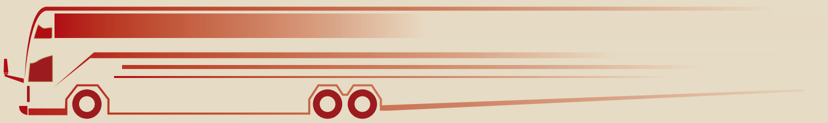
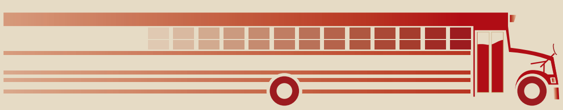




Part 6

Synthesis and Recommendations

6.0 Synthesis and Recommendations

The Study confirms that the motor carrier passenger industry has significant economic and societal influence on Canada and Canadians producing many benefits including public mobility, cost-efficient transportation that stimulates economic development and environmentally sound solutions to traffic congestion, reduction of energy consumption and improved air quality.

In summary, it is evident that this industry is a substantial and indispensable contributor to the economic strength of Canada and to the quality of life enjoyed by our citizens. However, research has also identified that changing national, regional and global demographic, economic, legislative, technological, competitive and fiscal influences continue to represent challenges that require industry adaptation, innovation and investment, particularly in relation to its human resources.

6.1 Recent Trends

The years since the PW Study have been marked by increased investment, systems and services improvement, technology innovation, stakeholder collaboration and growth within the Sector.

The bus industry, made up of approximately 1500 operators, plays a key role in the Canadian economy from standpoints of employment, passengers carried, revenues generated and capital investment. Nationally the sector employs over 90,000 people in urban transit, intercity, tour and charter, school transportation and ancillary activities. During the years 1995 – 2004 employment grew by over 17%. The industry collectively moved more than 1.8 billion passengers in 2004, exclusive of school bussing. In 2004, the industry also generated more than $7.6 billion in total revenues, including government operating and capital contributions[2]; and invested over $1.3 billion in capital expenditures, including $728 million in vehicles.

While this performance is very encouraging, the industry cannot be complacent. It must constantly strive to improve its services so that increasing customer expectations are reasonably met in the areas of reliability, safety, comfort and affordability. This is seen by many stakeholders as an exceptional challenge as they also must contend with a number of significant business and economic issues, some beyond their operational control. These include, but are not limited to:

- ageing and/or inadequate fleets and related infrastructure
- automobile competitor dominance
- funding inadequacies
- new technology affordability
- prohibitive operating/capital costs escalation
- declining student populations

[2] Transport Canada 2005 Annual Report

Recent substantial investment has been made in the urban transit infrastructure including the progressive modernization/upgrading of fleets, to enable this sub-sector to provide a modern, accessible network of bus services to meet 21st century expectations/requirements. This investment will need to be continued over the coming years. Development of quality partnerships with governments, other key stakeholders and capital investors is also a key to further success and these relationships need to be expanded to ensure maximum potential benefit is realized.

All sub-sectors report growing difficulties in recruiting qualified staff in all positions. To some extent this reflects the employment buoyancy of the Canadian market where the unemployment rate has dropped from 9.3% in 1996 to a 32-year low of 6.1% in 2006.

The industry still has substantial work to do to overcome the negative public perception of bus and coach travel, which will have to change appreciably if the industry is to realize its full potential. It is therefore imperative that the industry is enabled to work in a stable and fiscally supportive legislative environment. Most important, that all stakeholders are committed to delivering the high quality of transportation services that meet the legitimate needs and reasonable expectations of the public which it serves.

6. 1. 1 Urban Transit

Urban transit systems will face strong financial pressures caused by various factors, including:

- replacement of ageing fleets in major centres
- a potential infrastructure funding shortfall of $5. 379 billion through 2010, as estimated by CUTA members
- retirement of a huge percentage of their workforce over the next five years
- recruitment of a large number of new recruits and screening an even larger number of applicants

The question of public/private partnerships will continue to divide the sub-sector along management and union lines. To complicate matters further, local politicians are now an intricate part of the decision-making process of almost all urban transit systems in Canada.

Urban transit systems will continue to introduce new technologies into their operations and into their training approaches.

The legacy issue for retired workers—pension funding—is still not resolved for all urban transit systems and deserves appropriate attention, given the significant financial implications.

The federal government is also to be recognized as a player in urban transit, and they are poised to play an increasing role. In 2005, the federal government has also began to inject money into municipalities which in turn have invested some of that money into urban transit.

