

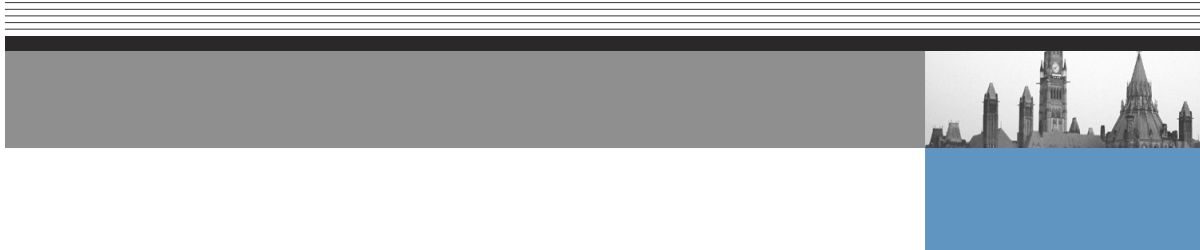


Public Service Commission
of Canada

Commission de la fonction publique
du Canada

Personnel Psychology
Centre

Centre de psychologie du
personnel



MIDDLE MANAGEMENT SITUATIONAL EXERCISE (840)

ADMINISTRATION MANUAL

Updated June 5, 2006

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 Middle Management Situational Exercise (840) of the Personnel Psychology Centre (PPC).

- It is **your responsibility** to become thoroughly familiar with this manual and to administer the Middle Management Situational Exercise in strict accordance with the instructions provided in this manual. Test results are valid and candidates have an equal opportunity for success only if the test is always administered under the same conditions and following preestablished instructions.
- **At least one day before** administering a Middle Management Situational Exercise, familiarize yourself with this manual, and then practice administering the test as indicated in Section 4 of this manual.
- You must administer the test 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 monitor assist you in supervising the examination 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. As soon as you receive the test material from the PPC, count the Middle Management Situational Exercise packages (Envelopes **A** and **B**) 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.

Information on the test is available on the PPC web site. Candidates should be asked to read this information at least one day before the testing session. You should forward paper copies of the information to those candidates who do not have access to the Web site at least one day before the session.

Protecting the security of protected test materials is one of the most important aspects of the test administrator's job. The loss of any test material can result in the cancellation of an entire competition and result in significant costs to develop a replacement test. The Middle Management Situational Exercise packages and any other protected test material must be stored in a locked cabinet in a closed room. No part of any material 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 him or her 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, do not undertake any sort of physical action to have the testing material returned. While you are still in the testing room, record all the details of the loss or theft of the material. If the loss of testing material is only discovered after candidates have left, 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 for the duration of the test.

Ideally, there should be a wall clock prominently displayed in the room. 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 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 must 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 because of physical or psychological indisposition

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 an 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 you 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 brochure *"Guidelines for Assessing Persons with Disabilities"*, available on the PPC Web site, for guidance in making special arrangements, or contact a PPC consultant. 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. If you see someone cheating, or if you suspect someone of cheating, prepare a detailed report of the incident and, at the end of the testing session, attach your report to that person's answer sheet.

You should take any unauthorized materials from the candidates and give them back after the test session. Handwritten notes or copies of test content should be placed with the candidate's answer sheet. Only the PPC can determine whether follow-up action should be taken. A representative of the Centre will contact you to obtain additional information.

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 in some other way, walk over to them and attempt to calm things down. For example, ask a person to move to another desk. If a person continues to disrupt others after a warning, tell him or her to leave the room. Make a detailed report of the event and place it with that person's answer sheet.

2.9 Disputes Regarding Test Questions

If a candidate disputes a test question, tell her or him that you are making a note of it and that she or he should try to answer the question in the most appropriate way. No discussion should be permitted. Report the dispute, indicating the name of the person, the question number and the nature of the complaint. You may prefer to ask the person to write a note about the question after the test. Place the documentation of the event with the candidate's answer sheet in the PSC envelope and the PPC will use the information provided to check out possible errors in the test.

2.10 Emergency Situations and other situations

If it becomes necessary to evacuate the room during the test session, instruct candidates to leave all testing material on their tables or desks and ensure that no protected test material is taken from the room. If possible, place the protected 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 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 will always need:

- one test package consisting of Envelopes **A** and **B** for the Middle Management Situational Exercise,
- one answer sheet (PSC 63302),
- two regular HB black lead pencils, sharpened, and with an eraser on the end,
- copy of the Privacy Statement.

