
Transportation Skills Development Issues in Canada

Phase II Diagnostic
Report: Industry
Activities

PPSC Transportation Skills
Task Force

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Executive Summary

This Phase II Diagnostic Report examines the actions undertaken by industry to address skills development challenges in an effort to define where future activities might best be directed to maximize effectiveness and prevent duplication of effort.

This report summarizes the labour supply and skills development programs and policies of various national and regional transportation sector councils including: the Canadian Automotive Repair and Service Council; the Canadian Aviation Maintenance Council; the Canadian Trucking Human Resources Council; the Construction Sector Council; the Council for Automotive Human Resources; the Motor Carrier Passenger Council of Canada; the Canadian Urban Transportation Association; and the Canadian Supply Chain Sector Council. A situational analysis is pending for the Marine sector; however, no sector council has yet been established. In addition, provincial and/or regional sector councils in some jurisdictions were referenced (where established), including the provincial trucking Sector Councils in Nova Scotia and Prince Edward Island and the Western Transportation Advisory Council.

The vast majority of sector councils and industry associations have been quite active in identifying and addressing labour market trends and implementing skills development opportunities. These activities have been categorized for each sector council/industry association as follows: **Recruitment and Retention; Education and Training; National Standards and Certification; and Research.**

Going Forward – Recommendations

At the outset, it should be stated that proposed policy and regulatory changes related to skills development and labour supply may not be part of the mandate of departments/ministries of transportation. To ensure success in addressing such issues, federal and provincial/territorial departments of transportation should strive to create and maintain open dialogue with departments responsible for labour, education and training in their respective jurisdictions.

Transport Canada is best placed to liaise with Human Resources and Social Development Canada regarding skills and labour force issues associated with transportation and to coordinate collaborative efforts aimed at addressing common challenges where appropriate. Activities where federal/provincial/territorial cooperation could be beneficial include:

- Improving the public’s perception of the transportation industry in general
- Promoting the industry to “non-traditional” worker groups (i.e. women, Aboriginal Peoples, Immigrants, etc.)
- Coordinating and sharing best practices with respect to recruitment and retention among provincial and territorial governments, sector councils and other relevant industry

associations. This can be achieved with the continuation of the Compendium initiative undertaken by the Transportation Skills Task Force.

- Improving the public's perception of Government as an employer of choice

Initiatives aimed at addressing these challenges should involve sector councils and industry associations, as appropriate.

Transport Canada should also continue its efforts to maintain open dialogue with national transportation sector councils and industry associations.

A key challenge identified in Phase I of this diagnostic project was the lack of availability of funding for post-secondary training/education for transportation related programs. For example, in some jurisdictions some industry training programs are ineligible for government-sponsored student loans, due to the length of the program (i.e. trucking). This makes it difficult for the industry to recruit qualified candidates to fill existing labour shortages. Industry has attempted to address this challenge, but many of its efforts have, and can only continue to occur on a small-scale and changes in government policy are needed to address the issue.

Where this is an issue, provincial and territorial governments should consider action to improve access to/provision of funding for skills training for existing employees and new candidates in the transportation industry. It is important to note, however, that the ability to address this issue is outside the purview of provincial/territorial departments of transportation and would require action on the part of other departments responsible for education and training.

Government at all levels should be prepared to support the emergence of a national marine sector council which would identify skills and labour supply issues and coordinate action in that sector.

Introduction

In January 2007, the PPSC Transportation Skills Task Force produced a diagnostic report detailing labour shortages, skills and training and recruitment and retention challenges in the following transportation sectors: Air, Automotive Service and Repair, Trucking, Rail, Bus, Marine, and Transportation Infrastructure (including construction; professional and technical personnel, and logistics).

The report found that the majority of transportation sectors are facing significant skilled labour shortages over both the short- and long-term. In most cases, the issue is not simply finding enough bodies to do the work, but finding enough qualified workers to fill positions (trucking, logistics, automotive repair, rail), or having the right resources available in the right place at the right time (construction). In addition, the research presented in the diagnostic shows the following key similarities across modes with respect to human resource and skills development issues:

- In many cases, skills training and education programs do not meet the needs of industry, resulting in workers who may be unemployable;
- Funding for skills training is often a challenge for individuals already employed in the transportation industry and for potential candidates;
- The transportation industry will need to compete with other industries for skilled labour in a reduced labour pool;
- The transportation industry will need to tap into non-traditional labour pools (women, Aboriginal Peoples, immigrants, etc.) as traditional labour sources continue to shrink; and
- The prevailing image of the transportation industry is a challenge to recruiting and retaining a skilled workforce.

Based on the data findings, the report made several recommendations for future action by the Task Force and jurisdictions. These are as follows:

The Task Force may wish to consider the following actions:

- Develop an action plan to address common challenges identified by transportation sectors, including actions aimed at:
- Improving the public's perception of the transportation industry;
 - Promoting the industry to “non-traditional” worker groups (i.e. Women, Aboriginal Peoples, Immigrants, etc);
 - Coordinating and sharing best practices with respect to recruitment and retention with sector councils and other relevant transportation organizations; and

- Improving the public’s perception of Government as an employer of choice.
- Coordinate any future actions with transportation stakeholders, including sector councils.

In general, jurisdictions may wish to consider the following actions:

- Continue to coordinate research/study initiatives and updates, share information with sector councils, other governments, and relevant transportation organizations
- Examine the availability of funding for post-secondary training/education for transportation related programs
- Ensure that a close working relationship is maintained between transportation skills initiatives and federal/provincial Labour Market Development Agreements (LMDAs)
- Maintain an open dialogue on skills development with provincial/territorial/regional sector councils and other transportation-related organizations
- Encourage and/or support marine sector stakeholders in establishing a national Marine Human Resources Sector Council to identify issues and coordinate HR initiatives in that sector

In order to move forward with any initiatives, the Task Force felt it important to provide Ministers and Deputy Ministers with an understanding of industry activities undertaken to address existing and anticipated skills issues in transportation.

This Phase II Diagnostic Report will determine what actions are being undertaken/have been undertaken recently by industry to address skills development challenges in an effort to define where future activities might best be directed to maximize effectiveness and prevent duplication of effort. It will also identify opportunities for concrete, collaborative action to address one or two skills development challenges that are common to all federal/provincial/territorial jurisdictions.

The majority of the information referenced in this report has come from industry associations and transportation sector councils. Sector councils are organizations within a defined area of economic activity (i.e. trucking) that are led by a partnership of representatives from business, labour, education, other professional groups, and government. They work to identify and address current and anticipated human resources and skills and learning challenges and to implement long-term human resources planning and develop strategies for their respective sectors. Sector councils are funded through Human Resources and Social Development Canada under the Sector Council Program.

Transportation-related national sector councils referenced in this report include: the Canadian Automotive Repair and Service Council; the Canadian Aviation Maintenance Council; the

Canadian Trucking Human Resources Council; the Construction Sector Council; the Council for Automotive Human Resources; the Motor Carrier Passenger Council of Canada; and the Canadian Supply Chain Sector Council. A situational analysis is pending for the Marine sector, however no sector council has yet been established. In addition, provincial and/or regional sector councils in some jurisdictions were referenced (where established), including the provincial trucking Sector Councils in Nova Scotia and Prince Edward Island.

