

Successful Initiatives Compendium

Transportation Skills Development Taskforce

February 2007

FOREWORD

In September 2005, the Council of Deputy Ministers Responsible for Transportation and Highway Safety established a Skills Development Task Force composed of representatives from provincial and territorial jurisdictions and the federal government. As part of its initial work plan, the Skills Development Task Force committed to develop a Compendium of Successful Initiatives in the area of transportation recruitment, retention, training and education, and to make this compendium available to stakeholders. Submissions to the compendium were received from a variety of public and private sector entities from across the transportation sector and are attributed accordingly. The Skills Development Task Force wishes to thank contributors for their input.

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BUS INDUSTRY - PUT YOUR CAREER IN GEAR

Motor Carrier Passenger Council of Canada

Description

Promoting Opportunities

The Motor Carrier Passenger Council of Canada has created a package of career awareness and recruitment initiatives, along with a voluntary national Certification Program for professional bus drivers. The career awareness program *Put your Career in Gear* included advertising inside buses and positioning the bus industry as a satisfying, long-term career option for young people and those seeking new opportunities. Both the public and drivers have responded positively. As noted, the drivers appreciate that their skills and professionalism are being recognized. Also, an industry team has published a guidebook and corresponding CD ROM, entitled *Behind the Wheel*. This publication outlines the best practices that recruit drivers for various segments of the industry. This strategic approach includes workforce planning, careful screening that starts with the language used in advertisements, continuing with telephone screening, videos, structured interviews, careful background and reference checks, and efficient orientation.

Objectives

- ♦ To promote career awareness and recruitment best practices for the bus industry.
- ♦ To encourage young people to consider careers in bus transportation.
- ♦ To maximize training investment through effective recruitment, selection and orientation.
- ♦ To recognize the qualifications of bus operators through certification.
- ♦ To recognize excellence in training programs which meet or exceed the NOS through accreditation.
- ♦ To promote a lifelong learning culture that applies both an effective workforce and succession planning strategies, apprenticeship and mentoring programs and a range of training approaches.

Results Achieved To Date

- ♦ Ongoing successful recruitment of drivers who are well suited for the occupation.
- ♦ Retention of drivers and lower turnover rate.
- ♦ Projected increased return on training investments.
- ♦ Positive response from drivers who appreciate greater recognition of their skills.
- ♦ A career toolkit for the Ministry of Education of Quebec is forthcoming.

Stakeholders Involved

- ♦ Motor Carrier Passenger Council of Canada
- ♦ Bus Industry Employers
- ♦ Labour Unions
- ♦ Human Resources and Social Development Canada
- ♦ Bus Industry Employees
- ♦ Municipal, Provincial and Federal Governments
- ♦ Educators
- ♦ Bus Manufacturers

Website Information

<http://www.buscouncil.ca>

<http://www.conseilautobus.ca>

Best Practices Resources:

<http://www.buscouncil.ca/content/best-practices.php>

<http://www.conseilautobus.ca/content/best-practices.php>

Promotion:

<http://www.driveabus.ca> (bilingual)

Contact Information

Motor Carrier Passenger Council of Canada

9555 Yonge Street, Richmond Hill ON L4C 9M5

Toll free: 1-866-271-1107

E-mail: info@buscouncil.ca

ENGINEER-IN-TRAINING PROGRAM

Government of British Columbia

Description

The Engineer-in-Training (EIT) program with the Ministry of Transportation in the Province of British Columbia (BC) provides graduating engineers with early-career opportunities that allows them to experience the diversity of the ministry leading towards a clear career path within the organization. Moreover, it presents a means to build a solid record of accomplishments, as well as a broad-based perspective of our organization. Finally, it offers the flexibility to work at several locations before determining where a participant's talents best meet our business needs. Our program offers:

- ♦ an opportunity to gain experience in several types of jobs at different sites throughout the ministry and the province; and
- ♦ three to four assignments over the four-year program, affording each engineer an opportunity to train, develop, obtain challenging work assignments and grow professionally.

Objectives

- ♦ To bring top-quality engineers into the public service.

Results Achieved To Date

- ♦ The program has an overall retention rate of approximately 80%.
- ♦ The previous Deputy Minister, Dan Doyle, and many of our senior managers are graduates of the EIT program.

Stakeholders Involved

- ♦ Universities and Technical Schools in BC and Alberta
- ♦ Association of Professional Engineers and Geoscientists of BC
- ♦ Professional Employees Association
- ♦ BC Public Service Agency

Date Implemented

The EIT program has been in place in the province since the 1960s.

Website Information

<http://www.th.gov.bc.ca/recruitment>

Contact Information

Human Resources Branch
Ministry of Transportation
Tel: (250) 387-0143
Fax: (250) 387-5334
E-mail: Mot.Recruitment@gov.bc.ca

INFRASTRUCTURE OPPORTUNITIES PARTNERSHIP

Government of Ontario - Ministry of Transportation

Description

The Infrastructure Opportunities Partnership (IOP) is a partnership between 6 organizations: Ministry of Transportation of Ontario (MTO), Municipal Engineers of Ontario (MEA), Ontario Good Roads Association (OGRA), Ontario Road Builders Association (ORBA), Ontario Public Works Association (OPWA) and the Consulting Engineers of Ontario (CEO). These six organizations represent owners (i.e., government), consultants and contractors. An employer partnership consists of an owner, consultant and contractor in a particular geographic area. Civil engineering students complete 3 four-month summer work terms – one with each partner – while completing their bachelor's degree. (Potential to expand IOP to include students from Ontario's community colleges studying civil engineering technology.)

Objectives

- ♦ To reverse the declining interest in careers in civil engineering in both the public and private sectors.
- ♦ To address the deficit of qualified engineering candidates for transportation and public works positions.
- ♦ To produce civil engineering graduates who can provide a full year of relevant, practical, on the job experience to their post-graduation employment.
- ♦ To expose IOP participants to three different perspectives and career venues within the civil engineering and construction industry.

Results Achieved To Date

- ♦ 27 employer partnerships established providing employment for 27 students as of the 2005 summer work term.

Stakeholders Involved

- ♦ Universities in Ontario
- ♦ Municipal Engineers of Ontario (MEA) and Ontario Municipalities
- ♦ Ontario Good Roads Association (OGRA)
- ♦ Ontario Road Builders Association (ORBA) and Member Firms
- ♦ Ontario Public Works Association (OPWA)
- ♦ Consulting Engineers of Ontario (CEO) and Member Firms
- ♦ Professional Engineers of Ontario (PEO)

Date Implemented

- ♦ Pilot Program 2005
- ♦ Exploring opportunities to expand the program for 2006 and beyond

Website Information

http://www.ogra.org/content_details.asp?itemcode=OGRA-EDU-RELE&itemid=6064

Contact Information

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Ontario Good Roads Association
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INTERNSHIP PROGRAM

Government of Alberta

Description

Program participants are recruited by Alberta Infrastructure and Transportation (INFTRA) directly from University for a two-year period. Between two and four participants are recruited each year. As a result, six program participants are employed at any given time. INFTRA provides a variety of work experiences for each participant in the several of INFTRA's Branches. INFTRA's Human Resource Branch monitors the program and conducts in-service and exit interviews.

Objectives

- This program was started in 2002 and was designed to attract Civil Engineering graduates to a career in transportation, and to provide them with a broad range of work experiences within INFTRA over a two-year period.
- Graduates from this program provide a pool of people from which INFTRA can recruit. For those who chose to work in another related industry sector, the wealth of knowledge obtained regarding the driving forces behind INFTRA will have a positive impact on working relationships.

Results Achieved To Date

- During their two years, participants are given meaningful work. They gain a firm understanding of the issues underlying INFTRA, and usually gain a deeper appreciation of INFTRA's requirements.
- 50% of the graduate interns continue employment with INFTRA. The counter-percentage signifies those working in other industry sectors.
- Almost 30% of the intake of participants leave prior to completing the two-year period for permanent positions in industry (INFTRA does not have the types of experience sought by some new graduates (e.g. hands on design and construction experience for entry level) and interns in the program are looking for job security and may leave the program to take a full time position elsewhere. Not all supervisors have the ability to support and coach learners or to meet their desire for ongoing challenges throughout the duration of the program. This ongoing program is very popular, and as the learners need on-going challenges for the length of the program to keep interest, INFTRA typically has 6 interns at any given time.

Stakeholders Involved

- Alberta Infrastructure and Transportation (INFTRA)
- University of Alberta
- University of Calgary

Date Implemented

2002

Website Information

<http://www.hre.gov.ab.ca/cps/rde/xchg/hre/hs.xsl/563.html>

Contact Information

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JOB EXPERIENCE PROGRAM – FIRST NATION TRAINING CORPS

Government of Yukon – Highways & Public Works

Description

The First Nation Training Corps (FNTC) with the Public Service Commission in the Yukon Territory was created in February 1986 as the Native Training Corps. This program offers employment/training opportunities to Yukon First Nation's people in order to obtain training, employment experience and promotion within a variety of occupations at various levels in the government. It is not the intent of this program to impact, by itself, the level of representation of aboriginal people in government. This program is a single special measure that, in conjunction with other special initiatives undertaken by Departments, will further support progress toward a representative public service.

Objectives

- ◆ Encourage and promote the external hire and internal promotion of Yukon First Nation's people who lack the full working level qualifications normally required for targeted positions.
- ◆ Provide targeted training opportunities at all levels and occupations.
- ◆ Provide employment and training opportunities that significantly impact on the corporate culture, e.g., impact on decision making, service delivery, role modeling.

Results Achieved To Date

- ◆ The program is funded by the First Nations to a specific level each year and is being fully utilized where a high percentage of participants complete their training.

Stakeholders Involved

- ◆ Different departments in the Yukon Government; and
- ◆ First Nation Governments.

Date Implemented

The First Nation Training Corps has been in place since 1986.

Website Information

http://www.psc.gov.yk.ca/diversity/fn_trainingcorp.html

Contact Information

Public Service Commission
Corporate Human Resources Services
Phone: (867) 667-3486
E-mail: marge.baufeld@gov.yk.ca

JOB EXPERIENCE PROGRAM – GRAD CORPS

Government of Yukon – Highways & Public Works

Description

The GradCorps internship program with the Public Service Commission, Government of Yukon, stems from the *Investing in Public Service – serving Yukon people (IPS)* initiative and provides recent Yukon post-secondary graduates with valuable work experience to help them improve their employment prospects. This program also supports the IPS goal of encouraging the transfer of knowledge from experienced to younger employees.

GradCorps offers:

- ♦ challenging, career-related internship assignments within Yukon Government departments;
- ♦ an opportunity to help bridge the experience gap by giving Yukon graduates valuable public work experience and a chance to increase their career potential; and
- ♦ a one-year placement with a competitive salary and benefits package.

Objectives

- ♦ GradCorps can help departments meet their current and future recruitment needs by forming connections between recent graduates and the public service.

Results Achieved To Date

- ♦ The internship program has been recently introduced in 2005; therefore, no data is available at this point.

Stakeholders Involved

- ♦ The stakeholders are the various departments of the Yukon Government and Yukon post-secondary graduates.

Date Implemented

The GradCorps is a new internship program that has been in place in the Territory since July of 2005.

Website Information

<http://www.employment.gov.yk.ca/gradcorps.html>

Contact Information

Public Service Commission
Corporate Human Resource Services Branch
Tel: (867) 667-5653
Fax: (867) 667-5755
E-mail: gradcorps@gov.yk.ca

JOB EXPERIENCE PROGRAM – STEP

Government of Yukon – Highways & Public Works

Description

The Student Training and Employment Program (STEP), with the Department of Education in the Yukon Territory, allows both Government and non-Government employers to apply for a wage subsidy to assist in providing summer employment for Yukon Post-Secondary Students. Employment opportunities are restricted to Yukon students who have just completed a semester of full-time under-graduate studies in or out of the Yukon, who are returning to full-time under-graduate studies in the fall of that year, and who have resided in the Yukon for two consecutive years immediately prior to the commencement of post-secondary classes, or Yukon students who are eligible for the Yukon post-secondary grant. The STEP program offers:

- ♦ competitive set minimum wage for students;
- ♦ guaranteed employment for twelve (12) weeks for students; and
- ♦ guaranteed wage subsidy for twelve (12) weeks for employers.

Objectives

- ♦ Employment positions that provide practical experience related to a specific field of study, providing students with an opportunity to acquire practical experience in their career-related field.

Results Achieved To Date

- ♦ Throughout the years, there has been a steady increase in participation from employers and students. In 1978, the program had 24 positions. Currently, there are 131 positions, demonstrating an increase of over 5 fold that of the program's first year.