Highlighters can be used to highlight text in all the Middle Management Situational Exercise documents. Please note, however, that the administrator is not responsible for providing pens or highlighters. Candidates who wish to use a pen or a highlighter will have to bring their own with them to the testing session.

Note: Do not supply candidates with self-adhesive notes or any other items not listed above.

You should always bring with you to the testing room a few extra test packages, answer sheets, and pencils in case they are required.

For your own use, you will always need:

- this test administration manual,
- one set of Middle Management Situational Exercise (envelopes **A** and **B**),
- answer sheet (PSC 63302),
- a stopwatch or other timepiece that allows for the reading of seconds,
- Public Service Commission envelopes (PSC 34),
- PSC address labels (PSC 2927),
- copies of the *Test Session Attendance Sheets* (PSC 2756),
- copy of the Privacy Statement.

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 required test 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 two HB pencils, an answer sheet and a copy of the Privacy Statement.

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 not be permitted to change 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:

I will now administer the Middle Management Situational Exercise. If, before or during the testing session, you experience physical or psychological indisposition that can interfere with your test performance, it is **your** responsibility to inform me that you cannot proceed with 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 cellphones and pagers, if you have them, and clear your work space of everything except the exam material.

Given that the test you will be taking is *Protected*, we would ask that you do not discuss its content with anyone. This is in your best interest and will help protect the test.

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 **180 days** waiting period before you can rewrite the test. Should you wish to take this test again, you must wait until after the retest period indicated for this test has elapsed. Should you rewrite the test before the retest period has elapsed, your result will not be valid and a new retest period will be imposed from the new test 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 requires special arrangements, 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 room.

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:

You will now complete 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 provide the required information according to the following instructions:

- Use only the pencils supplied.
- Print in capital letters, except for your signature, and do not touch the box lines.
- 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.
- When provided with response alternatives, completely blacken 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 your given name in Section **A**, and your family name in Section **B**. In order to positively identify you, print your given name and family name exactly as you did in other documents or formal applications.

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.

* If candidates are members of the Canadian Forces, ask them to print their service number in Section **C**, and "001" in Section **D**.

8. Pause and SAY:

Now complete Section **E**. The test number is ____ (*give the test number*). 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 in front of the number. For example, March 9, 2006 would be expressed as 2006 03 09.

10. SAY:

In Section **G**, sign your name 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. As mentioned on the Privacy Statement that you read earlier, it will be used only by the Public Service Commission, and only for statistical purposes and to do analysis and research in the area of test development.

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 currently 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
Montréal, Quebec	12	Yukon	27
City of Québec, 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.

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.

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

3.5 Distribution of the Test Material

1. SAY:

I will now distribute the test booklets. Please do not open these envelopes until I tell you to do so.

3.6 Circulation of the 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** and **B**. Please have your identity document (with your photo) 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

Before administering the test, it is essential that you become thoroughly familiar with the instructions for candidates.

4.1 General instructions

1. You must read **aloud** and as clearly as possible all the instructions contained in the instructions to candidates. You must also be quite familiar with the text so as to know where to place the emphasis and be able read at a pace that fosters a good understanding. Look at the candidates from time to time et ensure that they understand the guidelines.
2. When you finish reading the guidelines, you must always ask the candidates if they have any questions before the test begins.
3. Answer the candidates' questions by repeating the instructions that apply. Do not give additional explanations since this could cause bias in the test results.

1. SAY:

You will find on your desk two envelopes labelled **A** and **B**. Would you please write on both envelopes your last name, your given name and the competition number (*give number*). Do not open the envelopes until I tell you to do so. Please note that, at the end of the testing session, you will have to remain seated until I have collected **all** the testing material.

2. SAY:

Open Envelope **A** and, on the back of this envelope, indicate with a check mark each document that this envelope contains. (The title for each document is found on the first page). When you have completed the checklist, put all of the documents back into Envelope **A**.

Then open Envelope **B** and verify its contents with the checklist on the back of this envelope. Put all of the documents back into Envelope **B** when you have finished.