The Air Sector

Northern Air Transport Association

Recruitment and Retention

- NATA plans to do more to educate youth about the excellent jobs that exist with northern carriers, targeting students who wish to be employed or to continue employment in the North.

Education and Training

- In light of growing skilled worker shortages in the northern aviation industry, NATA has recognized a need for industry to work more proactively with training schools, youth, and territorial governments to address this issue, as well as others unique to the North.
- NATA recently struck a committee to review the needs of and work with Northern training schools, territorial governments, and association members (industry) to find the best solutions to the challenges facing the northern aviation industry.

Aviation Transport Association of Canada

Recruitment and Retention

- Learn to Fly – a webpage that provides information to interested candidates that wish to learn to fly for recreation or to pursue a career in aviation. The site lists flight training facilities in provinces and territories, as well as information on selecting a flight training school.
- Professional Pilot Career Information Guide – ATAC has prepared this document for individuals who aspire to pursue a career as a professional pilot. The guide seeks to provide interested candidates with timely accurate information that will assist in career planning, including job prospects for Canadian pilots. The Professional Careers Catalogue also provides interested candidates with information on flight training centres across Canada.

Research

- ATAC performs aviation human resources research and analysis to ensure a consistent and high quality pool of pilot professionals in Canada.
- ATAC, together with the Canadian Aviation Maintenance Council, produced a report called “Follow-up to the Human Resource Study of Commercial Pilots in Canada.” This report provides supply and demand information for pilots in Canada and gathered industry views and recommendations to support the growth and economic viability of the industry. Recommendations include: the need for student screening and counseling; a more qualitative emphasis on hiring pilots; the need to develop quality assurance

programs for pilot training; and the need to develop and retain high quality flight instructors. Next steps identified in the report include: formation of an effective national all-stakeholder organization to conduct the project (i.e. a Sector Council); promotion of a systemic approach to skills development and quality control; and the creation of a standing advisory committee on course content.

Canadian Aviation Maintenance Council

Recruitment and Retention

- Skilled Workforce for the Future (Youth Internship Program [YIP]) – a youth program that strives to provide industry information and training opportunities with the goal of fostering interest in careers in aviation and aerospace.
- CAMC Youth Pages – catering to youth, this website offers information on occupations in aviation, a listing of schools that offer the Aviation Maintenance Orientation Program, and lists CAMC-accredited training locations for careers in aviation and aerospace.
- CAMC signed a memorandum of understanding with the Air Cadet League of Canada (ACLC) in November 2005. This signing is a significant step on the part of the participants to work together to encourage young people to choose careers in aviation and aerospace. This agreement means that CAMC will make learning tools and the industry-based Aviation Maintenance Orientation Program (AMOP) available for the optional training courses of the Royal Canadian Air Cadets.
- Career Focus – CAMC provides wage subsidy funding for employers in the aviation maintenance and aerospace manufacturing industry to hire post-secondary graduates.
- CAMC distributes career guides to schools, career fairs, and air cadets squadrons, as well as brochures that focus on careers in aviation maintenance for women and Aboriginal persons.

Education and Training

- Aviation Maintenance Orientation Program (AMOP) - part of the CAMC Youth Internship Program, provides students with an academic orientation and work-based experience in aviation maintenance and technology. The program establishes pathways for the transition from school to the working world of the aviation and aerospace industry. With twenty (20) high schools across Canada, approximately 400 students from grades 9 through 12 are participating in the program each year. The Air Cadet League of Canada and its 25,000+ cadets have also recently joined the program.
- Interactive Multimedia Learning Tool – a web-based supplement to the AMOP, which contains approximately 60 hours of material on topics such as structures, plane parts, engines, theory of flight, and more.

- CAMC's Safety Management Systems (SMS) Training Suite is a highly flexible, fully customizable training solution. The program was developed by top industry experts and meets the highest standards of excellence in the aviation industry. CAMC's SMS Training Suite allows clients to focus on their organization's specific training needs, offering six interchangeable packages, including: Human Factors; Human Performance; Fatigue Management; Documentation; and SMS 101.
- Prior Learning and Foreign Credential Assessment and Recognition System (PLFCAR) – CAMC has developed a systematic approach to assess a candidate's competence (knowledge and skills) in a specific occupation, whether such competence was acquired through experience or education, or in a formal or informal manner.

National Standards and Certification

- The Canadian Aviation Maintenance Council is the only nationally recognized occupation-certifying body representing the aviation/aerospace industry. With the participation of industry members, CAMC develops and publishes National Occupational Standards with supporting logbooks (for professional certification) and curricula for post-secondary training organizations. CAMC promotes safety, professionalism, and standardization through national communication with industry; Human Factors and Safety Management Systems training; individual certification in 24 occupations; and accreditation of training organization programs. CAMC is currently reviewing and updating fifteen (15) Occupational Standards and logbooks.
- National Aviation and Aerospace Occupational Standards Development – CAMC is currently developing Occupational Standards for Quality Assurance Manager and Quality Auditor.

Research

- Aerospace Human Resource Strategy Development (AHRSD) – CAMC is currently developing a nationally integrated human resource strategy for the aerospace industry.

The Automotive Repair and Service Sector

The Canadian Automotive Repair and Service Council

Recruitment and Retention

- CARS Youth - provides students, educators, and parents with all of the facts they need about the Canadian automotive repair and service industry. The “Career Promotion Kit” includes *The Automotive Repair and Service Reference Guide to Career Opportunities in Automotive Repair and Service*, designed to provide students and career seekers with an introduction of the overall industry and details on career opportunities. Also included is an *Educators Guide* that provides activities to help educators illustrate the connections between school work, skills development, and practical workplace applications. Finally, an *Industry Presentation Guide* offers tools and strategies to support industry representatives when giving presentations to raise awareness of employment opportunities in the industry.
- Future is Wide Open – a kit for youth, which includes a poster that promotes the CARS Youth website, a brochure which provides an overview of the CARS Youth website and other materials in the CARS Career Promotion Kit, and a CD-ROM containing all the print material above and text from the CARS Youth website.

Education and Training

- CARS OnDemand - provides internet-based training, including technical and business oriented programs, to the automotive aftermarket. Training lessons are presented as two hour videos or web-based instruction. All lessons include supplementary training materials, including Student Learning Guides and Exams that augment the learning experience. Students can choose to participate in hundreds of training programs, at a schedule that best suits their needs. Programs are “on demand”; they can be taken at any time at the shop, at home, or wherever the student wishes to learn.
- CARSability - a web-based skills assessment tool developed by CARS and launched in November 2007. This assessment tool allows shop owners and service managers to readily assess the skills of new hires and to define and track skills development opportunities for existing employees, while providing employees the opportunity to develop personal training plans. Participants can quickly and effectively evaluate their own occupations-related skills against national benchmarks for 34 key automotive industry occupations.
- Essential Skills – Promoting essential skills in high schools and colleges is important for the automotive industry. CARS is working with colleges to incorporate essential skills learning into college programs, and starting in 2008, CARS will begin a pilot project with a Toronto high school to promote essential skills learning in order to create a pool of future human resources with the skills necessary to enter and excel in a career in the automotive industry.

- The CARS Workplace Mentor/Coach Program teaches technicians how to share their skills and knowledge more effectively with apprentices. Available exclusively through the CARS Council, the program consists of eight courses to teach applied techniques in leadership, organization, communication, mentoring, human relations, job proficiency skills, and personal development.

