Document generated on 10/12/2024 12:54 a.m.

Relations industrielles
Industrial Relations

A Study of Recruitment Methods in Canada's Largest Industrial Concerns
Analyse des méthodes de recrutement au sein des plus importantes entreprises canadiennes

Guvenc G. Alpander

Volume 25, Number 2, 1970

URI: https://id.erudit.org/iderudit/028128ar
DOI: https://doi.org/10.7202/028128ar

See table of contents

Publisher(s)

Département des relations industrielles de l'Université Laval

ISSN

0034-379X (print)
1703-8138 (digital)

Explore this journal

Cite this article

Alpander, G. G. (1970). A Study of Recruitment Methods in Canada's Largest Industrial Concerns. *Relations industrielles / Industrial Relations*, *25*(2), 268–283. https://doi.org/10.7202/028128ar

Article abstract

The author studies the recruiting methods practiced nowadays in the larger firms of Canada. He makes recommendations eliminating situations which could minimize or even impeach the due process of these methods.

Tous droits réservés © Département des relations industrielles de l'Université Laval, 1970

This document is protected by copyright law. Use of the services of Érudit (including reproduction) is subject to its terms and conditions, which can be viewed online.

https://apropos.erudit.org/en/users/policy-on-use/

érudit

This article is disseminated and preserved by Érudit.

Érudit is a non-profit inter-university consortium of the Université de Montréal, Université Laval, and the Université du Québec à Montréal. Its mission is to promote and disseminate research.

https://www.erudit.org/en/

A Study of Recruitement Methods in Canada's Largest Industrial Concerns

Guvenc G. Alpander

The author studies the recruiting methods practiced nowadays in the larger firms of Canada. He makes recommendations eliminating situations which could minimize or even impeach the due process of these methods.

Introduction

The efficiency of an organization greatly depends upon how effectively its personnel is managed and utilized. Effective personnel management demands well conceived staffing, training and development programs. [1]

Staffing, regardless of the size of the organization, has become one of the most important personnel functions. This process is concerned with both the analysis of present and future manpower needs and the obtainment of qualified personnel to meet these needs. The employment system includes the following components: manpower planning, authorization for staffing, developing sources of applicants, applicant evaluation, employment decisions and offers, induction and orientation, transfers, demotions, promotions, and separations. [2] In a sense, this process encompasses the flow of human resources into, within, and out of the enterprise.

ALPANDER, Guvenc G., Ph.D., Associate Professor of Management, University of Maine.

---

[1] Herbert J. CHRUDEN, Arthur W. SHERMAN, Jr., *Personnel Management,* third edition, South-Western Publishing Co., Cincinnati, 1968, p. 1.

[2] Wendell, FRENCH, *The Personnel Management Process,* Houghton Mifflin Company, Boston, 1964, p. 11.

This paper, however, will only empirically study those aspects of the staffing system that incorporate the development and maintenance of adequate sources of manpower. In short, emphasis will be placed upon recruitment within the entire process of staffing. The importance of recruitment within the total staffing system is further magnified when there is a shortage of labor.

Today, as in the past, Canada is extremely conscious of her manpower problems and is constantly seeking ways of attracting qualified personnel from all over the globe. The intention of this paper is to probe into the recruitment patterns of large scale Canadian industrial organizations. This research was motivated by a recognition of the need for a critical scrutany of prevailing systems of recruitment used by Canadian companies, and the necessity for recommendations to eliminate any apparent shortcomings. If one endorses the premise that selections can be only as good as « the candidates for selection »,[3] it is essential to closely examine the sources for recruiting personnel. Care must be exercised by the companies, not only to make qualified applicants cognizant of job opportunities prevailing within an enterprise, but also to entice them to apply for present or future vacancies. [4]

Methodology

Seventy big business firms comprising this research sample were selected according to the following criteria : One, the firms must represent Canada's largest establishments. The number of employees and the assets the enterprises had at the time this research was conducted in early 1968 were used as determinants of size. Two, no differentiation was made between American and Canadian controlled firms.

Certain measures had to be taken in order to ascertain that the sample's characteristics are like those of the population of large business firms. Using the previously determined criterion of size, a list of five hundred firms was established. Following a stratified proportionate random sampling method, one hundred and sixty firms were selected. A questionnaire attached to a cover letter with a selfaddressed prepaid envelope was mailed in February, 1968. Of the 160 firms contacted, about 75 mailed

---

[3] Richard P. CALHOON, *Personnel Management and Supervision,* Appleton Century Crofts, N.Y., 1967, p. 81.

