RECRUITMENT SOURCES

Exhibit 6.2 ■

SOURCE	ADVANTAGES	DISADVANTAGES
Employee Referrals	Inexpensive; expeditious; allows for potential of better self-selection by candidate; referrer provides candidate with Realistic Job Preview (RJP)	May be source of "systemic" discrimination; potential referrer discontent problems if candidate is not selected; potential for "halo," stereotyping and attribution bias
Newspaper and Magazine Advertisements	Reaches a wide audience; potential use of "blind ads"; able to fit newspaper and magazine demographics to target population; targeting can help with diversification initiatives; may help image	Cost; may result in undesirable volume
Job Posting	Convenient; cost efficient; candidates are known to the organization; can be a potential morale booster; "good" human resources management and potentially good for labour/ employee relations; may offer promotional opportunities	Normally a very shallow pool of candidates; potential problems if employee is not selected; potential "halo" biases; potential disruptions when candidate leaves existing department
Search Firms/Agencies	Professional handling; creates "distance" if needed; quick; paying for service produces results; saves on staff time; only use when needed	Cost; control; time

SOURCE	ADVANTAGES	DISADVANTAGES
Walk-ins; Call-ins; Write-ins	Cost effective; good for public relations; allows for potential "self-selection" through information distribution	Requires good application and job information management systems; random; potential to miss target groups
School Recruiting / On Campus	Can be integrated with a graduate program; can build long-term institutional relations; "self-selection" and RJP; pre-screening	Can be costly; may develop unrealistic expectations amongst students that companies cannot deliver on; bias towards one age group
Job Fairs	Highly focused; brings in numerous candidates in a short period of time; allows for information distribution; public relations benefits	Can be costly and time-consuming
Open "House"	Similar benefits to a job fair	Similar to job fair
Direct Mail	Personalized; can be selective if needed	Potential for very low response; can be costly
Radio/T.V.	Can substantially increase scope and size of potential candidate pool; can be combined with marketing and sales initiative; good public relations	Very costly; may lead to a deluge of candidates; raises company profile when not desirable
Alliances	Focused; allows for "pre-screening" of candidates; cost effective	Difficult to establish; alliance may go sour; creates a dependency

SOURCE	ADVANTAGES	DISADVANTAGES
Employment Agencies - Contingency	Cost effective; quick	May not tap target groups; "you get what you pay for"; question of candidate quality through this source
Retired Military/Police/Fire/ Bus Drivers	High quality pool; "pre-screened"; candidates have received training and are qualified in most of the knowledge and abilities for the job; salary and benefits not normally a priority	Not easily tapped; limited in size; considerable competition; because of the demographic make-up of this group may not contribute to diversification of the workforce
Handouts	Can be cost effective; ability to target high potential groups	Question of whether the right message is being sent; may appear as desperate act; potential negative public relations
Union/Professional Associations	Good for labour relations; cost effective; pre-screening and RJP	Question of commitment of union and association to assist
On-line/Internet	Cost effective; allows for RJP; can be electronically integrated with applicant information management systems	Limits pool to those who have on-line access, which may not be a typical candidate for bus operator position
Government Coop Programs	Inexpensive and in some cases pre-screening has already been done; Funding may be available	Candidates may not be of right type; strings may be attached to funding
Vehicle Mounted Posters	Inexpensive and in certain cases may result in good "penetration" of target audience	Very few if any disadvantages if done professionally