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

Wait until all candidates have completed their verification.

3. SAY:

Envelope **A** contains the instructions for the exercise and some background information. Pull out the contents of envelope **A** and detach the instructions and read them to yourself while I read them aloud. You may use a highlighter, if you so wish.

READ ALOUD all the instructions that are contained in the document entitled "Instructions for candidates" as directed by instructions 1 to 3 of section 4.1 above. When you turn this page, ask the candidates to also turn the page.

4. After having read the instructions, 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 3 hours to complete the exercise, that is, until _____ (***state the time at which the test will stop***). Take about 20 minutes to review the rest of the materials from Envelope **A** and then begin working on Envelope **B**. You may consult all the background material while you are working.

Please begin.

7. After 20 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**. Place all documents in Envelope **A**, except the answer sheet that should be inserted in envelope **B**. 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 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 during that time. 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 the room now.

5. RETURNING THE TESTING MATERIAL

1. Insert in the PSC envelope (PSC 34) all the Middle Management Situational Exercise packages and this manual. Write “**PROTECTED**” on each side of the envelope and seal it. The Middle Management Situational Exercise packages can be wrapped separately when there are too many packages to fit into one envelope. Wrap them up carefully and ensure that the boxes are appropriately sealed with adhesive tape. Write “**PROTECTED**” on each side of the parcel and place the envelope containing the answer sheets on top.
2. On the envelope, print the following information:
Name and test number,
Competition number,
Total number of answer sheets (*completed sheets*),
Test location (*department and complete address, including city and province*),
Date (*year/month/day*),
Lead supervisor (*your name printed and your signature*),
Responsible staffing officer (*name printed and signature*).
3. Place envelope and parcel in second packaging for shipping.
4. Please use the following address:
Personnel Psychology Centre
Public Service Commission of Canada
L’Esplanade Laurier, West Tower
300 Laurier Avenue West, Room A1760
Ottawa, Ontario
K1A 0M7

Use the label with the PPC address (PSC 2927) and write on the label the order number of the material that you received for the testing session.

5. Unless told otherwise, **all** the testing material must be returned to PPC immediately after the test has been administered. Please ship by **registered mail. Never use ordinary mail.**
6. Please send us a copy of the *Test Session Attendance Sheet* and keep the original for one year by the responsible human resources officer.

Appendix 1

Monitor's Responsibilities

As a monitor, you are responsible for a group of 25 candidates at the most. 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."** Ask him or her to sign his or her statement and indicate the time. 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



**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
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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.				
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APPENDIX 3

Departmental/Organization codes

ORGANISATION	CODE
Agriculture and Agri-Food, Department of	AGR
Assisted Human Reproduction Agency of Canada	RAP
Atlantic Canada Opportunities Agency	ACO
Atomic Energy of Canada Limited	AEC
Auditor General of Canada, Office of	AUD
Boards of Referees	BOR
Business Development Bank of Canada	FBD
Canada Border Services Agency	BSF
Canada Council for the Arts	CCL
Canada Industrial Relations Board	CLR
Canada Investment and Savings	DET
Canada Revenue Agency	NAR
Canada School of Public Service	CES
Canadian Artists & Producers Professional Relations Tribunal	APT
Canadian Centre for Occupational Health & Safety	OCC
Cdn. Centre for the Independent Resolution of First Nations Specific Claims	IRN
Canadian Commercial Corporation	CCC
Canadian Council of Ministers of the Environment	CRE
Canadian Dairy Commission	CDC
Canadian Environmental Assessment Agency	EAA
Canadian Food Inspection Agency	ICA
Canadian Forces Grievance Board	FCG
Canadian Forces (Military personnel)	NFD
Canadian Forces Non- Public Funds	FPF
Canadian Grain Commission	CGC
Canadian Heritage, Department of	PCH
Canadian Human Rights Commission	HRC
Canadian Human Rights Tribunal	PTP
Canadian Intergovernmental Conference Secretariat	CIC
Canadian International Development Agency	IDA
Canadian Institutes of Health Research	CRI
Canadian International Trade Tribunal	BCO
Canadian Nuclear Safety Commission	CSN
Canadian Polar Commission	POL
Canadian Radio-Television & Telecommunication Commission	RTC
Canadian Security Intelligence Service	CSI
Canadian Space Agency	CSA
Canadian Transportation Agency	ATN

