficiently large to place their test material (100 cm x 75 cm or 36" x 30"). You should also be able to arrange the testing positions far enough apart to discourage cheating.

2.3 Late Candidates

Candidates should not be allowed to enter the testing room after the instructions for the test have been read and testing has actually begun because they would have less time to complete the test and would disturb other candidates. Explain to the late candidates why you cannot accept them and ask them to contact the officer responsible for the selection process. Write down their names and relevant details and inform the responsible Human Resources (HR) officer after the session.

2.4 Temporary Absence

If a candidate asks to be temporarily excused from the room during a test, the individual's test material should be collected and kept until his or her return. You must inform the candidate that he or she will not be given extra time to complete the examination. No more than one candidate should be permitted to leave the room at any given time.

2.5 Withdrawal of Candidates

If, during a testing session, a candidate experiences physical or psychological indisposition of sufficient severity to interfere with his or her test performance, it is the candidate's responsibility to inform you that he or she cannot continue the testing session. A candidate who chooses to continue a testing session despite such physical or psychological indisposition must accept the test results and the accompanying retest restrictions.

When a candidate indicates that, due to indisposition, he or she cannot continue, the candidate must write: "I DO NOT WISH TO HAVE MY TEST PAPER SCORED. I VOLUNTARILY WITHDRAW FROM THIS EXAMINATION." on the answer sheet. The candidate **must sign** his or her name beside this statement and indicate the time of his or her withdrawal. You must collect all test materials from the candidate before he or she leaves the room. To indicate that the partially completed test should not be scored, you must write "VOID" across the answer sheet and attach a note explaining the circumstances of the candidate's withdrawal on the front of the answer sheet. These procedures will protect the test administrator against possible allegations that a person was not allowed to complete the test.

2.6 Candidates with Disabilities

Special arrangements can be made for testing candidates with disabilities that might affect their performance. You should consult the *Guidelines for Assessing Persons with Disabilities* for guidance in making special arrangements.

In the event that a candidate with a disability attends a testing session without prior notice and requests assistance in completing the test, he or she should be informed that alternate testing arrangements can be made for another testing date if he or she wishes. Should the candidate choose to take the test without alternative arrangements, he or she should be advised that all test conditions will be the same as for candidates without any disability and that he or she will have to accept the results of the test and the retest restrictions.

2.7 Cheating

Candidates can cheat in various ways during a test session, for example:

- by leaving the room with a test envelope or copying test content in order to improve their scores in a later test session, or to inform other persons who will be taking the test;
- by copying from each other;
- by using unauthorized material;
- by taking the test for another person, using a false identity, forging a signature, exchanging answer sheets, etc.

The best way to guard against cheating is to be attentive and to take measures to discourage it. For example, you should periodically and unobtrusively walk around the room during the test session to make sure that the candidates are far enough apart and are not exchanging information. If you see someone attempting to cheat in any way, go to his or her desk and, as quietly as possible, give him or her a direct warning.

Document any cheating incident that you observe or suspect, indicating the name of the candidate, the time and the form of cheating and, after the testing session, give the report to the manager responsible for the competition in order for him or her to identify the action to be taken. The PPC can offer advice and counsel to the manager if necessary. If there was cheating or any irregularity, you must inform PPC of the decision made regarding the scoring of the test.

You should take any unauthorized materials from the candidates and give them back after the test session. Only the distributed material is authorized. Handwritten notes or copies of test content should be placed with the candidate's answer sheet together with your record of the event in the Public Service Commission (PSC) envelope.

2.8 Disruptive Candidates

Most candidates are under a certain amount of stress during a competitive test and some may behave in a way that is disruptive. If you observe a group of candidates talking together and disturbing other candidates during a test, walk over to them and attempt to resolve the matter or ease the tension. For example, ask a person to move to another desk. If the disruption continues, tell the candidate(s) to leave the room. Make a detailed report of the event and give it to the manager responsible for the competition in order for him or her to identify the action to be taken. When returning the test material, attach a copy of the report and place it with the candidate's answer sheet.