Stakeholders Involved

- ♦ Various departments of the Yukon Government;
- ♦ Private Sector; and
- ♦ Non-Government Organizations.

Date Implemented

The STEP program has been in place in the Yukon Territory since 1978.

Website Information

<http://www.education.gov.yk.ca/advanceded/employment/stepprogram.html>

Contact Information

Department of Education

Advanced Education

Phone: (867) 667-5927

Toll Free In Yukon: 1-800-661-0408 Local 5927

E-mail: ann.birnie@gov.yk.ca

LONG HAUL TRUCK DRIVER FOREIGN WORKER RECRUITMENT INITIATIVE

Government of New Brunswick

Initiative

To recruit and bring in foreign workers to New Brunswick as immigrants specifically to fill long haul trucking position vacancies.

Description

The Long Haul Truck Driver Foreign Worker Recruitment Initiative, within the Department of Business New Brunswick, was created to address the shortage of long haul commercial truck drivers. It originated through a partnership with the Atlantic Provinces Trucking Association (APTA), Business New Brunswick (BNB), Citizenship and Immigration Canada (CIC) and Human Resources and Skills Development Canada (HRSDC). Allocation of applicants is determined on a case basis by HRSDC in consultation with APTA and New Brunswick officials when required. Initially, these workers are brought into the Country under the Human Resources and Skills Development Canada's Temporary Foreign Worker Program for occupations requiring high school diploma or specific on the job training. Subsequently, foreign workers may choose to apply for nomination for permanent resident status from the Provincial Nominee Program (PNP) administered by the province of New Brunswick.

Objectives

- To process a maximum of 100 foreign truck drivers per year.
- To reduce the shortage of long haul truck drivers through foreign worker immigration resulting in permanent resident status.

Results Achieved To Date

- To date a total of 65 truck drivers have applied for permanent residency status under the Provincial Nominee Program many of which have now become landed immigrants.
- The program so far has focused on recruiting from European countries such as the Netherlands where barriers or impediments to employment for truck drivers are minimal.

Stakeholders Involved

- Atlantic Provinces Trucking Association (APTA)
- Immigration and Repatriation Secretariat (Province of New Brunswick)
- Citizenship and Immigration Canada (CIC)
- Human Resources and Skills Development Canada (HRSDC)
- Private recruitment / immigration consultant agencies

Date Implemented

This initiative began approximately four years ago (2002-03 fiscal year).

Website Information

<http://www.apta.ca/pdfdownloads/foreignworker.doc>

Contact Information

Angela Mullin

Immigration Officer / Agente d'immigration

Immigration and Repatriation Secretariat /

Secrétariat de l'immigration et du rapatriement

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MATH AND SCIENCE AWARDS

Government of the Northwest Territories

Description

The Department of Transportation actively participates each year in a Math & Science Award program in partnership with the Department of Public Works & Services. This program recognizes students across the Northwest Territories in grades 7, 8 and 9, who have attained a high level of achievement in Math and Science. In 2005, 33 students were nominated to receive the award. Recipients are presented with a T-shirt and a book with either a math or science theme appropriate to their age group. Repeat recipients are also presented with a calculator.

Objectives

- ♦ To promote a lifelong interest in math and science and to encourage young students to pursue future studies in these areas for the purpose of attracting more Northerners into careers in transportation and trades related fields such as engineering, carpentry and other building trades, avionics, meteorology, marine and trucking services, building maintenance, geometrics, survey technology and environmental sciences.

Results Achieved To Date

- ♦ The number of repeat recipients attests to the success of this program. Each year there are approximately 15 repeat award recipients.

Stakeholders Involved

- ♦ Department of Transportation employees, elementary, junior high and high school students of the NWT, their families, schools and communities.

Website Information

<http://www.gov.nt.ca/agendas/education/index.html>

Contact Information

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NOVA SCOTIA PUBLIC SERVICE “CAREER STARTS” PROGRAM

Government of Nova Scotia

Description

The *Career Starts* program provides young Nova Scotians with practical employment experience and promotes the provincial civil service as a viable career path. The program provides youth with valuable career-related experience by working as interns for government departments, agencies or commissions.

The Public Service Commission funds four youth employment programs through *Career Starts*:

- Post-Secondary Internship Program
- Summer Diversity Program
- Summer Female Mentorship Program
- Summer, Fall and Winter Co-operative Employment Program

Career Starts employment programs offer assignments, projects and skills development opportunities within the Nova Scotia government. The Post Secondary Internship Program offers provincial departments the opportunity to hire an intern, funded by the Public Service Commission for a two-year term. In order to be eligible for this program, applicants must have graduated within the past 18 months from a university, community college, or a recognized trade school.

The other three programs offer valuable career-related internships for a period of four months while candidates are still attending school. Departments that have hosted interns in the past have found them to be excellent workers – adding diversity, enthusiasm, knowledge, and new perspectives to their host departments. The interns gain valuable on-the-job experience and training.

Each year, the government offers internships in fields that have been identified as difficult-to-fill and critical to our future. The work assignments may vary each year.

Objectives

- ♦ To help young people develop employment-related skills and gain career-related experience
- ♦ To promote the provincial civil service as a viable career path
- ♦ To contribute to the achievement of a diverse workforce
- ♦ To educate young people on the structure and organization of the provincial public sector
- ♦ To facilitate the development of a skilled and experienced workforce of young provincial employees to effectively replace retiring civil servants

Results Achieved To Date

- ♦ For the 2006-2008 two-year Post-Secondary Internship Program, interns are being recruited in the fields of engineering, finance and audit, information technology, policy, science and technology, and human resources.
- ♦ Of the 84 graduates of the program, 18 are now full-time employees with the provincial government, and another 15 have been hired on a part-time or casual basis.
- ♦ The PSC has been able to increase the number of summer internship positions from 10 to 15 for the summer of 2006.

- ◆ The Department of Transportation and Public Works has participated in these programs for the past four years. The Department has hired 15 students since 2002 under the Summer, Fall and Winter Co-operative Employment Program and two interns under the Post-Secondary Internship Program. As well, the Department hired its first student under the Summer Female Mentorship Program in 2006.

Stakeholders Involved

- ◆ Universities, Community Colleges and Trade Schools within Nova Scotia
- ◆ All NS government departments and agencies
- ◆ Cooperative Employment Offices on post-secondary school campuses
- ◆ Non-government organizations that serve diversity clients

Date Implemented

1998

Website Information

<http://www.gov.ns.ca/psc/>

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ONE JOURNEY – WORK AND LEARN INITIATIVE

Nova Scotia Trucking Industry

Initiative

To match employers who need skilled professional Class 1 truck drivers with social assistance recipients who require training and employment.

Description

One Journey – Work and Learn matches employers who need skilled workers with social assistance recipients who require training and employment. This program is managed by Nova Scotia's Departments of Community Services and Education and is part of the province's *Skills Nova Scotia* initiative. It provides job-specific training to clients in receipt of income assistance who, upon successful completion, move into employment with an industry partner. The model relies on strong partnerships with business, community, and other government departments.

Since its inception in 1999, *One Journey* has run more than ten programs in partnership with the following industries: Hospitality, Flooring Installation, Auto Parts and Inventory Control, and Call Centre Customer Service.

In 2005, the Nova Scotia Trucking Human Resource Sector Council began its participation in the initiative in response to the shortage of professional Class 1 truck drivers in the Nova Scotia.

Objectives

- ◆ To assist individuals in acquiring the skills, training and education necessary to secure successful employment in the trucking industry
- ◆ To develop an additional recruitment and retention tool for the trucking industry
- ◆ To remove social and economic barriers so participants may achieve their personal goals of employment within the trucking industry

Results Achieved To Date

- ◆ As of April 2005, the program had assisted more than 120 income assistance recipients.
- ◆ Across all programs, the *One Journey* initiative has a 72% employment retention rate.
- ◆ The *One Journey Trucking* initiative enjoys a success rate of 85% employment rate (8 participants started program / 1 quit for medical reasons / 1 quit owing to skill set but found work shortly after leaving program and attributes success to involvement in *One Journey Trucking* / 5 of remaining 6 are working. The last participant is still in work experience and not complete as yet).

Stakeholders Involved

- ◆ Nova Scotia Trucking Human Resource Sector Council
- ◆ Department of Education
- ◆ Department of Community Services
- ◆ Armour Transportation Systems
- ◆ Eassons Transport
- ◆ Sunbury Transport
- ◆ Private Training Institutions
- ◆ Career Works Nova

- ◆ Future Worx
- ◆ Department of Community Services Clients

Date Implemented

July 2005

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OTHER PROMOTIONAL ACTIVITIES

Government of the Northwest Territories

Description

- ♦ *Skills Canada Career Expo*
The Department of Transportation has participated in the Skills Canada Career Expo in Yellowknife for about 5 years. Approximately 500 students visit the Transportation career display booth at this one-day career fair for all students in grades 6 to 12 from local area schools. Students participate in hands-on activities that vary from trying on Airport firefighting equipment to demonstrations of simple runway lighting circuits.
- ♦ *Other Career Fairs*
Several regions of the NWT also host annual career fairs – South Slave, Inuvik, Sahtu – for local area students and residents. The Department of Transportation is also an active participant at these regional fairs.
- ♦ *Take Our Kids To Work Day*
The Department of Transportation has actively supported this program for about 5 years in Yellowknife through the hosting of approximately 20 grade 9 children of employees. Students are given a tour of the Department’s 5 Yellowknife worksites, and opportunities to participate in some simulating and real-life experiences that range from taking an online driver’s test to visiting the Airport flight services centre, riding with the Highway Patrol Officers, participating in supervised highway maintenance activities and safety-related exercises, and lunch in the Airport fire hall.

Objectives

- ♦ To expose students in the NWT with exposure to the world of work with an eventual goal of attracting them to the transportation sector within the Northern workforce. Often students learn new things about Transportation and begin to focus their studies and part-time work in these areas.

Result Achieved To Date

- ♦ The Department of Transportation is considered to be one of the GNWT “Departments of choice” by students because of the “very cool” things that DOT volunteers expose them to and the exciting activities provided.

Stakeholders Involved

- ♦ Department of Transportation employees, elementary, junior high and high school students of the NWT, their families, schools and communities.

Website Information

<http://www.gov.nt.ca/agendas/education/index.html>

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TECHNICIAN ENTRY LEVEL PROGRAM

Government of British Columbia

Description

In the Technician Entry Level Program (TELP) with the Ministry of Transportation in the Province of BC, participants are provided with supervised work experience and increasing responsibilities until they reach the full working level of the position. Through exposure to a variety of technical problems, solutions and techniques, participants are provided with a solid career foundation for the future.

The two-year program consists of three parts: 1) recruitment and six-month probation period; 2) training and performance assessment; and 3) placement into permanent regular positions.

During the orientation and training periods, trainees work directly under a supervising senior technician whose role involves acting as a host, a mentor, a career counsellor, and performance evaluator.

Objectives

- ♦ To address our succession challenges in the technical area by recruiting recent technical school graduates.

Results Achieved To Date

- ♦ 100% retention of the six pilot program participants
- ♦ Recruitment of 19 TELP participants for 2006

Stakeholders Involved

- ♦ Universities and Technical Schools in BC and Alberta
- ♦ BC Government and Service Employees Union
- ♦ BC Public Service Agency

Date Implemented

- ♦ Pilot Program 2004
- ♦ Expanded and fully implemented in 2006

Website Information

<http://www.th.gov.bc.ca/recruitment>

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YOUTH INTERNSHIP PROJECT

Canadian Aviation Maintenance Council

Initiative

Aviation maintenance for secondary school students

Description

The Canadian Aviation Maintenance Council (CAMC) has designed a standardized curriculum for use in selected Canadian high schools. The Aviation Maintenance Orientation Program (AMOP) provides students with a learning foundation and often an internship placement to prepare them for post-secondary aviation programs. Twenty-two schools are now offering the program, in co-operation with local aviation maintenance partners. Many of the programs are co-situated with actual maintenance facilities, to provide enhanced access to tools, materials and expert personnel. The Air Cadet League of Canada is a new participant in the Youth Internship Project and is incorporating the AMOP curriculum into its cadet training.

Schools report that students in the program are extremely motivated and a high percentage continue into college aviation maintenance programs. The college programs know that students who have completed the high school program are well trained and committed to careers in the industry. Some co-op partners have even hired students straight out of high school when positions were available and the students had performed well in placements with the same employer.

Objectives

- ◆ To recruit qualified employees into Canada's aviation industry.
- ◆ To establish standardized training for high school students, before they enter college programs.
- ◆ To reduce drop outs at the college level by giving students sufficient exposure to the industry during high school years.