National Standards and Certification

- The CARS National Accreditation Board (CNAB) sets out industry-prescribed National Motive Power training standards of excellence as universal benchmarks for the delivery of applied post-secondary training and education. The primary objective of the accreditation process is to assist motive power program institutions in their pursuit of excellence in the delivery of applied motive power education and training. This is accomplished through an independent industry-driven voluntary auditing process of specified motive power post-secondary programs against CNAB established national performance standards.
- Essential Skills – Research by CARS has shown that there is an alarming gap between what the automotive repair and service sector requires from its personnel and what it is actually getting. CARS developed detailed occupational profiles for some 34 key industry occupations and is working to identify the degree to which essential skills or literacy requirements affect those occupations. The profiles constitute foundation industry standards against which employees can be assessed in terms of the skills they possess compared to the skills required by industry for key occupations.

Research

- CARS conducts research into a variety of topics related to employment in the automotive repair and service industry in order to gauge industry needs and public perceptions. This research, in the form of mail-out and telephone surveys, focus groups, industry consultations, and project advisory committee meetings, provides CARS with strategic guidance for updating existing initiatives and developing new programs to address changing industry needs.
- Between November 2006 and January 2007, the CARS Council conducted research to understand how employers and employees perceive training in the automotive repair and service industry and to gauge perceptions of the industry amongst the Canadian general population. 350 employees, 350 employers, and 2047 households were surveyed.
- Internationally Trained Workers Research Project (2007) - CARS undertook a research project to determine the potential for internationally trained workers (ITWs) to help address the current and future skilled labour shortages faced by the motive power repair and service sector.
- Human Resource Study (2005) – this study was commissioned in order to define the current labour supply and demand balance for skilled workers in several key industry sectors and occupational categories of interest; identify key human resource challenges associated with the attraction and recruitment of future employees, and the retention of

the current workforce; and establish the extent to which existing education and training programs meet current industry requirements and identify future education and training needs.

The Trucking Sector

Canadian Trucking Human Resource Council

Recruitment and Retention

- In 2007, the CTHRC will be launching a website entirely devoted to careers in the trucking industry. The website will act as an entry point for information pertaining to careers in the trucking industry by providing users with advice, information, occupational profiles, defined career paths, and direction for people interested in pursuing a trucking-related career.
- In 2006, the CTHRC helped source 15 employees who qualified for a wage subsidy under Canada's Youth Employment Strategy (YES) – a federally funded initiative that provides youth with the opportunity to develop job specific skills and experience. CTHRC expects the number of participants to double in 2007 and provides full details of the program, including eligibility, on its website.
- The CTHRC is working alongside the industry and government to help address some of the challenges associated with hiring foreign-trained drivers with its Foreign Competency Recognition (FCR) Initiative. Qualified drivers from abroad are challenged by current immigration standards and policies that do not recognize the professional driver profession as “skilled.” The FCR will facilitate the recognition of foreign competencies and provide resources that will help develop employment opportunities for foreign workers in the trucking industry. Upon completion of this initiative the industry will have the ability to assess foreign competencies, which will ultimately play a vital role in helping address labour shortages.

Education and Training

- The Earning Your Wheels program was re-launched in January 2006. The program consists of 8 week in-class/in-cab training as well as 4 weeks of Supervised Work Experience with a CTHRC Certified Coach. The program also consists of twelve online end-of-unit evaluations, skill assessments and a final online certification exam. In many provinces, this is the only driver training program that qualifies students for government financial assistance.
- In partnership with the Nova Scotia Trucking Human Resource Sector Council, the CTHRC has been promoting the concept of Essential Skills for the trucking industry. The objective of the partnership was to support training that meets national standards, by developing a provincially-approved and industry-endorsed screening protocol using the Test of Workplace Essential Skills (TOWES) pre-employment tool. Based on test scores, some upgrading support was provided to candidates as required, and candidates were reassessed following the training. CTHRC provided the materials for assessment and training, while THRSC managed the project activities. The CTHRC has prepared a series of information articles on Essential Skills in the trucking industry and has also developed a promotional kit to support awareness initiatives.

- CTHRC e-learning continues to draw participation; in 2006 the following courses were offered: Interpersonal Skills Improvement for Dispatchers (44 participants); Professional Skills Improvement for Dispatchers (28 participants); and Owner-Operator Business Skills Course (24 participants).

National Standards and Certification

- The CTHRC has developed [National Occupational Standards \(NOS\)](#) for the following occupations: Professional Driver, Dispatcher, Professional Driver Trainer, and Transportation Safety Professional. These standards help industry define and achieve the following goals: recruitment, development and retention of a skilled workforce; ensuring that occupational requirements are equitable; increasing competitiveness and productivity; facilitating labour mobility within Canada; identifying and communicating HR and training needs; creating instructional programs; upgrading employee skills; designing assessment and evaluation guidelines; and developing accreditation and certification processes.
- The accreditation process for current and new National CTHRC Accredited Institutes was refined in 2005 and implemented in 2006. The new process identifies and monitors schools that deliver training programs that meet the National Occupational Standards for entry level Professional Drivers. The process assesses the training facility against the accreditation policies and procedures. Details on the process and policies, as well as the benefits of being an accredited school are available on the CTHRC website.

Research

- Research is nearing completion on the second phase of the *Canada's Driving Force* initiative. An employer survey was conducted to identify the profile of drivers being hired, updating of driver turnover rates, retirement rates, and vacancy rates. Work so far indicates that the industry has improved driver retention rates and more training programs are being offered to drivers. However, the shortage of qualified drivers continues to be one of the top two issues for most companies, especially those with long-distance routes. Updated estimates of the number of new drivers needed annually to meet industry needs are being prepared.
- Another initiative of research is developing a *Human Resources Guide Tool Kit* for trucking fleets that will assist them in adopting best practices for driver recruitment and retention. The tool kit for fleets could be used to help small- and medium-sized companies deal with the many human resource activities that can further reduce turnover rates and bring more new drivers to the industry.
- *Closing the Gap* Conference: Brought together industry stakeholders and government representatives in 2006 to join forces in assessing the issues around the qualified driver shortage and identify potential solutions in the areas of licensing, accreditation of training, funding of training, and immigration.
- *Feasibility Study for a Skills Development Fund* for the trucking industry (and potentially for other sectors). At the invitation of Human Resources and Social Development

Canada's Sector Council Program, the CTHRC held focus groups with carriers and conducted interviews with provincial government representatives to "test the waters" regarding the impact a fund could have on addressing the industry's skills shortage. Results of the study and any impacts on government policy expected in 2007.

- *Labour Market Transition Initiative* pilot to be completed in 2007 to provide a framework to transition workers from supply sectors to demand sectors (i.e. trucking). The project should provide some basic tools for gap analysis of those occupations that could transition.

Nova Scotia Trucking Human Resource Sector Council

Recruitment and Retention

- The THRSC signed a Memorandum of Understanding with the Atlantic Provinces Trucking Association (APTA) to partner together to address the human resource needs facing the Atlantic Canada trucking industry.
- The THRSC signed a Memorandum of Understanding with the Department of Indian and Northern Affairs (Aboriginal Workforce Participation Initiative) to work together in the development of a partnership to enhance Aboriginal employment in the trucking industry.
- The THRSC hosted a diversity workshop as part of its efforts to address recruitment and retention issues in the industry. The workshop included a discussion on recruiting methods for today's workforce.