2.9 Emergency Situations

If it becomes necessary to evacuate the room during the test session, instruct candidates to leave all testing material on their desks and ensure that no test material is taken from the room. If possible, place the test material in a locked cabinet after all candidates have left the room, or lock the door behind you. Once the emergency is over, return to the testing room as soon as it becomes accessible and check to see that all protected test material is accounted for. The incident must be reported to the responsible HR officer.

3. GETTING READY FOR TEST ADMINISTRATION

3.1 Preparation of the Testing Material

Make sure that you have all the testing material you need for the planned testing session. For each candidate, you need:

- one test package consisting of Envelopes A, B and C for the In-basket 827 exercise
- one answer sheet (PSC 2256), and
- two regular HB black lead pencils, sharpened, and with an eraser on the end
- highlighter

Note: Do not supply candidates with self-adhesive notes or any other items not listed above. You should always bring with you a few extra test packages, answer sheets, answer booklets and pencils in case they are required. Candidates are not permitted to bring any documents (except for identification) to the test.

For your own use, you will always need:

- this test administration manual,
- one set of Envelopes A, B and C
- answer sheets (PSC 2256),
- an accurate timepiece or a stopwatch,
- a supply of paper clips,
- PSC envelopes (PSC 34),
- PPC address label for returning the test material (PSC 2927),
- Test Session Attendance Sheets (PSC 2756).

For purposes of test security, you must prepare and retain a list indicating who used each test package. Use the **Test Session Attendance Sheets** provided by the PSC (see Appendix 2). Before the testing session, you must complete the top and bottom sections, and, in the "Test Booklet Number" column, enter the test package numbers.

3.2 Preparation of the Testing Room

At least 30 minutes before the test is scheduled to begin, go to the testing room and ensure that all is in order. Bring all materials with you, as you cannot leave the room unattended once candidates arrive.

Arrange the tables and chairs appropriately. At each desk or table where a candidate will be seated, place one set of Envelopes A, B and C, two HB pencils and an answer sheet.

3.3 Admission of Candidates

As the candidates enter the room, ask them to sit at the desks where material has been placed. Once they are settled, they should be discouraged from changing seats.

You cannot leave the testing room unattended at any time after the arrival of the first candidate, unless you can bring all the protected material with you.

Photographers, members of the press and other observers are not allowed to enter the room without prior consent from the PPC.

At the time scheduled for the testing session, post a sign on the door (or on all the doors) stating: **"TESTING IN PROGRESS: DO NOT DISTURB."** Then close the door(s).

3.4 Completion of Part 1 and Part 2 of the Answer Sheet

You must read word for word those sections enclosed in a box and preceded by **"SAY"** or **"READ ALOUD"**.

1. SAY:

This is a testing session for the "In-basket exercise 827".

If, before or during the testing session, you experience physical or psychological indisposition of sufficient severity to interfere with your test performance, it is **your** responsibility to inform me that you cannot undertake or continue the test. If you choose to undertake or continue the test despite your indisposition, you must accept the test results and the accompanying retest restrictions.

If you have been involved in the development, administration, or scoring of this test, or if you have in any other way been exposed to the contents of the test or to the scoring key, tell me now.

Please turn off your cell telephones and pagers, if you have them and clear your work space of everything except the exam material.

Anyone declaring a potential conflict of interest may still take the test, but the relevant information should be noted. Candidates who decide not to take the test may leave after having returned their test material to you. Make a note of their names and the reason why they are not taking the test. Inform them that they will be contacted so that alternative arrangements can be made.

2. SAY:

There is a waiting period of **180** days before this test can be rewritten. If you have previously written this test, make sure that **180** days have elapsed before you write it again; otherwise your test will not be valid and a new retest period will be imposed from today's date.

3. SAY:

If you have a disability that could impede your performance on this test, please advise me now so that alternative arrangements can be made.

If a candidate indicates the need for an alternative testing session, you should record his or her name and telephone number and tell the candidate that he or she will be contacted to make the necessary arrangements. The candidate should then leave the testing session.