6. 1. 2 School Bus

The consolidation of service providers in the sub-sector will continue, as it is becoming challenging for some sub-sector service providers to sustain operations due primarily to increasing operating and capital costs versus diminishing student ridership.

This downward pressure on revenues is also forecast to continue. For example, variable prices in fuel costs have shown that, in the absence of contract escalator clauses, the sub-sector is vulnerable to price fluctuations and that it is extremely difficult for service providers to absorb cost increases. Similarly, capital costs are affected by such issues as the Transport Canada regulation that all new school buses be equipped with child restraint anchorages according to vehicle seating capacity by April 2007.

The delicate balance reached by many service providers in supplying both school transportation and charter services is expected to come under more stress as this consolidation continues. Service providers have done well in many instances in being able to balance their dual operations in a generally local and regional service environment. The trend towards a greater concentration of urban student demand combined with a decline in rural and small community school enrolment, will negatively affect certain regional and local transportation service providers.

6. 1. 3 Intercity, Charter and Tour

The stability provided to scheduled intercity bus services by the economic regulation status quo will help. The sub-sector will also likely see little growth because of the changing geographic dispersion of our population. The fact that over 80% of Canada's population lives in urban centres has brought dramatic change to the travel patterns of our society. When this factor is combined with heavily subsidized competing modes on some lucrative routes and attractive airfares between urban centres, we have a recipe for slow growth in revenues and some justification for concerns for the long-term financial prosperity of the sub-sector.

As for the tour and charter sub-sector, it will remain volatile and influenced by factors external to the sub-sector: such as North American security issues, health-pandemic concerns (e. g. SARS), exchange rates, and escalating fuel prices and insurance premiums.

6. 2 Growth Prospects

All sector growth for the next decade is expected to take place in the urban (+8,404 employees, +2,857 vehicles, +440 million passengers) and to a lesser extent intercity (+176 employees, +84 vehicles) sub-sectors. School and tour/charter are forecast to show decreases in employees and vehicles primarily due to social changes which have negatively influenced ridership such as declining birthrates, declining student enrollments and an overall reduction in visitors to Canada.

Key Drivers of Sector Growth

Where growth is projected in the sector it is attributable in part to a range of developments within the market, including:

- government focus and support. Developments already underway include traffic priority measures (BRT's), income tax deductions for transit passes, reallocation of fuel tax funds and additional infrastructure funding
- urbanization of the Canadian population
- immigration settlement patterns
- ageing population
- economic factors (e. g. escalating costs of auto ownership)

6. 3 Changing Skills Needs

The key drivers highlighted above have significant implications for the skills required by the industry now and in the future. In particular:

- Proficient *interpersonal, customer service and information management skills* are imperative. Across all sub-sectors there is a need for staff at all levels and in all positions to develop the knowledge and skills required to deal with increasing service expectations, passengers with disabilities and a diverse clientele
- These attributes will need to be complemented by other *improvements in management skills* to meet the demand for more reliable, quality-enhanced services and to cope with the complexity of contemporary transport systems. While bus and coach managers will need to develop their skills in relation to managing people and information, owner-operators will need to develop better business management skills for their enterprise to remain viable in the future. In addition, a greater skills proficiency is required in commercial awareness, project management and partnership development
- Industry requirements are also triggering the need for greater *utilization of diverse new vehicle, systems and support technologies* and the development of related operating and maintenance skills. For example, companies are introducing GPS, payment systems, integrated and real-time information systems, CCTV and logistics and route planning systems; all designed to improve efficiency and service quality

6. 4 Workforce Planning and Recruitment

In order to meet the ever-increasing demand for more and better developed skills and to replace the skills and expertise lost to the sector as thousands retire, it is vital that companies are successful in assessing both organizational requirements and resource supply. Most organizations have encountered prevailing difficulties in filling vacancies. This is particularly noted in the skilled trades occupation of mechanic. As well, recruiting bus operators has become more challenging, particularly in the school bus sector and the seasonal tour and charter business.

When asked about the challenges of recruitment, Study participants cited a general lack of applicants and disinterest in working in the sector. Deterrents quoted include working conditions, unsociable hours and limited career advancement opportunity. As a result those individuals applying for jobs often do not have the basic prerequisite skills.