Results Achieved To Date

- ◆ Twenty-two programs established at high schools in eight provinces and two territories across Canada.
- ◆ The Air Cadet League of Canada signed an MOU with CAMC and has access to the AMOP curriculum.
- ◆ 300 – 400 students per year participate in the Aviation Maintenance Orientation Program.
- ◆ Reduced drop out rate in college programs among students who have completed AMOP.

Stakeholders Involved

- ◆ Canadian Aviation Maintenance Council
- ◆ High schools and school boards in eight provinces and two territories
- ◆ College-based aviation programs
- ◆ Aviation maintenance and aerospace manufacturing industry

Website Information

<http://www.camc.ca/en/WhoWeAre/CAMCProjects/youthInternshipProgram.html>

<http://www.camc.ca/fr/QuiNousSommes/ProjetsDuCCEA/programmeJeunesStagiaires.html>

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APPRENTICESHIP PROGRAM

Government of the Northwest Territories

Description

The Department of Education, Culture and Employment (ECE) of the Government of the Northwest Territories (GNWT) supports an apprenticeship program, through the NWT/Canada Service Centre, that provides financial assistance to individual departments, including the Department of Transportation, in order to promote the development of employees in skilled trades. The program subsidizes the wages of apprentices: 50% in the first year, 40% in the second year and 30% in the third year of their studies.

Objectives

- ♦ To provide incentives to GNWT employees to achieve their educational and training goals in skilled trades and to better position themselves to further their careers in the Northern workforce.

Results Achieved To Date

- ♦ The Department of Transportation is currently supporting 4 apprentice Heavy Equipment Mechanics who are at various stages in their programs by providing on-the-job training and financial support for travel and accommodations for the institutional portion of their learning. Full-time positions will be available to the apprentices upon successful completion of their programs.

Stakeholders Involved

- ♦ Departments of Transportation, Education, Culture and Employment, apprentices, their families and communities, southern educational institutions attended by the apprentices.

Date Implemented

Not available

Website Information

<http://www.gov.nt.ca/agendas/education/index.html>

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AVIATION CAREER DEVELOPMENT PROGRAM

Government of the Northwest Territories

Description

The Department of Transportation, in partnership with Canadian North and the Northern Air Transport Association (NATA), established the Aviation Career Development Program (ACDP) to assist students from the Northwest Territories to pursue careers in aviation. The ACDP provides financial support to eligible students enrolled in studies related to the aviation field. Applicants must provide documentation, including a one-page essay explaining their interest in the aviation industry and proof of acceptance or conditional acceptance in an academic or technical aviation-related program.

Objectives

- To provide financial assistance in the form of \$5,000 bursaries, for up to 8 students per year, in accredited aviation-related fields of study.
- To encourage Northern students in their chosen careers by providing summer employment opportunities in the aviation industry.
- To encourage Northern students to return to the Northern workforce after graduation from their field of aviation studies.

Results Achieved To Date

- Total amount of bursaries awarded to date – \$200,000
- Total number of recipients – 40

Stakeholders Involved

- Department of Transportation, NATA members, private sector companies in the aviation industry, bursary recipients, their families and communities.

Date Implemented

2001

Website Information

<http://www.gov.nt.ca/agendas/education/index.html>

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CAREER DEVELOPMENT PROGRAM

Government of the Northwest Territories

Description

The Career Development Program (CDP) mentorship program helps Department of Transportation (DOT) employees further their careers in the Northern workforce. Participants are supported through the development of a Career Development Implementation Plan (CDIP) and up to two years of educational, vocational or management training at any level in the organization. Employees self-identify for the program and their applications must meet the selection criteria that is outlined and applied by a committee. Progress is monitored on a quarterly basis, and participants are eligible to re-apply to the program upon successful completion of their CDIP.

Objectives

- To increase representation from certain demographic groups in supervisory and management areas of the Department of Transportation.
- To help employees develop skills and knowledge that will help them to compete successfully for professional, technical, managerial and non-traditional positions that become available in the Department of Transportation.

Results Achieved To Date

- A total of 46 participants have been accepted into the program. 13 are currently active.
- Participants promoted – 12 (about 50% remain with Transportation)
- Successful completion of CDIP (remain with Transportation) – 10

Stakeholders Involved

- DOT, employees, GNWT, private sector employers, mentors, volunteer organizations, families and communities.

Date Implemented

1999

Website Information

<http://www.gov.nt.ca/agendas/education/index.html>

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CENTRE FOR TRANSPORTATION ENGINEERING & PLANNING

Government of Alberta

Description

Centre for Transportation Engineering and Planning (CTEP) was established ten years ago as a public-private partnership in Alberta to promote technology transfer and research.

Objectives

- ♦ In 1996, Alberta Transportation outsourced its engineering activities to engineering consultants.
- ♦ To remain as a knowledgeable owner, knowledge management was identified as one of the risk factors under outsourcing.
- ♦ CTEP was formed to provide knowledge development and transfer opportunities within Alberta and outside of Alberta.
- ♦ Current CTEP members are universities, cities, provincial agencies, engineering consultants and suppliers. In 2005 and 2006, the University of Manitoba and University of British Columbia and Yukon also joined as members.

Results Achieved To Date

- ♦ Over the past ten years, more than twenty transportation related courses in Geometric Design, Roadway and Bridge Construction and Road Safety Audit have been developed and presented to all transportation sector workers.
- ♦ Recently, CTEP in collaboration with Alberta Infrastructure and Transportation (INFTRA) developed two Alberta focused courses in Road and Bridge Project Inspection aimed at the promotion of knowledge enhancement for junior staff in both public and private sectors.
- ♦ It is envisioned that training opportunities will be coordinated and offered on a timely basis (annually as required) to the transportation industry.
- ♦ Overall, CTEP has sponsored or co-sponsored 23 research projects.

Stakeholders Involved

- ♦ Alberta Infrastructure and Transportation (INFTRA)
- ♦ Consulting Engineers of Alberta (CEA)
- ♦ University of Alberta
- ♦ University of Calgary
- ♦ University of Manitoba
- ♦ University of British Columbia
- ♦ University of Yukon
- ♦ City of Edmonton
- ♦ City of Calgary

Date Implemented

1996

Website Information

<http://www.pao.gov.ab.ca/jobs/students/index.html>

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DRIVER ENTRY LEVEL FINISH TRAINING PROGRAM

Erb Transport

Description

“Coaching” program for new drivers

Newly licensed drivers are hired directly upon successful completion of license upgrade courses from select truck driver training schools. The new drivers then undergo between three and six months of in-cab training before they are permitted to go on solo trips. Each trainee is matched with two experienced drivers trained as “coaches”. New drivers accompany one coach on a long-haul trip (one or two weeks), and then repeat the process with the second coach, alternating back and forth until both the trainee and the coach are confident in the trainee’s abilities. This program provides newly licensed drivers the opportunity to gain practical experience while under the supervision and tutelage of an experienced driving professional, enhancing the course experience gained through training schools.

Objectives

- ◆ Meet Erb Transport growth needs.
- ◆ Supplement Shrinking pool of experienced drivers.
- ◆ Ensure quality of drivers.

Results Achieved To Date

- ◆ The Erb program produces dependable, high-quality drivers for the company. Because they receive initial training in a school environment, new trainees bring a disciplined approach to the job. This discipline is reflected in everything from pre-drive truck inspections to interaction with dispatchers.
- ◆ High retention rate among newly recruited drivers.
- ◆ Contributes to meeting our recruitment goals for drivers – meet operational needs.

Stakeholders Involved

- ◆ Selected Training Schools
- ◆ Students
- ◆ Erb Transport

Date Implemented

- ◆ May 1999

Website Information

Entry level program: http://www.erbgroup.com/entry_level_programs.asp

General: <http://www.erbgroup.com>

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EMPLOYEE DEVELOPMENTAL ASSIGNMENT PROGRAM (EDAP)

Government of Yukon – Highways & Public Works

Description

The Employee Developmental Assignment Program (EDAP) with the Public Service Commission, Government of Yukon stems from the *Investing in Public Service – serving Yukon people (IPS)* initiative. This program will help Yukon government departments meet long term human resource needs and prepare for staffing positions with qualified individuals in an increasingly restricted labour market. The program will provide tailored solutions for succession planning for the Yukon public service and will allow employees to train under retiring or soon-to-be retiring employees to transfer knowledge which will help reduce organizational vulnerability to turnover and to increase the competencies of individuals through work assignments with other government employees who possess the skill sets.

Objectives

- ♦ To provide designated positions to create overlap of hiring and transferring knowledge from experienced employees to less experienced incumbents.
- ♦ To help make it possible to carry positions by providing funding of up to 50 percent of the salary of the person in the developmental assignment on a cost-sharing basis.

Results Achieved to Date

- ♦ The EDAP program was introduced in September 2006; therefore, no data is available at this point.

Stakeholders Involved

- ♦ The stakeholders are the various departments of the Yukon Government and employees within the public service.

Date Implemented

- ♦ The EDAP is a new program that has been in place in the Territory since September 2006.

Website Information

<http://www.psc.gov.yk.ca/aboutus/currentinitiatives.html>

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ENGINEERING DEVELOPMENT PROGRAM

Government of Ontario - Ministry of Transportation

Description

The Engineering Development Program (EDP) for the Ministry of Transportation of Ontario (MTO) provides recent civil engineering graduates (as well as those in related engineering disciplines) with practical, multidisciplinary learning experiences through rotational assignments in regional and head office locations, which could include Highway Design, Traffic, Bridge Engineering, Environmental, Geotechnical/Engineering Materials, Operational Services, Program Planning, Maintenance and Construction. Over the course of the program, EDP participants obtain qualifying experience for licensure with the Association of Professional Engineers of Ontario (PEO) and opportunity to compete for more senior engineering positions.

Objectives

- ♦ To bring top-quality, new engineers into the Ontario Public Service.
- ♦ Rejuvenate ministry's engineering pool and ensure a group of highly trained, self-motivated individuals for future progression.
- ♦ Provide working-developmental opportunities in regional and head office engineering, operations, maintenance, construction and program planning.
- ♦ Ensure a continued and diversified internal pool of engineers to draw upon for succession planning and the filling of retirement gaps.
- ♦ Enable the participants to become PEO licensed at the end of the program.
- ♦ Attract and retain people to permanent employment in all geographic regions.

Results Achieved To Date

- ♦ Recruited 58 EDP participants to date since 2001.
- ♦ The current version of the program has an overall retention rate of over 90%.
- ♦ Since 2001, 10 EDP participants have successfully competed for promotions within MTO.
- ♦ Many of our senior managers are graduates of past EDPs.

Stakeholders Involved

- ♦ Universities in Ontario, as well as from other Canadian provinces
- ♦ Professional Engineers Government of Ontario (PEGO)
- ♦ Association of Professional Engineers of Ontario (PEO)
- ♦ Ontario Society of Professional Engineers (OSPE)

Date Implemented

- ♦ The current version of the EDP has been in place at MTO since the 2001.

Website Information

<http://www.mto.gov.on.ca/english/engineering/job/edp.htm>

<http://www.mto.gov.on.ca/french/engineering/job/edp.htm>

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HUMAN FACTORS & SAFETY MANAGEMENT SYSTEMS TRAINING

Canadian Aviation Maintenance Council

Initiative

Human Factors and Safety Management Systems training for the aviation and aerospace industry

Description

The aviation industry has been a leader in safety management training because of the high risks involved and the requirement for maintenance workers to sign their names to certify the safe assembly and maintenance of aircraft components.

The Canadian Aviation Maintenance Council (CAMC) works with aviation and aerospace companies to train employees in recognizing and eliminating the pernicious “human factors” which most frequently cause mistakes and accidents in the aviation industry. The training focuses on teaching teams to build safety nets for each of the dozen human factors, with emphasis on the idea that eliminating these problems in the workplace is a team responsibility.

In addition to developing and offering a comprehensive suite of SMS training products, CAMC sets national occupational standards, certifies practitioners, develops curricula and accredits training institutions. CAMC also sets specific objectives, establishes policies and procedures and manages and directs the efforts of industry-based committees and boards on a range of human resources issues.