4. Show the "Privacy Statement" to candidates and SAY:

Please take a few minutes to read the Privacy Statement that has been provided to you.

5. Show the front of your answer sheet to candidates and **SAY:**

I will now give you instructions for filling out Part 1 and Part 2 of the answer sheet. To ensure that your answer sheet will be read accurately by the computer scanner, it is essential that you follow these instructions:

- Use only the pencils supplied.
- Print capital letters, except for your signature.
- Place only one character in each character box.
- Begin printing the requested information in the first box on the left and do not skip any of the boxes.
- Print clearly using solid unbroken characters that do **not** touch the box lines.
- When you have answer choices, blacken completely the circle corresponding to your choice.
- If you make a mistake, erase your first mark completely before recording your new response.
- Do not make any stray marks on your answer sheet.

Do you have any questions ?

6. Answer the questions and then **SAY:**

Print in full your given name in Section A, and your family name in Section B. If you use more than one given name or family name, please print the most common one.

Circulate in the room (with the monitors, if any) and verify that candidates are filling out their sheet correctly. Verify that no candidates add alternative names in parentheses (e.g., PATRICK (PAT)).

7. Pause and then **SAY:**

In Section C, print your personal record identifier (PRI) if you have one. If you don't have one, leave this section blank. Do not enter your social insurance number.

Leave Section D blank.

8. Pause and SAY:

Now complete Section E. The test number is 827 and the test form is A1. Blacken the circle for English, the language of the test you are taking.

9. Pause and then SAY:

In Section F, print today's date: year __ (*give the four digits of current year*), month ____ (*give number of current month**), and day __ (*give current day**).

*Where a single digit represents a day or a month, place a zero (0) in front of the number. For example, March 9, 2000 would be expressed as 2000 03 09.

10.SAY:

In Section G, sign your name in the space provided using your normal signature.

Note: The signature has been included on the answer sheet to provide confirmation of candidate identity. It can be compared to the signature identification which the candidate brings to the test and with the signature on the Test Attendance Sheet.

11.Pause and SAY:

The personal information you provide in Part 2 of the Answer Sheet is voluntary and will be used by the Public Service Commission only, for statistical purposes and to do analysis and research in the area of test development as mentioned on the Privacy Statement that you have read earlier.

12.SAY:

In Section A, darken the one circle that corresponds to your highest level of education.
(Pause) In Section B, record the year, the month and the day you were born.

13.Pause and SAY:

In Section C, print the code number designating the region **where you live**. The code for this region is ___ (*give the code**). If you are not currently living in this region or province, raise your hand. When I point to you, tell me where you live and I will give you the code number to write.

*The regional codes are as follows:

Region	Code	Region	Code
Newfoundland	05	Toronto, Ontario	15
Prince Edward Island	06	Northern Ontario	16
Nova Scotia	07	Other, Ontario	17
Moncton, New Brunswick	08	Manitoba	18
Other, New Brunswick	09	Saskatchewan	19
Nat. Cap. Reg., Quebec	10	Alberta	25
Nat. Cap. Reg., Ontario	11	British Columbia	26
Montreal, Quebec	12	Yukon	27
Quebec City, Quebec	13	Northwest Territories	28
Other, Quebec	14	Nunavut	64
		Outside Canada	29

14.SAY:

Now complete sections D, E and F. Wait before completing sections G and H.

15. Pause while candidates complete the sections and then SAY:

In Section G, write the three-letter code for your department if you are an employee of the federal government. If you are not sure of the code for your organization, raise your hand.

You can refer to Appendix 3 for the organizational codes.

16. Then SAY:

In Section H, print your occupational group, sub-group, and level. For example, if you are an ST-SCY-4, you would print "ST" in the space for group, "SCY" in the space for sub-group, and "04" in the space for level. Leave the sub-group section blank if you do not have a sub-group or if you don't know your sub-group. Leave the bottom two sections of the page blank.

Verify that all the required information has been entered correctly on the answer sheets.

