

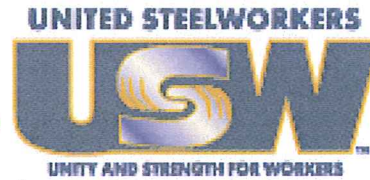
CONIFER-USW APPRENTICE SELECTION MANUAL (November - 2011)

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CONIFER – USW APPRENTICE SELECTION MANUAL

TAB 1 – INTRODUCTION



CONIFER/USW APPRENTICE SELECTION MANUAL (November - 2011)

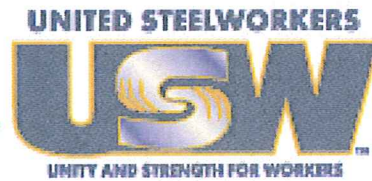
Introduction:

The 2009-2013 collective agreement settlement between CONIFER members and the USW contained the following substance:

“It is agreed to formulate a committee during the term of the collective agreement to review all aspects of the administration of apprenticeship training, including but not limited to selection processes and prospective loyalty arrangements. The committee will select up to three members from CONIFER and three members from USW Northern Locals.”

CONIFER and the USW signed a Letter of Understanding, dated July 25th, 2011, outlining various changes to the Collective Agreement for relevant CONIFER members in regard to the topic of apprenticeship training.

Item 6 of the July 25th, 2011, addressed the subject of “Selection of Apprentices”. This manual is intended to assist participating companies in the administration of the enhanced selection process and to provide a specific reference in order to ensure consistency with the intent of the July 25th, 2011 LOU.



CONIFER – USW APPRENTICE SELECTION MANUAL

TAB 2 – LETTER OF UNDERSTANDING

CONIFER – USW, JULY 25, 2011

Letter of Understanding

Between

Council on Northern Interior Forest Employment Relations (CONIFER)

AND

USW, Local 1-424

USW, Local 1-425

RE: Apprenticeship Selection and Apprenticeship Training

The Memorandum of Agreement to conclude collective bargaining (dated August 17, 2010) between CONIFER and USW Locals 1-424 and 1-425 contained the following content:

“It is agreed to formulate a committee during the term of the collective agreement to review all aspects of the administration of apprenticeship training, including but not limited to selection processes and prospective loyalty arrangements. The committee will select up to three members from Conifer and three members from USW Northern Locals.”

The aforementioned committee has been formulated and has met for the purpose as outlined, and those committee participants are signatory to this Letter of Understanding.

It is agreed that acceptance of the terms of this Letter of Understanding will be recommended by both parties to their respective principals for final settlement this initiative, the terms of which will only go into effect following notice of ratification between the parties.

Subject to the foregoing, the Parties hereby agree:

1. Applicable Aspects of the 2009 – 2013 Collective Agreement

It is understood that the following is the applicable collective agreement content in regard to the administration of apprenticeship training and the selection of apprentices:

- Article XXI, Apprenticeship Training Program
- Supplement 4A, Apprenticeship Training Program
- Supplement 4B, Apprenticeship Training Program, Trades of Filing and Fitting
- Letter of Understanding, December 22, 1994, Testing and Selection

It is understood that unless specifically modified by the content of this Letter of Understanding, the content outlined above will continue to apply.

2. Enhanced Preparation Resources for Apprenticeship Candidates

It is agreed that a sub-committee will be formulated, consisting of two appointees from CONIFER and two appointees from the USW. The objective of the sub-committee will be to work to develop self study preparation material for prospective apprenticeship candidates. The self study preparation material will be developed to enhance prospective candidate probable success rate on the traditional apprenticeship selection test battery. The sub-committee will engage the assistance of an appropriate adult education consultant and/or other assistance and resources as may be required. Costs for completion of the self study preparation material will be borne by CONIFER. The target completion date for this initiative is October 31, 2011. Upon completion, the self study preparation material will be made available to any USW member, upon request. CONIFER will assume responsibility for stocking an adequate inventory of the self study preparation package.

3. Commitment to a Specified Trade

Any individual hired by the Company as a certified trade qualified (TQ) tradesperson, or any individual selected by the Company and trained through an apprenticeship to the point of trade qualification (TQ) in a particular trade, is not eligible to apply on future apprenticeship opportunity postings.

Any individual selected by the Company and indentured as an apprentice is not eligible to apply on any other apprentice opportunity postings during the course of the apprenticeship.

4. Discontinuation of an Apprenticeship in Progress

In the event an individual selected by the Company for an apprenticeship opportunity commences the apprenticeship training process, and

- voluntarily terminates the apprenticeship (after 90 days), or
- is unsuccessful in the progression of the apprenticeship,

then that individual is not entitled to apply on any future apprenticeship training opportunity for a five (5) year period. An exception to this understanding may occur if the basis for unsuccessful progression is due to medical circumstances. In such a case the Company and the Union will meet to discuss the particular apprentice's future entitlement.

5. Disruption of an Apprenticeship in Process due to Curtailment

In the event an active apprenticeship in process is interrupted due to a curtailment of operation at the apprentice's division of employment, the individual may be permitted to continue his/her apprenticeship training at an alternative division of the same Company.

6. Selection of Apprentices

The parties agree to apply an enhanced apprentice selection process to the selection of apprentices for apprenticeship training opportunities. The intent of the enhanced process is to select the most suitable applicant, based on expanded selection criteria, to be indentured into an apprenticeship in the corresponding trade.

The particulars of the enhanced apprentice selection process are outlined in Appendix no. 1 to this Letter of Understanding. It is understood that an employee must have one year of seniority with the Company at the time of the posting to be considered as a candidate for an apprenticeship.

The design of the enhanced apprentice selection process is based on the operation of the system initially agreed to between Riverside Forest Products Ltd. (now Tolko, Creekside Division) and IWA-Canada, Local 1-425 (now USW Local 425).

It is understood that a selection committee will be established at each operation. This committee will have the responsibility for administration of the enhanced selection process outlined under Appendix no. 1. The operational selection committee will consist of one representative appointed by Management and one representative appointed by the Union.

Two representatives from CONIFER and two representatives from the USW will be designated to provide training and support to each operational selection committee in order that the enhanced selection process may be properly administered. A 'scoring guidelines' reference manual will be available for the operational selection committee.

Any difficulty which may arise under the operation of the enhanced selection process will be referred to the CONIFER – USW committee signatory to this Letter of Understanding for resolution.

7. Company Commitment to Apprenticeship Training

Following notice of ratification of this Letter of Understanding between the parties, the following table outlines the applicable definitive commitment to apprenticeship training activity which will be adhered to at each operation.

Operation	Number of apprentices (within the first two years from ratification date)
Conifex Inc., Ft. St. James Division	2
Conifex Inc., Mackenzie Division	2
Dunkley Lumber	2
Hampton Affiliates, Babine Forest Products	3
Lakeland Mills Ltd.	1
Tolko Industries, Quest Wood Division	3
Tolko Industries, Lakeview Division	4
Tolko Industries, Creekside Division (*)	4
Tolko Industries, Soda Creek Division	2
West Fraser Timber Company Ltd. (Williams Lake Planer Division)	1

It is understood between the parties that an unforeseen economic downturn will render the above outlined commitment infeasible. Should a deterioration of industry economics be considered of that nature, the CONIFER-USW apprenticeship review committee will reconvene to discuss particulars, and implications for the application of this Letter of Understanding.

(*) – Contingent on resumption of operation.

8. Monetary Advance for Tool Costs

The Company will, upon submission of receipts, reimburse a newly indentured apprentice up to \$1500 for the cost of tools. This reimbursement is considered an interest free loan. Repayment in full will be completed no later than 1 calendar year following the apprentice's date of certification in the trade. A repayment schedule will be worked out between the apprentice and the Company. Any portion of the outstanding loan is payable upon termination of employment and may be deducted from accrued vacation pay or wages payable accordingly.


Applicable Revenue Canada rules will be followed in the administration of this understanding.

The Company will make the corporate purchasing resources available to the apprentice to purchase required tools.

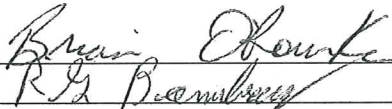
Signed this 25th day of JULY, 2011.

