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# Meeting the Future Head On

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# Outline

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- CN: North America's Railroad
- Need for change in recruitment
- Our solution
- Results and Impact
- Going forward



# CN: North America's Railroad

CN is a leader in the North American rail industry. Since its privatization in 1995, CN acquired Illinois Central in 1999, WC in 2001, GLT in 2004 and BC Rail in 2005.

- **We are a more efficient railroad**

CN has the best operating ratio in this industry.

- **We are a more connected railroad**

CN is the only railroad which crosses the continent east-west and north-south.

- **We are a more diverse railroad**

CN revenues derive from the movement of a diversified and balanced portfolio of goods.



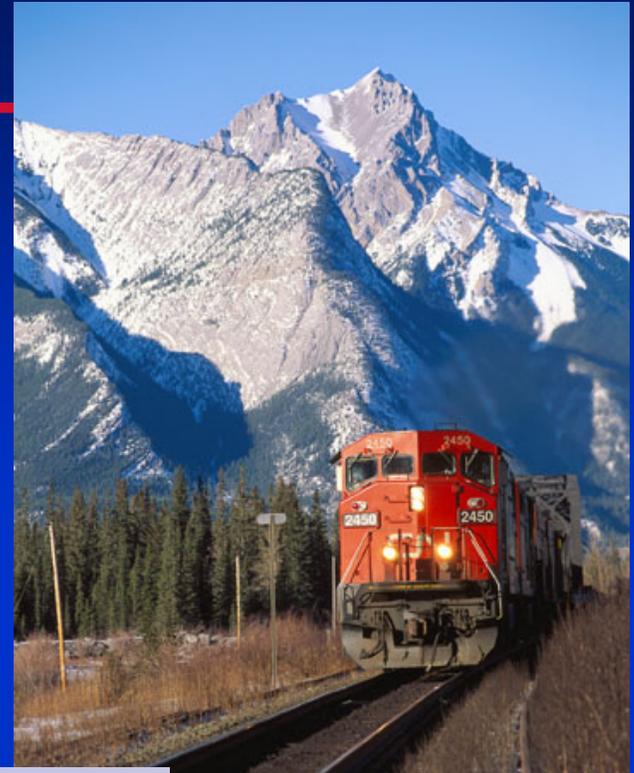
Learn more at [www.cn.ca](http://www.cn.ca)



# CN: North America's Railroad

## In a few numbers (2004):

- Number of employees: 22 470
- Revenues (in millions): 6,548
- Net income (in millions): 1,258
- Operating ratio: 66.9%
- Route miles: 19 304
- Carloads (thousands): 4,654



Learn more at

# Need for change in recruitment

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- Key factors that lead to the decision of changing our recruitment system:
  - Workforce planning challenges ahead
  - Opportunity to get the right people in
  - Multiple systems developed in the 80's and the 90's that became obsolete
  - Need to integrate and drive culture and processes
  - Need to increase legal defensibility
  - Opportunity to improve services to internal clients



# Our solution

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- One integrated system (AMS)
- Automatic handling of the applicant data
  - Helps identify more qualified candidates quicker
  - Limits manual administration/processing
- Centralization and standardization of testing
  - Testing linked to job family
- Flexible and scalable
- Good reporting capacity



# Results and Impact

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- Implementation successfully completed Oct. 2004
- Complete review of job analysis and job families
- To date:
  - 16 users (4 full-time recruiters)
  - 7 job families
  - Over 130 job postings
  - About 8000 candidates
  - Over 350 hires (74 conductors, 126 trackman)

# Results and Impact

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- Increased the quality of the employees hired
- Allowed the recruitment of larger groups of employees with on-line testing
- Increased the diversity of our web applicants
- Standardized our processes across the company
- Increased collaboration between recruiters
- Positive impact on the image of the company



# Results and Impact

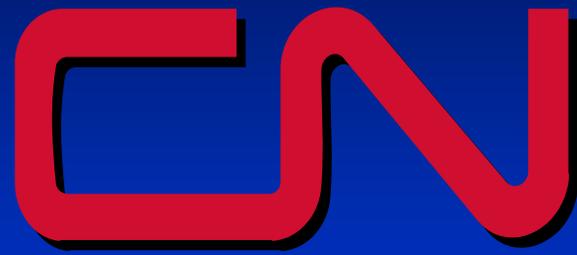
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- Candidate satisfaction data shows that:
  - 98.4% are satisfied with the process on the web, 84.31% by phone
  - 96.84% considered it user-friendly
  - 89.56% considered it more efficient than paper
  - 76.51% see a link between the inventory and the job (60.78% when done by phone)

# Going forward

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- Our next challenge is to leverage this investment and the assessment content by:
  - Enhancing the web site interface
  - Adding an automatic job posting system
  - Continuing development to meet specific and growing needs (ex. new job families)
  - Using the system and tools for internal promotions



**Thank you!**