This means that skill gaps and deficiencies in the sector's future workforce could be significant. Many cite that the skills lacking in new applicants are the very areas where employer requirements are increasing; in particular, technical and practical skills, communications and customer service skills, literacy, numeracy and management skills.

Given the problems that the industry is encountering in attracting new recruits, it is vital that applicants are able to access the training they require to enhance their competence and value to the sector. 89%) of survey respondents report that internal training is the most used training delivery method. In light of increased training needs, the industry must exploit all effective training development and delivery approaches, including industry associations, education institutions and cross industry partnerships to ensure the timely provision of adequate and affordable training to meet current and future demands.

6. 5 Critical Areas of Focus

6. 5. 1 Working in Partnership

A reliable, efficient and comprehensive motor carrier passenger transportation network enhances image and reputation, and accommodates the social needs of the community which it serves. The bus industry must be committed to forging lasting relationships with all levels of government and other stakeholders including labour, manufacturers and education to ensure optimization of systems performance, growth and influence.

6. 5. 2 Innovation

Creative thinking and the harnessing of new technology must be at the heart of the industry's vision for modern, dependable and safe bus transportation. Improvements to services and facilities that are driven by exciting new ways of thinking will benefit customers and change public attitudes relative to the industry's image.

6. 5. 3 Security

Passenger and employee safety and security must continue to be paramount within the industry particularly in this age of global-social instability.

The protection of passengers and operators from violent acts has become a critical issue in the light of increased incidents. This issue dominates discussions during collective bargaining sessions, and is the focus of public education campaigns across the industry. Also, growing concerns over potential pandemics require industry preparedness.

6. 5. 4 The Environment

Transportation has a measurable impact on the environment and the industry has both the responsibility and opportunity to reduce greenhouse gas emissions via on-going improvements in vehicle technology and driver training. Energy issues will continue to impact all sub-sectors, as the price of fuel, combined with new environmental regulations, pushes the costs of operations higher. Although fuel prices may ease at some point, experts predict that they will likely remain high for some time to come. Furthermore, no economically viable alternatives are foreseen over the next five to 10 years. Programs such as the recently developed Natural Resources Canada's **SmartDriver** training program for fuel-efficient driving should be implemented as early evidence shows promising operations and maintenance cost efficiencies.

6. 5. 5 Customer Service and Social Inclusion

The social environment in which the bus sector now operates is significantly different to that of ten years ago. Among other influences the population of seniors, persons with disabilities, immigrants including visible minorities and persons with language barriers are all increasing. The industry must focus on the special needs of these groups while also meeting public expectations regarding levels of efficiency and reliability, customer service, comfort, safety, security and cost. This encompasses involving these groups in future planning of service delivery.

6. 5. 6 Labour/Management Collaboration

While wages and related benefits continue to receive labour/management attention, focus at the bargaining table has begun to shift to issues such as operator safety/security and work-life balance. In unionized environments the emphasis must be on collaborative resolution of a broader spectrum of issues than in the past.

6. 5. 7 Information Management

Despite the higher levels of regulation and licencing requirements in the industry there is insufficient data in three of the four sub-sectors to provide meaningful historical trends and sub-sector profiles. Participation by all stakeholders in the process of data development is essential in order for industry needs to be accurately identified and effectively addressed.

6. 5. 8 Human Resources Quality and Quantity

The quality and quantity of the industry's human resources is critical to the performance, influence, competitiveness and image of the industry.

The Study identifies the following as key human resources priorities:

- addressing the diversity of skills and training needs
- improving productivity and performance
- meeting emerging skills requirements
- dealing with an ageing workforce
- tackling recruitment and retention difficulties
- addressing skill gaps and deficiencies in the workforce
- improving access to training and qualifications
- combating limitations in the supply of qualified resources
- enhancing employee wellness and satisfaction

- increasing participation of women, aboriginals and minorities
- promoting the professionalism of employees
- formalizing both labour demand and supply forecasting

6. 6 Vision

Conducting this Study has provided employers, employees, unions, manufacturers, associations, educators and other stakeholders the opportunity to reflect and comment on the current state of the industry and share their perspectives for its future. In a variety of forums stakeholders discussed what changes must be made to industry culture and philosophy, and what alliances and linkages must be forged in order to ensure and perpetuate a strong, responsive, profitable, safe and secure motor carrier passenger industry in Canada.