Objectives

- ◆ To improve safety within Canada’s aviation industry
- ◆ To establish comprehensive team-based responsibility for identifying human factors
- ◆ To ensure that all companies in the industry achieve the highest possible standard of safety training

Results Achieved To Date

- ◆ Improved industry safety record
- ◆ Consistent quality of training across entire industry

Stakeholders Involved

- ◆ Canadian Aviation Maintenance Council
- ◆ Industry participants (including Rolls Royce Canada, Air Transat, Standard Aero)
- ◆ Transport Canada

Website Information

<http://www.camc.ca/en/OurProducts/HumanFactors/HFOverview.html>

<http://www.camc.ca/en/OurProducts/HumanFactors/HFModules.html>

<http://www.camc.ca/en/OurProducts/RecurrentTraining/HPIAM.html>

<http://www.camc.ca/fr/NosProduits/facteursHumains/apercuDesFH.html>

<http://www.camc.ca/fr/NosProduits/facteursHumains/modulesDesFH.html>

<http://www.camc.ca/fr/NosProduits/formationMiseAJour/HPIAM.html>

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KNOWLEDGE TRANSFER PROGRAM

Government of Alberta

Description

The program was developed by INFTRA, ARHCA and CEA with the intent that individuals within each organization would identify areas in which they sought in-depth exposure. Subsequently “matches” within other partner organizations would be found that could enable staff to be “exchanged” for periods of up to one year. The program was administered jointly by the ARHCA, CEA and staff from INFTRA. It was envisioned that the program would not only provide knowledge transfer opportunities, but would also help foster better understanding of the drivers at play in other sectors with a resulting improvement in working relationships.

Objectives

- The needs for this program were identical to those of the “Mentoring Program”, the only difference being that this program was designed to have staff work for much longer periods in a different sector, with the idea that two organizations would “exchange” employees for a period of time.

Results Achieved To Date

- Initially, it was hoped that organizations would be able to “exchange” employees at similar levels for long periods of time (thereby maintaining capacity and also addressing the “compensation” issue). This proved impractical; therefore, the idea of “exchanging” employees was dropped, and instead the notion of “secondments” was entertained.
- It was envisioned that individuals seeking a certain type of work experience would be seconded to an employer able to provide this experience. This too proved difficult to operationalize, and fewer than half a dozen employees were able to take advantage of the program.
- Even though this program has been discontinued, INFTRA has successfully employed programs with similar objectives with the cities of Calgary and Edmonton, in which INFTRA staff members work with the cities for long periods of time, and visa-versa.
- This knowledge exchange worked particularly well when INFTRA became responsible for major highways in these cities.
- There have been a total of four long term secondments between INFTRA and the cities. These secondments have proven to be very successful in allowing the different jurisdictions to work efficiently together.

Stakeholders Involved

- Alberta Infrastructure and Transportation (INFTRA)
- Alberta Roadbuilders and Heavy Construction Association (ARHCA)
- Consulting Engineers of Alberta (CEA)
- Cities of Calgary and Edmonton

Date Implemented

- 2000

Website Information

<http://www.hre.gov.ab.ca/cps/rde/xchg/hre/hs.xsl/563.html>

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MANAGEMENT ASSIGNMENT PROGRAM

Government of the Northwest Territories

Description

The Management Assignment Program (MAP) was designed to help the GNWT identify employees that demonstrate management and leadership potential. The program provides assessment, mentoring/coaching, training, developmental assignments, self-development activities and re-assessment upon completion of the candidate's plan. Employees are generally in the program from two to four years, and can participate either at the pre-management or at the management level. Candidates may self-identify to enter the program or may be nominated by their supervisors. Employees from all departments, including Transportation, with at least three years of service in the GNWT, are eligible. Successful completion of the assessment component of the program is necessary in order to continue and candidates may choose either a Regional or Headquarters focus.

Objectives

- ♦ To help employees develop skills and knowledge that will help them to compete successfully for management positions in the Northern workforce.

Results Achieved To Date

- ♦ Three participants from the Department of Transportation are active participants, two at the senior management level and one at the middle management level.

Stakeholders Involved

- ♦ The Government of the Northwest Territories, participants, their families and communities.

Date Implemented

- ♦ 2003 with the first participant intake in 2004

Website Information

<http://www.gov.nt.ca/agendas/education/index.html>

Contact Information

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MANAGEMENT DEVELOPMENT PROGRAM

Government of British Columbia

Description

The Management Development Program (MDP) with the Ministry of Transportation in the Province of BC provides an opportunity for both internal and external participants to develop their management skills over a two to four-year period. The program does not replace traditional advancement methods; rather it provides another avenue for development in preparation for future management vacancies.

The ministry has established mutually beneficial relationships with post-secondary institutions throughout the province in order to market this program to talented individuals. External participants have relevant backgrounds typically in the fields of public and business administration, at a Bachelor or Master's level.

Both internal and external participants are provided with education, training and practical work experience while increasing responsibilities and complexity of assignments over their time in the program.

Participants are exposed to a variety of management projects in regions, districts and headquarters. They are partnered with a mentor throughout the duration of the program, providing a solid foundation for their competency development. The program is expected to produce candidates who have the required experience, knowledge, skills and abilities to apply for future management vacancies.

Objectives

- This program was created to develop the future managers and leaders of the ministry

Results Achieved To Date

- 83% of internal participants have moved to more senior positions within the ministry.
- Of the six external participants:
 - Three are still in training,
 - One has successfully competed on a management position,
 - Two have left the ministry: one to another ministry, and the other to a private sector firm.
- Recruitment for 2006 will commence this fall.

Stakeholders Involved

- Universities and Technical Schools in BC and Alberta
- BC Public Service Agency

Date Implemented

- Pilot Program 2003
- Expanded and fully implemented in 2005

Website Information

<http://www.th.gov.bc.ca/recruitment>

Contact Information

Human Resources Branch

Ministry of Transportation

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NORTHERN GRADUATE EMPLOYMENT PROGRAM

Government of the Northwest Territories

Description

The Northern Graduate Employment Program (NGEP) provides northern students from university, college or other accredited programs with a 1-year internship, immediately following graduation, in all administrative, policy and operational areas of the public service, including vehicle and driver licensing, engineering, environmental sciences, highway maintenance and aviation-related programs in the Department of Transportation. Students in the NGEP are eligible to work in all administrative, policy and operational areas of all departments, including Transportation, provided the Department is successful in obtaining approval and funding for a NGEP position. Departments receive \$40,000 per intern per year. The NGEP also supports internship placements in the private sector.

Objectives

- ♦ To promote and encourage Northern graduates to enter into the Northern workforce.
- ♦ To provide Northern graduates with an opportunity to apply their studies in the “real world” working environment.
- ♦ To provide Northern graduates with valuable entry-level work experience.

Results Achieved To Date

- ♦ Total number of DOT interns to date – 15

Stakeholders Involved

- ♦ Northern public sector and private sector employers, Northern graduates, their families and communities.

Date Implemented

- ♦ 2001

Website Information

<http://www.gov.nt.ca/agendas/education/index.html>

Contact Information

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OTHER PROGRAMS

Government of the Northwest Territories

Description

- ♦ *Education Leave*
The Government of the Northwest Territories supports a program, through individual departments, including the Department of Transportation, that grants employees leave to attend up to two consecutive semesters at a recognized university, college or technical institute with guaranteed re-employment at the end of the leave.
- ♦ *Transfer Assignments / Secondments*
Employees are supported through a variety of short-term assignment opportunities during which they can develop their skills and knowledge in various public sector work environments, including the Department of Transportation.

Objectives

- ♦ To provide incentives to GNWT employees to achieve their educational goals and to better position themselves to further their careers in the Territorial public service.

Results Achieved To Date

- ♦ The Department of Transportation has 1 returning employee who has successfully completed the final year of a B Sc in Engineering over the 2005/06 academic year. He has accepted an engineering position in a Regional centre.
- ♦ Currently, there are approximately 12 Department of Transportation employees on various Transfer Assignments within the department and GNWT.

Stakeholders Involved

- ♦ GNWT departments, employees, their families and communities.

Date Implemented

- ♦ Not available

Website Information

<http://www.gov.nt.ca/agendas/education/index.html>

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PROFESSIONAL ROTATION OPPORTUNITY PROGRAM (PROP)

Government of Alberta

Description

Alberta Infrastructure and Transportation (INFTRA) staff identify, on an annual basis, areas in which they would like to gain experience as part of their career plan. Senior managers within INFTRA share these needs and attempt to find matches. Or alternatively, if a work unit has a medium duration assignment or need (not a permanent need) then that need can be advertised, and interested employees can apply. Assignments are for 3 to 12 months and are usually “lateral transfers” (i.e. the assignment is usually, but not always, at the same level as the employee’s current position). Typically, three to six employees are on a PROP rotation at any particular time.

Objectives

- ♦ INFTRA has an ongoing program of knowledge transfer, mentoring and succession planning, and it has started to include temporary work assignments in different areas for its own staff who have expressed an interest in career growth.
- ♦ These rotation opportunities offer INFTRA staff members the chance to work in other areas to learn new skills in a hands-on setting, as a way of augmenting “training” courses which are traditionally used to broaden knowledge.

Results Achieved To Date

- ♦ This program requires significant commitment from the participant’s manager as the INFTRA staff member will be away for several months, and the immediate benefits on her/his return, are not always apparent.
- ♦ It is usually the “host” work unit – not necessarily the individual “home” work unit – that benefits in the short run, and INFTRA that benefits in the long run.
- ♦ In order to encourage management to release staff to participate in the program, quotas for each INFTRA branch were established.
- ♦ Uptake with INFTRA staff has been good and results have been positive, so much so that the program has now been made available to all INFTRA technical staff (not just professional staff).

Stakeholders Involved

- ♦ In-house only (INFTRA)

Date Implemented

- ♦ 2000

Website Information

<http://www.hre.gov.ab.ca/cps/rde/xchg/hre/hs.xsl/563.html>

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PROGRESSIVE EXPERIENCE PROGRAM

Government of the Northwest Territories

Description

The Progressive Experience Program (PEP) provides summer employment for returning university and college students and, in some cases, high school students who show a particular interest in a field where an older student is not available to fill a summer position. Students may be hired over three consecutive summers in the same job, and must progress through a series of more responsible duties each year, which enriches their learning experience. Students in the PEP program are eligible to work in all administrative, policy and operational areas of all departments, including Transportation, provided the Department is successful in obtaining approval and funding for a PEP position. Departments receive up to \$5,000 per student per summer.

Objectives

- To provide PEP students with valuable insight and work experience toward a career in their chosen field of study.
- To encourage Northern students to consider career opportunities in the Northern workforce.
- To provide meaningful, paid employment to Northern students with an end to furthering their educational aspirations.

Results Achieved To Date

- Total number of DOT PEP students to date – 20

Stakeholders Involved

- The Government of the Northwest Territories, Northern post secondary students, their parents and communities.

Date Implemented

- 2003

Website Information

<http://www.gov.nt.ca/agendas/education/index.html>

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SUCCESSION PLANNING

Transport Canada

Description

Knowledge Transfer and Succession Planning for Critical Subject Matter Experts (SMEs)

Transport Canada was one of the first federal departments to formalize a methodology to staunch the flow of critical corporate knowledge leaving the Department with retiring Subject Matter Experts (SMEs).

Initially begun as a means of capturing and passing on the valuable expertise, judgment, and insights of its regulatory/inspection community eligible to retire within 3-5 years, the Knowledge Transfer and Succession Planning programs for Critical Subject Matter Experts has become an integral part of sound Human Resources planning in Transport Canada.

Managers are now able to access all the information they need on this subject through a new web site on TC's HR On-Line.

Objectives

- ♦ To formally capture the knowledge and expertise of persons leaving the department, particularly in the area of transportation regulation and inspection.
- ♦ To ensure the continued delivery of high quality regulatory oversight for Canada's transportation system.

Results Achieved To Date

- ♦ Better understanding of the importance of succession planning and establishment of a formal method to capture vital knowledge and experience.

Stakeholders Involved

- ♦ Transport Canada HR
- ♦ Transport Canada managers
- ♦ Transport Canada inspectors and regulatory officers

Date Implemented

- ♦ 2003

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TRANSPORTATION INFRASTRUCTURE CAREER DEVELOPMENT

Government of Alberta

Initiative

Transportation Infrastructure Career Development Program (TICDP)

Description

Undergraduates are offered four or five-month work experiences with a Contractor, a Consultant and Alberta Infrastructure and Transportation (INFTRA), either consecutively (15 consecutive months), or each summer during their four year course of study. Between two and six students a year enter this program. A total of 27 students have participated in the program.

The program was designed jointly by the Alberta Roadbuilders and Heavy Construction Association, the Consulting Engineers of Alberta and INFTRA. At the beginning of each year, individual Contractors, Consultants and INFTRA identify the number of students that they are able to jointly accommodate. An open house reception is held each year in each University for first year Civil Engineering students to introduce them to a career in transportation and to explain the benefits of the TICDP. Students then apply to participate in the program. Interviews are carried out by INFTRA staff along with a Contractor and a Consultant. Successful candidates are offered jobs with each of the three partners. Students are required to submit written reports of their work experience to INFTRA Human Resource Branch at the closing of each component.

