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Thomas H. STONE, Noah M. MELTZ : *Personnel Management in Canada*. Toronto Holt, Rinehart & Winston, 1983. 411 pp., ISBN 0-03-921591-1

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soient appliquées de manière effective. L'adoption d'une loi spécifique élimine forcément toutes les incertitudes créées par l'adoption du système de l'incorporation automatique. Cependant, du point de vue de l'individu, la perspective est quelque peu différente car son intérêt est de pouvoir alléguer devant le juge interne les dispositions des conventions internationales du travail ratifiées par son pays. Si un État n'a pas légiféré afin d'assurer la mise en oeuvre d'une convention ratifiée ou si sa législation entre en conflit avec les dispositions de cette dernière, l'individu possède alors un intérêt manifeste de pouvoir invoquer le droit international devant les tribunaux de l'ordre judiciaire interne. L'auteur rapporte de nombreux cas où des individus ont pu obtenir la sanction du droit international devant les tribunaux de leur pays. Elle rapporte aussi, il est vrai, des cas où des tentatives de cette nature ont pu échouer (chapitre 6). Il n'en demeure pas moins qu'avec un système d'incorporation automatique, l'individu peut «courir sa chance» alors que dans un système d'incorporation législative, l'individu est infailliblement conduit à rechercher la source de son droit dans la législation nationale.

À tous les égards, la thèse de Virginia Leary emporte la conviction.

Alain BARRÉ

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Personnel Management in Canada, by Thomas H. Stone and Noah M. Meltz, Toronto, Holt, Rinehart & Winston, 1983, pp. XVI + 411, ISBN 0-03-921591-1.

This book is a Canadianized version of the textbook by T. Stone **Understanding Personnel Management** published in the U.S. The book combines a general explanation of the theories and principles of personnel management with a description of their application in the Canadian context. The first part explains the field of personnel administration

and industrial relations. The second part deals with the planning and staffing functions: human resources planning, job analysis, recruiting, and selection. In the third part are discussed the functions related to employee development: orientation, training and development, performance appraisal, and career planning. Part four discusses the functions of importance to employee maintenance: compensation, benefits, health and safety, and labour relations. Part five summarizes issues and challenges in personal administration.

One of the obvious assets of this book is the presentation of Canadian specificities. For example, the federal government jurisdiction covers less than ten per cent of all employees in comparison with ninety per cent in the U.S. Another specificity, the multicultural character of the society, unfortunately is not recognized in the book. Pity, because the intercultural communication (see a useful book under this title by L.E. Sarbaugh published by Hayden Book Company in 1979) should play a substantial role in the skills of personnel officers when dealing with people of various background.

The authors recognize the fact that "Knowledge of labour force characteristics, trends, and local labour market conditions is particularly useful for the personnel functions of human resources planning, recruiting, and compensation" (p. 21). However, they do not adequately recognize the necessity in Canada to know enough about the socio-cultural upbringing of people much more differentiated than in the U.S. The attention to the Canadian minorities is limited to a few lines on p. 29 focused exclusively on Indians, with an evident neglect of any other groups. An effective recruiting and retention of an adequate supply of qualified employees depends, among others, on the recognition of the peculiar socialization factors characteristic for a given ethnic category of people. In this respect the substantial dependence of several Canadian businesses on the skilled immigrant labour should be acknowledged by the Canadian textbook.

The chapter dealing with the legal environment discusses the concepts of human rights and employment standards. It emphasizes the differences appearing among Canada's thirteen jurisdictions. It would be very useful to go much beyond the legal differences and show how much the personnel policies are influenced in Canada by the **territorial** differentiation.

The recession has different consequences in different parts of the country. If the management strategies have partial responsibility for the constant decline of productivity (p. 394) and the underutilization of industrial potential, this issue should be much better covered in the textbook. The same is valid for the lack of labour-management consensus. The Canadian tendency for more government intervention should be discussed with the focus on the federal-provincial interrelationships. The learning potential and the role of personnel officers in its activation should be more elaborated in a direct relationship to the Canadian specificity. The same is valid for the need to lower the cost of production.

Most of the book is taken by chapters dealing human resource planning, job analysis, recruiting, selection, introduction of new employees, training and development, performance appraisal, career planning, compensation, job evaluation systems, assigning pay to jobs, fringe benefits (they have grown during the 1960s and the 1970s from 16 per cent to 33 per cent of direct labour costs), health and safety (in 1980 the time lost because of injuries and diseases was 50 per cent higher than the time lost because of strikes). The material covered by the above mentioned chapters is at a good level of a standard textbook. This is the most useful part of the whole book but only fragmentally related to the Canadian reality.

Labour relations are squeezed to one chapter containing only 8 per cent of the whole text and this definitely seems too little when taking into consideration the growing importance (and complication) of them in Canada. Such facts as that the Canadian rate

of unionization is almost double the American, or that in the period 1965-1982 the membership of national unions has grown from 24 per cent to 52 per cent of the total, would need much elaboration in order to make clear for the readers their significance in the long run.

The growing split within the Canadian trade union movement may be of a major importance for the further development in the field of union-management relations. The 'psychological' contract definitely is an essential part of good employee relations but the power and orientation of the trade union movement, as well its internal coherence, are significant in this respect. The propensity to unionize is a more complicated matter than it was presented in the book (pp. 376-378). The authors admit that "Labour relations and collective bargaining are a complex and specialized part of the personnel function" (p. 390) but a very limited coverage of this important subject in the book does not support the above quoted statement.

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Reasoning, Learning, and Action, by Chris Argyris, San Francisco, Jossey-Bass, 1982, 499 pp., ISBN 0-87589-524-7

Argyris' contributions to the field of individual and organizational learning are well known. He along with Donald Schon first introduced a theory of reasoning and action in 1974 (*Theory in Practice*). Subsequent research work by Argyris on this subject resulted in *Increasing Leadership Effectiveness* (1976) and *Organizational Learning* (1978). The present book is designed to offer "tested strategies for improving individual and organizational performance — strategies that will help executives, managers, and supervisors deal more effectively with people and problems."