

MANPOWER PLANNING FOR BUS OPERATORS - DETERMINING HOW MANY

Exhibit 5.1

	Existing Operations	New Routes	Eliminated Routes	New Frequencies	Reduced Frequencies	Absenteeism	Vacation	Personal Leave	Disability	Promotion	Overtime Reduction	Training	Turnover	Attrition	Government	Collective Agreement	Contingent/Other	Total Required	Current Headcount	Difference
Full-time																				
Part-time																				
FTE*																				

*full-time equivalent

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Full-time	43	6	-2	4	-2	3	2	0	0	2	1	1	2	2	0	0	0	62	52	10
Part-time	14	1	-1	1	0	2	2	1	1	0	0	1	0	0	0	1	1	24	18	6
FTE**	50	6.5	-2.5	4.5	-2	4	3	0.5	0.5	2	1	1.5	2	2	0	0.5	0.5	74	60	14

**full-time equivalent: part-time is considered .5 or 1/2 a full-time employee.

In this example the Planner has determined that he/she will need:

- ROUTES * 6 new full-time and one part-time employees less 2 full-time and one part-time employees net 4 new employees and 4 FTE
- FREQUENCIES * 4 new full-time and one part-time less 2 full-time employees or net 3 employees or 2.5 FTE's
- ABSENTEEISM * 3 full-time and 2 part-time for a net of 5 employees and 4 FTE's
- VACATION * 2 full-time and 2 part-time for 4 employees and 3 FTE's
- PERSONAL LEAVE * 1 part-time employee or .5 FTE's
- DISABILITY * 1 part-time employee or .5 FTE's
- PROMOTION * 2 full-time employees
- REDUCE OVERTIME * 1 full-time employee
- TRAINING * 1 full-time and 1 part-time employees or 2 employees and 1.5 FTE's
- TURNOVER * 2 full-time employees
- ATTRITION * 2 full-time employees
- GOVERNMENT * 0 employees
- COLLECTIVE AGREEMENT * 1 part-time employee
- CONTINGENCIES * 1 part-time employee

*Note the Headcount figure is the current number of part and full-time employees.

The example indicates that the company will have to recruit, select, hire and orientate 10 full-time and 6 part-time employees to cover services for the planning period.