

to establish "a valid methodology for assessing the effectiveness of Canada Manpower Centres." Eleven Canada Manpower Centres have been randomly selected for this test. The experiments being carried out in other countries and particularly in the United States Employment Service to estimate the quality of the services that their manpower centres render were described to the Committee (5:6). They may prove useful in developing an approach suitable for the evaluation of Canada Manpower Centre operations.

Recognition of the need to improve accuracy of the reported placement statistics is evident in the memorandum 'Standards of Service' sent to all CMC managers on August 22, 1975. One of these standards states: "CMC managers will establish a quality control for their own placement operations." It is explained that "while the Department intends to develop and establish an on-going placement service evaluation process, the implementation of the CMC control system will be proceeded with immediately."⁹

The need for a complete evaluation of both data and performance in placement activities was discussed by many witnesses who appeared before the Committee. Dr. Meltz' statement expresses their opinion:

Knowing who you place, where you place, how successful you are, where your business is, and if you are really concentrating on a certain occupation, whether you are doing a good job at that: I could not agree more that those are the important things. (14:10)

A complete evaluation of the placement function will be difficult. To design a follow-up survey to measure the effectiveness of placement beyond one week in terms of what happens to the employee who has been placed will present a formidable problem. The collection of the data for such an evaluation will add to the burden of the counsellor who already feels that he has more than he can deal with. But there is an imperative need for an evaluation of the total placement function. Everything the Committee heard or saw about the operation of Canada Manpower Centres in their relationships with both employees and employers emphasized this need. The abundant expertise evident in the operation of the Strategic Planning and Research Division must be brought to bear on the development of the methodology required to give a truly effective evaluation of this core function of the Division.

The Committee recommends an immediate evaluation of the placement activities of the Canada Manpower Centres. This should include a complete review of the technique of data collection to establish that published figures reflect the real effectiveness of placement, not just the numerical computation of placement transactions.

⁹ Letter to the Chairman, August 21, 1975