3.5 Completion of Test Session Attendance Sheet

1. SAY:

A **test session attendance sheet** will be circulated. When I give you the sheet, print and sign your name beside the number that corresponds to the number printed on your Envelopes A, B and C. Please have your **signature identification** ready for inspection.

Ask each candidate to print and sign his or her name on the Test Session Attendance Sheet beside his or her test package number. Ensure that the sheet is properly filled out before collecting it and continuing to the next candidate.

4. TEST ADMINISTRATION

1. SAY:

You will find on your desk one answer booklet and three envelopes labelled A, B and C. Would you please write on all three envelopes your last name and the competition number, which is _____ (*give number*).

Do **not** open the envelopes until I tell you to do so. At the end of the testing session, you will have to remain seated until I have collected **all** of the testing material.

2. SAY:

Open Envelope A and, on the back of this envelope, indicate with a check mark each item that this envelope contains. The page numbers are located on the bottom right-hand corner of each item. Copy the identification number found on the envelope onto the cover of the document (bottom right). When you have completed the checklist, put all of the items back into Envelope A.

Then open Envelope B and verify its content with the checklist on the back of this envelope. Copy the identification number found on the envelope onto the cover of the document (bottom right). Put all of the items back into Envelope B when you have finished.

Envelope C contains the Response Booklet, on the back of this envelope, indicate with a check mark each item that this envelope contains. Copy the identification number found on the envelope onto the cover of the document (bottom right). When you have completed the checklist, put the booklet back into Envelope C.

If you discover that you are missing an item, please inform me and I will give you a copy of the item. Please inform me, as well, if you have more than one copy of an item.

Wait until all candidates have completed their verification.

3. **SAY:**

Envelope A contains the instructions for the exercise and background information. Remove the content from the envelope and read the instructions.

It is not permitted to use self-adhesive stickers as they may become detached, but you may use a highlighter, if you so wish.

4. After approximately 5 minutes, **SAY:**

Has anyone not finished reading the instructions?

5. When all candidates have finished reading the instructions, **SAY:**

Are there any questions?

Note: If there are any questions, limit your response to reading the relevant part of the instructions.

6. Then **SAY:**

You will have three (3) hours to complete the exercise, that is, until _____ (*state the time at which the test will stop*). Use about 15 minutes to review the rest of the materials from Envelope A and then begin working on Envelope B. You may refer to all the background material while doing this exercise.

Please **begin**.

7. After 15 minutes, **SAY:**

You should have begun work on Envelope B now.

8. Thirty minutes before the end of the exercise, **SAY:**

You have 30 minutes left.

9. When the time limit for the test is reached (3 hours), **SAY:**

Please **stop**, the time is up. Put the documents in their respective envelopes and put the Answer booklet in envelope C. Attach the envelopes together with a large elastic and hand them in to me. Please remain seated until I have collected **all** the testing material.

10. As each candidate turns in his or her envelopes, check to see that the name and the competition number (if applicable) are on Envelopes A and B, and that the two envelopes are fastened together. Indicate that each package of envelopes has been collected by placing a check mark and your initials on the Test Session Attendance Sheet in the "Test Booklets Returned" column. Do not allow candidates to leave, talk to one another or continue working on the test while you are collecting the test material. If you have other persons helping you during the testing session, one should remain at the exit to ensure that candidates do not leave with any testing material.

11. When you are sure that you have all of the test material, **SAY:**

The testing session is over. Thank you for your cooperation. You may leave now.

5. RETURNING THE TEST MATERIAL

1. Put all the In-Basket envelopes and this manual into the PSC envelope (PSC 34). Mark "**PROTECTED**" on the front and the back of envelope, and seal it.

Test envelopes may be packaged separately if there are too many to fit in the PSC envelope provided. Wrap them securely or use boxes. Boxes should be taped securely. Mark "**PROTECTED**" on each side of the package and put the PSC envelope with the answer sheets on top.