Based on this extensive feedback and participation, stakeholder comments, ideas and beliefs have been synthesized into the following ***VISION.***

"We envision a healthy, sustainable motor carrier passenger industry which is respected and valued by governments and by the Canadian riding public, and in which careers are given significant stature and desirability.

We envision an industry in which sub-sectors co-operate through sharing of information and best practices affecting all aspects of the industry, and in which the impact of the industry's over 90,000 employees and nearly $8 billion in economic activity is fairly considered in the transportation and human resources policy decisions by governments.

We envision an industry linked by compatible technologies that allow instant interaction between modes, enabling customers to plan, pay for, and use an integrated motor carrier passenger system.

We envision an industry that is a model for human resources excellence, in which wellness, career skills development, safety and security are considered essential.

Every element of this vision can be attained through the co-ordinated efforts of all players involved.

6. 7 Recommendations

Recommendations are presented as *Strategies* followed by related *Priorities* and *Actions*.The reader should not consider this list complete but rather a presentation of the highest priority issues developed by the Study. Additional and unlimited opportunity exists for creative and innovative contributions, investment and influence from all stakeholders for the betterment of the industry. The process of this Study has shown that there is a great deal of innovative thinking already taking place. MCPCC stands ready to be the "table" at which stakeholders gather for the generation and deployment of a host of additional ideas, strategies, and action steps.

Strategy A: Workforce Planning and Recruitment

Priority 1: Making workforce planning integral to business planning

Priority 2: Communicating a compelling recruiting image

Priority 3: Attracting seasonal and part-time workers

Priority 4: Accessing and screening applicants efficiently and effectively

Priority 5: Increasing gender, Aboriginal, and minority work force participation

Priority 6: Attracting future generations (employees and ridership)

Strategy B: Training, Life Long Learning and Resources

Priority 1: Gaining employer commitment to on-going training as an essential investment

Priority 2: Meeting on-going demand for skilled trades

Priority 3: Providing industry access to training programs and resources

Priority 4: Maximizing training investment and delivery options

Priority 5: Raising the professional status of bus operators through the promotion of certification/accreditation

Priority 6: Developing management and leadership skills

Strategy C: Retention and Working Conditions

Priority 1: Orientation of new employees

Priority 2: Responding to the needs and opportunities presented by the ageing workforce

Priority 3: Marketplace intelligence

Priority 4: Career progression strategies

Priority 5: Building morale and motivating productivity

Priority 6: Workplace safety and security

Priority 7: Developing healthier workplaces

Strategy D: Industry Advocacy

Priority 1: Strengthening the industry voice at all government levels

Priority 2: Developing and maintaining international industry intelligence and collaboration

6. 7. 1 Strategy A – Workforce Planning and Recruitment

The future of the motor carrier passenger industry in Canada hinges on its ability to attract the necessary quantity and quality of industry-compatible human resources. Attracting qualified career applicants for roles including operators, mechanics, planners, service and support personnel, management and administration requires dedicated, targeted, and aggressive action. This initiative must encompass comprehensive knowledge of productive target markets, best recruitment sources and media, and the many other factors that will create marketplace-competitive job appeal.

6. 7. 1. 1 Priority: Making workforce planning integral to business planning

- Organizations must commit the necessary resources to develop and implement an effective **workforce plan** as part of their business planning process. This includes both demand and supply forecasts, formal succession planning and integrated apprenticeship programs
- Develop a comprehensive **model workforce plan** incorporating guidelines, strategies, and formulae that can be readily adapted throughout the sector. This could include case studies, analysis of what constitutes a successful employee in each industry position, sourcing and competitiveness
- Actively **promote** the concept and model through management development conferences and by interactive presentations on an individual company basis

Action/Project	Lead	Partners	Activity Duration
Workforce Plan	Employers		On-going
Model workforce plan	MCPCC	Employers External Resources Government	18 months
Promotion	MCPCC	Employers External Resources Government	On-going

6. 7. 1. 2 Priority: Communicating a compelling recruiting image

- Expand the Motor Carrier Passenger Council of Canada's recruitment and career information **website** ("Put Your Career in Gear") to include a broader range of industry positions. Encourage educators to **disseminate information** about the industry
- **Partner** with relevant federal, provincial and municipal governments and other organizations to promote the industry and industry vocations **via their media**
- Promote in all recruitment media and activities the professional status of careers in the industry. For example, professional designations including **Certification** for Professional Bus Operators
- Expand the **Behind the Wheel** guide to recruitment best practices to incorporate more of the "how to" aspects of establishing linkages with diverse audiences. For example, cultural communities and opportunistic labour pools

