



BUSINESS PLAN 2007-2011



*Motor Carrier Passenger Council Of Canada
Conseil canadien du transport de passagers*



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Innovative Human Resources Solutions

BUSINESS PLAN
2007 - 2011

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1. Overview

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, environmentally sound solutions to traffic congestion, reduction of energy consumption and improved air quality.

Despite the essential role it plays and the quality and competence of its more than 90,000 employees, this industry has become increasingly vulnerable to public funding adequacies as increased numbers of our workforce move toward retirement, and as high automobile usage continues despite factors such as gridlock and fuel prices. In addition, 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 its human resources.

To assess these effects, the Motor Carrier Passenger Council of Canada commissioned an independent, national study to consider the role and challenges of the motor carrier passenger industry within Canada, to examine its competitiveness and progression internationally, and to determine the impact of a number of key factors on the industry and its workforce. The report identifies workforce demographics, skill and competency requirements, occupational supply and demand, key human resources challenges, selected best practices, the impact of technology and the business environment on human resources.

Key Findings of the study highlight sector growth, potential skill gaps and deficiencies due to large numbers of anticipated retirements as well as difficulty in recruiting new employees possessing requisite skills, increasing costs of training, shrinking labour pool of qualified resources and accessibility to training. The findings endorse a concentrated effort on *workforce planning, life long learning, retention and working conditions and industry advocacy*.

The MCPCC is in a unique position to address many of the recommendations of that study through program development, research, funding resources and strategic partnerships.

The following business plan outlines the steps to be taken to support the access and sustainability of a skilled workforce for the bus industry. MCPCC offers expertise, resources, outreach and representation, and serves all sectors of the industry.

The services offered by MCPCC are developed in response to sector consultations, focus groups, labour market research, government priorities and on-going sector representation on boards and committees as well as participation in communications activities.

MCPCC service offerings will address:

1.1 Targeted recruitment and retention issues through a series of dedicated actions including:

- Raising the profile of the sector in schools, colleges and other learning environments
- Developing workforce planning models including demand and supply forecasts, formal succession planning, apprenticeship and career progression strategies
- Promoting work-based training opportunities within the sector, for example Workforce Skills Initiative, Second Call for Proposals, proposal entitled “Driving a Profession”
- Encouraging a culture of learning, training and skills development for all employees
- Working closely with career-focused organizations across Canada to communicate career opportunities in the sector
- Improving the professional status of drivers through certification based on National Occupational Standards
- Running exemplary recruitment, retention and work-based learning projects in partnership with industry, e.g. “Driving a Profession”

1.2 Sector benefits from enhanced public funding for work-based learning by:

- Developing products and services to support the delivery of learning and training programs
- Improving the take-up of apprenticeships, occupational standards and vocational training across the sector (Skilled Trades Commission, “Driving a Profession”)
- Delivering national and regional solutions for learning and training through partnerships with education, government and industry groups

1.3 Training and qualifications that match demand and are accessible to employers/employees by:

- Promoting and implementing the National Accreditation Program
- Encouraging increased use of a variety of delivery mechanisms such as work-based learning, distance learning and e-learning
- Developing solutions for improving management training for all organizations within the sector

We are committed to the three priority areas identified above and to an extensive body of work that will benefit employers and employees within the sector.

We aim to provide the following tangible benefits for Employers:

- A targeted and sustained attack on skills gaps and employee shortages across the sector
- Greater human resources supply and improved career opportunity, reducing recruitment and retention issues
- More accessible public funding to support work-based learning
- Return on human resources investment in pursuit of business advantage

- Improved industry specific qualifications and training opportunities for those in the workplace
- Greater influence over pre-employment training for young people and adults
- A channel for employers to make their views known to government on skills and training issues

Employees within the sector will also benefit. Benefits include:

- Enhanced professional image of the sector
- Professional driver designation
- Better career progression opportunities
- Increased labour mobility
- Improved access to training
- Recognized national qualifications which are easy to understand and to attain

2. Background

The Motor Carrier Passenger Council of Canada (MCPCC) was founded under the aegis of Human Resources and Social Development Canada (HRSDC) and the bus industry, in January of 1999; as a Sector Council, mandated to address human resource issues of value to the motor carrier passenger industry. Since its inception, the MCPCC has developed from Steering Committee to Board of Directors, to Council; from concept to consolidation; from research and studies to a collaborative process and commitment with the many sectors and stakeholders that constitute the motor carrier passenger industry.