2. On the front of the PSC envelope, print the required information:

In-basket 827,
Competition Number,
Total Number of Answer Papers (*completed answer sheets only*),
Place of Examination (*department and complete address, including city & province*)
Date (*Year/Month/Day*)
Presiding Supervisor (*printed name and signature of test administrator*)
Responsible Staffing Officer (*printed name and signature*)

3. Place the PSC envelope or package in a second envelope or wrapping for shipping
4. The return address is:

Personnel Psychology Centre
Public Service Commission of Canada
17th Floor, Room A1760
300 Laurier Avenue West, West Tower
Ottawa, Ontario K1A 0M7

Use the PPC address label (PSC 2927) and print on the label the order number for the testing material you received.

5. Unless otherwise stated, **all** testing material must be returned to the PPC immediately after use. It must be sent by **registered mail or courier**. Never use regular mail.
6. The Test Session Attendance Sheet should be retained by the responsible HR Officer for one year.

APPENDIX 1:

MONITOR'S RESPONSIBILITIES

As a monitor, you are responsible for a group of 25 candidates. This responsibility includes assisting in:

1. setting up the testing room;
2. seating candidates;
3. responding to candidates with disabilities and special cases*;
4. distributing tests and test-related material;
5. ensuring that candidates use the HB pencils provided;
6. circulating among candidates to ensure that they are completing their answer sheet properly, and are not cheating;
7. ensuring that candidates fill out the *Test Session Attendance Sheet* properly;
8. dealing with any problems that arise within your group of candidates;
9. ensuring that all test material is collected and accounted for at the end of the testing session before any candidates leave the testing room.

***CANDIDATES WITH DISABILITIES AND SPECIAL CASES**

1. If any candidate informs you that he or she has a disability which could affect test performance, tell the candidate of the option to take the test at another time. If the candidate chooses this option, take his/her name and telephone number and give it to the test administrator.
2. If any candidate wishes to withdraw from the testing session once it has begun, you must have the candidate write down the reason why on his or her answer sheet: "I DO NOT WISH TO HAVE MY TEST SCORED. I VOLUNTARILY WITHDRAW FROM THIS EXAMINATION. The candidate must sign his or her name beside this statement and indicate the time of his or her withdrawal. Make a note that he or she has withdrawn on the Test Session Attendance Sheet and keep his or her answer sheet separate.
3. If any candidate declares a conflict of interest, inform the candidate that he or she may take the present test, but make a note of the candidate's statement on a separate sheet of paper and put it with his or her answer sheet at the end of the testing session.

THIS FORM MAY BE REPRODUCED LOCALLY

APPENDIX 2:

New Test Administrator?

The testing room

- should be large enough so that the candidates aren't crowded
- the desk or table should allow ample space for the test booklet and the candidate's answer sheet
- tables should be far enough apart to prevent the candidates from disturbing one another
- if possible a clock should be visible to candidates
- the room should be located in a quiet area far from noisy areas (Noise can hinder the performance of the candidate(s))
- always place a sign on the door indicating that there is "**TESTING IN PROGRESS**"
- the test administrator should remain in the room, even if there is only one candidate being tested

Testing material

- the test booklets should always be stored in a locked cabinet, in an enclosed office
- information sheets are accessible on the PSC web site (Click on: Personnel Psychology Centre, Competencies, Appendix 1, Executive Simulations for CAP)
- tests and answer sheets can be ordered by faxing your request to (613) 992-9694, our 24-hour service

The administrator

- even though the administrator is bilingual, a testing session is never given in English and French at the same time
- read the administration manual a day or two before the day of the test administration
- inform candidates that their most recent valid score on a test is the only one that can be used
- make sure that candidates understand the instructions on how to complete the answer sheet by circulating around the room and checking that Parts 1 and 2 of the answer sheet, is properly filled out



**TEST SESSION
ATTENDANCE SHEET**

**REGISTRE DE PARTICIPATION
À L'EXAMEN**

• This form can be reproduced locally

• Ce formulaire peut être reproduit sur place

Name of test - Titre de l'examen	Test number - Numéro d'examen	Date of test Date de l'examen	Y - A	M	D - J
----------------------------------	-------------------------------	----------------------------------	-------	---	-------

