

Online Testing Alternatives

Phase I Initial Testing,
Phase II Assessment
Center, and Phase III
Interviews

MPS has processes to allow hiring phases to be conducted entirely online! If you are interested in moving forward with hiring at this time, please contact us so that we can give you the details about this effective and affordable Operator and/or Maintenance hiring process.

MPS has been a trusted name in operations and maintenance hiring for 40 years. Our validated assessment processes have helped numerous clients to find the best candidates while ensuring that all hiring practices are fair to all candidates. MPS assessments have been validated specifically for refinery operations and maintenance hiring, and all assessments used are looking for skills and abilities shown to be critical for the positions for which candidates are assessed.

Given the present COVID-19 crisis and the challenges it is presenting for the oil and gas industry, MPS wants you to know that our same valid assessment center process can be done completely online. Our clients who have used online testing and assessment centers have found them to be as reliable and effective as in-person assessment centers, with several added benefits:

- 1) **Greater participation at the Phase I initial testing level:** Phase I testing can be done online in a proctored setting that ensures the integrity of the process. This allows people to test from anywhere without having to travel. Since there is usually a few weeks between Phase I testing and Phase II assessment center, this keeps candidates who live far away from having to fly multiple times to apply for the position. More candidates means a higher chance of finding the highest quality operators and crafts people.
- 2) **Ability to test smaller groups:** Because the various phases of the assessment center can be done online, it is affordable to run smaller groups through the process. This gives clients the ability to do non-class hirings without having to pay consultant travel expenses, renting a venue for the testing, shipping costs, etc.
- 3) **Lower costs for assessment phases:** Because the processes are online, clients can benefit from MPS consultant expertise without having to fly consultants to the location or pay for their hotel or meal expenses. Since most clients rent venues (such as hotel conference space) for the initial testing phases, this is another cost that is avoided. Some clients have seen as much as a **50% savings** by running hiring assessment centers using the online process.

The information on the next few pages will help to further explain the details of the online process, as well as new developments for the Manufacturing Exercise and Group Exercises. Feel free to contact us with your questions or to schedule your next hiring event!

Online Assessment Center for Operations Hiring

Phase I Online Testing Alternative

MPS historically facilitates Phase I online testing at the refinery or a local hotel. This alternative allows the candidates to test at home. These online tests are proctored by MPS consultants to ensure the integrity of the results and to make sure candidates do not encounter any technical difficulties.

Phase II Online Assessment Center Alternative

An initial email is sent to all candidates who are being invited to the Phase II Online Assessment Center. The email contains:

1. All instructions needed to take the assessments online.
2. A description of the equipment needed (computer with a mic and camera). Candidates will be given a link to practice and ensure that their computer will work properly with the testing system.
3. Guidelines concerning identification. Each candidate will need to provide a picture ID to the online proctor.
4. Scheduling instructions. Candidates will be given directions concerning the use of our online scheduling app (i.e. Appointlet) to schedule their 2-hour assessment.

Testing Process:

1. On the designated testing day, the candidates will click on the provided link and join a meeting where they will sign in and meet their test administrator.
2. These sessions can have up to seven candidates all testing and being assisted by the administrator at the same time.
3. Once they arrive to the online testing session, their identity will be confirmed and they will receive the link for their surveys.
4. Candidates can chat with test administrators to ask any questions during testing.
5. The Manufacturing Exercise and the Work Habits Assessments are setup so that each assessment automatically leads to the next.
6. The test administrator will be able to watch and listen to the candidates throughout the testing, helping them if there are any problems. Once they are done, the test administrator will confirm that they have completed all portions and check them out.
7. The candidates are also guided through the online group exercise process. MPS assessors and trained company assessors watch the online discussion and score candidates on their performance in areas that have been shown to be critical to success in the role.

The test scores for each candidate are then combined to give a final standardized Phase II score and ranking of candidates for the Interview (similar to past Assessment Center data and scoring).

Phase III Online Interviews Alternative

MPS also has the ability to conduct online interviews, using webcams to bring candidates, MPS consultants, and refinery personnel together in a face-to-face online environment. The process and scoring are identical to face-to-face Phase III Interviews, with the exception of being conducted online via a webcam.

The cost is comparable to the consultant costs for a regular hiring process, but includes several important items of savings:

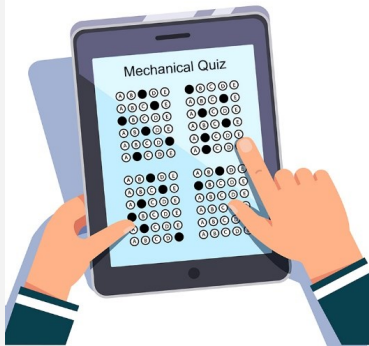
- No airfare, hotels, travel time, or meal expenses for consultants.
- Refinery personnel do not have to be paid to assist with the assessment center or take time away from their jobs.
- No need of finding a place to conduct the assessment center (hotel, college, etc).

UPDATES: Changes to Ops Hiring Process

Below is an outline of our updated process; we've included a few pics as well!

Phase I: Initial Testing

The Phase I tests measure traits that are essential for success as an operator. The tests cover basic verbal and math skills, mechanical acumen, and a workstyles assessment that is used to help predict whether an individual will be a productive and reliable employee.



MPS controls the usage and administration of our materials by proctoring the tests at onsite class-testing events. This all but eliminates the problem of cheating, which has been shown to be a problem if people are allowed to take assessments at home. It also eliminates the need to validate the test results later. Validation of tests can be a problem since it takes up a lot of time at the assessment center and those who cannot validate their testing take space away from qualified candidates.