[4] CHRUDEN and SHERMAN, *op. cit.,* p. 110.

back the completed questionnaire. For one reason or another, five of the returned questionnaires could not be included in the sample. Therefore, the information obtained from 70 firms is presented in this article.

TABLE 1

Distribution of Big Business Firms by Industry

Type of Industry	Number of Sampled Firms	Percent of Firms
Manufacturing	46	65.7
Commerce	7	10.0
Transportation	4	5.7
Insurance	2	2.8
Banking	6	8.5
Mining and Petroleum	5	7.1
TOTALS	70	99.8

The largest number of Canadian enterprises included in the sample were in manufacturing. They account for about 66 per cent of all the firms. Firms engaged in commerce, including retailing and wholesaling, constitute 10 per cent of the total. Approximately 7 per cent of the sample consists of the combined categories of mining and petroleum. Transportation with nearly 6 per cent is another large employment industry. Banking accounts for 8.5 per cent of the sampled concerns, followed by insurance with less than 3 per cent.

TABLE 2

Number of Employees in 1967

Number of Employees	Mid-point	Number of Firms	Percent of Firms	Midpoint Percent of Firms
200-299	250	10	14.6	36.50
300-599	450	2	2.1	9.45
600-799	700	9	13.0	91.00
800-999	900	4	5.1	45.90
1,000-1,999	1,500	24	34.0	510.00
2,000-5,999	4,000	21	31.2	1,248.00
TOTALS	131,050	70	100.0	1,940.85

The arithmetic mean of the number of workers employed in 1967 by the sampled firms is 1,940.85. On the average, employment in the sampled enterprises is 1,941. However, as shown in Table 2, there are wide disparities among the employment figures of big business firms. Of the 70 big business firms comprising this sample, only 16.7 per cent had less than 250 employees, while 65.2 per cent of the concerns employed between 1,000 and 6,000 individuals. Though the size of the sample may be criticized for being inadequate, the reader must be reminded that these 70 companies collectively employ 131,050 persons. An evaluation of the recruitment patterns used by these firms will reasonably reflect the staffing practices and problems of the entire population of Canadian big business firms.

If an organization is to be staffed effectively, managers must know where to obtain those persons who are most qualified to fill each vacant position. It can be just as important for a company to reach for the best sources of manpower as it is to seek out the optimal sources of raw materials, supplies or equipment. [5] An examination of the manner in which Canadian firms are bringing in new recruits will be accomplished in light of several hypotheses. In the remaining parts of the manuscript, two interrelated hypotheses will be tested. Should these hypotheses be accepted, they may evidence implications particularly related to the company personnel policies.

Hypothesis One : There is a definite relationship between the methods and sources of recruitment used by companies and their reported shortages of manpower. In fact, the greater the alleged shortage, the less appropriate are the recruitment methods.

Hypothesis Two : The second hypothesis is derived from the first one. The more specific and personal the methods of recruitment are, the less the reported shortage of qualified personnel for that particular occupation will be.

Recruitment Patterns and Manpower Shortages in Canadian Firms

One of the primary objectives of this survey was to determine the extent to which recruiting methods varied for broad occupational groups

[5] *Ibid.*, p. 113.

and for firms in various size classifications. Consequently, each one of the major occupational groups will be investigated separately.

TABLE 3

Primary Recruitement Methods Used by All Firms

Recruitment Method	TYPE OF PERSONNEL				
	Technical	Supervisory	Clerical	Manual	Managerial
	Per Cent of Firms				
Advertising	68.3	39.6	59.3	25.0	31.0
Private Employment Agencies	10.4	10.0	4.5	8.4	38.0
Public Employment Agencies	1.0	6.0	14.5	12.5	2.1
Recommendations of Present Employees	2.1	5.1	3.1	8.6	2.0
School and Colleges	15.0	6.3	4.1	7.6	6.2
Labor Unions	0.0	0.0	0.0	6.5	0.0
Direct Applications	1.0	4.0	12.4	25.0	4.0
Promotion from within	2.2	29.0	2.1	6.4	16.7
TOTALS	100.00	100.00	100.00	100.00	100.00

Needs and Recruitment Methods for Technical Personnel

Methods of Recruiting

Advertising is by far the most widely used method of bringing recruits into the firm. About 68 per cent of all the sampled firms, without differentiating between types of industries and unionization, are using this technique as their first choice to develop a supply of manpower. The second largest category, consisting of 15 per cent of the firms, taps schools and colleges as sources for potential employees. Approximately 10.4 per cent of the companies utilize the services of private employment agencies to attract competent candidates. Recommendations by present employees

is the first choice of 2.1 per cent of the concerns. Another 2.2 per cent rely upon promotions from within to secure a certain number of candidates to fill existing vacancies.