DEPARTMENT INFORMATION (if applicable) - RENSEIGNEMENTS SUR LE MINISTÈRE (s'il y a lieu)

Department name - Nom du ministère	Group and level of position to be filled Groupe et niveau du poste à pourvoir	Competition number - Numéro du concours
------------------------------------	--	---

PSR INFORMATION (if applicable) - RENSEIGNEMENT POUR FIN DU RPS (s'il y a lieu)

Location of exam (i.e. institution) - Lieu de l'examen (c.-à-d. établissement)
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ATTENDANCE RECORD - RELEVÉ DES PARTICIPANTS / PARTICIPANTES

Candidate's name (in print) Nom du candidat ou de la candidate (caractères d'imprimerie)	Candidate's signature Signature du candidat ou de la candidate	Test booklet number Numéro du cahier d'examen	Test booklet returned Cahier d'examen remis	Other test material returned Autre matériel d'examen remis
			✓	✓
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

You can include additional names on the reverse side of this form →
Vous pouvez ajouter d'autres noms au verso de ce formulaire

TEST ADMINISTRATOR - EXAMINATEUR / EXAMINATRICE

Name - Nom	Telephone number - N° de téléphone Ar. code - Ind. rég.
Position title - Titre du poste	
Signature	Date

ATTENDANCE RECORD (continued) - RELEVÉ DES PARTICIPANTS / PARTICIPANTES (suite)

Candidate's name (in print) Nom du candidat ou de la candidate (caractères d'imprimerie)	Candidate's signature Signature du candidat ou de la candidate	Test booklet number Numéro du cahier d'examen	Test booklet returned Cahier d'examen remis	Other test material returned Autre matériel d'examen remis
			✓	✓
16.				
17.				
18.				
19.				
20.				
21.				
22.				
23.				
24.				
25.				
26.				
27.				
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29.				
30.				
31.				
32.				
33.				
34.				
35.				
36.				
37.				
38.				
39.				
40.				

ORGANIZATION	CODE	ORGANIZATION	CODE
Agriculture and Agri-Food Canada	AGR	Commissioner of Official Lang., Office of	COL
Alberta, Government of	ALT	Communications, Security Establishment	CSE
Atlantic Canada Opportunities Agency	ACO	Competition Tribunal, Registry of the	RCT
Atomic Energy Control Board	AEB	Comptroller Gen. of Can., Office of the	OCG
Atomic Energy of Canada Limited	AEC	Consumer & Corporate Affairs, Dept. of	CCA
Auditor General of Canada, Office of	AUD	Copyright Board	COP
British Columbia, Government of	BCG	Correctional Service Canada	PEN
Bureau of Pensions Advocates	BPA	Correctional Investigator, Office of the	OCI
Canada Communication Group	GCO	Defence Construction (1951) Ltd	DCL
Canada Council	CCL	Economic Council of Canada	ECC
Canada Customs & Revenue Agency	NAR	Elections Canada	CEO
Canada Deposit Insurance Corporation	DIC	Energy Supplies Allocation Board	ESR
Canada Labour Relations Board	CLR	Environment, Dept of	DOE
Canada Mortgage and Housing Corpor.	CMH	Export Development Corporation	EDC
Canada Ports Corporation	PCC	Farm Credit Corporation	FCC
Canada Post Corporation	CPO	Farm Debt Review Board	FDB
Can. Advis. Council on Status of Women	ASW	Federal Business Development Bank	FBD
Can. Artists & Producers Prof. Rel. Trib.	APT	Federal Court of Canada, Registry of the	FCT
Can. Centre for Mgmt Development	CMG	Fed. Jud. Affrs, Off. of the Commis. for	FJA
Can. Centre for Occup. Health & Safety	OCC	Fed. Office of Reg. Develop. - Quebec	FRD
Canadian Commercial Corporation	CCC	Finance, Department of	FIN
Can. Council of Res. & Envir. Ministers	CRE	Fisheries & Oceans, Department of	DFO
Canadian Dairy Commission	CDC	Foreign Affairs and International Trade	EXT
Can. Employment & Imm.Commission	CEI	Foreign Government	OUT
Canadian Envir. Assessment Agency	EAA	Governor Gen. Secretary, Office of	GGG
Canadian Food Inspection Agency	ICA	Grain Transp. Agency Admin., Office of	AGT
Canadian Grain Commission	CGC	Health, Department of	SHC
Canadian Heritage	PCH	House of Commons	HOC
Canadian Human Rights Commission	HRC	Human Resources Development	REH
Canadian Intergov.Conference Secretariat	CIC	Immigration & Refugee Board	IRB
Canadian Internat. Development Agency	IDA	Indian Affairs & Northern Development	IAN
Canadian International Trade Tribunal	BCO	Industry, Department of	DUS
Canadian Museum of Civilization	CMC	Information & Privacy, Office of	IPC
Canadian Museum of Nature	MNS		
Canadian Patents and Development Ltd	PDL		
Canadian Pension Commisison	CPC		
Can. Radio-Telev. & Telec. Commission	RTC		
Canadian Secretariat	CST		
Canadian Space Agency	CSA		
Can. Transp. Accid. Invest. & Safety Brd	TSB		
Citizenship and Immigration	IMC		
Civil Aviation Tribunal	CAT		