MPS has moved all Phase I testing to onsite computer tablet testing. MPS supplies the tablets and assists with the administration of the tests. This has a number of benefits:

- The tablet assessments only take about an hour. MPS has the ability to test up to 100 people at a time, which means 400-500 people can be tested each day.
- Scores are registered instantly without a need to scan or score the tests. This expedites the testing phase while lowering the chance of human error or accidental loss of data.
- There are multiple versions of the tests, so candidates cannot get help by looking at another person's tablet. Also, they are unlikely to get the exact same questions again if they retake the tests at an Assessment Center in the future.
- The tablets can use local WIFI, but also have the ability to link up to MPS cellular data if needed.

Phase II: Assessment Center

Phase II is what really makes MPS operation hiring assessments so unique. A common practice among refineries is to test applicants and then move them directly into interviews. Such a system has a number of difficulties. First, many refineries get a huge response—sometimes thousands of applicants—for a comparatively small number of job openings. Since interviews are very time intensive, it is often impractical to take a significant percentage of the original applicants straight into interviews. This is where the MPS Phase II Assessment Center comes in. Applicants are top-down ranked in the Phase I testing and a significant number can be brought into the Phase II Assessment Center which gives the applicants the chance to show their skills in simulated work exercises. These are:

Group Exercise Simulation: The Group Exercise is a 90-minute exercise where candidates are asked to solve two problems individually and then as part of a group. Their group interaction is observed by three assessors (consultants and company staff trained by MPS) who have been trained to record their observations of each of the candidates who work through the exercises in groups of six or seven. Next the assessors privately discuss candidate performance and come to consensus on the skill level of each candidate in two-way communication, group problem solving, and teamwork. A final score is given for each candidate.

Manufacturing Simulation: The Manufacturing Exercise gives the candidates the opportunity to operate a simulated continuous processing plant. They must use a factory diagram and read through information and data in order to diagnose and troubleshoot problems, to prioritize tasks, to be aware of upstream and downstream events, and to handle emergencies. Because the exercise is not specific to refining, all candidates have an equal chance to show the skills needed for success as an operator.

This process gives the refinery hires that are knowledgeable and experienced, and who have the workstyles and productive work habits necessary for success.

Two New Group Exercises

We are excited about our two new group exercises! First is the New Planet Survival Exercise. This unique exercise challenges candidates to find ways to survive after crashing on an alien planet. It also introduces a new and interesting twist by giving the participants additional information during their group discussion time that can cause them to change their plans.



The second new group exercise is the Private Security Guard activity. In this exercise, participants are asked as a committee to recommend three private security officers for a job assignment where they will be guarding a high-profile individual.

New Manufacturing Exercise – The Paint Factory

MPS is very excited to announce a **new Manufacturing Exercise** this year. Instead of our traditional Manufacturing Exercise, which is set in a Cookie Factory environment, this new exercise has the candidate's run a **Paint Factory**. A great benefit to this change is that candidates have not seen it even if they have been to an Assessment Center in the past. Also, all of the answers are entered on computer tablets. This makes filling out the answer sheets easier and quicker, since candidates don't have to fill out their personal information on every sheet. This also reduces the chance for scoring errors, since the answer sheets are automatically uploaded to the cloud and instantly scored.



Phase III: Interview

Interviewing alone has been shown to be an ineffective method for selecting refinery operators. However, MPS has created a semi-structured behavioral interview designed specifically for selecting operators that, combined with the other two Assessment Center Phases, has shown to be good at predicting superior performance on the job. Because of this, we tailor our interview to fit the operator role, but also combine the interview score back with the other Assessment Center results to get an overall score, which shows to be the most predictive of actual performance in the field.

We are constantly looking for ways to improve not only our processes, but to show and share their value with our clients. As an important client of MPS, we appreciate your candid insights and feedback. Please don't hesitate to let us know if you have any questions.

Maintenance Hiring, Too!

MPS wants to remind everyone that we help many of our refinery clients with their maintenance hiring as well! MPS's unique maintenance hiring process has enabled refineries to hire maintenance personnel who are better qualified and who have the right workstyles to be successful.

The MPS maintenance hiring process has 4 unique phases that can be done individually or grouped together, depending on the needs of the refinery:



Phase I Craft Tests: MPS has 12 different craft tests that assess the expertise of maintenance personnel for specific roles. These include electrician, welding, millwright, heavy equipment operator, machinist, instrument tech, boilermaker, and more! Craft tests can be tailored by refinery subject matter experts to reflect the exact degree of knowledge and skill needed for a role. These assessments can be taken pencil-and-paper or on tablets/computers (proctored).

Phase II Group Exercise: The reason many maintenance people are not successful in the role has little to do with their knowledge and more to do with how they get along with coworkers. The Group Exercise (which is described above) gives MPS and plant maintenance leaders a chance to see candidates interacting with others. This gives vital insights into how people will work with others in the field. Though this is an optional phase, it has been found to be highly useful for many of our clients.

Phase III Interview: This interview is similar to the operator interview described above, but the subject areas and questions are specifically designed for the maintenance craft for which the candidate is applying. There is a heavy emphasis on technical abilities, and the candidate is given ample opportunity to share their experiences working within the craft.

Phase IV Hands-On Demonstration: Candidates that make it to this portion of the assessment are given the chance to demonstrate their actual craft skills in front of refinery personnel who are experts in that particular craft. MPS has a library of these hands-on tests and helps tailor them for their specific needs.



This process gives the refinery maintenance hires that are knowledgeable and experienced, and who have the workstyles and productive work habits necessary for success.