For:

CONIFER:



USW, Local 1-424, and 1-425:



Appendix no. 1

CONIFER-USW (Apprenticeship Review Committee)
Enhanced Apprentice Selection Process

The selection scoring system is based on a 100 point system. The candidate with highest points assignment will be selected. Points are awarded (as outlined below) on each selection criteria with each component weighted as follows:

- A. Pre-Apprenticeship Exam** **20 POINTS**
This is the traditional relevant selection test battery.
Candidates are still required to meet the traditional minimum pass threshold on each test module. Successful candidates will be assessed points relative to the level of success on the exam beyond the minimum pass thresholds.
- B. Seniority** **40 POINTS**
2.25 points for each year of service with the Company to a maximum of 17.77 years to get the maximum points.
- C. Candidate Assessment Test (HPI)** **25 POINTS**
This test (Hogan Personality Inventory) is designed to measure additional criteria linked to success as an apprentice as determined by Industrial Psychologist review of associated trades roles.
These traits are not addressed by the traditional "pre-apprenticeship" exam.
- D. Job Related Courses/Education** **10 POINTS**
Related post secondary courses or time in a formally indentured relevant industrial apprenticeship will earn points. Operational selection committee will assign specific point values on an individual basis with reference to scoring chart. Completion of relevant formal Entry Level Trades Training program will be awarded 10 points.
- A candidate will only be considered for an apprenticeship if the candidate meets the minimum educational requirements for the particular trade as prescribed by the Industry Training Authority (ITA).
- E. Work History** **5 POINTS**
A candidate's work history is to be reviewed in reverse chronological order. For each consecutive year of employment void of formal discipline one point will be assigned to the candidate to a maximum of 5 points. Points accumulation will cease upon the realization of any formal discipline.



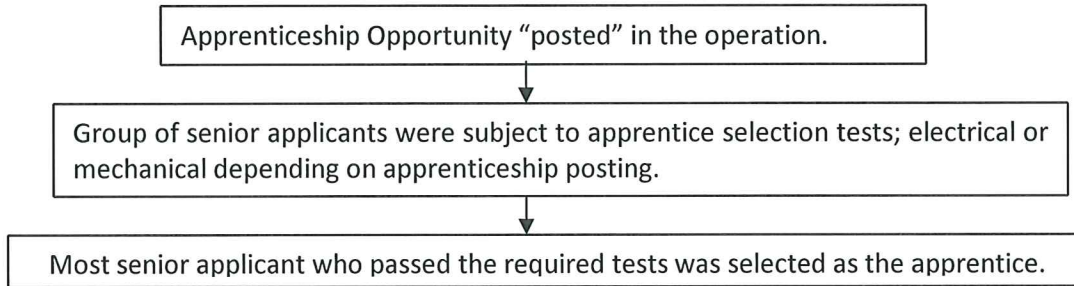
CONIFER – USW APPRENTICE SELECTION MANUAL

TAB 3 – PROCESS OVERVIEW

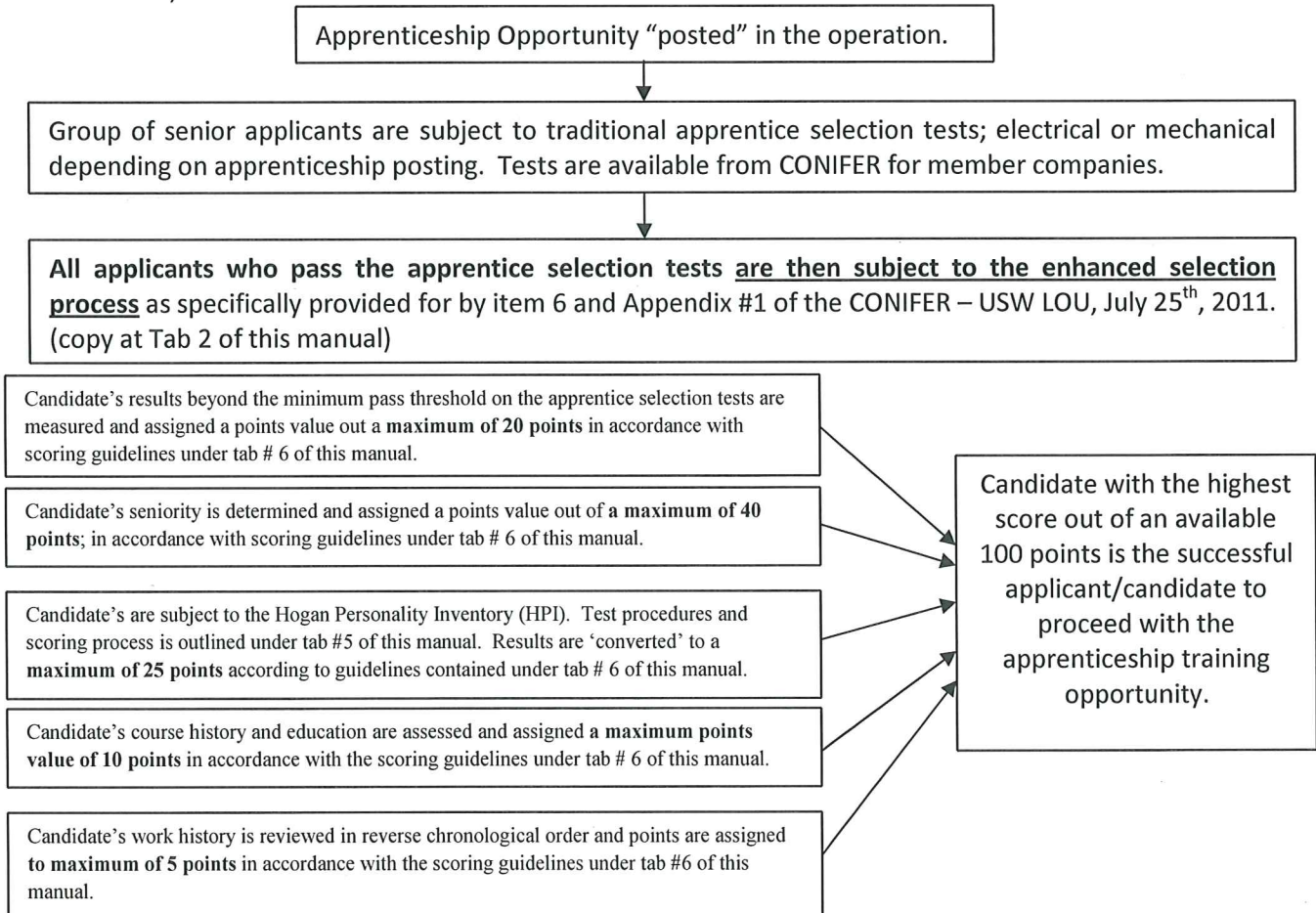


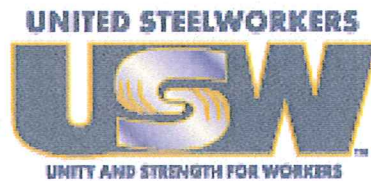
CONIFER – USW July 25th, 2011 LOU; Apprentice Selection Process Overview

Prior to the applicability of the July 25th, 2011 LOU, the CONIFER – USW apprentice selection process consisted of the selection of the most senior applicant for the apprenticeship training opportunity who also passed the traditional (since 1994) apprenticeship selection tests.



Under the applicability of the July 25th, 2011 LOU, the CONIFER – USW apprentice selection process is 'enhanced'; illustrated as follows:

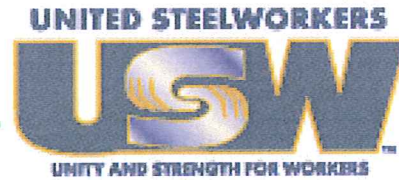




CONIFER – USW APPRENTICE SELECTION MANUAL

TAB 4

TRADITIONAL APPRENTICE SELECTION TEST INFORMATION



Tab 4 – Traditional Apprenticeship Testing Reference Manual

The “traditional” CONIFER/USW apprenticeship testing administration manual is attached for reference under this tab. This manual is still relevant and applicable as all candidates must complete the traditional testing process and those that pass are considered further under the enhanced selection criteria.

The traditional tests and corresponding manual derive from a Letter of Understanding between CONIFER and the USW (then IWA), dated December 22, 1994.

The traditional testing materials are available from CONIFER. (call 250 564-5166)

Test packages can be obtained from Cam Meroniuk or Mike Bryce of CONIFER. (cam@conifer.ca, mike@conifer.ca)

There is no charge for the test materials to member companies.

There is a charge for the test materials to non-member companies.

The ‘change’ from the traditional testing material contained in the July 25, 2011 LOU is that now ALL candidates that pass the traditional selection tests are considered further under the enhanced selection criteria (100 point system), and a final candidate is selected from that process, outlined further in this manual.

PREAMBLE

This Manual is designed to assist Company and Union Representatives to understand, administer and evaluate the Apprentice Selection Procedures in compliance with its negotiated intent. It will be subject to modification as experience and circumstances warrant.

Company and Union Representatives are each advised to designate responsible Representatives to become thoroughly familiar with this Manual's content and conduct the interviews, administer the tests, counsel candidates and evaluate the process with as much consistency and standardization as possible.

**IT IS IMPERATIVE THAT ALL EXAMINERS READ THIS MANUAL IN
DETAIL AND ITS ENTIRETY**

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LETTER OF UNDERSTANDING
BETWEEN
COUNCIL ON NORTHERN INTERIOR FOREST EMPLOYMENT RELATIONS
AND
IWA-CANADA,
LOCALS NOS. 1-424 & 1-425

Council on Northern Interior Forest Employment Relations on behalf of its members and IWA-Canada, Locals 1-424 and 1-425 agree to amend Supplement No. 4a - Apprenticeship Training Program, Article IV, Selection of Apprentices by the following addendum:

SELECTION OF APPRENTICE PROCEDURE

1. PURPOSE

To establish objective criteria which will give management reasonable assurance that employees entering an apprenticeship, have the ability and desire to become proficient tradesmen and to ensure the union that the senior applicant, who meets the criteria, will become an apprentice.