Action/Project	Lead	Partners	Activity Duration
Website/information dissemination	MCPCC	Employers Government	12 months
Partnering	MCPCC	Associations Employers	On-going
Promoting professionalism	Employers	MCPCC Associations	On-going
Behind the Wheel	MCPCC	Employers	18 months

6. 7. 1. 3 Priority: Attracting seasonal and part-time workers

- Develop a comprehensive list of proven **best sources** of applicants which will then represent target market considerations for sector employers
- Conduct regional **sample-surveys and/or focus group**s of seasonal and part-time employees to determine what workplace benefits and opportunities do and/or would contribute most to the appeal of the job and their job satisfaction
- Initiate influential representation to government for the purpose of negotiating a change in the **Employment Insurance (EI) benefits** qualifying threshold for seasonal and part-time workers to enable uninterrupted income during the "off season", where this need applies

Action/Project	Lead	Partners	Activity Duration
Best sources	MCPCC	Employers External Resources	On-going
Surveys and/or focus groups	MCPCC	Employers External Resources	24 months
E.I. benefits	MCPCC Associations	Employers Labour	On-going

6. 7. 1. 4 Priority: Accessing and screening applicants efficiently and effectively

- It is recommended that organizations ensure that all staff involved in the recruitment process be well versed in best practices **(qualifications of recruiters)** relating to evaluating résumés, transference of skills, and development and assessment of bona fide selection criteria
- Develop a **national inventory** of proven screening tools/media and/or assess existing tools used by industry or other users with similar screening requirements to facilitate screening efficiency and judgment
- Develop and implement **National Occupational Standards (NOS)** and **Essential Skills strategy** for a wider range of jobs in the industry
- Implement an **evaluation process** to assess recruit success potential

Action/Project	Lead	Partners	Activity Duration
Qualifications of recruiters	Employers	Associations (training) MCPCC (best practices) External Sources	On-going
National inventory	MCPCC	Employers External Sources	24 months
NOS/Essential Skills	MCPCC	Employers Associations Educators Government	On-going
Evaluation process	Employers	Associations MCPCC	On-going

6. 7. 1. 5 Priority: Increasing gender, Aboriginal, and minority work force participation

- Develop on-going **relationships and partnerships** with community cultural organizations
- Develop linkages to **cultural placement and employment agencies** that assist in job placement
- Conduct labour market research to **identify** real and perceived **barriers** that inhibit industry career interest from these groups; with the objective of facilitating possible solutions
- Invest in aggressive **marketing** to cultural communities through activities such as industry presence at cultural events, and advertising in cultural media
- Develop a series of **"female-focused" career presentations** representing various occupations in the industry
- Develop a **Strategy Guide** to assist employers in identifying and addressing language skills needs

Action/Project	Lead	Partners	Activity Duration
Relationships and partnerships	Employers	Cultural Organizations	On-going
Linkages to agencies	Employers	MCPCC Agencies	On-going
Identify barriers	MCPCC	Employers External Resources	24 months
Marketing	Employers	Cultural communities	On-going
Female-focused career presentations	Employers MCPCC	Unions Referrals and Agencies	On-going
Strategy Guide	MCPCC	Educators	On-going

6. 7. 1. 6 Priority: Attracting future generations (employees and ridership)

- Work with **elementary and secondary schools** to incorporate industry-required essential skills and attributes in curricula and qualifications framework
- **Raise the profile** of road and travel safety and behaviour expectations in learning programs especially in relation to citizenship, personal and social development and tourism courses.The increased emphasis for vocational learning in schools provides an opportunity to embed information about the sector in school curricula
- **Outreach** - employers should seize opportunities to showcase the bus industry, for example presenations at schools, community events

Action/Project Item	Lead	Partners	Activity Duration
Elementary and secondary schools	MCPCC	Education	On-going
Raising profile	MCPCC	Education	On-going
Outreach	Employers	Education	On-going

6. 7. 2 Strategy B – Training, Life Long Learning and Resources

Foundational to the success of any training investment is the employer's recognition of, and commitment to employ the financial and other resources required to deliver on-going profitable results. The Study identified a broad range of quality, quantity and consistency of training and development throughout the industry. Of particular current and on-going concern is the need to address the changing characteristics of Canada and the industry, more specifically as related to an ageing population, the shortage of skilled trades, the rapid evolution of technology and the ultra competitive marketplace relative to similar career opportunities. In this context, an industry culture which values market intelligence, employs a broad diversity of training methods and media to maximize workforce performance, and deliver a measurable return on investment (ROI) is paramount.

