

four companies had been taken from records of Canada Manpower Centres which listed their job orders. In comparing the Department's record with the statements made to the Committee by the companies, the official acknowledged that "we could make some minor mistakes, but generally we would get a very good general ballpark figure of what has happened for each company." (19:19)

Following the hearing of May 1, in response to a direct request from the Committee, the employers concerned studied the lists provided by the Division and reported in some detail by letter their attempts to reconcile company records of placements and referrals with the corresponding record provided by the Department.

The degree of discrepancy between these two reports is indicated in a letter to the Committee from Mr. M.R. Mallory, Manager of Rubbermaid (Canada) Limited. This was read to the Minister during the hearing on June 19, 1975 and therefore forms part of the Proceedings of that day. (26:19).

Of 22 placements claimed by the Division to have been made at Rubbermaid (Canada) Limited the company could only identify seven. Procor Limited identified a similar discrepancy. The Division showed an understandable concern when the records of persons actually named as CMC placements were denied by the companies. Both the Manpower Division and the companies have described in letters to the Committee the numerous personal contacts undertaken since the Committee concluded its hearings in an attempt to sort out the discrepancies.

The evidence of confused interpretations about placement in this correspondence alone is strong enough to suggest that the accuracy of data collected on numbers is open to challenge and that a complete review of the techniques of data collection should be made as a first step in monitoring the overall effectiveness of Canada Manpower Centres. If the department collects figures on the numbers of placements made and publishes them as evidence of its success, the figures should be correct.

It is evident that the department itself does not rely entirely on gross placement figures to judge the effectiveness of placement activities in individual Canada Manpower Centres. Mr. Manion explained in a letter to the Committee on July 17:

Over time, trends are established in the referral to placement ratio and any major variation in this established trend will indicate that something unusual is occurring and requires investigation. Of far more importance in our management information is the proportion of employers' job orders which are filled and the volume of regular placements.

Cancellation of job orders is another important indicator of the efficiency of CMC operations which are carefully monitored.

Some preliminary preparation for an overall evaluation of the placement function has been set in motion recently. A 'CMC effectiveness study' is shown amongst the current pilot projects of the Division tabled and printed on March 20, 1975. (11:83) The description of this pilot project indicates that its purpose is