As observed from the descriptive analysis of recruitment patterns of technical personnel, advertising leads all other recruitment sources. Private employment agencies, constitute the remaining most frequently mentioned recruitment source.

At this point it is necessary to correlate the recruitment sources associated with a size and type of firm. All of the banks included in the survey favor schools and colleges as sources for their personnel. Mining and petroleum concerns utilize schools and colleges 66.7 per cent of the time, and rely on advertising 33 per cent of the time to attract qualified technicians. Commerce, including wholesaling and retailing establishments, rely on advertising exclusively to fill technical vacancies. About 58 per cent of the manufacturing firms also depend on advertising, but quite a sizable number (not less than 15 per cent) use private employment agencies as their most important source of recruitment. Transportation relies entirely on advertising. Yet, insurance companies rely only on schools and colleges (100 per cent).

It can be observed that except for mining, petroleum, banking, and insurance companies, advertising is favored by the majority of the enterprises in all kinds of industries.

When companies' recruitment patterns are compared on the basis of unionization, it is found that 72.7 per cent of the nonunionized firms use advertising as their major resource of technicians. The same source is only utilized by 54.1 per cent of the nonunionized firms. It is significant to note that none of the nonunionized firms use private agencies to fill their vacancies, while about 14 per cent of the unionized companies utilize this particular source.

In terms of size, 100 per cent of the corporations with an employment capacity of about 250 workers rely upon advertising to recruit their technical personnel. Among corporations with an employment capacity of less than 1,000 but more than 400, 88 per cent of the firms also use advertising as their first recruitment source. On the other hand, firms with more than 1,000 employees utilize more varied sources of recruitment; for instance, only about 45 per cent of these firms use advertising, while

about 22 per cent of them favor schools and colleges. Approximately 29 per cent of them depend upon private employment agencies and about 4 per cent use labor unions in attracting qualified candidates. It can be concluded that the smaller the size of the firm, the greater is the use of advertising in recruiting technical personnel. More varied sources of recruitment were used by the largest corporations which emphasize schools and colleges.

Manpower Needs

The firms comprising this sample were contacted during the months of February, March, and April, 1968, about existing vacancies in their organizations. Approximately 77 per cent of them indicated that there was no shortage of technical personnel. Nevertheless, a considerable number of firms reported unfilled positions (23 per cent).

Size seems to play an important role in attracting candidates to fill technical positions. Half the firms reporting a manpower shortage in this area employ between 600 and 1,000 workers. On the other hand, only 14.3 per cent of the firms with an employment capacity between 200 and 300 stated an acute shortage.

It seems apparent that the largest and often more prosperous firms are adequately staffed due to the varied techniques utilized. It is therefore recommended that the medium size companies in Canada revise their recruitment techniques and rely more upon direct contacts with schools and colleges to acquire the needed technical talent. To do so, however, they must develop better personnel departments. There is evidence from the replies received that more effective recruitment is done by the smaller firms where a member of top management carries this function. In contrast, medium size companies have a personnel manager who often plays the role of « jack of all trades ». Not having sufficient time for active recruitment efforts, he relies on advertisements in different media to reach the supply sources of technical personnel. The results of this technique are often negligible.

The shortage of technicians and engineers, as perceived by the personnel managers themselves, was attributed to market conditions in 70 per cent of the cases. Personnel managers blamed shortages on the low supply of this type of personnel. However, 14 per cent of the personnel managers offered poor management as the reason why their companies were unable to attract or hold good technicians or engineers.

The same personnel executives, about 70 per cent, recommended in-company training to remedy the manpower shortage in this particular area. The remaining 30 per cent suggested more aggressive recruitment procedures to solve this problem.