6. 7. 2. 1 Priority: Gaining employer commitment to on-going training as an essential investment

- Identify "best practices" that clearly outline the benefits and **ROI** offered by continuous learning, including apprenticeship programs
- Maintain currency of **National Occupational Standards (NOS)** and/or competencies as well as **Essential Skills** profiles and provide appropriate training as competency requirements change

Action/Project	Lead	Partners	Activity Duration
ROI	MCPCC	Associations Employers	24 months
NOS/Essential Skills	MCPCC Employers		On-going

6. 7. 2. 2 Priority: Meet on-going demand for skilled trades

- Initiate/develop trade-specific **apprenticeship programs** with qualified institutions.
- Develop **materials** to demonstrate to employers the benefits of offering apprenticeships
- Initiate/develop training **partnerships** with original equipment manufacturers (OEMs)
- Investigate the feasibility of including industry skilled trades as part of the federal government's **Foreign Credential Recognition (FCR)** Program
- Activate the MCPCC-sponsored **Skilled Trades Commission** consisting of stakeholder experts convened to address this challenge including review of the apprenticeship system and setting national standards for apprenticeship in the bus industry

Action/Project	Lead	Partners	Activity Duration
Apprenticeships	Employers	Education Associations	On-going
Materials	MCPCC	Education	On-going
Partnerships	Employers	OEM's Associations	On-going
FCR	MCPCC	Employers	6 months
Skilled Trades Commission	MCPCC	Employers, Unions Associations, Educators, Directors of Apprenticeship, Government	18 Months

6. 7. 2. 3 Priority: Provide industry access to training programs and resources

- Develop a dedicated **resource centre** as part of the Council's website to post labour market information, studies, relevant training and other resources including a "best practices" section and maintain currency of information
- Target **government subsidy programs** such as the Employment Insurance System to train workers
- Hold national **cross-industry sessions** to identify changing skill requirements and gaps and determine any training development needed

Action/Project	Lead	Partners	Activity Duration
Resource centre	MCPCC	All stakeholders	On-going
Government subsidies	Employers		On-going
Cross-industry sessions	MCPCC	All stakeholders	Periodically

6. 7. 2. 4 Priority: Maximizing training investment and delivery options

- Engage in a collaborative, **cross-industry strategy** for maximizing industry training. For example, commitment to and employment of the national Accreditation Program
- Initiate and/or strengthen **linkages with educational institutions** which could include joint ventures and the offer of faculty, trainers and speakers; and by inviting institutions to use employer facilities, simulators, and equipment as part of their programs
- Evaluate for potential industry application **international programs** considered "benchmark" in other countries including the UK, USA, Australia and EU

Action/Project	Lead	Partners	Activity Duration
Cross-industry strategy	All stakeholders	MCPCC Associations	On-going
Linkages with educational institutions	Employers Educators	Associations MCPCC	On-going
International programs	MCPCC	Associations International representatives	On-going

6. 7. 2. 5 Priority: Raising the professional status of bus operators through the promotion of certification/accreditation

- The entire industry must commit to showcasing the professionalism of operators via unlimited **support of certification and accreditation**. This support and promotion commitment will reinforce the industry 's adoption of national Occupational Standards, will increase training efficiencies and results, attract new entrants and has the potential to improve both operator pride (and potentially, retention) and public confidence in the providers' ability to deliver reliable, courteous and safe transportation
- Consistently integrate the benefits of certification and accreditation into **corporate marketing** with the goal to enhance the image of the industry, increase public recognition of operator professionalism and promote greater utilization of services
- Investigate the feasibility of having the **certification designation registered** with each province/territory
- Submit a proposal for review of the **National Occupational Classification (NOC)** for bus operators

Action/Project	Lead	Partners	Activity Duration
Support of certification and accreditation	Employers	Associations MCPCC Educators Unions	On-going
Corporate marketing	Employers	Associations MCPCC	On-going
Certification designation registration	MCPCC	Government	18 months
NOC	MCPCC	Government	On-going

6. 7. 2. 6 Priority: Developing management and leadership skills

- Establish a **"Toolkit"** that sets out national standards for mentoring and succession planning programs and enable organizations to develop their own programs
- Promote management development **sessions** at conferences; develop workshops, seminars or forums

Action/Project	Lead	Partners	Activity Duration
Toolkit	MCPCC	Employers Associations	On-going
Sessions	Associations	External Resources	On-going

6. 7. 3 Strategy C - Retention and Working Conditions

Throughout every phase of this Study, issues of retention and working conditions and their interrelationship have been identified as matters requiring serious consideration. Turnover can be a result of several factors beginning with an improper hire and/or orientation but much can be done to improve employee retention.