Objectives

This initiative was designed to satisfy two needs:

- ♦ It was designed to attract undergraduate Civil Engineers at the University of Alberta and University of Calgary to a career in the transportation industry.
- ♦ It was designed to expose undergraduates to a career with Contractors, Consultants and INFTRA so that, upon graduation, they would have a better appreciation of the factors that drive each of the three parties thereby improving their working relationships.

Results Achieved To Date

- ♦ Some of the feedback from students required the program to call attention to employers that the principal objective of the program is to attract students to a career in transportation, and therefore the work provided must achieve that goal. All employers have to realize that the TICDP program has longer term goals than simply satisfying short term staffing needs.

Stakeholders Involved

- ♦ Alberta Infrastructure and Transportation (INFTRA)
- ♦ Alberta Roadbuilders and Heavy Construction Association (ARHCA)
- ♦ Consulting Engineers of Alberta (CEA)
- ♦ University of Alberta (U of A)
- ♦ University of Calgary (U of C)

Date Implemented

- ♦ 1999

Website Information

<http://www.hre.gov.ab.ca/cps/rde/xchg/hre/hs.xsl/563.html>

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A WORLD OF MOTION: BUILDING FOR A CAREER IN TRANSPORTATION

Bombardier Aerospace (Toronto Site)

Description

Bombardier works with elementary school students

In partnership with the Society of Automotive Engineers (SAE) and a number of Toronto area elementary schools, Bombardier Aerospace (Toronto site) works with elementary school students in grades 5 & 6 to design and build functional motorized toys and functional gliders. Bombardier Engineering and Operations experts volunteer their time and experience to assist the students with this undertaking over the course of 8 weeks.

Objectives

- ◆ Promote interest in science, math and technology.
- ◆ Promote hands-on experience in science, math and technology.
- ◆ Promote confidence and competence in the students to pursue an interest in science, math and technology.

Results Achieved To Date

- ◆ 2002 - program began – Glider Challenge
- ◆ 2003 - expanded program participation – Motorized Toy Challenge
- ◆ 2004 - expand program participation Glider Challenge
- ◆ 2005 - expanded program participation – Motorized Toy Challenge
- ◆ 2006 - expanded program participation – Glider Challenge

Stakeholders Involved

- ◆ Bombardier
- ◆ Schools, School Boards
- ◆ Students, teachers and parents

Date Implemented

- ◆ 2002

Website Information

<http://www.bombardier.com>

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BACHELOR OF MARITIME STUDIES

Memorial University of Newfoundland – Marine Institute

Description

Facilitating the transition from sea to a land-based career

Traditionally ships officers work for a number of years at sea, but when they begin to look for a job on land that is related to the marine industry, they often find that while their education and experience at sea provided them with a knowledge of the marine transportation industry, it did not necessarily provide them the required skill sets (e.g. management) to move ahead in the land-based industry. The purpose of the Bachelor of Maritime Studies is to provide ships officers with a formal level of qualification that may ultimately lead to improved job opportunities as they move from a shipboard job to a career on land.

Objectives

- ♦ Develop a degree option that recognized existing education and experience, thus minimizing time in school.
- ♦ Make the degree program accessible to persons at sea (i.e., via distributed learning).
- ♦ Provide the student with the business and managerial skills necessary to move into land based management positions.

Results Achieved To Date

- ♦ Degree developed (13 university credits) and began delivery in 1995.
- ♦ Program fully available via distributed learning.
- ♦ Enrolment increasing annually.
- ♦ Recognition of Naval experience and training for Naval Officers' admission to program.

Stakeholders Involved

- ♦ Memorial University of Newfoundland (Marine Institute)
- ♦ Department of National Defence (Navy)

Date Implemented

- ♦ 1995

Website Information

http://www.mi.mun.ca/webcalendar/prog_bach_maritim.htm

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BUS INDUSTRY – ACCREDITATION & CERTIFICATION

Motor Carrier Passenger Council of Canada

Description

Recognizing Excellence in the Industry

The Motor Carrier Passenger Council of Canada has launched voluntary national Certification and Accreditation programs. The first of their kind in the world for the bus industry, the ongoing success of these two initiatives is being monitored by European and American industry stakeholders. Accreditation is a mark of distinction for any bus company, signifying that their training program meets or exceeds the national standards, and produces drivers who operate according to the National Occupational Standards, which were developed by the industry. Certification is the only formal national recognition that a professional Bus Operator can achieve. While it is voluntary, even Bus Operators who are nearing retirement are applying for their Certification with the goal of finishing their careers with a certificate, a gold lapel pin and badge, and of ensuring their legacy to the bus industry.

Objectives

- ♦ To promote and recognize excellence in training and service delivery.
- ♦ To improve the image of the professional bus operator.
- ♦ To maximize training investment through mobility of Certified Drivers.
- ♦ To formally recognize the qualifications of bus operators.

Results Achieved To Date

- ♦ Excellent response from drivers, management, and labour across Canada.
- ♦ Some companies are so committed to this program, they are paying the annual fees for their drivers and may be using Certification/Accreditation in their advertising.
- ♦ The return on training investments can increase through greater mobility of certified drivers, and by attracting suitable new entrants to the industry.
- ♦ Driver sign-up in companies who support Certification and Accreditation is high.
- ♦ Positive response from drivers who appreciate greater recognition of their skills.

Stakeholders Involved

- ♦ Motor Carrier Passenger Council of Canada
- ♦ Bus Industry Employers
- ♦ Labour Unions
- ♦ Human Resources and Social Development Canada
- ♦ Bus Industry Employees
- ♦ Municipal, Provincial and Federal Governments
- ♦ Educators

Website Information

<http://www.buscouncil.ca/>

<http://www.conseilautobus.ca/>

Contact Information

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“CLOSING THE GAP”

The Canadian Trucking Human Resources Council

Description

Links established between the issues impacting the shortage of professional drivers

The Canadian Trucking Human Resources Council (CTHRC), in the winter of 2006, brought together industry stakeholders (carriers, schools, insurance) and both federal and provincial government representatives (Service Canada, Employment, Immigration, Transportation, Education) to address the shortage of professional drivers in Canada. This initiative is a first in having provincial representatives from education, employment/immigration and transportation meet together with their counterparts – federal colleagues and industry – to address national issues.

Establishing the links between funding, training, accreditation of schools and immigration and how they impact the shortage of drivers was a revelation for a number of the 60 participants at the national event. The complexity of the issues and their interrelationship shed a new and different outlook for the majority of the participants.

Objectives

- ♦ To increase awareness of the common challenges facing industry and government;
- ♦ To share best practices and initiatives that have been implemented, or are being developed in jurisdictions; and
- ♦ Potentially, engage the participants in considering options.

Results Achieved To Date

- ♦ 60 representatives from federal/provincial/territorial governments and industry stakeholders met to discuss the issues and establish national recommendations;
- ♦ 8 provincial/territorial workshops were held with 130 local government and industry representatives meeting to discuss the national recommendations and look at provincial gaps and solutions;
- ♦ Industry and local government officials have been meeting to address local gaps surrounding the issues and to consider actions plans that culminate those gaps. The results will be shared at a second meeting in the fall of 2006.

Stakeholders Involved

- ♦ Canadian Trucking Human Resources Council (CTHRC)
- ♦ Canadian Trucking Alliance, Private Motor Truck Council of Canada, Markel Insurance
- ♦ All provincial governments and the Territory of the Yukon
- ♦ Human Resources and Social Development Canada, Transport Canada, Immigration Canada

Website Information

<http://www.cthrc.com/en/index.php>

(French website expected soon)

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COLLEGE-LEVEL RAIL CURRICULUM

The Railway Association of Canada

Description

Partnerships between industry, academia and the Railway Association of Canada

The railway industry in Canada, like many others, is facing a significant increase in retirement rates, particularly among locomotive engineers, conductors, rail traffic controllers and signals and communication technicians. To address this challenge, the Railway Association of Canada (RAC) created an educational division called the Institute of Railway Technology (IRT) to develop comprehensive college-level curricula for pre-employment training programs.

To date, three programs have been developed by the IRT: conductor, rail traffic controller and signals and communication technician. These programs are currently being delivered by four colleges across Canada in Vancouver, Calgary, Toronto and Edmonton.

The IRT curricula are based on occupational profiles that were designed and developed by the industry. The curricula are tailored to meet the specific skills and knowledge required for a particular career in rail. The RAC, through its Industry Human Resources Committee, collects industry hiring data and forecasts hiring demands by region and occupation. First, the program, intakes, and then college locations are premised according to the hiring needs by region. The railway companies, represented by this committee, have partnered with individual colleges to provide equipment and industry experts to sit on college program advisory committees. The companies also work with delivering colleges to employ program graduates.

Through the work of the RAC's Industry Human Resources Committee, it was established that there was a lack of realistic, hands-on experience in the pre-employment training programs. This was something the colleges were unable to provide on site, but is essential in order to prepare students for entry into the workforce. The Canadian Heartland Training Railway (CHTR) in Stettler, Alberta, was established with help from the RAC and the railway industry, to address the need for this practical training, in a safe and controlled environment. The operating railway also provides a platform for other practical training options such as locomotive engineer qualification and skills upgrading for shortline and industrial railway employees. The CHTR plans to offer training for government employees who regulate and inspect railway operations.

In April 2003, the RAC signed a Statement of Intent with the Association of Canadian Community Colleges (ACCC) to establish a framework to set up their college programs. The ACCC and RAC agreed to work together to complement college efforts in promoting rail programs. The RAC has also developed a partnership with the Société de promotion de l'industrie ferroviaire for the delivery of a French language railway training program in Quebec.

Objectives

- ♦ To avert a looming skills shortage in the rail industry
- ♦ To implement consistent, high quality education standards across the entire industry
- ♦ To shift some of the in-house training conducted by employers into pre-employment programs delivered by colleges
- ♦ To provide a skilled workforce for all RAC member companies
- ♦ To prepare students to enter the workforce immediately upon graduation
- ♦ To establish a mechanism that will provide training programs relevant to the changing technological needs of Canada's rail industry

Results Achieved To Date

- ♦ The RAC has developed promotional materials that portray Canada's railway industry as a desirable career opportunity
- ♦ RAC curricula now delivered in three programs at four colleges
- ♦ The RAC has developed a comprehensive accreditation process to ensure the quality of program delivery by the colleges
- ♦ Major railways have committed equipment and expertise
- ♦ Graduates are effectively guaranteed employment
- ♦ High retention rate for graduates within the rail companies

Stakeholders Involved

- ♦ Railway Association of Canada (RAC)
- ♦ CPR and CN
- ♦ British Columbia Institute of Technology (BCIT)
- ♦ Southern Alberta Institute of Technology (SAIT)
- ♦ Northern Alberta Institute of Technology (NAIT)
- ♦ George Brown College
- ♦ Canadian Heartland Training Railway (CHTR)

Partnerships

- ♦ Association of Canadian Community Colleges
- ♦ National Aboriginal Achievement Foundation
- ♦ Canadian Association of Motive Power Educators
- ♦ Société de promotion de l'industrie ferroviaire

Website Information

<http://www.railcan.ca>

Contact Information

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INTERNSHIPS IN INTERNATIONAL TRANSPORTATION AND LOGISTICS

Cégep André-Laurendeau

Description

CEGEP is working together with the industry to develop and offer integrated and complete training covering all aspects of logistic chain management. The graduates of these programs, both students and adults, all participate in 4 to 10 week internships.

With over 25 years of experience providing training in logistics and transport, CEGEP André-Laurendeau in Montréal has built solid relationships with the transportation industry to continually update its available training program in national and international transportation and logistics.

Demand is very high for graduates of these specialized transportation and logistics training programs leading to credentials that are recognized in the Quebec Department of Education, Recreation and Sport, as well as for an attestation of education, because these programs meet very specialized workforce needs.

Three of these programs are available only at CEGEP André-Laurendeau: Train Conductor, Customs Procedures, and International Intermodal Logistics (AEC). Some training programs include a certificate in hazardous materials transportation management for air, road, rail, and marine transport, and are recognized by the CITT. These training programs also meet the training needs of people who have work experience in the industry and would like to acquire new skills required by employers.

Graduates are recruited by road, rail, marine, and air transportation companies, manufacturers, courier services, import-export companies, and customs brokers. The placement rate is close to 90% for all the programs. In order to maintain its place as a leader in this area of training, the CEGEP works with businesses and stakeholders in all stages of developing and carrying out its training activities.

Objectives

- ◆ Train students for in-demand positions in international transportation.
- ◆ Provide internships that lead to positions in the industry.
- ◆ Update course content to ensure that it meets industry needs.