Education and Training

- The THRSC has, with support from the regional trucking industry, been able to develop certification programs for the following occupations: Professional Driver (Tractor Trailer); Professional Driver (Straight Truck); Technician; Parts Technician; and Dispatcher.
- As mentioned previously, the THRSC has partnered with the CTHRC to implement TOWES testing as a screening tool for driver training applicants at Nova Scotia's two driver training schools.
- The THRSC has implemented an initiative called *One Journey* in partnership with the Nova Scotia Departments of Education and Community Services and industry. The project offers Community Services clients the opportunity to retrain for a career in the trucking industry. An orientation is provided, with employers talking about opportunities, followed by essential skills (TOWES) testing and upgrading (as required), a job readiness workshop, skills development, training and work experience. The ultimate goal of the program is to transition Community Services clients to full-time employment as a professional driver (Class 1). The initiative has been very successful and will be continuing, including other groups (immigrants to Nova Scotia, persons with disabilities) and regions.

Research

- The THRSC has been working over the past two years to develop strategic plans to attract equity and older workers to occupations in the trucking industry. Innovative strategies were prepared for each target group and it was also demonstrated that there remains a true interest among some people to have a career in the trucking industry. Communication plans have been developed for both initiatives and a full launch of the strategies is expected in Fall 2007.

Prince Edward Island Trucking Sector Council

Recruitment and Retention

- The PEITSC posts trucking-related employment opportunities on its website. It also provides career information and contact information for JVI Commercial Driving School in PEI.

Alberta Transportation Training and Development Association

Recruitment and Retention

- The Red Deer College Professional Driver Certificate Program, established through the TT&DA, raises awareness of its certificate program and careers in the trucking industry by advertising in newspapers and setting up information kiosks in public spaces, such as shopping malls. In addition, considerable effort is made to present the program to individual carriers and carrier association meetings, to not only increase awareness, but also to recruit carriers that would participate in the practicum portion of the training program.

Education and Training

- The Professional Driver Certificate Program offered at Red Deer College was developed in consultation with the trucking industry, Alberta Infrastructure and Transportation, Alberta Advanced Education, the Transportation Training and Development Association, the Canadian Trucking Human Resources Council, and local community leaders. The program was developed with the recognition that industry requires entry-level drivers who have driving experience, understand the trucking industry and its demands, and are committed to a long-term career.
- Graduates of this 3-month program gain the opportunity to launch their careers with respected carriers. The program offers students theory, hands-on training, and guidance, as well as paid co-op work experience and the potential to remain with the same firm. The program is currently offered in Red Deer, Calgary, Edmonton, and Lethbridge.
- Alberta Infrastructure and Transportation is currently developing a Professional Driver endorsement to include on drivers licences for program graduates.

The Rail Sector

The Railway Association of Canada

Recruitment and Retention

- RAC publishes a “Career Opportunities in Canada’s Railway Industry” brochure, which provides information about employment in the railway sector and highlights RAC’s pre-employment training programs.
- RAC has a “Careers” webpage, which features job advertisements and links to RAC member career websites, including CN, CPR, RailAmerica and Cando.
- In December 2007, the RAC will be launching a new website (www.careerontrack.ca) which will promote career options in the railway industry. It will be the focal point of RAC’s marketing efforts and will be supplemented with contests, promotions, career fair presentations, conferences, etc.

Education and Training

- The Institute of Railway Training (IRT) – owned by RAC, the Institute develops training programs for specific occupations in rail for delivery by community colleges. RAC’s pre-employment training programs are developed for and by RAC member companies to suit their needs. Programs include Rail Traffic Controller Technician, Signals and Communication Technician, and Conductor.
- Apprenticeship – the railways currently have employees registered in provincially-recognized trades, including diesel mechanic, industrial machinist, industrial electricians, and sheet metal workers. This year, RAC is introducing the Railway Car Technician (car mechanic) apprenticeship in Ontario. RAC is also pursuing the introduction of the Railway Car Technician apprenticeship in B.C. and Alberta, in order to apply for “red seal” status for national recognition.

Research

- In 2002, working with funding from Human Resources Development Canada (HRDC), RAC completed and published the Railway Human Resources Study, examining key issues impacting the industry, especially related to workforce demographics and skills training. After completing the study, the RAC developed comprehensive Occupational Profiles for certain positions and used these to build pre-employment training curricula for colleges.

The Bus Sector

Motor Carrier Passenger Council of Canada

Recruitment and Retention

- The MCPCC has undertaken a focused approach to career awareness to attract the youth market, namely those aged 18-25. The campaign is designed to pique interest in those qualified candidates who are considering new career choices. The program consists of in-bus advertising, radio and television spots, school packages, posters, brochures and a website (www.driveabus.ca). The website includes employer information (by region); job descriptions and benefits, including working conditions, sample machinery/equipment; and training and educational requirements.
- The MCPCC website has a section called “From the Road” and includes interviews and stories from drivers and mechanics across the country. Any driver or mechanic can submit their story or experiences by email. The stories generally detail what can be expected in a certain position (i.e. school bus operator) and experiences with industry employers.
- MCPCC developed a best practices guide for the planning, recruitment, and orientation of bus drivers called *Behind the Wheel*. The guide focuses on the critical areas necessary for hiring the right people and provides the information employers need to take a long-term perspective on their organization to anticipate and respond to emerging industry, customer, and competitive forces. It links recruitment best practices directly to the National Occupational Standards (NOS) and provides details on: tools to carry out the planning process and improve planning effectiveness; the importance of keeping up to date on economic and demographic changes; the importance of establishing occupational requirements; selection techniques; and well-designed interviews and assessment methods.
- MCPCC has a new program under development for best practices for succession planning and mentoring.
- MCPCC has “Driver and Mechanics” and “Managers and HR Professionals” websites for current employees in the industry. Each site includes relevant success stories, best practices toolkits, certification and accreditation information and the opportunity to “meet” fellow coworkers (i.e. share stories, experiences, pictures, etc).

Education and Training

- *Special Needs Rider* is an educational/attitudinal development program designed specifically to positively impact such areas as passenger satisfaction, company ridership, regulatory compliance, operating results, service competence and company image. Through a workshop, participants learn to communicate sensitively and knowledgeably with passengers who require special assistance. Participants learn to provide appropriate physical help and work confidently with a broad spectrum of disabilities, including mobility, vision, hearing, learning, developmental, psychiatric, and epileptic seizures.

- Through the MCPCC and Natural Resources Canada, the bus industry has taken a leading role in energy management in introducing the *Smart Driver Training Program*. With a combination of coaching and on-the-road training, this program demonstrates how a driver can significantly reduce fuel consumption, thereby positively impacting bottom-line operating costs and the environment.