A process that will ensure future apprentices from the workforce will be able to train, upgrade and grow in the trades.

2. EDUCATIONAL PREREQUISITES

Educational prerequisites will be to those standards established in; Section 5 Testing, and subject to the Provincial Apprenticeship Board requirements.

3. INFORMATION BOOKLET

An apprenticeship information booklet will be developed to provide information on all aspects of an apprenticeship/trade position.

4. INTERVIEW

Applicants will be interviewed, to ensure candidate is well informed on apprenticeship and trade position including; training (practical, trade school, upgrading), communication skills, wages, shifts, responsibilities and job duties.

5. TESTING

Testing procedures will be as follows.

- (a) Upon the signing of this agreement bilateral seminars will be arranged, where necessary, throughout the Northern Interior to teach both Management and the Union the standard testing procedure.
- (b) The passing grades for the tests will be established by CONIFER and IWA-CANADA in the Northern Interior.
- (c) Tests will be conducted on plant property or near the plant by Management; a Union representative will be present when the tests are given and marked.
- (d) Tests recommended for the self-evaluation will be made available and may be taken by any interested employee. Failure to take such test shall not jeopardize an employee's application for any apprenticeship.
- (e) A standard set of testing instructions and procedures will be developed and authorized by the parties to this agreement and communicated to appropriate management and union personnel throughout the Northern Interior.

6. SELECTION

The senior applicant who qualifies and passes the series of tests, will be selected to become the apprentice.

7. PROBATIONARY PERIOD

The successful applicant will be given a probationary period up to 90 days.

8. SELECTION REVIEW

Where a dispute arises out of the selection of an apprentice, that cannot be resolved at the plant level, the matter will be discussed by Management and the Local Union.

9. RE-TESTING

- (a) It is agreed that where an applicant has failed to pass the series of tests, he/she will be eligible to bid and be re-tested one (1) additional time for each series of tests (mechanical or electrical), on a future apprenticeship posting.
- (b) An applicant who fails the series of tests twice may be re-tested for any future apprenticeship posting if they complete relevant upgrading.

- (c) Results of all tests will be retained on file in the company's office. An applicant who has met the criteria and successfully passed the requisite tests and is the senior applicant for any future apprenticeship posting, within a three (3) year period, will be considered the successful applicant.

10. MAINTENANCE, MONITORING AND DISTRIBUTION OF TESTS

- (a) Sufficient copies of the tests, answer sheets and marking overlays will be maintained by the Council on Northern Interior Forest Employment Relations.
- (b) Test material will be supplied on request to those operations requiring same and will be returned immediately after use.
- (c) Use of the test will be monitored by the Council on Northern Interior Forest Employment Relations. Such monitoring will maintain a record of applicants tests, successful applicants scores recorded, seniority applied, and provide a follow-up of the successful applicants progress throughout training and an appropriate post training period.

11. TRIAL PERIOD

This agreement replaces the Letter of Understanding "Selection of Apprentices Procedure" dated 17th December 1980, and is for a twelve (12) month trial period, from the date of this agreement. Either party may terminate this agreement upon one (1) month written notice after the completion of the eleventh month.

Signed this _____ day of _____ 1994.

FOR:
IWA-CANADA,
LOCALS NOS. 1-424 & 1-425

FOR:
COUNCIL ON NORTHERN INTERIOR
FOREST EMPLOYMENT RELATIONS

OVERVIEW OF APPRENTICESHIP SELECTION PROCEDURES

1. INFORMATION INTERVIEW

Each applicant will attend a joint Union/Management information interview. The goal of the interview is to ensure that each applicant understands what is involved and expected in an apprenticeship and trade position.

Subjects appropriate for discussion in the interview should include:

- i. Apprenticeships; the apprenticeship agreement, duties and responsibilities, wages, practical training, trade school training, and the apprenticeship selection process.
- ii. Trades Position; duties and responsibilities, upgrading training, shift work, wages, troubleshooting and communication skills, and physical requirements.

The applicant should be given ample opportunity to ask questions pertinent to the Apprenticeship/Trades position.

Management should clearly communicate their expectations of an apprentice and tradesperson.

2. TESTING PROCEDURES

Each candidate should be given a Self Assessment examination. This exam is designed to give candidates an indication of areas where they may need upgrading before writing the examinations.

An appropriate number of more senior applicants, who decide after the information interview and self assessment, to continue to pursue an apprenticeship posting, will write a series of tests. These tests are designed to determine if the applicant has the, ability and skills required, to complete an apprenticeship, become a successful tradesman, and cope with the developing knowledge and skills required by the trade.

There are two series of tests, identified as the Mechanical and Electrical series. The mechanical series of tests are designed for all trade apprentices recognized in the Collective Agreement, with the exception of the electrical trade.

3. COUNSELLING

All applicants test results should be communicated to the individual in a confidential manner. Applicants who were unsuccessful in passing the series of tests should receive counselling on training opportunities to upgrade their skills if they so desire.

TESTING, ADMINISTRATION AND GUIDELINES

TESTING PROCEDURES

1. Tests and answer keys will be controlled by the C.O.N.I.F.E.R. to ensure security of the material.
2. C.O.N.I.F.E.R. will send the required test material to Companies on request.
3. Designated Company and Union Representatives will administer and mark the tests as outlined in Part 4 of this Manual "Testing, Administration and Guidelines."
4. When the tests have been marked and the successful candidates determined, the Company will inform the applicants of the results.
5. All test material and a copy of each candidate's results will be returned without delay to C.O.N.I.F.E.R. by courier.
6. On receipt of the test material, the C.O.N.I.F.E.R. will check to ensure all the test material has been returned and invoice the Company based on the number of applicants who wrote the tests.
7. All marks will be kept on Company file for three years. If a passing mark is attained, the applicant will not be required to rewrite for future postings that arise during the three-year period, provided they are applying for the same trade or a trade for which that series of tests was designed to evaluate.

TEST ADMINISTRATION

1. THE IMPORTANCE OF GOOD ADMINISTRATION

Any examination, no matter how perfect, is hindered or negated by adverse working conditions for the candidates.

These examinations are expected to determine if candidates have the academic knowledge, ability and skills required to complete an apprenticeship, become a successful tradesman, and cope with the developing knowledge and skills required by the trade. Therefore, it is mandatory that the tests be held in the best possible surroundings.

Good examining includes and demands good administration. A good examination may fail in its purpose because of poor administration. Examiners must assure conditions are as ideal as possible.

2. EXAMINATION ROOM

If a room is regularly assigned to the examiner, a reservation roster should be maintained. Check the roster and be assured that no changes have been or will be made. Securing an examination room necessarily implies considering all of the factors and insisting upon the most suitable room.

While examination facilities will vary from place to place, advance preparation by the administrators, will in most cases ensure a good examining atmosphere. Examiners are the best judges of the proper time to make the arrangements. The day of the examination may be too late to effect major changes such as switching rooms, changing the lighting or removing distractions. The period immediately prior to the examination session will be filled with routine details.

Most candidates are nervous, anxious, and easily disturbed when they sit for an examination. It is mandatory to give them the best opportunity to record their knowledge and ability. The room therefore, should be;

- i. **free from outside noises and other distracting influences;**
- ii. **well ventilated and heated. If the temperature can be regulated it should be on the cool side of normal. Foul air and too much heat will make the candidates drowsy rather than alert;**
- iii. **well lit. The working surfaces should have sufficient uniform light. Beware of brilliant sunlight because it will create glare and warmth.**

The room should be large enough to provide good aisles and spacing of the candidates. A table should be provided at one end of the room so that the administrator can see and be seen by the candidates. A blackboard is desirable. It may be used to show some point from the tests, to indicate the time remaining or how to identify the papers. A wall clock is helpful for the candidates and a time clock is essential for the examiners to time each test.

The table and chairs should be arranged to leave aisles free for the examiners to move about the room to monitor the candidates and distribute and collect material. Candidates should be seated at least three feet apart. Electrical and Mechanical testing must be done at separate sessions as the test series differ. Where different versions of the tests are available distribute alternately; e.g., the Bennett Mechanical Comprehension Test has two Forms S & T, distribute Form S, to the first candidate, Form T to the second candidate, Form S to the third candidate, etc.

The date, time, and the number of candidates will be considerations when reserving the room or rooms. Large numbers will mean obtaining assistants. It will be necessary to notify all candidates, in writing, well in advance, once the examination room and time has been confirmed.

3. **PREPARE THE TEST MATERIAL IN ADVANCE**

Some test material may be difficult to acquire on short notice, therefore, you should have assurance that they can be secured easily before the examination. Examiners should check all examination material a few days prior to the examination and ensure the number of tests required, the series of tests required, and other supplies as listed below are available.