6. 7. 3. 1 Priority: Orientation of new employees

- Implement **employer orientation programs** that are used consistently to initiate a mutually-supportive foundational relationship
- Develop a **generic orientation template** encompassing objectives, methods, and scope, which can be adapted by organizations. Include exemplary orientation program outlines as a resource

Action/Project	Lead	Partners	Activity Duration
Employer programs	Employers		On-going
Generic template	MCPCC	Employers External Resources	18 months

6. 7. 3. 2 Priority: Responding to the needs and opportunities presented by the ageing workforce

- Identify legislative, insurance, and other **factors and/or potential barriers** that negatively affect:
  - retention of staff beyond specific age ranges or lengths of service
  - employer ability to retain retirees in the workforce, and initiate remedial action, as appropriate
- Develop the capacity to **capture the knowledge** and experience of senior staff before they retire, and use it effectively in orientation, training, and retention programs. Strategies could include mentoring programs, training and formal documentation

Action/Project	Lead	Partners	Activity Duration
Age factors/barriers	Employers	MCPCC	On-going
Capture knowledge	Employers		On-going

6. 7. 3. 3 Priority: Marketplace intelligence

- Initiate a cost/benefit evaluation of the practicality (costs and industry support) of commissioning a periodic **survey** of compensation and benefits to include all sectors, and selected like industries in order to develop a comprehensive database, which can be shared across the industry
- Investigate **retention strategies** "best practices" and publish these on the MCPCC resource centre website
- Periodically conduct **employee surveys** to evaluate employee workplace satisfaction
- Investigate areas which would benefit from the development of **pilot projects** such as exemplary recruitment, work-based learning initiatives or occupational health and safety
- Hold **focus groups** to increase labour market intelligence and post results on MCPCC resource centre website

Action/Project	Lead	Partners	Activity Duration
Feasibility of survey	MCPCC	Employers	On-going
Retention strategies	MCPCC	External Resources	On-going
Employee surveys	Employers / Employees		On-going
Pilot projects	MCPCC	Associations Employers	Periodically
Focus groups	MCPCC	External Resources	Periodically

6. 7. 3. 4 Priority: Career progression strategies

- Employers must **define** precisely what career progression is and means within their structure, and must effectively communicate opportunity options and related training prerequisites to employees and recruiting markets
- **Evaluate** what **similar industries** are doing to create career progression strategies and/or enhancement for application by systems/companies within the sector
- Employers and employees must jointly create an employee **development strategy**, which constantly grooms, evaluates, and recognizes employee progress toward the achievement of their maximum potential

Action/Project	Lead	Partners	Activity Duration
Definition	Employers	Unions	On-going
Evaluate similar industries	MCPCC	Associations	On-going
Development strategy	Employers/Employees	Unions	On-going

6. 7. 3. 5 Priority: Building morale and motivating productivity

- Collect industry and external examples of "**best practices**", which detail proven programs for building morale and motivating productivity, and make these available to the sector
- Include motivational **leadership training** as an essential component of management development
- Initiate creative **types and levels of recognitio**n that showcase and reward achievers internally and externally
- Give line **staff visibility** and showcase them in public advertising
- To the extent reasonably possible, involve employees in **workplace decisions,** which will affect them

Action/Project	Lead	Partners	Activity Duration
Best practices	MCPCC	All stakeholders External Resources	On-going
Leadership training	Employers	Associations MCPCC	On-going
Recognition levels	Employers	Associations MCPCC	On-going
Staff visibility	Employers	Associations MCPCC	On-going
Workplace decisions	Employers	Unions and Employers	On-going