ORGANIZATION	CODE	ORGANIZATION	CODE
Internat. Development Research Centre	IDR	Privy Council Office	PCO
International Joint Commission	IJC	Procurement Review Board	PRD
Investment Canada	INV	Public Service Commission	PSC
Justice, Department of	JUS	Public Service Staff Relations Board	SRB
Library of Parliament	LIB	Public Works and Gov. Services Canada	SVC
Manitoba, Government of	MAN	Quebec, Government of	QUE
Medical Research Council	MRC	Registry of the Tax Court Canada	TCC
Municipal Gov., Unspecified	MUN	Royal Canadian Mint	MNT
National Archives of Canada	ARC	Royal Canad. Mounted Police - Members	GRM
National Capital Commission	NCC	RCMP - Public servants	RCM
National Defence - Public servants	DND	RCMP External Review Committee	REC
National Defence - Canadian Forces	NFD	RCMP Public Complaints Committee	RPP
National Energy Board	ENR	Saskatchewan, Government of	SAS
National Farm Product Marketing	FPN	Secretary of State of Canada	SEC
National Film Board	NFB	Senate	SEN
National Gallery of Canada	NGC	Social Scs & Humanities Resrch. Council	SSH
National Library of Canada	NLI	Solicitor General, Can. Sec. Intel. Servcs	SGE
National Museum of Science & Technol.	NST	Solicitor General, Department of	SOL
National Parole Board	NPB	St. Lawrence Seaway Authority	SLS
National Research Council of Canada	NRC	Standards Council of Canada	STD
National Revenue, Department of	NAR	Statistics Canada	STC
National Search and Rescue Secretariat	NSS	Status of Women, Office of Coordinator	CSW
National Transportation Agency	ATN	Statute Revision Commission	SRC
Natural Resources, Department of	RSN	Superintendent of Bankruptcy, Office of	OSB
Natural Scs and Engin. Resrch Council	NSE	Superint. of Financl Institutions, Office of	SIF
New Brunswick, Government of	NBG	Supr. Court of Can., Off. of Registrar of	SUC
Newfoundland, Government of	NFL	Transport, Department of	MOT
North West Territories	NWT	Treasury Board	TBD
Northern Pipeline Agency	NPA	Unemployment Insur. Boards of Referees	BOR
Nova Scotia, Government of	NSG	Veterans Affairs, Department of	DVA
Ontario, Government of	ONT	Veterans Appeal Board	BWV
Parks Canada Agency	CAP	Western Economic Diversification Canada	WCO
Patented Medicine Prices Review Board	PXR	Yukon, Government of	YUK
Personnel Psychology Centre	ZZZ		
Petro-Canada	PCA		
Prairie Farm Rehabil. Administration	REA		
Prince Edward Island, Government of	PEI		
Private Sector, Unspecified	PRI		