Together, Council and Industry have conceived, and brought into reality, the following strategies and publications to address various human resource issues in the industry:

- **National Occupational Standards (NOS)** for the Professional Bus Operator
- **Essential Skills Profile** for Professional Bus Operator
- **National Accreditation** program for qualified training programs
- **Certification for Professional Bus Operators**, a national program
- **SmartDriver**, a program addressing fuel efficiency training partnering with Natural Resources Canada
- **Behind the Wheel**, a guide to Best Practices for Planning, Recruiting and Orienting Bus Operators
- **Put Your Career in Gear** and **Canada's Bus Industry On the Move**, multi-media career awareness programs
- **On the Move**, a comprehensive sector labour market study
- **Skilled Trades Commission**, addressing resolutions to National Occupational Classification (NOC), recruiting and training issues

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These programs continue to gain increasing recognition, acceptance and usage, in an industry where more than 1400 companies employ over 90,000 people, (the most of which are in non-regulated occupations); move in excess of 1.5 billion riders; and generate more than \$7.6 billion dollars in revenue. Such programs, and like initiatives, are invaluable to an industry in which it is estimated that over 70% of its companies are SMEs.

Since inception the MCPCC has focused on three pillars of influence:

A National Voice: the Council offers employers, associations, labour, education and government an opportunity to present a national voice on human resource issues affecting all industry sectors.

Information Sharing: by sharing information through the Council, all stakeholders can participate at a national level promoting best practices, benefiting from industry experience, reducing costs, influencing public perception and developing and implementing value-added programs to deliver quality, responsive service.

Co-operative Action: the Council fosters collaboration between employers and labour organizations for the development of innovative programs designed to meet the growing expectations of industry stakeholders, customers, parents and taxpayers.

The Council formulated its vision and goals and developed a multi-year business plan as detailed in *Table 1*:

Table 1- 2001-2006 Business Plan

<i>Goal</i>	<i>Actions</i>	<i>Results</i>
Enhance the recognition and value of the professional within the motor carrier passenger industry	<ul style="list-style-type: none"> • Develop occupational standards and recruitment and selection tools • Develop and/or accredit education curriculum with skill and knowledge components designed to enhance the image and profile of the professional driver • Develop communication materials designed to enhance public awareness of the professional role with distribution to governments, media, stakeholders, and other industry affiliates 	<ul style="list-style-type: none"> • National Occupational Standards (NOS) • Accreditation and Certification Programs based on NOS • Multi-year, multi-media communication plans
Promote and share industry excellence through the creation of an industry-wide inventory of human resource development success stories	<ul style="list-style-type: none"> • Develop and implement a communication medium for the sharing of industry initiatives • Research, collect data and develop a library of human resources best practices • Maintenance, updating and feedback of the library 	<ul style="list-style-type: none"> • Multi-websites and website centres. Funding requested in 2007 for development of a National Resource Centre • Best practices have been developed and/or shared including recruitment guide and case studies

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Table 1- 2001-2006 Business Plan

<i>Goal</i>	<i>Actions</i>	<i>Results</i>
Provide a national collective voice on human resources issues	<ul style="list-style-type: none"> • Communicate initiatives through Council members' information, promotional materials, conferences, forums, committees, etc. • Develop media relations plan • Establish national, multi-sector committees for program development • Develop relationships with relevant federal, provincial and territorial government departments, education bodies, associations, international transportation organization, etc. to promote skill development 	<ul style="list-style-type: none"> • Relationships and partnerships have been developed and nurtured over the past 5 years including industry representatives, various government departments, education bodies, manufacturers and labour
Assess education curriculum and training programs leading to certification in recognition of an individual's skills, knowledge and attitudes	<ul style="list-style-type: none"> • Assess the education and skill development needed for specified occupations • Develop and/or access relevant course profiles, outlines, instructor guides and curricula for each specified occupation to be used by training and education institutes and/or employer-based training department • Develop feasibility study, policies and procedures for certification and accreditation, accredit education bodies/employer training departments to deliver training programs 	<ul style="list-style-type: none"> • Feasibility study, program development and implementation completed for certification and accreditation. Program administration and promotion on-going
Support and encourage efforts to attract people to establish careers in the motor carrier passenger industry	<ul style="list-style-type: none"> • Develop recruitment and selection practices and tools • Develop packages for schools/colleges to promote career interest in the industry • Attend career fairs, make presentation to education bodies • Investigate the feasibility and implementation of a Youth Orientation Program designed to integrate classroom and workplace learning 	<ul style="list-style-type: none"> • Career campaign "Put Your Career In Gear" launched including in-bus advertising, school packages, television and radio spots, dedicated website • on-going updating • New in-bus advertising campaign "Canada's Bus Industry On the Move" developed and launch scheduled April 2007
Establish national occupational standards outlining the skills and attitudes required of an individual to perform competently in a particular position	<ul style="list-style-type: none"> • Develop occupational standards relating to specified occupations within the industry to form the basis for training, recruitment, curriculum development, accreditation of training programs, performance improvement, career development and certification • Communicate standards to enhance professionalism within the industry and to raise public awareness 	<ul style="list-style-type: none"> • National standards developed and kept current for professional bus operators. They are the basis for the Council's certification and accreditation programs.