National Standards and Certification

- National Occupational Standards were developed by industry professionals and first distributed in June 2000. These standards describe the knowledge, skills, abilities, and attitudes necessary for competent performance in a specific occupation. They may form the basis for training, curriculum development and accreditation of training programs, recruitment, performance improvement, career development and certification of practitioners. By creating and promoting these Standards, the bus industry can improve its customer service delivery and subsequently increase profitability, job satisfaction, and opportunities in all sectors.
- *Professional Certification* is an industry-recognized credential granted to a candidate who successfully demonstrates competence. Through a formal process of assessment, a candidate must demonstrate mastery of the knowledge, skills and abilities as defined in the National Occupational Standards and honour the *Code of Ethics*. MCPCC believes that certification is one of the most important ways of promoting and recognizing a highly skilled workforce. Certification objectives include: addressing labour shortages and attracting new workers; assisting and improving labour mobility; improving quality of work through performance achieving or exceeding national standards; recognizing prior learning and experience which can be measured against occupational standards; and promoting an industry drive program for recognizing competent professionals. In a 2002 feasibility study, the vast majority of employers surveyed endorsed the professional certification program. MCPCC has a website devoted to Professional Certification, including eligibility rules, certification resources, and application procedures.
- MCPCC has an *Accreditation Program* which offers the accreditation of training programs for Professional Bus Operators. A training program that is formally reviewed by an independent body and approved as meeting all the academic and practical requirements outlined in the National Occupational Standards. A directory of accredited programs, as well as details regarding the accreditation process are available on the MCPCC *Accreditation Centre* website.

Research

- In January 2007, MCPCC released an updated human resources sector study called *On The Move*. The study identified that changing national, regional and global demographic, economic, legislative, technological, competitive and fiscal influences continue to present challenges that require the industry to adapt, innovate and invest, particularly in relation to human resources.

Canadian Urban Transportation Association

Recruitment and Retention

- Beginning in 2004, CUTA introduced its Centennial Scholarship program for an initial period of three years. The program's five annual scholarships (\$2000 each) are offered to full-time students attending accredited post-secondary institutions, in an effort to encourage career awareness and career opportunities within public transit, and to sustain growth and improvement throughout the industry. There is one scholarship available in each region (Atlantic, Quebec, Ontario, Prairies and Territories and British Columbia). Applicants must intend to have a career in public transit. Scholarship recipients also receive a one-year student membership to CUTA, including reduced conference and training fees, bi-weekly *EXPRESSions* emails and a one year subscription to the CUTA *FORUM* magazine. Beginning in 2007, applicants for the scholarship had the opportunity to post their resumes online to allow CUTA members who may be recruiting to review resume and qualifications.

Education and Training

- CUTA's Training Department offers a wide selection of public and in-house courses, and has incorporated Training Reviews into the overall developmental structure. CUTA training is available for transit systems throughout Canada and around the world. CUTA's custom programs include: Training Department Reviews, Trainer Assessments and Coaching, Curriculum Analysis and many other programs where special expertise in Curriculum Design and Development is required. Other training programs include SmartDriver and Transit Ambassador.

The Marine Sector

Chamber of Shipping of British Columbia

Recruitment and Retention

- Employment opportunities are posted on the Chamber of Shipping's website. Those looking for a career in marine shipping are also able to post their resumes online for prospective employers to view.

Shipping Federation of Canada

Education and Training

- The Federation delivers in-class and Internet versions of the *Certificate in Marine Transportation* (in conjunction with Concordia University) and one-day training courses on the transportation of dangerous goods.
- In 2006, the Federation partnered with le Comité sectoriel de main d'oeuvre de l'industrie maritime, Innovation Maritime, Sodes, and les Armateurs du Saint-Laurent, to offer a day-long workshop on the environmental management of ships and the practical shipboard aspects of implementing environmental regulations, guidelines and best practices.

Note: Marine stakeholders from across the country are currently engaged in an exercise to develop a sector council for the marine industry. Once established, this council will further the work on skills development and labour supply issues in the Canadian marine industry.

Logistics and Supply Chain

Canadian Supply Chain Sector Council

Recruitment and Retention

- The website of the CSCSC has an “Education and Career Information” section that contains weblinks to job banks, search consultants, and some industry employers.

Education and Training

- CSCSC is in the process of completing an Education/Certification project to assess the usefulness of certification and specialized educational programs. Phase I of the project assembled a repository of data on existing post-secondary academic programs and industry association certifications. This *Compendium of Supply Chain Programs and Courses* is available online (via the CSCSC website) and details the educational institution/association, program/course, prerequisites, contact information and NOC codes and functions.

National Standards and Certification

- CSCSC recognizes that it is strategically positioned to develop national standards for certification and making such information available to industry stakeholders. To achieve that goal, the aforementioned Education/Certification project will include a review of existing databases used to identify training and education opportunities in supply chain occupations, research and analysis of existing education and certification mechanisms, and a consultation process to help determine to which extent industry and academia currently use and are aware of them. Further, the project will indicate the level of consensus for moving ahead with a phase II project to develop national certification standards for industry.

Research

- *A Strategic Human Resources Study of the Supply Chain Sector* was completed by the *Canadian Logistics Skills Committee* in 2005 and identified key sector trends and human resources challenges. At the recommendation of the report, the CSCSC was formed to undertake, among other activities, implementation of the report’s remaining recommendations.
- CSCSC undertook a Labour Market Information consultation project to determine how the supply chain sector should structure a labour market information system. The 2005 sector study indicated a need for the ongoing collection and monitoring of labour market information for the supply chain sector in order to identify and understand changes, impacts, and sector trends. This information could be employed to establish priorities for such items as the recognition of foreign credentials, development of essential skills, the creation of occupational standards and career-awareness activities. The initiative is essential to effectively address the human resources recruitment, retention and development challenges facing the sector. The Phase I LMI report was released in July

2007 and indicated a high level of need, as well as a significant industry interest, in the development of an LMI system for the sector. Funding from the Government of Canada's Sector Council Program is being secured for a Phase II LMI project that will set out the priority elements of an LMI system that responds to the needs identified by sector stakeholders in the first phase of the project.

Canadian International Freight Forwarders Association

Recruitment and Retention

- An important recognition tool, the CIFFA sponsors a Young Freight Forwarder of the Year Award, to acknowledge a young individual in the industry who exemplifies the education, skills, knowledge and attitudes necessary to become an exceptional International Freight Forwarder of the future. This prestigious award is a stepping stone for younger individuals to gain recognition and status in the Canadian Freight Forwarding industry that cannot otherwise be gained without significant time in the industry. The winner receives a \$1500 cash award and becomes Canada's candidate to the International Young Freight Forwarder of the Year Award, sponsored by the TT Club, FIATA (International Federation of Freight Forwarders Association), and IATA (International Air Transport Association).

Education and Training

- CIFFA offers a professional education course in freight forwarding to its members. Three levels are offered: Certificate in International Freight Forwarding, Advanced Certificate in International Freight Forwarding and Professional Freight Forwarder Designation.
- Professional development workshops are also offered in: CIFFA Standard Trading Conditions, Letters of Credit, Export Reporting, Incoterms, The Risks Forwarders Face, and Cargo Insurance.
- Programs are also offered in Dangerous Goods (Air Dangerous Goods, Ocean Dangerous Goods) which may be taken in person or online.
- CIFFA has also developed Air Cargo Security Training programs to meet Transport Canada requirements: Cargo Security Coordinator, Authorized Cargo Representative, and General Awareness.
- The association also offers Law Programs for Non-Lawyers tailored to the industry: Contract Law for Non-Lawyers and Air Cargo Law for Non-Lawyers.