Recruitment Procedures and Demand for Supervisory Personnel

Methods of Recruiting

The trends set in the recruitment of technical personnel are also valid in recruiting for supervisory positions. Advertising leads the way as the first choice of 39.6 per cent of the responding firms for drawing potential supervisors. Filling vacancies at the supervisory level through promotion from within appeals to about 29 per cent of the firms. Private employment agencies were named as the first choice by 10 per cent of the enterprises.

In the recruitment of supervisory personnel, the survey found that there were significant differences for both the types of industry and size of the firm. In banking, without any exception, advertising is considered the first choice, and private employment agencies are an alternative. Mining and petroleum companies, as is the case of other industries, place a heavy emphasis on advertising, which is preferred by 66.7 per cent. Deviating from the general industrial trend, a large majority of the petroleum companies (66.7 per cent) relied on individual applications as the second best alternative to fill vacancies in supervisory positions.

Employers in retail and wholesale trades seem to use a larger assortment of methods in recruiting supervisory personnel. Few (40 per cent) utilize advertising, while some reliance is placed upon promotions from within and public employment agencies (25 per cent each). A different picture emerges when the second choice for these companies is observed. Should their first efforts fail, they depend heavily upon schools and colleges (70 per cent) and private employment agencies (30 per cent) to bring in promising candidates. It is interesting to note how schools and colleges are carefully combed by retail and wholesale organizations for the purpose of recruiting supervisors. This could be indicative of the high prestige of sales occupations in Canada.

The manufacturing industry seems to divide its recruitment methods almost totally between promotions from within and direct advertisements. Many employers preferred to promote employees who have had some

experience in the firm, rather than to go outside seeking new persons who would have to be trained. About 42 per cent of the firms reported direct advertisements as their first choice and another 35 per cent stated promotions from within. The remainder of the companies prefer private employment agencies.

The promotion philosophy for supervisory personnel of Canadian manufacturing firms is reflected here. It seems to this writer that business first looks upon its own ranks to promote those individuals who are presently employed in nonsupervisory capacities. Then, if there are vacancies left, these positions are advertised. Only when both efforts fail to staff supervisory positions is the help of the private employment agencies sought. It would be interesting to relate this type of promotion and recruitment policy to company effectiveness and morale.

Shortage of Supervisors

Only 14.6 per cent of all Canadian firms had a shortage of first and second level supervisory personnel. Apparently, at the present time in Canada, there are very few vacancies at the supervisory levels. The largest number of vacancies were found in the manufacturing industry, followed by the mining and petroleum industries. The firms with an employment capacity of about 1,500 workers seem to have the greatest difficulty in recruiting supervisory personnel. It seems evident that the need for any type of supervisory personnel is often fulfilled by promoting a promising operative employee. In the case of newly established firms, however, this practice may not be very fruitful. To compensate for the lack of promotable employees, the new firm uses direct advertising. The relatively frequent mention of direct hiring may reflect, in part, the fact that there was a surplus of applicants for jobs of this type at the time this survey was being conducted.

Need for and Ways of Recruiting Clerical Personnel

Methods of Recruiting

Advertising, as utilized by 59.3 per cent of the firms, leads the way as the most favored method of recruitment of clerical personnel by all Canadian firms. Public employment agencies were mentioned as the first choice of 14.5 per cent, and direct applications were reported by another 12.4 per cent of the firms.

It seems evident that in attracting clerical personnel, the companies rely first upon less costly methods such as newspaper advertisements, at-the-gate applications, and use of public employment agencies. Should these methods fail to attract the required number of qualified personnel, more sophisticated and more expensive recruitment methods are employed. This appears to be a very plausible approach. In light of the relative abundance of clerical and office personnel, firms often need not refer to expensive means of recruiting.

Again, differences in recruiting clerical personnel were found among the various groups of firms covered by this study. Banks equally favor advertisements or school and college recruitment programs. However, when these efforts seem to fail, the same banks concentrate again on advertisements.

In the case of mining and petroleum companies, heavy reliance is put on advertising as the first recruitment choice (66.7 per cent), while the remaining 33.3 per cent utilize the at-the-gate applications to fill existing vacancies in clerical positions. It may seem to the reader that at-the-gate applications are a result of the companies' advertising efforts. However, it is very difficult to make such an association, because when the applicants were asked why they applied for a position in this company, and how they knew whether or not a vacancy existed, and insignificant number of them mentioned the ads run by the company.