4. **EXAMINATION TEST MATERIAL REQUIRED**

- i. One series of tests for each applicant
- ii. One Form # 101 Apprenticeship Applicant Data Form for each applicant
- iii. One series of tests for the examiners references when giving instructions.
- iv. A timer.
- v. Pencils and scratch pads for each applicant.
- vi. Answer keys for each test.

(A) **MECHANICAL Trades series of tests required for each applicant;**

Wonderlic Personnel Test
Bennett Test of Mechanical Comprehension
Bennett Mechanical Answer Sheet
Flanagan Industrial Tests (FIT), Arithmetic
Flanagan Industrial Tests (FIT), Tables
Flanagan Industrial Tests (FIT), Assembly
Industrial Reading Test
Industrial Reading Answer Sheet

(B) ELECTRICAL Trade series of tests required for each applicant;

Wonderlic Personnel Test
Flanagan Aptitude Classification Tests (FACT), Reasoning
Bennett Test of Mechanical Comprehension
Bennett Mechanical Answer Sheet
Flanagan Industrial Tests (FIT), Arithmetic
Flanagan Industrial Tests (FIT), Tables
Flanagan Industrial Tests (FIT), Patterns
Industrial Reading Test
Industrial Reading Answer Sheet

The material should be organized so it is readily available in the proper sequence and quantities. Alternate examiners should be familiar with all the arrangements so that the duties could be assumed by other examiners on short notice.

Note: The #101 Apprenticeship Application form must be completed by administrators to ensure all information is complete and legible. This includes filling in the **Form Type** where forms have different versions.

5. ADMINISTERING THE TESTS

Examiners should orientate the students on the rules of the examination and procedures for the use of the test material, including, the number of tests each applicant will write and the approximate time required for the entire examination session to be completed. Directions and sample questions are best done when read aloud by the examiner in a clear natural voice. The rules for the tests are different for each test and are outlined in Part 4.2 (a), (b) and (c) of this Manual for examiners to follow. The length of time given to write each test is different and these times must be strictly adhered to, if the examination is to be valid.

Note: Applicants are not permitted to use calculators for any of the tests.

6. COMMUNICATION

Instructions at the beginning of each test should be so complete that questions on procedures will not be necessary. The candidates should be warned against communication with each other and against any unfair practices. Candidates should be told that they may speak only to the examiners and that the examiners will not interpret any test questions. The room should be kept quiet throughout the examination.

7. TIMING

The time allowed for each test must be strictly adhered to. Some of the tests are designed so that most candidates will not be able to complete all the questions in the allowed time. Candidates should never be allowed to read or familiarize themselves with the test papers until the examination begins. It is recommended that a stop watch or an electronic timer be used for timing each test. All candidates must stop writing when the allotted time has elapsed.

8. MONITORING

There could be a tendency to relax while the candidates are busy. Beware of this tendency. Examiners must remain in the room and be active in the supervision of the candidates. Examiners should move about the room as inconspicuously as possible to ensure there is no copying. Examiner's reactions to cheating must be immediate and effective. All candidates must be treated equally as no candidate should have an unfair advantage over another.

9. ON COMPLETION OF EACH EXAMINATION

As stated earlier the writing is to be stopped exactly on time. It is unfair to allow any candidate to continue beyond the allowed time and possibly gain a few more marks. At the conclusion of each examination count the tests and answer sheets and collect any scrap paper that was used. Count everything carefully and ensure the candidates have completed the personal information section for each exam.

10. ON COMPLETION OF THE EXAMINATION SESSION

On completion of the examination session the examiners will ensure each candidates test material is separated and a completed Form # 101 Apprenticeship Applicants Data Form is attached before dismissing the candidates.

11. MARKING THE EXAMINATION

Once the examination session has been completed and all candidates have been dismissed marking of the examinations can begin using the answer keys provided. One examiner should mark the tests and the other check to verify that it is done correctly and record the results on the Apprenticeship Applicant Data Form. No marks are taken off for wrong answers. One mark is given for all correct answers for all tests other than the Flannagen Industrial Test Patterns.

The Patterns examination grants two marks for a correct answer and partial marks. It is extremely important that all examiners mark the tests carefully and check their work to ensure the results are accurate. The cut off scores required to qualify are provided in Part 4.4 of this manual and on the Apprenticeship Applicant Data Forms.

12. ON COMPLETION OF MARKING

On completion of the marking, review the seniority of the qualified candidates to determine the successful applicant(s). Examiners are encouraged to convey the results to all applicants, in private and in terms of subjects where candidates did well or require upgrading rather than specific marks and cut-off scores. Each applicant's results must be kept confidential and only discussed with the applicant themselves. It is recommended that the senior successful applicant be first told his/her results to ensure that they are still interested in securing the position.

13. RETURNING THE TESTING MATERIAL

Examiners must return all tests (used and unused), answer keys and a copy of each candidates Apprenticeship Applicant Data Forms to the C.O.N.I.F.E.R. immediately after the marking has been completed. Due to the sensitivity of Test material it must to be sent via courier. The only material the company keeps is a copy of each applicants Apprenticeship Data Form

14. SUMMARY

This section of the Manual has been an attempt to outline general testing procedures. Examiners should read and become familiar with the specific administration instructions for the different tests outlined in Section 4.2 (a), (b) and (c) of the Manual. Good administration is very important if the examinations are to be valid and reliable measurements.

Wonderlic Personnel Test

Administration Procedures

The Wonderlic Personnel Test measures an individual's general ability. It predicts learning ability and problem solving skills.

The Wonderlic Personnel Test has three (3) versions, Form IV, Form V and Form A.. Although the questions are different on each test version the level of difficulty is identical for all three (3) Forms.

Different versions of the test will be sent to examiners so alternate versions can be distributed between candidates to ensure copying will be ineffective.

Applicants answers are marked in the test booklet.

The examiners should distribute the tests and say;

Do not open the booklet until instructed to do so. Print your name and the date at the top of the form. Today's date is _____ (give the correct date). Read the first page carefully and try the sample problems.

After allowing adequate time for the candidates to read the first page and try the sample questions read the instructions at the bottom of the page. The examiner will say;

This test contains 50 questions. It is unlikely that you will finish all of them, but do your best. After I tell you to begin, you will be given exactly 12 minutes to work as many as you can. Do not go so fast that you make mistakes since you must try to get as many right as possible. The questions become increasingly difficult, so do not skip about. Do not spend too much time on any one problem. Examiners will not answer any questions after the test begins.

Now lay down your pencil and wait for the examiner to tell you to begin.

After answering any questions, set the timing clock and instruct the candidates to begin.

After exactly 12 minutes the examiner should say;

This is the end of the test, stop writing and turn your test booklets over face down.

Collect the tests, and check that a name is on each test and the correct number of tests have been collected.

Bennett Mechanical Comprehension Test**Administration Procedures**

The Bennett Mechanical Test measures the ability to perceive and understand the relationship of physical forces and mechanical elements in practical situations.

The Bennett Mechanical Comprehension Test comes in two Forms S & T. On the top right hand corner of each test the version is identified as Form S or Form T. Although the questions are different the level of difficulty is identical for both Forms S & T.

Test booklets are designed to be reused. Answers are marked on a separate answer sheet. The same answer sheet can be used for Form S or Form T. The instructions for administering the tests are identical.

Distribute the answer sheets and the test booklets and verbally instruct the candidates by saying:

Do not open the test booklets until instructed to do so. You will do all your writing on the answer sheet only, (hold up answer sheet). Now look at your answer sheet and print your name on the line marked **Name**. Print your last name first, then your first name. On the line marked **Education** draw a circle around the number of the last grade of school completed. On the next line **Place of testing** mark the Company and on the following line **City and Province** mark your Division. Fill in the date. Today's date is _____ (give the correct date). Look at the upper right hand corner of the test booklet for the form of the test you have. Write **S or T** on the line marked **Form S or T**, according to the test you have.

Once everyone has completed the information section of the answer key instruct the examinees by saying:

Open the test booklet to Page 2 and fold back the rest of the booklet. Read silently the directions at the top of Page 2 while I read them aloud. Look at sample X on this page. It shows two men carrying a weighted object on a plank, and it asks, "Which man carries more weight?" Because the object is closer to man "B" than to man "A", man "B" is shouldering more weight: so blacken the circle under "B" on your answer sheet. Now look at Sample Y and answer it yourself. Fill in the circle under the correct answer on your answer sheet.

Allow sufficient time - then say;

Study the drawing. "Which letter shows the seat where a passenger will get the smoothest ride?" Note that the letter "C" is between the two supporting wheels, so the passenger sitting at "C" will get the smoothest ride. You should have blackened the circle directly below "C" on your answer sheet.

Now read silently the instructions at the bottom of Page 2 while I read them aloud. On the following pages there are more pictures and questions. Read each question carefully, look at the picture, and fill in the circle under the best answer on the answer sheet. Make sure that your marks are heavy and black. Erase completely any answer you wish to change. **DO NOT MAKE ANY MARKS IN THIS BOOKLET.**

To ensure the test booklets are not marked check the booklets when you receive them from C.O.N.I.F.E.R.