Vision resulting from 2006 *On the Move* Study

Over the past several years the industry has faced unprecedented events that have made a lasting impact on the way it conducts its business. These include but are not limited to: *increased security threats, SARS and other pandemics, environmental issues, restrictive legislation and increased workplace violence.* Many *human resources issues* identified in the *On the Move* study highlight the need to effectively address and cope with this changing environment.

Conducting the 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 we discussed what changes we must make in our culture and philosophy, and what alliances and linkages must be forged in order to develop a strong, responsive, profitable, safe and secure motor carrier passenger industry in Canada.

Based on this extensive feedback and participation we have synthesized your comments, ideas, and beliefs into the following.....

.....*vision for our collective future.*

“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 cooperate through sharing of information and best practices affecting all aspects of the industry, and in which the impact of the industry’s 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 coordinated efforts of all players involved.

3. Priorities

On the Move identified the following key areas for the next five to ten years.

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.

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.

Security

Commitment to 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.

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 ongoing improvements in vehicle technology and driver training. The industry must communicate its positive environmental impact energetically.

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 ten years.

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.

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 employee 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.

Information Management

Despite the higher levels of regulation and licensing 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.

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 skill 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

3.1 Identification of priorities, programs and timelines

These have come from the following main sources and are detailed in *Table 2*:

- Building on Council's work over the past five years
- Feedback received from our board, committees, industry representatives, national and regional groups, education and government representatives
- The MCPCC Sector Study, *On the Move* published December 2006

Financial Considerations

The Council receives 98% of its funding through HRSDC. Therefore projects and timelines presented in this business plan are subject to receiving funding and within the anticipated timelines.

Council will continue to grow revenue in relation to revenue-producing programs such as certification and accreditation.

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Table 2 – Priorities, Programs and Timelines

Strategy A – Reduce Industry-Reported Skills Shortages through effective 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.

No.	Priority	Programs	Program Activities	Timelines
1	Making workforce planning integral to business planning	3.2.7 – Exemplary recruitment, training and development projects 3.2.8 – Improving skills training and qualifications supply	<ul style="list-style-type: none"> • Workforce Planning Model • Actively promote the concept and model 	2007-08 Ongoing 2007-11
2	Communicating a compelling recruiting image	3.2.1 – Collection of robust data 3.2.4 – Implementing careers and communication strategy 3.2.7 - Exemplary recruitment, training and development projects	<ul style="list-style-type: none"> • Expand <i>web sites</i> to include a broader range of industry positions. Encourage educators to disseminate information about the industry • Promote industry via partner media • Expand <i>Behind the Wheel</i> with linkages to diverse audiences 	2007-2009 2007-11 2008-09
3	Attracting seasonal and part-time workers	3.2.1 – Collection of robust data 3.2.4 – Implementing careers and communication strategy 3.2.7 - Exemplary recruitment, training and development projects	<ul style="list-style-type: none"> • Comprehensive list of proven best sources of applicants • Conduct sample surveys and/or focus groups to determine job appeal and job satisfaction • E.I. benefits for seasonal and part-time workers 	Ongoing – 2007-11 2007-08 Ongoing – linked to Skilled Trades Commission (STC) 2007-09
4	Accessing and Screening Applicants Efficiently and Effectively	3.2.1 – Collection of robust data 3.2.7 - Exemplary recruitment, training and development projects 3.2.8 – Improving skills training and qualifications supply 3.2.9 – Developing and maintaining National Occupational Standards (NOS)	<ul style="list-style-type: none"> • National inventory of proven screening tools/methodologies • NOS and Essential Skills for wider range of jobs 	2008-09 – linked to WSI project – <i>Driving a Profession</i> 2008-11