National Standards and Certification

- CIFFA developed a *Professional Freight Forwarder Designation* in 2003 to create a way to recognize, support, and enhance the professionalism of the members of the Association and the individuals involved in the International Freight Forwarding community in Canada. Details on the achievement of this designation and renewal requirements are available at: http://www.ciffa.com/become_pff.asp

Supply Chain and Logistics Association Canada

Recruitment and Retention

- SCL Canada posts information about cooperative work and internship programs offered through educational institutions across Canada. The goal is to connect interested students with industry opportunities.
- Career opportunities are posted on the SCL Canada website and are viewable by members only for the first week of the posting. After the first week, the employment postings are made available to the public.
- Job seekers are also invited to post their resumes for viewing by SCL Canada members.
- SCL Canada offers the *Progistix National Student Award* for the student(s) who submits the best original paper on logistics/supply chain management. There is a first place winner chosen from each region and awarded \$500. The national winner is chosen from among the region first place winners and is awarded \$2500 and a complimentary delegate registration to the SCL Canada Annual Conference. All students who submitted an academic and properly-researched paper will receive a complimentary one-year SCL Canada membership.
- A Mentor Award is also given annually by SCL Canada to an individual who has coached, taught, advised, supported, guided and helped another individual to attain his or her professional goals.
- The David Long Distinguished Service Award is given in recognition of exemplary service to the SCL organization. The honour is bestowed on SCL members who show outstanding leadership and commitment to the SCL organization in both professional and corporate activities. Recipients of this award will have contributed a minimum of 5 years of service and have been strong advocates of SCL's mission statement. Winning is based on how effectively and consistently the nominees have heightened the profile of SCL within the supply chain and logistics profession. These exemplary leaders will have 'added value' through vision and strategic ability within the supply chain and logistics professions.
- The *Logistician of the Year* award is given in recognition of exemplary leadership in professional and corporate activities. Recipients of this award are selected on the basis of outstanding leadership within their own company and their personal commitment to supply chain and logistics advancements. These exemplary leaders have achieved prominence due to results they achieve through supply chain and logistics best practices as well as the recognition they bring to supply chain and logistics professions.

Education and Training

- At this time, SCL Canada does not offer any courses directly but invites professional education institutions to post information on the SCL Canada website about the educational programs they offer.

National Standards and Certification

- SCL Canada has a national Accreditation Committee that is tasked with accrediting institutions offering high-quality programs of study in the field of logistics. The committee:
 - formulates and maintains high accreditation standards for institutions offering logistics programs, and assists those institutions in planning and carrying out these educational programs, thus ensuring currency in logistics education;
 - annually updates program accreditation criteria and standards;
 - formulates communications for delivery to educational institutions in accordance with the mandate statement; and
 - ensures that the accreditation process is, at least, revenue-neutral to SCL.

Transportation Infrastructure

Engineers Canada (Canadian Council of Professional Engineers)

Recruitment and Retention

- Engineers Canada supports the initiatives undertaken by its constituent members during National Engineering Week (NEW). This annual celebration of engineering and of the achievements of Canada's professional engineers features a myriad of events geared primarily toward students aged 8 to 14 years old. NEW's goal is to promote awareness of the engineering profession and career opportunities it offers, as well as the contributions of engineering and engineers to public safety, health, quality of life, and economic well-being.

Education and Training

- Although not involved directly in education and training, Engineers Canada lists accredited engineering programs by institution and program title on its website, and as well lists engineering schools in Canada. It publishes the *CEAB Accreditation Criteria and Procedures Report*, which outlines the accreditation criteria and procedures followed by the Canadian Engineering Accreditation Board.

National Standards and Certification

- Through the Canadian Engineering Accreditation Board (CEAB), Engineers Canada accredits Canadian undergraduate engineering programs that meet the profession's education standards. Graduates of those programs are deemed by the profession to have the required academic qualifications to be licensed as professional engineers in Canada.
- CEAB also plays a key role in Engineers Canada's international activities by assessing the equivalency of the accreditation systems used in other nations relative to the Canadian system, and by monitoring the accreditation systems employed by the engineering bodies, which have entered into mutual recognition agreements with Engineers Canada.
- Through the Canadian Engineering Qualifications Board (CEQB), Engineers Canada develops national guidelines on the qualifications, standards of practice, and ethics expected of professional engineers. It also publishes the Engineers Canada Examination Syllabus and the Engineers Canada List of Foreign Engineering Educational Institutions and Professional Qualifications.
- The Engineering International-Education Assessment Program (EIEAP) assesses the educational qualifications of individuals who were educated and trained outside of Canada, by comparing their education to a Canadian engineering education. The EIEAP assessment provides applicants with valuable information on how their foreign education

compares to a Canadian engineering education. The EIEAP assessment allows applicants to make an informed choice about immigrating to Canada as *skilled workers* or in the *family class*.

Research

- The Engineering and Technology Labour Market Study - Engineers Canada and the Canadian Council of Technicians and Technologists (CCTT) have partnered with Human Resources and Skills Development Canada (HRSDC) to undertake a two-year labour market study of the engineering and technology sector. The objective of the study is to collect and analyse labour market information to inform the planning and integration of international engineering graduates, to better understand the changing work and skill sets required by the engineering team today and in the future, to depict a detailed picture of supply and demand, and to identify labour force and skills implications from various economic realities.
- Engineers Canada conducts an annual survey of Canada's undergraduate and postgraduate university engineering programs. Survey data is compiled into a report that assesses trends in engineering enrolment and degrees awarded over a five-year period. Research on engineering enrolment has been conducted in various forms since the 1970s, allowing long-term trend analysis and reporting to be performed. Research findings highlight enrolment trends in part-time and full-time engineering programs, depict enrolment trends by discipline, gender, and institution, and determine the number of undergraduate and postgraduate degrees awarded each year.

Construction Sector Council

Recruitment and Retention

- The “Careers in Construction” website encourages job seekers to consider a career in construction by offering basic information on the industry. The website profiles 36 construction-related jobs so that job seekers can find out information such as the nature of the job, job opportunities, educational requirements, and salary scales
- Boilermaker career awareness campaign (completed) - This initiative examined how young people make career decisions and what influences these decisions. The goal of the project was to improve the image of the boilermaker trade and of apprenticeship in general, and to raise awareness that boilermakers are highly paid, can learn on the job, have a flexible workplace, and often work in an entrepreneurial environment with significant opportunities for career advancement
- Ironworker Aboriginal awareness program (completed) - As with other trades, due to anticipated retirements over the next ten years, Canada may experience a shortage of skilled ironworkers. At the same time, the Aboriginal population is growing faster than any other segment of Canadian society – more than 50% are under 15 years of age

- CSC worked on this project with the Aboriginal Human Resource Development Council of Canada and the International Association of Bridge, Structural, Ornamental, & Reinforcing Ironworkers. It was a two-year initiative to motivate Aboriginal youth to become ironworkers by setting out the opportunities within the trade and providing mentors and role models

Education and Training

- Computer-based safety training for pipeline construction (completed) – CSC worked with the Canadian Federation of Construction Safety Associations to develop a national computer-based training program for pipeline construction. The program drew on the expertise of labour and employer groups as well as provincial safety associations in order to create a standardized core curriculum that is adapted to suit regional needs.
- E-Learning Gold Seal Program (completed) - In partnership with the CCA, the CSC expanded on the Gold Seal program by developing standardized on-line courses and managing the certification process in an e-learning platform.