After the instructions have been read, say:

You will be given thirty minutes for the entire test. Start with Page 3 and continue until you reach the last page marked, End of Test. If you have any questions, you must ask them now because we cannot allow questions after the test has begun.

When all questions regarding the instructions have been answered, say;

Remember do not write in the test booklet. Blacken the correct circle corresponding to the number of the question, on the answer sheet. Try to answer every question. Now turn over the booklet to Page 3 and begin.

At the end of thirty minutes, say:

This is the end of the test. Please give me your answer sheets and test booklets.

Collect the test booklets and answer sheets. Check that the answer sheets include the information required, name, company, division, date, and form type. Then prepare for the next exam.

After the examination check again to ensure that nothing has been marked on the test booklets.

Flanagan, Industrial Tests (FIT) and Aptitude Classification Tests (FACT)

Administration Procedures

The Flanagan Industrial Tests (FIT) and Aptitude Classification Tests (FACT) are designed specifically for use with adults in personnel selection programs. The tests are short and require from five to twenty-four minutes working time. Each test is designed to evaluate a specific skill required in a position.

There is only one version of each type of test, unlike the Wonderlic and Bennett Mechanical tests that have multiple versions of each test.

Time limits for each test vary and strict adherence to those time limits is essential for the tests to be valid.

Examiners should ensure each applicant understands the directions, completes the sample questions correctly, and completes the personal information section (name, date, etc.).

Answers are marked in the test booklets provided.

Only one of the tests should be distributed to the applicants at a time and the first test distributed should be collected before handing out the second test. For example if you begin by handing out the test titled Arithmetic, collect all the Arithmetic exams when the time has expired before handing out the Tables exam.

Specific directions for each test are explained either on the front or back cover of each test booklet. The administrator should review the directions for each test with the applicants prior to beginning.

Distribute the test booklets and say:

The test you are going to take is _____ (name of test). Please fill in the information requested along the left-hand side of the front page - your name, position, age, sex and education. Do not open the test booklet until instructed to do so.

Allow enough time for everyone to complete the information and then say;

Now turn to the directions given on the _____ (state whether on front or back cover). Please follow along silently while I read them aloud. (Alternately, the examiner may say: Read them and mark the sample problems).

After the directions have been read, allow time for marking the sample problems. Then say;

Are there any questions?

Pause for questions and explain the directions or samples if asked. Then say:

When I tell you begin, open your test booklet and begin work. You have exactly (give the time allowed for that particular test). Ready? Begin.

Allow exactly the time for the particular test, then say;

Stop. Close your test booklets.

Collect the tests and continue with the next test.

A complete list of all tests and time limits is provided for easy reference for administrators.

INDUSTRIAL READING TEST

ADMINISTRATION PROCEDURES

The Industrial Reading Test is a measure of reading ability developed for use in industry and vocational schools and it is intended to be a power test of reading comprehension rather than a measure of reading speed. Most examinees will find the 40 minute time limit sufficient to complete the test.

The Industrial Reading Test comes in two Forms A & B. On the top right-hand corner of each test the version is identified as Form A or Form B. Although the questions are different the level is identical for both Forms A & B.

Test Booklets are designed to be reused. Answers are marked on a separate answer sheet. The same answer sheet can be used for Form A or Form B. The instructions for administering the tests are identical.

Answer Sheets can be marked by hand or machine. These tests will be marked by hand. The examinees should be given No. 2 lead pencils with erasers.

Distribute the answer sheets and test booklets and verbally instruct the candidates by saying:

"Do not open the test booklets until instructed to do so. You will do all your writing on the answer sheet only."

Hold up the answer sheet and say:

"Turn the answer sheet sideways so that you can fill in the information requested. (Demonstrate) On the top line, write in your full name and today's date (give the date). (Pause) On the next line, where it says 'School/Company,' write in the name of the Company and Division (give the names). (Pause) Next say: "Turn the answer sheet so that the words "Industrial Reading Test" are facing you and circle the correct Form of the test (located in the middle right of the form). Tell examinees to look at right hand corner of the booklet to find the correct form they are using.

Then ask the examinees to follow along on the covers of their test booklets as you read the directions aloud:

"This is a test of your reading ability. On the following pages are a number of passages. Read each passage carefully, then read the questions that follow that passage. Choose the best answer for each question, find the line for that question on your separate answer sheet, and blacken the space under the same letter as the choice you think is the best answer. Mark only one answer for each question."

"Read the Sample Passage below. Then read the first question, and look at the Sample box on your separate sheet to see how the answer has been marked. Then read the second question, choose the best answer, and mark it in the correct space in the Sample box on your sheet."

Allow time for the examinees to do this. Then say:

"The correct answer to question X is 'D.' The paragraph states that different metals are mixed together to form combinations called alloys.

Then continue to read the directions aloud:

"Try to answer each question even if you are not completely sure that your answer is correct. Work as rapidly as you can without making careless mistakes.

"Remember that only the answers you give on the separate answer sheet will be scored. When you mark an answer, make a mark that completely fills the proper answer space. Make your marks heavy and black. If you change your mind, erase your first mark completely. Make no stray marks on the answer sheet."

"Do not open this test booklet until you are told to do so. **DO NOT WRITE IN THE BOOKLET.**"

Then say:

"Are there any questions about what you are to do?"

Answer any questions, preferably by rereading the appropriate section of the directions. Then say:

"You will have 40 minutes in which to complete the test. If your pencil point breaks during the test, hold up your hand and I will give you another pencil. I will say 'Stop' when the time is up. You must stop working and put down your pencil immediately.

"If you finish the test before the time is up, you may go back and check your work. After you have checked your work, raise your hand and I will collect your test materials."

Then say:

"Ready? . . . Begin."

Note the starting time. At the end of 40 minutes, say:

"Stop! Put your pencils down."

Collect all test booklets, answer sheets, and pencils. Place the answer sheets together in one pile and the test booklets in another. Check that answer sheets include the required information: name, date, company, division and Form type. The test booklets may be reused at another testing session after they have been checked and any marks removed.

Test Time Limits

Administration Reference

<u>Test</u>	<u>Time Limit</u>	<u>Written By Applicants</u>
Wonderlic Personnel	12 minutes	Mechanical & Electrical
Bennett Mechanical Comprehension	30 minutes	Mechanical & Electrical
Flanagan Industrial Tests (FIT)		Mechanical & Electrical
Arithmetic	5 minutes	Mechanical & Electrical
Assembly	10 minutes	Mechanical Only
Patterns	5 minutes	Electrical Only
Tables	5 minutes	Mechanical & Electrical
Industrial Reading Test	40 minutes	Mechanical & Electrical
Flanagan Aptitude Classification (FACT)		
Reasoning	24 minutes	Electrical Only

Note: Although specific time limits are outlined for each test, it is expected between two (2) and three (3) hours will be required to complete the examination session, depending on the number of applicants, the number of questions asked regarding the direction, and the series of tests (mechanical or electrical). The electrical series requires 19 minutes more of actual writing time to complete.

Scoring Test Results Administration Reference

Each test has a designated cut-off score. The cut-off scores are different for each test and for each series of tests (mechanical or electrical). Applicants must obtain a score equal to or above the cut-off score on each test to qualify for the respective position.

Once all the tests have been marked, the cut-off scores will be used to determine which applicants qualified based on the test results.

Cut-off scores outlined below are for the test administrators reference only.

Cut-off scores should only be used to communicate to applicants how they did and where they require upgrading. At no time should cut-off scores be discussed with applicants before the examination. Discussions, with applicants, on where the cut-off scores have been established will only detract from the selection process by inviting criticism, use discretion.

CUT-OFF SCORES

(A) MECHANICAL TRADES

Wonderlic Personnel Test	22
Bennett Mechanical Comprehension	48
Flanagan Industrial (FIT) Tests	
Arithmetic	29
Tables	28
Assembly	9
Industrial Reading Test	28

(B) ELECTRICAL TRADES

Wonderlic Personnel Test	24
Bennett Mechanical Comprehension	46
Flanagan Industrial (FIT) Tests	
Arithmetic	35
Tables	30
Patterns	8
Industrial Reading Test	34
Flanagan Aptitude Classification (FACT)	
Reasoning	10

POLICY AND PROCEDURE GUIDELINES

SELECTION OF APPRENTICE AGREEMENT

A new Letter of Understanding to amend Article IV "Selection of Apprentices" of Supplement No. 4a of the Collective Agreement was signed between C.O.N.I.F.E.R. and the IWA - Canada, Locals 1-424 and 1-425.

The new Letter of Understanding was preceded by the original Letter of Understanding signed December 17, 1980.

In order to assure standard application of the Agreement provisions and establish the spirit and intent by which the Agreement was negotiated, a clause by clause procedural guideline is provided as follows:

LETTER OF UNDERSTANDING.