Commerce, as is true for technical and supervisory personnel, does not seem to have any set pattern of recruitment. Public employment agencies, direct advertising, schools and colleges, and at-the-gate applications are equally used by retail and wholesale establishments.

Direct advertisements are greatly utilized as the first choice of recruitment methods by 60 per cent of manufacturing establishments.

About 67 per cent of the transportation companies appear to favor advertising, and about 33 per cent prefer at-the-gate applications as their first choice for recruitment of clerical personnel. For their second choice, public and private employment agencies are referred to by about 70 per cent of the firms. The pattern set by the industry as a whole perfectly fits the specific pattern of the transportation industry. Direct and cheap methods of recruitment are first utilized. Should these efforts fail to attract the needed number of personnel, the services of employment agencies are sought.

Insurance companies first advertise and then use haphazard at-the-gate applications as their first and second choice of recruitment sources.

Finally, service industries employ public employment agencies and advertising as their first choices of recruitment sources. Recommendations of present employees is their second source. Here again one has to be careful in interpreting what recommendations of present employees means. Should direct advertising fail to attract enough personnel to fill existing vacancies, then the companies adopt a very personal technique of attracting qualified candidates. They ask their senior employees to recommend individuals that they know. Besides financial reasons for using employee recommendations to attract recruits, companies also believe that considering the judgment of their present employees in selecting new personnel is conducive to a more congenial work force. Apparently the insurance companies, being conservative by reputation, highly value continuity of the present characteristics of their labor force as opposed to favoring the injection of new blood into their organizations.

No discernible trend was found among firms of different sizes using advertising as their first choice of recruitment of clerical personnel. However, there is a definite trend among firms who favor public employment agencies as their first choice in acquiring clerical personnel. Of these firms, only 6.7 per cent are in the largest category, that is with an employment of more than 1,000 workers. Approximately 7 per cent of the firms who use public employment agencies are in the medium size category. Included in this category are all the firms with employment between 401 and 600, 33.3 per cent of the firms with employment between 601 and 800, and 50 per cent of the firms employment between 801 and 1,000. Although at-the-gate applications are not used too frequently by any firm, they are primarily utilized by the largest companies. Of the 10.4 per cent of the firms who reported using at-the-gate applications as their first choice of a recruitment source, 100 per cent of them have more than 1,000 workers.

Unfilled Clerical Positions

In Canada, clercks, typists, and secretaries seem to be in abundance. Only 6.2 per cent of the firms reported having unfilled positions in this particular area of employment. The majority of the firms which had some problems in recruiting such personnel were in the middle employment range category (601 to 800).

In general, those firms with reported shortages of clercks and typists claimed that the demand exceeds the supply of this type of personnel.

Recruitment Methods and Unfilled Blue Collar Jobs

Methods of Recruiting

There does not seem to be a heavy concentration on any specific method of recruitment for operative personnel. Unlike the general trend in the United States, where the unions and public employment agencies are frequently used as a means of finding workers for production, maintenance, and warehousing jobs, in Canada relatively little importance is placed upon these sources. Advertising and at-the-gate applications are used respectively by 25 per cent of the firms. Use of public employment agencies is the third largest source (12.5 per cent). All other major sources of recruitment were mentioned by the remaining firms.

Small companies tend to recruit more operative employees through advertising as compared to the large firms. For example, 57.1 per cent of the firms with employment between 201 and 300 use this source of recruitment as opposed to 13.3 per cent of the firms with an employment exceeding the 2,000 mark. Similarly, smaller firms use public employment agencies more often than the larger ones. Supporting this argument, it was found that all the firms employing between 401 and 600 workers resort to publics employment agencies while only 6 per cent of the firms with more than 1,000 rely on this source.

Shortage of Blue Collar Workers

About 80 per cent of the firms that reported shortages of operative employees attributed this problem to supply and demand conditions. However, the remaining firms attributed this shortage to low wages and poor working conditions.

In order to avoid problems caused by the shortage of operative employees, better recruiting methods were suggested by 40 per cent of the personnel executives. Higher wages, improved working conditions, training of the so-called untrainables, and the development of better human relations were suggested by 20 per cent of personnel executives with an acute shortage of blue-collar workers.