Partnership

Camo-Route, COSMO-RAIL, CITT, GM and STM, as well as nearly a hundred employers in the transportation and logistics fields.

Website Information

<http://www.claurendeau.qc.ca/>

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LITERACY STRATEGY

Government of the Northwest Territories

Description

Since 2004 the Department of Transportation (DOT) has had a Literacy Strategy and Action Plan, which encourages employees to improve their own literacy and numeracy skills, and to become involved in community-based literacy programs and activities.

Objectives

- ♦ To promote literacy and numeracy across the Northwest Territories and to improve the overall skills and knowledge of the population and, in turn, improve their health and economic future, and that of future generations.
- ♦ To provide more opportunities for DOT employees to compete successfully for more senior positions within the department and within the Government of the Northwest Territories (NWT).

Results Achieved To Date

- ♦ Several employees have engaged in upgrading programs to benefit themselves. Transportation employees as a group have donated impressive numbers of new and used books to the NWT Literacy Council's annual Community Book Drive and the DOT annual Christmas parties for Santa to give to the children and grandchildren of employees.

Stakeholders Involved

- ♦ Department of Transportation employees, their families and communities.

Website Information

<http://www.gov.nt.ca/agendas/education/index.html>

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TEST OF WORKPLACE ESSENTIAL SKILLS (TOWES)

The Canadian Trucking Human Resources Council

Description

Links established between safety and essential skills

The Canadian Trucking Human Resources Council (CTHRC) has conducted driver testing to determine whether there is a link between driver safety and essential skills such as literacy, numeric, and document use. The testing was done in conjunction with the Canadian Petroleum Products Institute -Western Distribution Task Force (CPPI-WDTF), which has been working to reduce the number of petroleum product spills, mixes, vehicle accidents and personal injuries.

A total of 231 drivers, both unionized and non-unionized, agreed to be tested, and to have their results correlated to their safety records. The tests confirmed that drivers with higher scores in essential skills were less likely to have had an incident. The industry is now exploring ways to invest in essential skills upgrading for its existing workforce and to change its recruitment criteria.

Objectives

- ♦ To explore new ways to reduce the level of safety incidents among truck drivers.
- ♦ To test the Essential Skill levels of truck drivers and correlate with their safety records.
- ♦ To build a business case for investment in skills upgrading in the trucking industry.

Results Achieved To Date

- ♦ 231 drivers anonymously tested for Essential Skills.
- ♦ Positive correlation established between Essential Skills and trucking safety incidents.
- ♦ Industry has begun exploring ways to upgrade Essential Skills.

Stakeholders Involved

- ♦ Canadian Trucking Human Resources Council (CTHRC)
- ♦ Canadian Petroleum Products Institute -Western Distribution Task Force (CPPI-WDTF)
- ♦ Human Resources Development Canada

Website Information

<http://www.cthrc.com/en/index.php>

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TRANSIT AMBASSADOR PROGRAM

Canadian Urban Transit Association

Description

Customer Service Training for Public Transit

In 2004, the Canadian Urban Transit Association (CUTA) in consultation with its members decided to make a substantial investment to update and expand the Transit Ambassador Program. Originally designed in 1986 to address the customer service-training gap in transit, it has been adopted by more than 100 transit systems in the United States, Canada, Australia, Europe, Bermuda and the Bahamas.

In 2005, two new modules, Difficult Situations II and Dangerous Situations, were added to the program in response to violence against transit operators. Both modules were very well received by operators, management, and union representatives.

2006 saw the formation of nation-wide Transit Ambassador Task Force in order to guide the development of the revitalized program and ensure that it is responsive to and reflective of the changing needs of the transit industry. The newly formed Transit Ambassador Working Group is currently upgrading the program with a multi-media platform, new videos, and streamlining, as well as brand new modules like Diversity Training and Customer Service Skills for Veteran Operators. The revitalized program is to be launched at the CUTA Conference in November 2006, with new and refresher Train-the-Trainer courses in 2007.

Objectives

- ◆ Understand the importance of excellent customer service and "value added" service.
- ◆ Establish a positive relationship with customer and co-workers.
- ◆ Assess the transit Operator's role in providing customer service.
- ◆ Appreciate the customer service point of view.
- ◆ Develop specific skills for handling customers with special needs.
- ◆ Turn complaints into opportunities for "value added" service.
- ◆ Respond appropriately to difficult situations.

Results Achieved To Date

Sample results from different properties include:

- ◆ Complaints decreased from 40 per month to 2
- ◆ Commendations rose over 100%
- ◆ Improved public image and increased ridership

Stakeholders Involved

Riders

- ◆ Transit Operators
- ◆ Frontline Staff
- ◆ Management
- ◆ Customer Service Department
- ◆ Maintenance Staff
- ◆ Politicians/Advisory Boards

Date Implemented

1988: Transit Bus Version

1992: Commuter Rail Version

2005: Difficult Situations II and Dangerous Situations modules added

2006: Revitalization and Expansion of Transit Ambassador

Website Information

http://www.cutaactu.ca/en/transit_ambassador

<http://www.cutaactu.ca/fr/node/1611>

Contact Information

Nancy Ortenburg

Director, Education and Training

Canadian Urban Transit Association

55 York Street, Suite 1401

Toronto, ON M5J 1R7

Tel: (416) 365-9800, ext. 115

Fax: (416) 365-1295

E-mail: sladich@cutaactu.ca

TRANSPORTATION ASSOCIATION OF CANADA FOUNDATION

Transportation Association of Canada

Description

The Transportation Association of Canada Foundation, a registered charity, was established by the Transportation Association of Canada in March 2003 to support the education and research needs of the Canadian transportation industry.

Objectives

- ◆ To provide scholarships and fellowships to individuals attending universities, colleges and trade schools which are registered charities, in one of a number of transportation-related disciplines, including transportation planning; traffic management; design of transportation infrastructure and public transportation; program management; environment monitoring and mitigation; and operations, construction and maintenance.
- ◆ Develop a program of internships and mentoring to encourage students enrolled in transportation-related disciplines at Canadian educational institutions.
- ◆ Establish or financially support academic chairs in Canadian educational institutions.
- ◆ Provide funding for transportation research and development at Canadian educational institutions.

Results achieved to date

- ◆ The Foundation funded 15 scholarships, with a total value of \$79,000, to university students at both graduate and undergraduate levels in 2005/6 - the first year of operation. For the 2006/7 academic year, this increased to 21 scholarships valued at \$111,000.
- ◆ The top award in both years was \$15,000. The other scholarships were between \$5,000 and \$3,000 in value. The program is funded by contributions from governments, corporations and individual donors.

Stakeholders involved

- ◆ The transportation industry
- ◆ Students in transportation related studies
- ◆ Universities
- ◆ Employers of transportation professionals

Web Link

The Foundation's website is:

<http://www.tac-atc.ca/english/educationandtraining/scholarships.cfm>

<http://www.tac-atc.ca/francais/educationetformation/fondationetbourses.cfm>

Contact Information

Mail address:

Transportation Association of Canada Foundation.
2323 St Laurent Blvd.
Ottawa, Ontario K1G 4J8
Phone: (613) 736-1350
FAX: (613) 736-1395

Executive Director:

Brian D. Henderson
Phone: (426) 225-6744
FAX: (416) 225-4453
E-mail: brianhenderson@rogers.com

TRUCK AND COACH TECHNICIAN TRAINING PROGRAM

Fanshawe College

Description

Truck-repair facilities and training program

Fanshawe College in London, Ontario, has opened a new truck-repair training program with a 15,000 square foot purpose-built shop, built to industry standards. The investment responds to rapid growth in the cross-border trucking industry in southern Ontario and to the identification of truck repair as a trade separate from automotive repair.

Enrolment in the truck technician program has increased more than tenfold, from about 20 students per year to almost 275. Students are attracted by the 100% placement rate. There remains, on average, twice as many jobs each year as there are graduates from the program. The biggest growth comes from a two-year program that trains diesel technicians for the commercial vehicle field. Another two-year program is the Co-op, Diploma, Apprenticeship program for truck and coach technicians. Upon graduating from this program, the student will receive a two year post-secondary Motive Power Technician diploma, all 3 levels of the apprenticeship in-school training and a 4-month paid placement as an indentured apprentice. A 34-week Pre-Apprentice Truck and Coach program continues to be successful, with students completing the level one apprentice training during a 26-week in-school period followed by an 8-week job placement.

Industry support has included substantial donations of equipment, supplies, training and expertise. Some companies have contributed working vehicles, while others have donated new components. Industry benefits because the apprentices learn to work on the same equipment in school that they will encounter when they enter the workforce.

Objectives

- ♦ To train truck mechanics in their own facility, apart from auto mechanics.
- ♦ To accommodate a dramatic increase in the number of students each year.
- ♦ To meet the needs of the fast growing trucking industry in southern Ontario.

Results Achieved To Date

- ♦ Annual intake of students increased from 20 to almost 275.
- ♦ Industry partners have made substantial donations of equipment, supplies and expertise.
- ♦ Graduates benefit from a 100% placement rate.

Stakeholders Involved

- ♦ Fanshawe College
- ♦ Ontario trucking industry

Date Implemented

Truck Training Facility opened September 2001

Website Information

<http://www.fanshawec.on.ca/>

Contact Information

Apprenticeship Training & Motive Power Technology
Fanshawe College, Room D2007
1460 Oxford Street East, P.O. Box 7005
London, ON N5Y 5R6
Tel: (519) 452-4450; Fax: (519) 659-8539

The following list of stakeholders is provided as a resource. Anyone wishing to add or remove links to these on-line resources, please contact the Webmaster.

**PPSC Transportation Skills Task Force
Promotions Sub-Committee**

Transportation Sector Stakeholders List by Province

Prov.	Air	Rail	Marine	Trucking	Automobile
AB	<p>Calgary Airport Authority</p> <p>Edmonton Regional Airports Authority</p> <p>Westjet</p>			<p>Alberta Motor Transport Association</p> <p>Alberta Road Builders and Heavy Construction Association</p>	
BC	<p>Canadian Business Aviation Authority 99 Metcalfe Street Suite 304 Ottawa ON K1P 6L7 Tel: 613 236-5611 Fax: 613 236-2361</p> <p>British Columbia Air Merger Consortium</p>	<p>CP Rail Toll Free: 1-800-704-4000</p> <p>British Columbia Railway Company #400-221 West Esplanade North Vancouver BC V7M 3J3 Kevin Mahoney President & CEO Tel: 604-678-4735</p>	<p>BC Ferries Tel: 250-381-1401 Toll Free: 1-888-BC FERRY (1-888-223-3779) from anywhere in North America</p> <p>Port of Vancouver 100 The Pointe 999 Canada Place Vancouver BC V6C 3T4 Tel: 604.665.9000 Toll Free Fax: 1 866 284-4271 Call Toll Free in North America: 1 888 PORTVAN</p> <p>Port of Prince Rupert 200 - 215 Cow Bay Rd. Prince Rupert BC V8J 1A2 Tel: 250 627-8899 Fax: 250 627-8980</p> <p>Chamber of Shipping of British Columbia Suite 100 Main Floor 1111 West Hastings St Vancouver BC V6E 2J3 Tel: 604-681-2351 Fax: 604-681-4364</p> <p>BC Maritime Employers Association 500 - 349 Railway Street Vancouver BC V6A 1A4 Tel: 604 688-1155 Fax: (604) 684-2397</p>	<p>BC Roadbuilders Suite 307 8678 Greenall Avenue Burnaby BC V5J 3M6 Tel: 1 604 436-0220 Fax: 1 604 436-2627</p> <p>BC Trucking Association #100-20111 93A Avenue Langley BC V1M 4A9 Tel: 604-888-5319 Toll Free: 1-800-565-2282</p>	<p>ICBC 151 W Esplanade N Vancouver BC V7M 3H9 Tel: 604 661-2800</p>