1. PURPOSE

To establish objective criteria which will give Management reasonable assurance that employees entering an apprenticeship, have the ability and desire to become proficient tradesmen and to ensure the Union that the senior applicant, who meets the criteria, will become an apprentice.

A process that will ensure future apprentices from the workforce will be able to train, upgrade and grow in the trades.

Specifically, Paragraph 1 of the Agreement assures Management that employees selected for apprenticeship training in conjunction with other provisions of the document, will have the ability and desire to become competent tradesmen. Conversely, it ensures the Union that the most senior employee who meets the criteria, outlined in the procedures Manual, and passes the prescribed tests will be given the opportunity to be awarded the position subject to the ninety (90) day probationary period referred to in Paragraph 7.

Note: It is not necessarily the employee who achieves the highest score on the tests who is awarded the posting, but the most senior applicant who passes the tests that is awarded the opportunity.

2. EDUCATIONAL PREREQUISITES

Educational prerequisites will be to those standards established in; Section 5 Testing, and subject to the Provincial Apprenticeship Board requirements.

Paragraph 2 of the Agreement establishes the educational requirements are that the employee must meet the standards established in Section 5 Testing. The intent is the tests will determine if the employee has the education and knowledge to be a proficient tradesmen.

The second part indicates employees must meet any Education requirements established by the Provincial Apprenticeship Board, in addition to passing the tests.

3. INFORMATION BOOKLET

An apprenticeship information booklet will be developed to provide information on all aspects of an apprenticeship/trade position.

Paragraph 3. of the Agreement recognizes the need to develop an information booklet for employees considering a career in the trades. The booklet explains Apprenticeships and different trade positions including information on;

- i. **duties and responsibilities**
- ii **training requirements on the job, at trade school, and upgrading**
- iii **skills and ability required in each trade**

4. INTERVIEW

Applicants will be interviewed, to ensure candidate is well informed on apprenticeship and trade position including; training (practical, trade school, upgrading), communication skills, wages, shifts, responsibilities, and job duties.

Paragraph 4. of the Agreement establishes the need for an interview with the employee to ensure that the applicant understands what is involved and expected in an apprenticeship and trades position. The interview is meant to be a sharing of information to help the employee determine if he/she is suited for an apprenticeship and trade position.

Although not specifically mentioned in the Letter of Understanding it was understood that the interview would be conducted jointly by a Union and a Company Representative. The Union Representative preferably would be a tradesman working in the trade for which the apprenticeship posting is required.

Note: There are no points or scoring involved in the interview. After the interview, if the employee wants to pursue the posting by writing the tests they are entitled to do so.

5. TESTING

Testing procedures will be as follows.

- (a) Upon the signing of this agreement bilateral seminars will be arranged, where necessary, throughout the Northern Interior to teach both Management and the Union the standard testing procedures.**

Section (a) of Paragraph 5 is designed to ensure Management and the Union Representatives involved in the administration of the tests have the opportunity to become familiar with the selection procedure. This Manual is designed to provide the necessary information required. However, should additional seminars be required they will be arranged upon request.

- (b) The passing grades for the tests will be established by C.O.N.I.F.E.R. and IWA-Canada in the Northern Interior.**

The parties recognize the passing grades are those already established by the I.F.L.R.A. and IWA - Canada, Southern Interior Locals.

Applicants who pass the required tests but are not awarded the posting because a more senior applicant achieved the required passing score, should be given their results only. Simply inform them that the most senior applicant who passed will be given the opportunity to be inducted into the trade. This will prevent criticism of the process from junior applicants who have acquired higher scores and consider themselves more qualified.

Conversely, should a more senior applicant fail to achieve the required pass score, his/her score should be communicated on an individual basis and in the presence of the Union Representative. All other marks should be communicated individually and in confidence.

- (c) Tests will be conducted on plant property or near the plant by Management, a Union Representative will be present when the tests are given and marked.**

Section (c) requires that all tests be conducted on plant property, or in circumstances where suitable facilities are not available, in an appropriate facility as near to the plant as possible. The administration of the test and the maintenance of pertinent documents will be Management's responsibility.

A Union Representative must be in attendance throughout the testing process itself and while the tests are being marked and results communicated. The Union Representative should be afforded every courtesy and be assured tests and marking have been administered in a fair and standard procedure.

The presence of a Union Representative is imperative to ensure the process is acceptable to all parties concerned and the results are not subject to recourse.

For the purpose of this provision a Union Representative may be a designated Local Union Officer, a member of your Plant Committee, an appropriate tradesman, or any other Union Member as authorized by the Local involved.

- (d) Tests recommended for the self-evaluation will be made available and may be taken by any interested employee. Failure to take such test shall not jeopardize an employee's application for any apprenticeship.**

All companies will be provided with copies of the Self-Evaluation. They should be made available to all employees on request and their issuance be supervised and recorded in detail. They should not be left on a shelf or counter to be picked up and discarded by uninterested individuals.

The Self-Evaluation test is designed for use by employees aspiring to become apprentices. They are to be taken home by the employee and written in private to give them some indication of where they may require additional education or training to meet the trade requirements.

Companies are encouraged to effectively advertise the availability of the self-evaluation tests, promote their use and counsel employees regarding facilities and courses available to upgrade themselves.

Wherever possible, companies should endeavour to project their apprenticeship training requirements and provide employees with as much lead time as possible in order that they may prepare themselves for the next available posting.

Company Representatives are reminded that an employee's failure to utilize the Self Evaluation does not, in any way jeopardize their application for any apprenticeship vacancy provided they meet all other agreed upon criteria and pass the selection tests.

- (e) A standard set of testing instructions and procedures will be developed and authorized by the parties to this Agreement and communicated to appropriate Management and Union personnel throughout the Northern Interior.**

The standards and procedures are outlined in this Manual. Copies of the Manual have been sent to the appropriate Management and Union Representatives throughout the Northern Interior. Should further clarification of testing instructions or procedures be required contact C.O.N.I.F.E.R.

6. SELECTION

The senior applicant who qualifies and passes the series of tests, will be selected to become the apprentice.

Section 6 reemphasises the senior applicant who qualifies and passes the series of tests will be given the opportunity.

7. PROBATIONARY PERIOD

The successful applicant will be given a probationary period up to 90 days.

This provision gives Management the opportunity of assessing the successful applicants initial performance and suitability to the respective trade. It also provides the inductees with an opportunity to determine whether or not they wish to continue in that trade.

If, for any satisfactory reason Management decides the probationary apprentice should not continue training, they should communicate that reason to the employee in the presence of both a Plant Committee member and an authorized Representative of the Union Local involved.

8. SELECTION REVIEW

Where a dispute arises out of the selection of an apprentice, that cannot be resolved at the plant level, the matter will be discussed by Management and the Local Union.

This provision is intended to restrict, wherever possible, the settling of selection disputes to the plant level and failing that, between Management and the Local Union. Management should make every effort to be fair and consistent in the selection process. Again, if the selection process and testing are given proper attention, disputes are unlikely to occur.

9. RE-TESTING

- (a) It is agreed that where an applicant has failed to pass the series of tests, he/she will be eligible to bid and be retested one (1) additional time for each series of tests (mechanical or electrical), on a future apprenticeship posting.**

This provision was included in an effort to ensure an applicant who fails the test, as a result of nervousness or other particular circumstances, is given one additional opportunity to enter an apprenticeship. In all fairness, such instances can occur and therefore an employee should be allowed to bid on one additional posting and be retested.

Since the series of tests and test scores for Mechanical and Electrical postings differ, it is logical that an applicant be afforded two (2) opportunities for each series of tests (mechanical or electrical). However, should an applicant fail any one of the series of tests twice, he/she would then be considered ineligible to bid on any future apprenticeship vacancy in trades for which the series of tests he/she failed were designed.

Examiners should attempt to use a different version of each test, where alternate versions are available, when retesting applicants.

- (b) An applicant who fails the series of tests twice may be retested for any future apprenticeship posting if they complete relevant upgrading.**

This provision provides applicants who have failed either series of tests twice to be eligible to rewrite provided they have completed relevant upgrading. Companies are advised to request official course transcripts from employees to verify upgrading was relevant and completed.

- (c) Results all tests will be retained on file in the company's office. An applicant who has met the criteria and successfully passed the requisite tests and is the senior applicant for any future apprenticeship posting, within a three (3) year period, will be considered the successful applicant.**

This provision requires that the result of all tests be maintained on file and become part of an employee's record, available for future reference.

An employee's test results will be valid for three years from the time he/she wrote the test. Employees who pass the series of tests (mechanical or electrical) will not be required to rewrite for future postings that arise during the three years, provided the trade for which they are applying requires the same series of tests they passed (mechanical or electrical).

For example, an employee who passed the mechanical series of tests can apply for future millwright or heavy-duty postings within the three-year period. However, he/she would have to write the electrical series of tests if he/she applied for an electrical apprenticeship posting.

Over a period of time, most of the qualified employees within an operation will have successful test records on file and the necessity to test reduced proportionately.