Recruitment Procedures and Vacant Managerial Positions

Methods of Recruiting

Private employment agencies precede any other form of recruitment for managerial positions (39 per cent). Next comes advertising, which is favored by 31 per cent of the firms. A large number of firms utilize promotions from within (16.7 per cent). In contrast to American firms, schools and colleges are used by a very small number of Canadian firms (6.2 per cent). The reason for placing little reliance upon this latter recruitment source is that when Canadian firms staff managerial positions, they prefer men with some experience rather than to develop new talent by training young college graduates.

There is no relationship between the size of the firm and the most preferred type of recruitment method. Firms of all sizes equally favor the previously noted recruitment sources.

Vacancies at Managerial Ranks

Effectiveness of a firm is often measured by the quality and quantity of its managers. Unfortunately, large Canadian firms are currently facing an alarming shortage of managers. Approximately 21 per cent of the sampled firms reported unfilled vacancies in this area. Some firms that reported no problematic shortage of managers also mentioned that they often had to fill a vacancy with a less than desirable candidate. It seems to this researcher that the managerial levels of large Canadian business firms follow a policy of expendiency in staffing. Rather than to have an unfilled position, and wait to locate the most desirable man, they prefer not to wait and to appoint a less than optimum person.

Seventy per cent of the firms reporting a shortage of managers were in manufacturing industries. The remaining 30 per cent were equally distributed between mining, petroleum, and service industries. A shortage of managers was reported by firms having more than 1,000 employees rather than by the relatively smaller organizations.

An overwhelming majority of personnel executives attributed unfilled managerial positions to the inflow of new firms to the Canadian market, thereby creating an excessive demand over supply. In order to remedy this situation, an overhaul of recruitment methods was suggested by the personnel executive concerned.

This area of manpower staffing definitely needs intensive research. The shortage of managers in Canada surpasses even the lack of techni-

cians and engineers that industrial countries face. The question that arose in the mind of this author concerns the possible implications of the above data. Such a shortage may not only be due to the lack of managerial talent, but also to the inefficiency of the marketing mechanism in bringing together potential applicants and available users of such talent.

Conclusion

This analysis points out that Canada needs all kinds of manpower to manage its business enterprises. Whether in the areas of finance, marketing, management, accounting, engineering, or production, the primary cause of operating problems is the unavailability of needed personnel. It is for this reason that recruitment gains so much importance in the economic development of Canada. It is largely through the development of proper recruitment techniques that one can solve the employment problems of Canada's growing business establishments.

This brief analysis of an industry by industry recruitment pattern in Canada indicates the value placed upon advertising. It is quite apparent that when firms cannot fill their ranks by attracting able candidates through advertising, they turn to private employment agencies or to their own manpower sources by promoting from within. Why is it that the large Canadian business firms seldom rely on public employment agencies? This seems surprising in light of the nature of the Canadian labor market. One would think that public employment services would be used more often than they are presently, especially since Canada still recruits a large portion of her labor force from abroad. The number of persons immigrating to Canada per year exceeds 300,000, sometimes even reaching the 400,000 mark. Is the unwillingness to use public employment services due to the poor quality of these services? Or is it that these services are not advertised properly? In either case, the data suggests that in order to equate the supply of personnel with the demand, enough work is not done by both the firms and the government. Without remedying the mechanics of the job market, it is very unlikely that one could ever get a true picture of the demand and supply of manpower in Canada.

It will be of particular benefit to determine the extent to which the manpower shortage in specific occupations is real. This will benefit business by giving them a criterion against which to allocate an amount of money for recruitment and manpower development. It will also enable the government to adjust its immigration policies.

From data collected by this survey, inferences can be made concerning the adequacy of recruitment techniques used by large Canadian firms. It may very well be true that current recruitment techniques are not the best to create a large pool of applicants.

More flexibility in recruitment methods is also needed in Canada. Firms must adjust their recruiting practices to changing labor supply conditions. Canadian business firms must review their channels of recruitment and adopt different ones, depending upon the tightness of the market and the firms position in the labor market.

In this period of almost full employment, more aggressive methods of attracting managerial, supervisory, and technical personnel will yield much better results. Overall recruitment patterns in progressive businesses have been modified. Today, business does not wait for the recruit to appear at the door, it goes out to find him.

ANALYSE DES MÉTHODES DE RECRUTEMENT AU SEIN DES PLUS IMPORTANTES ENTREPRISES CANADIENNES

Cette étude s'est faite sur un échantillonnage de soixante-dix grandes entreprises, choisies selon les critères suivants:

a) l'entreprise doit être une des plus grosses du Canada à la fois quant au nombre d'employés et quant aux actifs de la firme;

b) le fait que la firme soit contrôlée par des intérêts canadiens ou américains a été ignoré.