National Standards and Certification

- Operating Engineers National Occupational Standards (completed) - The CSC worked with the Canadian Operating Engineers Joint Apprenticeship and Training Council (COEJATC) to develop national occupational standards for operating engineer occupations in order to increase inter-provincial mobility within the operating engineer occupation.
- Certification and Accreditation for Home Inspectors and Building Officials (completed) – This project worked to implement national occupational standards and consistent training of professional home inspectors and building officials due to the growing demand by consumers, municipalities, provincial government agencies, and other stakeholders (banks, real estate industry, and insurance companies). More specifically, existing curriculum and training programs were analyzed in order to identify any “gaps” in the national occupational standards. Certification and accreditation models were also established during the project.
- The CSC and the Canadian Council of Directors of Apprenticeship jointly hosted a Foreign Credential Recognition Workshop for the construction industry to discuss issues related to recognizing credentials and experience of foreign-trained workers. The project also examined how foreign worker credentials are assessed in jurisdictions across Canada. The workshop provided valuable input into the issues related to connecting foreign-trained workers with careers in the construction industry.

Research

- Statistical profile (completed) - Using existing data sources, the CSC developed labour force profiles for approximately 30 occupations, including trades, managers, and related groups by province/territory. These profiles provide information on age, gender, education, class of worker, mobility, training, income, immigration status, labour force activity, and more.
- Industry Focus Groups (completed) - The CSC hosted a series of industry focus groups across the country to define industry supply-side information requirements, to introduce the Construction Labour Market Information Program plans, and to consult with industry on its design. Each of the focus groups was planned in cooperation with local industry partners (e.g. industry associations, provincial building trades, etc.).
- Labour Mobility (completed) - The extent and implications of construction worker migration within Canada, the United States, and other countries is a key issue for the construction industry. The CSC studied construction worker migration patterns in order to identify potential barriers to internal and external migration as they relate to local labour needs and also helped to assess the role of temporary or foreign construction workers.
- Workforce Demand Forecasting capability (completed) - The CSC helped to develop a forecasting model in order to predict labour market demand for the Canadian construction industry. Labour groups, contractors, owners, estimators, national and provincial/territorial organizations, and governments will benefit from using the model to predict labour market trends and requirements. In this way, they can develop appropriate training and recruitment strategies, and project the movement of trade labour among jurisdictions.
- Future Labour Supplies for the Construction Industry (completed) – This study provides an overview of the perceptions, programs, initiatives, and innovations currently in place for women, new immigrants, and Aboriginal people, as well as the challenges and opportunities they face trying to enter and integrate into the construction workforce in Canada.
- The Impact of Technology on the Construction Labour Market (completed) – this study reviews broad trends in construction technology and assesses the likely impact of these trends on the construction labour force market. The results contributed to the CSC’s employment forecasts for the construction labour market and will also assist the industry in assessing the implications of technological change for skill requirements.
- Training Canada’s Construction Workforce: Meeting the Industry’s Needs (completed) – While some trades and occupations in the construction industry are being well served by the current training system, others are experiencing a severe gap, due to the lack of training programs and skills upgrading opportunities. The study forms part of a labour market system designed to assist long-term human resource planning.

- Emerging Trends in Management, Supervision and Mentoring in the Construction Industry (completed) – this study examined emerging trends in management, supervision, and mentoring in the construction industry in order to identify obstacles and opportunities for progress. The study revealed that mentoring is vital to the industry; however, the typical journey person is not adequately prepared to be a mentor.
- Essential Skills (ongoing) – the overall objective of the Essential Skills strategy is to assist the workforce in the construction industry to achieve the levels of essential skills required to fully participate in training and employment. The CSC will undertake a review of existing resources, as well as initiate partnership opportunities, to conduct research into areas that would further the development of essential skills in the construction industry.

Other

Western Transportation Advisory Council (WESTAC)

Recruitment and Retention

- WESTAC features a “Career Info” webpage, which acts as a point of entry for both job seekers and employers for information pertaining to careers in the transportation and logistics industries. It also contains a link to career features on Trucking and Logistics in provincial newspapers
- “TranspoCity.ca” is a website aimed at youth, providing information on career options within the transportation industry across all sectors and education/training levels. The website posts descriptions and information on careers in the air, marine, rail, road, logistics, and professional transportation careers. To keep TranspoCity fresh and relevant, WESTAC continues to add career profiles (currently at 50) with video interviews of employees in action. WESTAC promotes the website within the community by attending career fairs, employment weeks and career counsellor conferences.
- The “TransportationCareers.ca” website is a job board that matches employers with potential employees across a range of careers in transportation and logistics.

Research

- In 2006, WESTAC produced a document called “Forecasting Surface Freight Demand.” Drawing from shippers and importers that rely upon the freight transportation system, this 80 page report details findings in containerized freight and in six export commodity groups (coal, forest products, grains, fertilizer and potash, sulphur, and chemicals), providing ten-year forecast information about surface freight volumes in Western Canada. The report highlights the importance of attracting sufficient talented people in order to meet the predicted increase in surface freight volumes.

Going Forward - Recommendations

The information collected in this report reinforces that federal/provincial/territorial governments should play a supporting role to the transportation industry in addressing skills and labour force challenges.

Proposed policy and regulatory changes related to skills development and labour supply may not be part of the mandate of departments of transportation. To ensure success in addressing such issues, federal and provincial/territorial departments of transportation should strive to create and maintain open dialogue with departments responsible for education and training in their respective jurisdictions.

In most cases, industry associations are very active in identifying and addressing challenges specific to their sector. The following recommendations should be considered going forward:

- ***Going Forward: Continue National Collaboration and Coordination***

Transport Canada is best placed to liaise with Human Resources and Social Development Canada regarding skills and labour force issues associated with transportation and to coordinate national collaborative efforts aimed at addressing common challenges where appropriate, such as:

- Improving the public's perception of the transportation industry in general;
- Promoting the industry to "non-traditional" worker groups (i.e. women, Aboriginal Peoples, Immigrants, etc.);
- Coordinating and sharing best practices with respect to recruitment and retention with provincial and territorial governments, sector councils and other relevant industry associations. This can be achieved with the continuation of the *Compendium* initiative undertaken by the *Transportation Skills Task Force*; and
- Improving the public's perception of Government as an employer of choice.

Initiatives aimed at addressing these challenges should involve sector councils and industry associations, as appropriate.

- ***Going Forward: Create and Maintain an Open Dialogue***

Provincial/territorial departments of transportation should continue their efforts to create and maintain an open dialogue on skills development and labour supply issues with provincial/territorial/regional sector councils and other transportation-related associations.

Transport Canada should also continue its efforts to maintain open dialogue with national transportation sector councils and industry associations.

- ***Going Forward: Funding for Training – A Key Challenge***


A key challenge identified in Phase I of this diagnostic project was the lack of availability of funding for post-secondary training/education for transportation related programs. For example, in some jurisdictions some industry training programs are ineligible for government-sponsored student loans, due to the length of the program (i.e. truck driver training programs are too short to qualify). This makes it difficult for the industry to recruit qualified candidates to fill existing labour shortages. Industry has attempted to address this challenge, but many of its efforts have (and can) only occurred on a small-scale and changes in government policy are needed to address the issue.

Where this is an issue, provincial and territorial governments should consider action to improve access to/provision of funding for skills training for existing employees and new candidates in the transportation industry. It is important to note, however, that the ability to address this issue is outside the purview of provincial/territorial departments of transportation and would require action on the part of other departments responsible for education and training.

- ***Going Forward: Support for the Marine Sector***

Governments at all levels should be prepared to support the emergence of a national marine sector council which would identify skills and labour supply issues and coordinate action in that sector.