10. **MAINTENANCE, MONITORING AND DISTRIBUTION OF TESTS**

- (a) Sufficient copies of the tests, answer sheets and marking overlays will be maintained by the Council on Northern Interior Forest Employment Relations.

This provision was designed and intended to create a central control for test materials and ensure security of the tests and score sheets is maintained.

- (b) Test material will be supplied on request to those operations requiring the same and will be returned immediately after use.

Note: All test material will be returned to C.O.N.I.F.E.R. Once the testing session is finished the Management and Union Representatives will place all the tests and employee answer sheets in an envelope marked "Private and Confidential - Test Results," seal the envelope and immediately courier the test material to C.O.N.I.F.E.R.

Companies requiring tests should contact the Council of Northern Interior Forest Employment Relations office by phone or in writing to the following address:

**COUNCIL OF NORTHERN INTERIOR FOREST
EMPLOYMENT RELATIONS
Suite 902 - 299 VICTORIA STREET
PRINCE GEORGE, B.C. V2L 5B8**

**TELEPHONE - (604) 564-5166
FAX (604) 563-3124**

Such requests will indicate:

(i) The series of tests required (electrical or mechanical)

Note: Mechanical tests are designed for selection of all trade apprentices recognized in the Master Agreement with the exception of the Electrical trade.

(ii) The number of employees to be tested.

Note: It is suggested that from all of the applicants who qualify, Management select an appropriate number of more senior applicants, for the first round of testing. Should none of the first round applicants pass additional applicants should be tested.

(iii) Dates of when tests will be given and date they should be received.

Note: Depending on the geographic location, Member Companies should provide sufficient lead time to accommodate couriering.

The specific test materials needed for testing for applicants is outlined in Part 4.2 of this Manual.

(c) Use of the tests will be monitored by the Council of Northern Interior Forest Employment Relations. Such monitoring will maintain a record of applicants tests, successful applicants scores recorded, seniority applied, and provide a follow-up of the successful applicants progress throughout training and an appropriate post training period.

Monitoring and recording of the tests experience will be maintained at C.O.N.I.F.E.R. to assess the effectiveness of the tests and passing marks required.

Appropriate numbers of Form #101 will be provided in addition to the actual testing materials. The detailed completion of these forms is critical to the success of the program. For each applicant a Form #101 should be completed and attached to the applicants test package when returned to C.O.N.I.F.E.R. A copy of Form #101 with each candidates test results should be kept on file in the Company's office.

11. TRIAL PERIOD

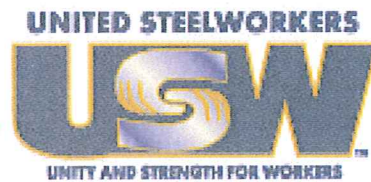
This agreement replaces the Letter of Understanding "Selection of Apprentices Procedure" dated 17th December 1980, and is for a twelve (12) month trial period, from the date of this agreement. Either party may terminate this agreement upon one (1) month written notice after the completion of the eleventh month.

Signed this _____ day of _____ 1994.

For:
IWA-CANADA,
LOCALS NOS. 1-424 & 1-425

FOR:
COUNCIL ON NORTHERN INTERIOR
FOREST EMPLOYMENT RELATIONS

SHOULD FURTHER CLARIFICATION OF THIS MEMORANDUM
OR MANUAL BE REQUIRED CONTACT C.O.N.I.F.E.R.



CONIFER – USW APPRENTICE SELECTION MANUAL

TAB 5

HOGAN PERSONALITY INVENTORY

ADMINISTRATION



HOGAN PERSONALITY INVENTORY TESTING, ADMINISTRATION AND GUIDELINES

INTRODUCTION

The Hogan Personality Inventory (HPI) test is part of the enhanced apprentice selection process as specifically provided for by item 6 and Appendix #1 of the CONIFER – USW LOU, July 25th, 2011. More specifically, the HPI is expected to measure the key behavioral competencies (or “Candidate Assessment Tests” as described in the July 25, 2011 LOU) related to success as an apprentice tradesperson. These behavioral competencies are defined as traits related to one’s ability to:

- Work collaboratively and respectfully with others.
- Manage stress effectively and remain calm.
- Work in a safe manner.
- Be productive and dependable.

This component of the selection process – administration of a single test to measure for key non-cognitive factors related to success - can be operated by qualified and trained Company and Union Representatives. The information developed from the testing program should assist in reaching informed decisions in determining an employee’s capacity for being successful.

The most appropriate reporting format for the results of the HPI is the “Safety Report” which is designed to measure safety-related behavior in a work environment. The Safety Report yields scores on four key scales that are the focus of interpretation. These four scales closely parallel the key behavioural competencies documented above.

TESTING PROCEDURES

- The HPI test will be controlled by CONIFER to ensure the security of the material. They are not to be given to, nor shown to unauthorized Company personnel, or to persons outside the Company. The access to such materials shall be strictly controlled.

- CONIFER will send the required HPI test materials to Companies on request after the number of passes are recorded from the “traditional” CONIFER apprenticeship tests.
- Designated Company and Union Representatives will administer the tests and tests are to be administered and scored strictly in accordance with the instructions contained in this manual.
- Completed HPI tests will be returned to CONIFER where they will be sent to the publisher of the HPI to be marked.
- On receipt of the returned test material, CONIFER will check to ensure all the test material has been returned and invoice the Company, if applicable, based on the number of applicants who wrote the test.
- All marks will be kept on Company file for 3 years.

ADMINISTRATION

A. GENERAL INSTRUCTIONS

The HPI should be administered in paper-and-pencil format. The testing should be done under supervised conditions. Paper-and-pencil administration is ideal where large numbers of candidates need to be assessed, since several candidates can be tested at the same time.

Test administrators who oversee the candidate testing should do everything in their power to ensure that the testing takes place in an environment where the candidate is able to concentrate free of distractions.

Provided are general guidelines for test administration and specific instructions for the HPI below for the paper-and-pencil format.

B. GENERAL TEST ADMINISTRATION INSTRUCTIONS

A quiet, well-lighted, airy room should be used and precautions taken to avoid any disturbance or interruption while testing is in progress.

Except for unusual reasons, tests should be administered when the candidate is rested and feeling well. While experience indicates that fatigue and minor ailments do not have as much effect upon test results as might be anticipated, it is important that the candidate perceive that tests are being completed under favourable conditions.

The test administrator should be quiet and business-like and should avoid walking about or carrying on other possibly distracting activities while candidates are completing the test. Care should be taken to

guard against other distractions such as other persons entering the test room while testing is in progress.

Candidates should not be allowed to bring books, papers, cell phones, iPods, or calculators into the testing room. All candidates should be asked to turn off all of their electronic devices.

Candidates should be comfortably seated at individual work stations. One or more candidates can be tested by one administrator. The number tested at one time may range from one to 10 or more, provided they can be seated comfortably without crowding.

The test administrator should have:

- (a) a list of candidates who should be present for the particular test session;
- (b) sufficient seating to deal with the scheduled group; and
- (c) a copy of the test administrator's manual.

C. PREAMBLE

When the group is assembled and ready to proceed, a statement of the following kind should be read aloud.

"As part of our procedures in personnel selection, we consider a variety of information, including your scores on various tests. The results you achieve on these will be used to assist in judging your prospects of success in training and development as an apprenticeship candidate at (insert name of facility).

Before we start, you will be given some instructions to read and examples to complete."

D. PAPER AND PENCIL TEST ADMINISTRATION

This test is administered untimed. Most candidates will finish it in about 20 minutes. Distribute the booklets and ask candidates to write in their surname and the date of testing on the answer sheet. Read the following instructions.

INSTRUCTION: *"This test requires you to record what is true for you regarding your preferences, experiences, feelings, or opinions on a number of different everyday situations. There is no time limit for this test, although most people will finish in about 20 minutes. The best way to answer the questions on this test is to give your first reaction to each question. Please do not leave any items blank."*

E. OBSERVATION DURING TESTING

A great deal of valuable information regarding a candidate's behaviour can be obtained by careful observation of the manner in which he/she behaves in the standardized test situation:

1. Except for unusual reasons, candidates are always tested when they are fresh, rested and feeling at their best. It is important for goodwill toward the company and the selection program that each person sees the administration procedures as properly organized and fairly presented. Persons who are ill, possibly under the influence of stimulants or drugs, or under severe stress, may have impaired test-taking ability. If noticeable, their testing should be stopped and re-scheduled.
2. Indications of difficulty in understanding of standard instructions may lead to important information concerning language comprehension.

F. RETESTING

Under certain conditions, the administrator may wish to retest a candidate. Usually this will happen for one or more of the following reasons:

1. The candidate was ill and unable to react normally.
2. Extreme anxiety or trauma of a home or work nature precludes the usual acceptable and preferred behaviour.

Care in introducing the procedure and observing the candidates prior to testing usually prevents these cases from developing. When these do occur, ensure that you make adequate notes to ensure proper interpretation.