66% des entreprises choisies sont des entreprises du secteur manufacturier, les entreprises de commerce au détail et en gros constituent 10% de l'échantillonnage, 7% sont des entreprises minières et pétrolières, 6% des entreprises de transport, 8.5% des banques et enfin les compagnies d'assurances, complètent l'échantillonnage avec un peu moins de 3%. Le nombre moyen d'employés de ces entreprises est de 1,941; il y a toutefois de grands écarts entre les plus grandes et les plus petites puisque 16.7% des 70 entreprises emploient moins de 250 travailleurs alors que 62.5% en comptent entre 1,000 et 6,000.

Examinons maintenant comment les entreprises canadiennes engagent de nouveaux employés, en se servant de deux hypothèses :

a) Plus le manque de main-d'oeuvre est grand, moins les méthodes d'engagement de ces entreprises sont efficaces ;

b) Plus les méthodes employées pour l'embauche sont adaptées et précises, moins le manque d'employés pour ce travail particulier se fera sentir.

La publicité existe dans la plupart des entreprises pour engager des travailleurs spécialisés, mais surtout chez les petites entreprises. Les plus grandes compagnies

utilisent différentes sources d'embauchage en mettant l'accent sur les collèges et les écoles techniques. Étant donné qu'apparemment les compagnies plus grandes et plus prospères ont engagé du personnel qualifié grâce à ces différentes sources, l'auteur suggère que les compagnies de petite et moyenne envergure modifient les méthodes de recrutement et s'orientent davantage du côté des écoles et collèges pour engager leur personnel qualifié.

RECRUTEMENT DES CADRES

39% des entreprises étudiées ont recours à la publicité afin de choisir leurs éventuels contremaîtres alors que 29% optent pour l'attribution de ces postes à des individus occupant préalablement des postes inférieurs au sein de l'entreprise. Enfin 10% des entreprises ont recours aux services de bureaux de placement privés.

RECRUTEMENT DU PERSONNEL DE BUREAU

Il n'y a aucun problème de recrutement de ce côté puisque seulement 6.2% des compagnies consultées disent manquer de personnel pour occuper ces positions. Les entreprises emploient des méthodes très économiques pour pourvoir ces postes, soit les annonces dans les journaux, les affiches sur l'édifice et les bureaux de placement publics.

RECRUTEMENT DES COLS BLEUS

Ici, les méthodes diffèrent beaucoup et il n'existe pas de méthode privilégiée par l'ensemble des compagnies. Cependant, 40% des administrateurs s'entendent sur l'amélioration des méthodes de recrutement, par l'augmentation des salaires, de meilleures conditions de travail, le recyclage et l'amélioration des relations humaines.

POSTES DE DIRECTION ET PROCESSUS DE RECRUTEMENT

Il existe une pénurie d'administrateurs illustrée par le fait que 21% des entreprises interrogées signalent des postes vacants qu'ils ne peuvent pourvoir. En ce domaine, les entreprises font surtout appel aux bureaux de placement privés (39%) et à la publicité (31%) alors que 16.7% des compagnies favorisent le système de promotion d'employés déjà au service de la compagnie. Plusieurs entreprises qui ne signalent pas de postes vacants affirment avoir fréquemment comblé un poste par une personne de compétence médiocre ; l'auteur signale que les entreprises semblent très pressées de pourvoir ces postes de gérants et de directeurs, de sorte qu'ils préféreront se rabattre sur un individu de compétence inférieure plutôt que de laisser le poste inoccupé et d'attendre le candidat idéal.

CONCLUSION

Les entreprises doivent adapter leur processus de recrutement aux besoins du monde du travail constamment en évolution. Si l'on ne change pas les processus du marché du travail, il est peu probable que l'on n'ait jamais une idée exacte de la demande et des besoins du monde du travail au Canada. La situation actuelle de presque plein emploi exige des méthodes plus poussées d'attirer le personnel de direction, les cadres et les techniciens. Les entreprises canadiennes doivent reconsidérer leurs sources de recrutement et en adopter de nouvelles selon la situation du marché et la position de l'entreprise à l'intérieur du marché du travail.