Prov.	Air	Rail	Marine	Trucking	Automobile
BC (Cont'd)			<p>GearBulk Shipping Canada Ltd. 1100-1500 W Georgia St Vancouver BC V6G 2Z6 Tel: 1-604-689-7194 Fax: 1-604-669-1824</p> <p>Dawson Creek Chamber of Commerce 10201-10th Street Dawson Creek BC V1G 3T5 Tel: 250 782-4868 Fax: 250 782-2371</p>		
Canada	<p>Air Transport Association of Canada 255 Albert Street, Suite 1100 Ottawa, ON K1P 6A9 Canada Tel: (613) 233-7727 Fax: (613) 230-8648 Email: atac@atac.ca</p> <p>Canadian Airports Council 350 Sparks Street, Suite 706 Ottawa, ON K1R 7S8 Phone: 613-560-9302 Fax: 613-560-6599 Email: sharon.redden@cacairports.ca</p> <p>Canadian Aviation Maintenance Council (CAMC) Bill Zoeller, Executive Director 955 Green Valley Crescent Suite 155 Ottawa, Ontario, K2C 3V4 Phone: (613) 727-8272 Fax: (613) 727-7018</p>	<p>Canadian Association of Railway Suppliers Jay Nordenstrom Director of Government and Industry Affairs P.O. Box 4459, Station E Ottawa, Ontario K1S 5B4 Tel : 613.237.3888 Fax: 613.237.4888 Email: info@railwaysuppliers.ca Web: http://www.railwaysuppliers.ca/francais/View.asp?x=44</p> <p>Canadian National Railway Mr. E. Hunter Harrison President and Chief Executive Officer 935 de La Gauchetière St. West Montreal QC H3B 2M9 Phone: (514) 399-7402 Fax: (514) 399-0896</p> <p>Railway Association of Canada Bruce R. Burrows, Vice President, Public Affairs and Government Relations 99 Bank Street, Suite 1401 Ottawa, Ontario, K1P 6B9 Tel: (613) 564-8092 Fax: (613) 567-6726</p>	<p>Association of Canadian Port Authorities Gary LeRoux, Executive Director Suite 1502, 85 Albert Street Ottawa, ON K1P 6A4 Tel: 613 232-2036 Fax: (613) 232-9554</p> <p>Canadian Merchant Service Guild Mr. Lawrence Dempsey National President 150-1150 Morrison Drive Ottawa ON K2H 8S9 Phone: (613) 829-9531 Fax: (613) 596-6079</p> <p>Canadian Shipowners Association Donald Morrison, President 705-350 Sparks Street Ottawa ON K1R 7S8 Phone: (613) 232-3539 Fax: (613) 232-6211</p> <p>The Chamber of Maritime Commerce Mr. Raymond W. Johnston, President 704A-350 Sparks Street Ottawa ON K1R 7S8 Phone: (613) 233-8779 Fax: (613) 233-3743 Web: http://www.cmc-ccm.com/cmc/french/index_francais.html</p>	<p>Canadian Trucking Alliance David Bradley Chief Executive Officer 324 Somerset Street West Ottawa ON K2P 0J9 Tel: (613) 236-9426 Fax: (613) 563-2701</p> <p>Canadian Trucking Human Resources Council Linda Gauthier, Executive Director 720 Belfast Rd., Suite 203 Ottawa, Ontario, K1G 0Z5 Phone: (613) 244-4800 Fax: (613) 244-4535</p>	<p>Canadian Automobile Association</p> <p>Canadian Automotive Repair and Service Council (CARS) Jennifer Steeves, Executive Director 500 - 29 Camelot Drive Nepean, Ontario K2G 5W6 Phone: (613) 798-0500 Fax: (613) 798-9963</p>

Prov.	Air	Rail	Marine	Trucking	Automobile
Canada (Cont'd)			<p>Council of Marine Carriers Captain Robert Shields, Chairman Council of Marine Carriers 200-1575 West Georgia Street Vancouver BC V6G 2V3 Phone: (604) 687-9677 Fax: (604) 687-1788</p> <p>Shipping Federation of Canada Mr. Michel Tosini Chairman 326-300 Saint Sacrement Street Montréal QC H2Y 1X4 Phone: (514) 849 - 2325 Fax: (514) 849-6992</p>		
MB	Winnipeg Airports Authority Inc.			Manitoba Heavy Construction Association	
NB	<p>Greater Moncton International Airport Mr. Rob Robichaud Managing Director 1575 Champlain St., Unit 12, Dieppe, NB E1A 7P5 Phone:(506)856-5444 Fax: (506) 856-5431 Email: robir@nbnet.nb.ca</p> <p>Greater Fredericton Airport Authority Inc. Mr. Dave Innes President & CEO 2570 Route 102 Highway, Unit 22 Fredericton, NB E3B 9G1 Phone: (506) 460-0926 Fax: (506) 460-0938 Email: innes@unb.ca Email: gfaa@nbnet.nb.ca</p> <p>Saint John Airport Inc. Mr. John Buchanan President & CEO 4180 Loch Lomond Road Saint John, NB E2N 1L7 Direct Line: (506) 638-5558 Phone: (506) 636-3950 Fax: (506) 638-5550 Email: Buchanan@saintjohnairport.com</p>	<p>New Brunswick Southern Railway Mr. Ian Simpson General Manager P. O. Box 905 Fredericton, NB E3B 5B4 Phone: (506) 632-5813</p> <p>N. B. East Coast Railway Mr. Gilles Richard General Manager P. O. Box 370 Campbellton, NB E3N 3G7 Phone: (506) 753-0454</p>	<p>Saint John Port Authority Capt. Al Soppitt President & CEO 133 Prince William St., 5th Floor Saint John, NB E2L 2B5 Phone: (506) 636-4869 Fax: (506) 636-4443 Email: asoppitt@sjport.com</p> <p>Belledune Port Authority Mr. Rayburn Doucett President and CEO 261 Shannon Drive Belledune, NB E8G 2W1 Phone: (506) 522-1200 Fax: (506) 522-0803</p> <p>Bayside Port Corporation Mr. David Seman Port Manager 108 Champlain Drive Bayside, NB E5B 2Y2 Phone: (506) 529-3503 Fax: (506) 529-3504 Email: baysideport@nb.aibn.com</p> <p>Port of Dalhousie Inc. Ms. Nicole Boudreau 111-5 Brunswick St. PO Box 5183 Dalhousie, NB E8C 1G5 Phone: (506) 684-3373 Fax: (506) 684-5311 Email: funbro@nbnet.nb.ca</p> <p>FUNDY ISLES FERRY SERVICE</p>	Atlantic Provinces Trucking Association Mr. Peter Nelson Executive Director 407 Dieppe Blvd. Dieppe, NB E1A 6P8 Phone: (506) 855-2782 Fax: (506) 853-7424 Email: apta@nbnet.nb.ca	

Prov.	Air	Rail	Marine	Trucking	Automobile
NB (Cont'd)			<p>Grand Manan Transportation Commission Mr. Robinson MacPherson Chairman 167 Ingalls Head Road Grand Manan, NB E5G 3G5 Phone: (506) 662-3754</p> <p>Whitehead Transportation Commission Mr. Harold Cossaboom Chairperson 7 Sheep Rock Lane Whitehead Island NB E5G 2K6 Phone (506) 662-3754 Fax (506) 662-1492</p>		
NL					
NWT	<p>Pacific Pilotage Authority 1000-1130 W Pender St Vancouver BC V6E 4A4 Administration Tel: 604 666-6771 Vancouver Dispatch Tel: 604 666-6776 Victoria Dispatch Tel: 250 363-3878</p> <p>Northern Peace Air Services Ltd. Box 6036 Peace River AB T8S 1S1 Tel: 780-624-3060</p> <p>HawkAir Aviation Services Ltd RR# 4, Site 16, Comp 5, Terrace BC V8G 4V2 1-800-487- 1216 Tel:: 250 635-4295</p> <p>GearBulk Shipping Canada Ltd. 1100 - 1500 W Georgia St Vancouver BC V6G 2Z6 Tel: 1-604-689-7194 Fax: 1-604-669-1824</p> <p>Air Canada Customer Solutions PO Box 64239, 5512 4th Street, NW Calgary AB T2K 6J0 Fax: 1-866-584-0380 1-403-569-5333</p> <p>Canadian North Service</p>	<p>Western Canadian Coal 900 – 580 Hornby Street Vancouver BC V6C 3B6 Tel: 604 608-2692</p> <p>Tumbler Ridge Office Unit E – 107, Commercial Park PO Box 2140 Tumbler Ridge BC V0C 2W0 Tel: 250 242-4303</p> <p>Canadian Transportation Agency Terrasses de la Chaudière 15 Eddy Street Gatineau QC K1A 0N9</p> <p>CN Railway Robert E. Noorigian Vice-president, Investor Relations Tel: 514 399-0052 Fax: 514 399-5985</p>	<p>Northwest Territories Council for Disabled Persons Box 1387 Yellowknife NT X1A 2P1 Tel: 867 873-8230 TTY: 867 920-2674 Fax: 867 873-4124</p> <p>Northwest Territories Department of Transportation P.O. BOX 1320 YELLOWKNIFE NT X1A 2L9 Doug Pon Executive Assistant Tel: 867 669-2313</p> <p>Association of Consulting Engineers of Canada</p> <p>Canadian Ferry Operators Association Board of Directors - http://www.cfoa.ca/english/board.html</p> <p>NTCL – major barge ops 42003 Mackenzie Hwy Hay River NT X0E 0R9 Tel: 867 874-5100 Fax: 867 874-5103</p>	<p>Northwest Corridor Development Corporation Director, Investment and Economic Analysis Resources, Wildlife and Economic Development Government of the Northwest Territories Yellowknife NT X1A 2L9</p> <p>Yellowhead Highway Association 2140, 10123 - 99th St Edmonton AB T5J 3H1 Tel: 780 429-0444</p> <p>Highway Transportation Board</p> <p>NWT Truck Motor Transport Association Tel: 867 873-2831</p>	

Prov.	Air	Rail	Marine	Trucking	Automobile
NWT (Cont'd)	<p>Northern Air Transport Association Lorraine Ivey Executive Assistant P.O. Box 2457 Yellowknife NT X1A 2P8 Tel: 867 920-2985 Fax: 867 920-2983</p> <p>First Air Jet Service</p>		<p>Cooper Barging PO Box 496 Ft Simpson NT X0E 0N0 Manager: Michael Cooper Tel: 250 774-6659</p> <p>Tuktoyaktuk</p> <p>McKenzie River - N'dulee Enterprises Inc.</p>		
NS	<p>Sydney Airport Authority Lawrence MacPherson, CEO Tel: 902.564.7720 Email: larrymceo@sydneyairport.ca</p> <p>Halifax International Airport Authority Eleanor Humphries, CEO 1 Bell Boulevard Enfield, NS B2T 1K2 Tel: 902.873.6006 Fax: 902.873.4563 Email: eleanor.humphries@hiala.ca</p> <p>Atlantic Canada Airports Association Patricia Devine, Executive Director Gahan House Office Suites 124 Sydney Street Charlottetown, PE C1A 1G4 Tel. (902) 569-9108 Fax. (902) 569-9197 Email: pdevine@acairports.ca</p>	<p>Windsor & Hantsport Railway James Taylor, General Manager P.O. box 578 Windsor, Nova Scotia B0N 2T0 Tel: 902-798-0798</p> <p>Cape Breton & Central Nova Scotia Railway Jim Ryan, General Manager P.O. box 2240 Stellarton, Nova Scotia B0K 1S0 Tel: 902-752-3357</p>	<p>Halifax Port Authority Karen Oldfield, CEO P.O. Box 336 Halifax, Nova Scotia B3J 2P6 Tel: (902) 426-8222 Fax: (902) 426-7335</p> <p>Strait of Canso Superport Corporation Tim Gilfoy, CEO PO Box 238 428 Main Street Mulgrave, NS B0E 2G0 Tel: 902.747.2410 Fax: 902.747.2453 Email: timgilfoy@straitsuperport.com</p> <p>Independent Marine Ports Association of Canada Dave Whiting, Chair and Port Manager at the Port of Yarmouth Port of Yarmouth P.O. Box 131, 233 Water Street Yarmouth, NS B5A 4B1 Tel: 902-742-1803 Email: Yarmouth@swsda.com</p>	<p>Nova Scotia Trucking Human Resource Sector Council Kelly Henderson, Executive Director PO Box 1527 Truro, NS B2N 5V2 Phone 902.893.8410 Fax 902.895.6984 Email: kelly@thrsc.com</p>	<p>NS Automotive Human Resource Sector Council Graham Conrad, Executive Director 327 Prince Albert Road, Suite 4 Dartmouth NS B2Y 1N7 Telephone: (902) 464-0168 Fax: (902) 465-5734 Email: autohrsc@accesscable.net</p>
NU	Nunavut Department of Community Government and Transportation	The Canadian Arctic Railway Corporation	n/a	n/a	
ON	<p>Ottawa International Airport</p> <p>Greater Toronto Airports Authority</p>		<p>Thunder Bay Port Authority</p> <p>The St. Lawrence Seaway Management Corporation</p>	<p>Ontario Trucking Association</p> <p>Ontario Road Builders Association (ORBA)</p> <p>Council of Ontario Construction Associations (COCA)</p> <p>Ontario Good Roads Association (OGRA)</p>	
PEI					