Appendix A: Summary Table – Activities Undertaken by Transportation Industry Associations to Address Key Labour Supply/Skills Challenges (as Identified in Phase I Diagnostic)

Where activities have been undertaken by an industry association to address a key labour supply and/or skills challenge (as identified in the Phase I Diagnostic report), this symbol  will indicate. The table will also identify industry associations and sector councils that have undertaken labour market research. For additional information, web links for each association and sector council are located at the end of the document.

Actions to develop/maintain skills training and education programs to meet the needs of industry include:

- Development, in association with industry stakeholders, of industry-specific skills training and education programs
- Updating of industry-specific skills training and education programs
- Offering of industry-specific skills training and education programs (e-learning, seminars, courses, etc)
- Youth internship programs
- Mentorship and coaching programs
- Apprenticeship programs
- Essential Skills training programs/skills assessment tools for new entrants

Actions to improve access to/provision of funding for skills training for existing employees and new candidates include:

- Programs to fund (in full or partially) training for existing employees and potential new candidates
- Scholarship and bursary programs for students pursuing studies in transportation-related fields
- Participation in activities to address skills and education funding issues in the transportation industry

Actions to improve industry competitiveness for skilled labour include:










- Recruitment and retention initiatives
- HR Planning Tools/Tool Kits
- Activities designed to promote the industry
- Career information guides/pamphlets/other documents for distribution
- Participation in career fairs
- Wage subsidies for employers
- Online promotion of industry, employers and employment opportunities
- Employee recognition (i.e. awards)





















Actions to tap into non-traditional labour pools (Women, Aboriginal Peoples, Immigrants) include:










- Foreign Credential/Competency Recognition
- Specific promotion of employment/industry to non-traditional labour pools
- Partnerships with organizations representing non-traditional labour pools

Actions aimed at improving the image of the transportation industry include:












- Career/industry promotion kits
- Development of National Occupational Standards (NOS)
- Accreditation programs (for industry-related training programs)
- Professional recognition programs/Certification programs
- Other promotional activities

Associations by Industry	Key Labour Supply/Skills Challenges (Identified in Phase I Diagnostic)					
	<i>Actions to Develop/Maintain Skills Training and Education Programs to meet the needs of Industry</i>	<i>Actions to Improve access to/provision of funding for Skills Training for existing employees and new candidates</i>	<i>Actions to improve industry competitiveness for skilled labour</i>	<i>Actions to tap into Non-Traditional Labour Pools (Women, Aboriginal Peoples, Immigrants)</i>	<i>Actions aimed at improving the Image of the Transportation Industry</i>	<i>Labour Market Research</i>
AIR						
Northern Air Transport Association						Research to identify needs and best practices specific to North
Aviation Transport Association of Canada						
Canadian Aviation Maintenance Council						

AUTOMOTIVE REPAIR AND SERVICE SECTOR						
	<i>Actions to Develop/Maintain Skills Training and Education Programs to meet the needs of Industry</i>	<i>Actions to Improve access to/provision of funding for Skills Training for existing employees and new candidates</i>	<i>Actions to improve industry competitiveness for skilled labour</i>	<i>Actions to tap into Non-Traditional Labour Pools (Women, Aboriginal Peoples, Immigrants)</i>	<i>Actions aimed at improving the Image of the Transportation Industry</i>	<i>Labour Market Research</i>
Canadian Automotive Repair and Service Sector						
TRUCKING						
Canadian Trucking Human Resource Sector Council						
Nova Scotia Trucking Human Resource Sector Council						
Prince Edward Island Trucking Sector Council						
Red Deer College (Professional Driver Certificate)						

RAIL						
	<i>Actions to Develop/Maintain Skills Training and Education Programs to meet the needs of Industry</i>	<i>Actions to Improve access to/provision of funding for Skills Training for existing employees and new candidates</i>	<i>Actions to improve industry competitiveness for skilled labour</i>	<i>Actions to tap into Non-Traditional Labour Pools (Women, Aboriginal Peoples, Immigrants)</i>	<i>Actions aimed at improving the Image of the Transportation Industry</i>	<i>Labour Market Research</i>
Railway Association of Canada						
BUS						
Motor Carrier Passenger Council of Canada						
Canadian Urban Transit Association						

MARINE						
	<i>Actions to Develop/Maintain Skills Training and Education Programs to meet the needs of Industry</i>	<i>Actions to Improve access to/provision of funding for Skills Training for existing employees and new candidates</i>	<i>Actions to improve industry competitiveness for skilled labour</i>	<i>Actions to tap into Non-Traditional Labour Pools (Women, Aboriginal Peoples, Immigrants)</i>	<i>Actions aimed at improving the Image of the Transportation Industry</i>	<i>Labour Market Research</i>
Chamber of Shipping of British Columbia			👍			
Shipping Federation of Canada	👍					
LOGISTICS AND SUPPLY CHAIN						
Canadian Supply Chain Sector Council			👍		👍	👍
Canadian International Freight Forwarders Association	👍		👍		👍	
Supply Chain and Logistics Association Canada			👍		👍	

TRANSPORTATION INFRASTRUCTURE						
	<i>Actions to Develop/Maintain Skills Training and Education Programs to meet the needs of Industry</i>	<i>Actions to Improve access to/provision of funding for Skills Training for existing employees and new candidates</i>	<i>Actions to improve industry competitiveness for skilled labour</i>	<i>Actions to tap into Non-Traditional Labour Pools (Women, Aboriginal Peoples, Immigrants)</i>	<i>Actions aimed at improving the Image of the Transportation Industry</i>	<i>Labour Market Research</i>
Engineers Canada						
Construction Sector Council						
OTHER						
Western Transportation Advisory Council						Industry forecasting research

Appendix B: Links

AIR

Northern Air Transport Association	http://www.nata-yzf.ca/
Aviation Transport Association of Canada	http://www.atac.ca
Canadian Aviation Maintenance Council	http://www.camc.ca

AUTOMOTIVE REPAIR & SERVICE

Canadian Automotive Repair and Service Council	http://www.cars-council.ca
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TRUCKING

Canadian Trucking Human Resource Council	http://www.cthrc.com
Nova Scotia Trucking Human Resource Sector Council	http://www.bulldogcomputers.ca/thrsc/public/default.htm
Prince Edward Island Trucking Sector Council	http://www.peitsc.ca/
Red Deer College (Professional Driver Certificate Program)	http://www.rdc.ab.ca/trades/professional_driver/

RAIL

Railway Association of Canada	http://www.railcan.ca/
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BUS

Motor Carrier Passenger Council of
Canada

<http://www.buscouncil.ca>

Canadian Urban Transit Association

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

MARINE

Chamber of Shipping of British
Columbia

www.chamber-of-shipping.com/

Shipping Federation of Canada

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

LOGISTICS AND SUPPLY CHAIN

Canadian Supply Chain Sector
Council

<http://www.supplychaincanada.org/en/>

Canadian International Freight
Forwarders Association

<http://www.ciffa.com/>

Supply Chain and Logistics
Association Canada

<http://www.sclcanada.org/>

TRANSPORTATION INFRASTRUCTURE

Engineers Canada

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

Construction Sector Council

<http://www.csc-ca.org/>

OTHER

Western Transportation Advisory
Council

<http://www.westac.com/>