6. 7. 3. 6 *Priority: Workplace safety and security*

- Develop a national on-going **public education** campaign against public violence and abuse to educate the public on acceptable behaviour in a public transportation environment. This requires enlisting government support (financial and media), forging public education partnerships, holding public forums; and developing creative, sustainable solutions that are citizen and community driven
- Access from industry and external sources **exemplary safety and security programs** and make these available to industry employers
- Implement the use of **new and emerging technologies** that are designed to increase employee safety and security
- Work with the industry through the creation of **joint management-labour committees** to address workplace health and safety concerns

Action/Project	Lead	Partners	Activity Duration
Public education	All stakeholders	Government	On-going
Exemplary programs	MCPCC	Associations Employers	On-going
Technologies	Employers Unions		On-going
Joint management-labour committees	Employers Unions		On-going

6. 7. 3. 7 *Priority: Developing healthier workplaces*

- Determine from industry and external sources which providers offer **exemplary health and wellness programs** and make this information available to all industry employers
- **Invest in health and wellness programs** that have been proven to effectively address workplace stress and other identified factors that adversely affect employee health
- Develop **Memoranda of Understanding** between Labour and Employers regarding the reconciliation of work and family life to build policy collaboratively

Action/Project	Lead	Partners	Activity Duration
Exemplary health and wellness programs	MCPCC	Employers External resources	On-going
Invest in health and wellness programs	Employers		On-going
Memoranda of Understanding	Employers Unions		On-going

6. 7. 4 Strategy D - Industry Advocacy

In a global knowledge economy, links with counterparts around the world are essential to optimize knowledge transfer, not only for application within the industry, but as an aid to proactively influence our own governments at every level.

The Canadian motor carrier passenger industry is the first in the world to initiate both workplace Accreditation and Operator Certification on a national level –-- an excellent example of an initiative that can leverage industry recognition and collaborative exchange in the international community.

From a Canadian legislative perspective, there are numerous Acts of Parliament and a multitude of local, provincial, and regional laws and regulations which have bearing on the motor carrier passenger industry. The industry's ability to yield strong influence on the legislation that affects it is essential for its long-term viability and reasonable autonomy.

6. 7. 4. 1 Priority: Strengthening the industry voice at all government levels

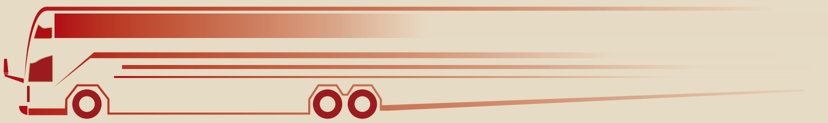
- **Consolidate pertinent human resources** related industry/government initiatives as a resource on the Council resource centre website.
- Build **industry recognition** at all relevant government levels and venues through marketing initiatives, formal presentations, and the cultivation of influential relationships
- **Monitor** the industry-related activity of government Standing Committees (federal and provincial) and municipal/regional transportation committees, etc. to enable an informed proactive industry influence and/or presence on contemplated and pending legislation impacting human resources
- Initiate proactive/timely **submissions** to government on important industry concerns (e. g. disruptive/violent passenger control legislation)
- **Leverage the Sector Council collaboration** of labour, employers, associations, and other stakeholders to strengthen industry representation to all forms of government

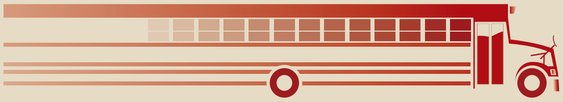
Action/Project	Lead	Partners	Activity Duration
Consolidate government human resources initiatives	MCPCC	Associations, Unions Systems/Companies	On-going
Industry recognition	All Stakeholders		On-going
Monitoring	Associations and other Stakeholders	All Stakeholders	On-going
Submissions	All Stakeholders		On-going
Leverage Sector Council collaboration	All Stakeholders	All Stakeholders	On-going

6. 7. 4. 2 Priority: Developing and maintaining international industry intelligence and collaboration

- Initiate and develop centralized collaborative **liaison** with International counterparts operating in progressive economies
- Leverage these relationships to include the **sharing** of research, concepts, methodologies, strategies and technologies. To ensure optimum reciprocity, the industry must be fully committed to reasonably sharing information and strategies with other stakeholders, both international and domestic
- Access **international** industry human resource **intelligence** for dissemination to, and access by stakeholders

Action/Project	Lead	Partners	Activity Duration
Liaison	Associations MCPCC	International Representatives	On-going
Sharing	Associations/MCPCC	International Representatives	On-going
International intelligence	MCPCC	International Representatives Associations	On-going





Part 7

Case Studies