Prov.	Air	Rail	Marine	Trucking	Automobile
QC					
SK	<p>Regina Airport Authority www.yqr.ca/</p> <p>Saskatoon Airport Authority www.yxe.ca/</p>			<p>Road Builders and Heavy Construction Association of Saskatchewan</p>	
YK	<p>Yukon Department of Highways and Public Works Aviation and Marine Branch Government of Yukon Box 2129 Haines Junction, Yukon Y0B 1L0 Canada Phone: (867) 634-2450 Toll free (In Yukon): 1-800-661-0408, local 2450 Fax: (867) 634-2131 Email: aviation@gov.yk.ca Web: http://www.gov.yk.ca/depts/hpw/trans/airports/</p> <p>Transport Canada, Prairie and Northern Region 60 Norseman Road Whitehorse, Yukon. Y1A 6E6 http://www.tc.gc.ca/PrairieAndNorthern/TC_Centres/whitehorse.htm</p>	<p>White Pass & Yukon Route Railroad P.O. Box 435, Skagway, AK USA 99840 Contact: Michael Brandt Ph: (907) 983-2217 Fax: (907) 983-2734 Toll free: 1-800-343-7373 Web: www.wpyr.com</p>	n/a	n/a	n/a

**PPSC Transportation Skills Task Force
Promotions Sub-Committee**

Transportation Sector Stakeholders List by Province

Prov	Bus Industry	Municipalities	Academia	Other
AB			<p>Bow Valley College</p> <p>University of Calgary – Transportation Theme School</p> <p>Southern Alberta Institute of Technology</p> <p>Northern Alberta Institute of Technology</p>	<p>Association of Professional Engineers, geologists and Geophysicists of Alberta</p> <p>The Van Horne Institute</p>
BC	<p>Farwest 780 Lahakas Blvd S Kitimat BC V8C 1T6 Tel: 250 632-3333 Contact: Philip Malnis</p> <p>BC Transit 520 Gorge Road East Victoria BC V8W 2P3 Tel: 250 385-2551</p> <p>Translink 1600-4720 Kingsway Burnaby BC V5H 4N2 Tel: 604 453-4500</p>	<p>UBCM Suite 60 10551 Shellbridge Way Richmond, BC V6X 2W9 Phone: 604.270.8226 Fax: 604.270.9116</p>	<p>BCIT 3700 Willingdon Avenue, Burnaby, British Columbia, Canada, V5G 3H2, 604-434-5734</p> <p>UBC 2329 West Mall Vancouver, BC Canada V6T 1Z4 tel 604.822.2211</p> <p>UNBC University of Northern British Columbia 3333 University Way Prince George, BC V2N 4Z9 CANADA (250) 960-5555</p>	<p>APEGBC 200 - 4010 Regent Str Burnaby BC V5C 6N2 Tel: 604 430-8035 Toll Free Canada-wide: 1-888-430-8035</p>
Canada	<p>Canadian Bus Association 451 Daly avenue Ottawa, Ontario K1N 6H6 Tel: 613-238-1800 Fax: 613-241-4936</p> <p>Canadian Urban Transit Association Michael W. Roschlau President and Chief Executive Officer 1401-55 York Street Toronto ON M5J 1R7 Phone: (416) 365-9800 Fax: (416) 365-1295</p> <p>Motor Carrier Passenger Council of Canada Joan Crawford, Executive Director 8300 Yonge Street Thornhill, Ontario, L4J 7R3 Phone: (905) 762-0414 Fax: (905) 762-0415</p>	<p>Federation of Canadian Municipalities James Knight - Chief Executive Officer 24 Clarence Street Ottawa K1N 5P3 Tel: 613.241.5221 Fax: 613.241.7440</p>		<p>Canadian Apprenticeship Forum (CAF) Allison Rougeau, Executive Director 116 Albert Street, Suite 812 Ottawa, Ontario, K1P 5G3 Phone: (613) 235-4004 ext. 202 Fax: (613) 235-7117</p> <p>Canadian Chamber of Commerce Ottawa Headquarters Delta Office Tower 350 Sparks Street Suite 501 Ottawa, ON K1R 7S8 Tel.: (613) 238-4000 Fax: (613) 238-7643 Email: info@chamber.ca</p>

Prov	Bus Industry	Municipalities	Academia	Other
Canada (Cont'd)				<p data-bbox="1541 167 1896 386"> Canadian Supply Chain Sector Council 1100 Central Parkway West, Suite 17-1 Mississauga, ON L5C 4E5 Phone: 905-897-6700 Toll-free (Canada only): 1-866-616-3468 Fax: 905-897-1100 Email: info@supplychaincanada.org </p> <p data-bbox="1541 412 1850 605"> Canadian Transportation Agency Canadian Transportation Agency Ottawa, ON K1A 0N9 Tel: 1-888-222-2592 TTY: 1-800-669-5575 Fax: (819) 997-6727 E-mail: cta.comment@cta-0tc.gc.ca </p> <p data-bbox="1541 631 1871 776"> Construction Sector Council (CSC) George Gritziotis, Executive Director 220 Laurier Ave West, Suite 1150 Ottawa, Ontario, K1P 5Z9 Phone: (613) 569-5552 ext. 222 Fax: (613) 569-1220 </p> <p data-bbox="1541 802 1948 995"> Human Resources Social Development Canada http://www.rhdsc.gc.ca/fr/accueil.shtml HRSDC Public Affairs and Ministerial Services Branch 140 Promenade du Portage Place du Portage, Phase IV, 12th Floor Gatineau, Québec K1A 0J9 </p> <p data-bbox="1541 1021 1850 1214"> Transport Canada 330 Sparks Street Ottawa, ON K1A 0N5 Phone: 613-990-2309 TTY: 1-888-675-6863 Fax: 613-954-4731 / 613-998-8620 Email: webfeedback@tc.gc.ca </p> <p data-bbox="1541 1240 1934 1409"> Transportation Association of Canada (TAC) Michel Gravel, Executive Director 2323 St. Laurent Blvd. Ottawa ON K1G 4J8 Telephone: (613) 736-1350 Fax: (613) 736-1395 Email: secretariat@tac-atc.ca </p>

Prov	Bus Industry	Municipalities	Academia	Other
Canada (Cont'd)				<p>Transportation Safety Board of Canada Head Office 200 Promenade du Portage Place du Centre 4th Floor Gatineau, Quebec K1A 1K8 Tel: (819) 994-3741 Fax: (819) 997-2239 TDD: (819) 994-8030</p> <p>Western Transportation Advisory Council (WESTAC) Ruth Sol, Executive Director 1140-800 West Pender St. Vancouver, BC V6C 2V6 Tel: (604) 687-8691 Fax: (604) 687-8751</p>
MB			<p>University of Manitoba Transport Institute (UMTI)</p> <p>Stevenson Aviation and Aerospace Training Centre (Red River College)</p>	<p>Association of Professional Engineers and Geoscientists of the Province of Manitoba (APEGM)</p>
NB	<p>Groupe Orléans Express Inc. Mr. Sylvain Langis Président et chef de la direction 740, rue Notre-Dame Ouest Bureau 1000 Montréal QC H3C 3X6 Phone: (514) 395-4001 Fax: (514) 395-8655 Email: s.langis@orleansexpress.com</p>	<p>Cities of NB Association Ms.Sandra Mark Executive Director P. O. Box 1421, Station A Fredericton, NB E3B 5E3 Phone:(506) 357-4242</p> <p>Union of the Municipalities of NB Mr.Raymond Murphy 115 Allan-A-Dale Lane Quispamsis, NB E2E 1H2 Phone (506) 849-5789 Fax (506) 849-5788</p> <p>Association Municipale Madame Lise Ouellette Directrice Générale 702 rue Principale, Suite 322 Petit-Rocher, NB E8J 1V1 Phone: (506) 542-2622 Fax: (506) 542-2618</p>	<p>University of New Brunswick Transportation Group</p>	<p>Road Builders Association of NB Inc. Mr. Con Kingston President 59 Avonlea Court, Suite 5 Fredericton, NB E3C 1N8 Phone (506) 454-5079 Fax (506) 452-7646</p> <p>Association of Professional Engineers and Geoscientists of New Brunswick Ms. Iris Auclair Bernard President 535 Beaverbrook Court, Suite 105 Fredericton, NB E3B 1X6 Phone (506) 684-3791 Fax (506) 684-4538</p> <p>Consulting Engineers of New Brunswick Mr. John Fudge President 535 Beaverbrook Court, Suite 105 Fredericton, NB E3B 1X6 Phone (506) 458-8842</p>
NL			<p>Marine Institute at the Memorial University of Newfoundland http://www.mi.mun.ca/</p>	

Prov	Bus Industry	Municipalities	Academia	Other
NWT		<p>NWT Association of Communities #700, 5201 - 50th Ave., Northwest Tower Yellowknife, NT X1A 3S9 Canada Phone : (867) 873-8359 Fax : (867) 873-3042</p>	<p>Aurora College 87 Gwich'in Road P.O. Box 1008 Inuvik, NT X0E 0T0 Phone: (867) 777-7800 Fax: (867) 777-2850</p>	
NS		<p>Union of Nova Scotia Municipalities Ken Simpson, Executive Director Suite 1106, 1809 Barrington Street Halifax, N.S. B3J 3K8 Phone: (902) 423-8331 Fax:(902) 425-5592 Email: ksimpson@eastlink.ca</p>	<p>Nova Scotia Community College Joan McArthur-Blair, Pres. 5685 Leeds Street PO Box 1153 Halifax , NS B3J 2X1 Tel: 902-491-6701 Fax: 902-491-4825 Email: Joan.McArthur-Blair@nsc.ca</p>	<p>NS Road Builder's Association Steve Williams, Managing Director 109 Chain Lake Drive Halifax, Nova Scotia B3S 1B3 Email: steve@maceng.ns.ca Phone: (902) 450-1433 Fax: (902) 450-1424</p> <p>Association of Professional Engineers of NS P.O. Box 129 Halifax, NS B3J 2M4 Tel: 902-429-2250 Fax: (902) 423-9769 Email: info@apens.ns.ca</p> <p>Consulting Engineers of NS PO Box 613, Station "M" Halifax Nova Scotia Canada B3J 2R7 Tel: (902) 461-1325 Fax: (902) 461-1321 E-mail: nscea@atcon.com</p>
NU		<p>NAM (Nunavut Association of Municipalities) PO Box 4003 Iqaluit, Nunavut X0A 1H0 Phone: 867-979-3111 / Fax: 867-979-3112</p>	<p>Nunavut Arctic College PO Box 60 Arviat, NU X0C 0E0 Work: (867) 857-2751 Fax: (867) 857-2800</p>	
ON			<p>Seneca College</p> <p>Georgian College</p> <p>Great Lakes International Marine Training Centre http://marinetraining.ca/</p> <p>Humber College</p> <p>The Logistics Institute</p>	<p>Professional Engineers Ontario (PEO)</p> <p>Ontario Hot Mix Producers Association (OHMPA)</p> <p>Transportation Technician (TT) Initiative Brent Warriner, Senior Business Consultant (EDP & TT Coordinator) Provincial Highways Management Division Ministry of Transportation of Ontario Tel: (905) 704-2642, Fax: (905) 704-2626 E-mail: MTO.TTinitiative@mto.gov.on.ca http://www.mto.gov.on.ca/english/engineering/job/tti.htm</p> <p>http://www.mto.gov.on.ca/french/engineering/job/tti.htm</p>

Prov	Bus Industry	Municipalities	Academia	Other
PEI			Holland College (Marine training) http://www.hollandc.pe.ca/marine/	
QC			University of Montreal – Centre for Research on Transportation Concordia University McGill University	
SK			Saskatchewan Institute of Applied Science and Technology (SIAST)	Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS)
YK	Gray Line Yukon / Holland America P.O. Box 31429, Whitehorse, YT, Y1A 6K8 Contact: Rob Ph: (867) 668-3225 Fax: (867) 667-4494 Email: whitehorse-wtmc@halw.com	Association of Yukon Communities #15-1114 1st Avenue Whitehorse, Yukon Y1A 1A3 Ph: (867) 668-4388, Fax: (867) 668-7574 http://www.ayc.yk.ca/ Council for Yukon First Nations 22 Nisutlin Drive Whitehorse, YT Y1A 2S5 867-667-7631 http://www.theyukon.ca/dbs/cyfn/	Yukon College Box 2799 Whitehorse, Yukon Y1A 5K4 Canada Phone: 867-668-8710 or: 1-800-661-0504 (Toll free in N.America) Fax: 867-668-8899 http://www.yukoncollege.yk.ca/	