ORGANISATION	CODE
Canadian Tourism Commission	TRC
Canadian Transportation Accident Investigation & Safety Board	TSB
Canadian Wheat Board	CWB
Chief Electoral Officer, Office of the	CEO
Citizenship and Immigration, Departmen.of	IMC
Commissioner of Federal Judicial Affairs, Office of the	FJA
Commissioner of Official Language, Office of the	COL
Communications Security Establishment	CSE
Competition Tribunal, Registry of the	RCT
Copyright Board	COP
Correctional Service of Canada	PEN
Correctional Investigator of Canada, Office of the	OCI
Courts Administration Service	CAJ
Defence Construction (1951) Ltd	DCL
Economic Development. Agency of Canada for the Regions of Quebec	FRD
Energy Supplies Allocation Board	ESR
Environment, Department of the	DOE
Finance, Department of	FIN
Financial Consumer Agency of Canada	FNA
Financial Transactions & Reports Analysis Centre of Canada	CFC
Fisheries & Oceans, Department of	DFO
Foreign Affairs & International Trade, Department of	EXT
Governor General's Secretary, Office of the	GGs
Hazardous Materials Information Review Commission	MHI
Health, Department of	SHC
House of Commons (Employees)	HOC
Human Resources & Social Development, Department of	CSD
Immigration & Refugee Board, Department of	IRB
Indian Affairs & Northern Devel., Department of	IAN
Indian Oil and Gas Canada	IOG
Indian Residential Schools Resolution of Canada, Office of	IRA
Industry, Department of	DUS
Information & Privacy Commissioners of Canada, Office of	IPC
Infrastructure of Canada, Office of the	INF
International Development Research Centre	IDR
International Joint Commission	IJC
Investment Canada	INV
Justice, Department of	JUS
Library and Archives of Canada	BAL
Military Police Complaints Commission	CPM
NAFTA Secretariat (Canadian Section)	CST

ORGANISATION	CODE
National Arts Centre Corporation	NAC
National Capital Commission	NCC
National Defence, Department of	DND
National Energy Board	ENR
National Farm Products Council	FPN
National Film Board	NFB
National Parole Board	NPB
National Research Council of Canada	NRC
National Round Table on the Environment & the Economy	NEE
Natural Resources, Department of	RSN
Natural Sciences and Engineering Research Council	NSE
Northern Pipeline Agency	NPA
Northwest Territories, Government of the	NWT
Parks Canada Agency	CAP
Passport Canada	PPT
Patented Medicine Prices Review Board	PXR
Prairie Farm Rehabilitation Administration	REA
Privy Council Office	PCO
Public Health Agency of Canada	AHS
Public Safety & Emergency Preparedness, Department of	PSP
Public Service Commission	PSC
Public Service Human Resources Management Agency of Canada	HRH
Public Service Labour Relations Board	RLT
Public Service Staffing Tribunal	TSD
Public Works and Government Services, Department of	SVC
Royal Canadian Mint	MNT
Royal Canadian Mounted Police (Civilian Staff)	RCM
Royal Canadian Mounted Police External Review Committee	REC
Royal Canadian Mounted Police (Force Members)	GRM
Royal Canadian Mounted Police Public Complaints Commission	RPP
Security Intelligence Review Committee	SIR
Seaway International Bridge Corporation Limited	SIB
Senate (Employees)	SEN
Social Sciences & Humanities Research Council	SSH
Standards Council of Canada	STD
Statistics Canada	STC
Status of Women, Office of the Co-ordinator	CSW
Statute Revision Commission	SRC
Superintendent of Bankruptcy, Office of	OSB
Superintendent of Financial Institutions, Office of	SIF
Supreme Court of Canada, Office of the Registrar of the	SUC

ORGANISATION	CODE
Transport, Department of	MOT
Transportation Appeal Tribunal of Canada	TAT
Treasury Board (Secretariat)	TBD
Boards of Referees	BOR
Veterans Affairs, Department of	DVA
Veteran's Land Act, Office of the Director of	DVL
Veterans Review and Appeal Board	AVC
Western Economic Diversification Canada, Dept. of	WCO