INSTRUCTIONS FOR SCORING THE HPI

A. INTRODUCTION

Scoring the paper-and-pencil test requires that answer sheets be either: (a) scanned and sent to publisher or, (b) couriered to the publisher who then scans each sheet and creates the "Safety Report". The publisher of the HPI in paper-and-pencil format does not provide a scoring template for hand scoring. **Courier answer sheets to CONIFER where they will be forwarded to the publisher for marking.**

B. COMBINING DATA FROM OTHER PARTS OF THE ASSESSMENT PROCESS

As described in the July 25, 2011 LOU, a weighted overall apprentice selection process has been established and a weight of 25 points has been assigned to scores on this portion of the assessment process.

In order to use this portion of the testing information in this way, it is necessary to calculate an "Overall Average Score" (a space for recording this score is found on the Appendix a Profile Chart). This score is then multiplied by the weighting factor (25% or .25) to obtain the overall weighted score out of 25. This score will be combined with other components of the selection process and their associated weights.

To summarize, the following steps need to be taken:

1. Obtain the "Overall Average Score" out of 100 on the HPI.
2. Multiply through by the weighting factor (e.g., multiply by .25 in order to weight the score by 25%).
3. Add the HPI score out of 25 to the other components in the selection system.

An example may help to illustrate the procedure. It will help to reference Appendix A: Test Profile Chart. A candidate obtains the following four scores on the HPI: Average Overall Safety (25); Dependability (45); Composure (60); Customer Focus (10). The Overall Average Score would be obtained by adding these four numbers together ($25+45+60+10 = 140$) and dividing by four to obtain an average score of 35. This number, then, is multiplied by the weighting factor (.25) to obtain the candidate's score out of 25, which in this case is $35 * .25 = 8.75$.

CONIFER will return the HPI Score out of 25 to the Company contacts in order to complete the selection process.

Appendix A: TEST PROFILE

Name: _____ Date Tested: _____

APPRENTICESHIP CANDIDATE

Percentile

Scores

HPI Safety Report

Average Overall Safety _____

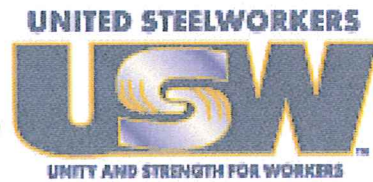
Dependability _____

Composure _____

Customer Focus _____

Overall Average Score (OAS) _____ /100

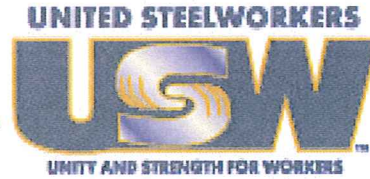
Weighted Score = OAS * .25 _____ / 25



CONIFER – USW APPRENTICE SELECTION MANUAL

TAB 6

APPRENTICE SELECTION SCORING GUIDELINES/INSTRUCTIONS



TAB 6 - OVERALL Scoring Guidelines

Item #6 and Appendix #1 of the CONIFER – USW LOU dated July 25, 2011, on “Apprenticeship Selection and Apprenticeship Training” (copy at tab #2 of this manual for reference) provided for an enhanced “Selection” process.

A detailed overview of the process is contained under Tab 3 of this manual.

This section is intended to provide ALL details on scoring of a candidate.

Coincidental with conclusion of the July 25th, 2011 LOU, the USW and CONIFER committees developed a document entitled “CONIFER – USW Enhanced Apprentice Selection Scoring Instructions – July 2011”. The original document (copy attached) was initialed by the committees at the same time as the conclusion of the LOU.

This section of the manual is intended to provide a detailed reference, with examples, for the calculation of points under each expanded criteria for each candidate in the process. In order for a candidate to proceed at this stage of the process, the candidate must have achieved the minimum pass requirements on the traditional apprenticeship tests as outlined under Tab 4 of this manual.

Additional ‘enhanced criteria’ are as follows:

Points Category – Enhanced Criteria	Maximum Points Value
Success beyond min pass threshold of the traditional Pre-Apprenticeship Exam (Mechanical or Electrical)	20 points
Seniority	40 points
Candidate Assessment Test (HPI)	25 points
Job Related Courses/Education	10 points
Work History	5 points
Total Possible Points	100 Points

See attached detailed document “initialed” by both the USW and CONIFER committee.

CONIFER-USW (Apprenticeship Review Committee)
Enhanced Apprentice Selection Process
CANDIDATE SCORING INSTRUCTIONS

A. Pre – Apprentice Exam (20 Points)

For mechanical trades:

(Filing, Heavy Duty Mechanic, Millwright, Planer Technician, Machinist)

Procedure:

(Note: Candidates must meet traditional cut off scores to be considered)

- Add up (Sum) the applicant scores on each module of the Mechanical trades tests.
- Divide that total into 296.
- That will give you a total % of the obtained score relative to perfect score.
- Apply that % to 20 points applicable.

Example:

Sum of Candidate's actual scores on each module = 221

$$221 / 296 = 75\%$$

20 x .75 = **15 points** are awarded to the candidate out of possible 20

For Electrician trade:

Procedure:

(Note: Candidates must meet traditional cut off scores to be considered)

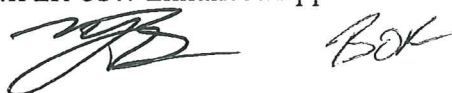
- Add up (Sum) the applicant scores on each module of the Electrical trades tests.
- Divide that total into 315.
- That will give you a total % of the obtained score relative to perfect score.
- Apply that % to 20 points applicable.

Example:

Sum of Candidate's actual scores on each module = 250

$$250 / 315 = 79.3\%$$

20 x .793 = **15.86 points** are awarded to the candidate out of possible 20



B. Seniority (40 Points)

Procedure:

- Assess candidates seniority date and determine years of service precisely
 - Partial years of service calculate number of days divided by 365
- Multiply the years of service x 2.25 points
- Maximum points available/applicable is 40 points

Example:

Employee has 10.5 years of service.

10.5 X 2.25 = **23.63 points** are awarded out of a possible 40

C. Candidate Assessment Test (25 Points)

Candidates will be subject to the Hogan Personality Inventory as prescribed by L. Stefan and Associates.

Test will be administered and scored as per corresponding "Test Administration and Scoring Manual" as provided by L. Stefan and Associates, dated July 2011.

Result will be converted to a maximum of 25 points.

D. Job Related Courses/Education (10 Points)

Completion of formally recognized "pre- apprenticeship" or relevant "Entry Level Trades training" program: **10 Points**

Time spent (1500 hours or more) elsewhere in formal indentured apprenticeship in same trade: **10 Points**

Time spent (1500 hours or more) elsewhere in formal indentured apprenticeship in related trade: **7.5 Points**

Time spent (1500 hours or more) elsewhere in formal indentured apprenticeship in any industrial trade: **5 Points**

Completion of any relevant post secondary courses directly related to corresponding trade (example – mechanical engineering, or electrical engineering)
5 Points

Handwritten signatures in black ink, including a large stylized signature and a smaller signature that appears to say 'Box'.

E. Work History (5 Points)

A candidate's work history is to be examined in reverse chronological order. For each year void of any formal discipline, 1 point is to be allocated, with a maximum of 5 points.

Point accumulation stops upon realization of any formal progressive discipline history.

Example 1:

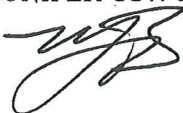
Candidate has NO formal discipline in previous 5 years – **5 points are allocated.**

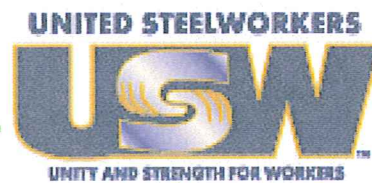
Example 2:

Going backwards in time, candidate has year 1 void of formal progressive discipline, 1 point is allocated. Year 2 is void of formal discipline, 1 point is allocated. Year 3 contains a formal disciplinary suspension, no point and points accumulation ceases. **2 points are allocated.**

Example 3:

A relatively short service employee has 14 months of seniority with no formal disciplinary action; **1 point is allocated.**

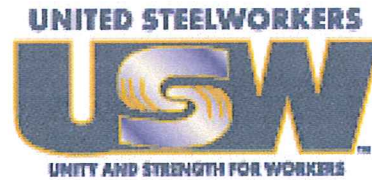




CONIFER – USW APPRENTICE SELECTION MANUAL

TAB 7

APPRENTICE CANDIDATE SCORING RECORD



APPRENTICE CANDIDATE SCORING SUMMARY RECORD

Name of Operation: _____

Date of Apprenticeship posting: _____

Trade: _____

Date of Candidate Assessment: _____

Name of Candidate: _____

Selection Criteria (Points calculation as per instructions under Tab 6)	Result
Pre – Apprenticeship Exam (Mechanical Tests or Electrical Tests)	Score: _____ (Max 20 points)
Seniority	Score: _____ (Max 40 points)
Candidate Assessment Test (HPI)	Score: _____ (Max 25 points)
Related Courses/Education	Score: _____ (Max 10 points)
Work History	Score: _____ (Max 5 Points)
TOTAL SCORE	Score: _____ (Max 100 Points)