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Table 2 – Priorities, Programs and Timelines

No.	Priority	Programs	Program Activities	Timelines
5	Increasing Gender, Aboriginal, and Minority Work Force Participation	3.2.1 – Collection of robust data 3.2.3 – Sector Skills Agreements 3.2.4 – Implementing careers and communication strategy 3.2.7 - Exemplary recruitment, training and development projects 3.2.8 – Improving skills training and qualifications supply	<ul style="list-style-type: none"> • Labour market research to identify real and perceived barriers • Develop action plan to assist employers in identifying and addressing skills needs 	<p>2007-09 – linked to WSI project and Workforce Planning Model project</p> <p>2007-08 – linked to WSI project</p>
6	Attracting future generations (employees and ridership)	3.2.2 – Enhancing the professional role of the driver 3.2.4 – Implementing careers and communication strategy 3.2.11 – Preparing elementary/secondary school students for employment in the bus industry	<ul style="list-style-type: none"> • Work with elementary/secondary schools to communicate industry needs and required skills and attributes • Raise profile of road safety and behaviour in learning programs 	<p>Ongoing – 2007-11</p> <p>Ongoing – 2007-11</p>

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Table 2 – Priorities, Programs and Timelines

Strategy B – Reduce Industry-Reported Skills Gaps through 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 ongoing profitable results. The Study identified a significant 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.

No	Priority	Programs	Program Activities	Timelines
7	Gaining employer commitment to ongoing training as an essential investment	3.2.1 – Collection of robust data 3.2.8 – Improving skills training and qualifications supply	<ul style="list-style-type: none"> • ROI Modeling • Maintain currency of NOS/Essential Skills 	2007-09 – Project ROI Modeling Every 3 years – completed 2006; next update 2009
8	Meet ongoing demand for skilled trades	3.2.5 – Development and promotion of apprenticeship framework 3.2.6 – Cross Sector program partnerships	<ul style="list-style-type: none"> • Produce materials demonstrating benefits of apprenticeships • Feasibility of inclusion in Foreign Credential Recognition (FCR) Prog. • Skilled Trades Commission 	Ongoing – linked to (STC) 2007-09 6 mos. - 2007 2007-09
9	Provide industry access to training programs and resources	3.2.1 – Collection of robust data 3.2.6 – Cross Sector program partnerships	<ul style="list-style-type: none"> • Develop National Resource Centre 	Developing 2007-09; ongoing
10	Maximizing training investment and delivery options	3.2.3 – Sector Skills Agreements 3.2.4 – Implementing careers and communication strategy 3.2.5 – Development and promotion of apprenticeship framework 3.2.6 – Cross Sector program partnerships 3.2.7 – Exemplary recruitment, training and development projects 3.2.8 – Improving skills training and qualifications supply	<ul style="list-style-type: none"> • Linkages with educational institutions • International programs 	Ongoing – linked to Skilled Trades Commission 2007-09 Ongoing – 2007-11

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Table 2 – Priorities, Programs and Timelines

No	Priority	Programs	Program Activities	Timelines
11	Raising professional status of bus operators through promotion of Certification and Accreditation	3.2.2 – Enhancing the professional role of the driver 3.2.4 – Implementing careers and communication strategy	<ul style="list-style-type: none"> • Programs’ marketing and promotion – tools, brochures, materials, presentations, etc. • Review of NOC and establishing appropriate linkages with education to elevate to and recognize accredited training with “institutional” status • Feasibility of registering certification designation with provinces and territories 	<p>Ongoing – 2007-11; linked to Comm. Plan, in-bus advertising - <i>Canada’s Bus Industry On the Move</i></p> <p>2007-09 – linked to STC</p> <p>2008-09</p>
12	Developing management and leadership skills	3.2.6 – Cross Sector program partnerships 3.2.7 – Exemplary recruitment, training and development projects 3.2.8 – Improving skills training and qualifications supply	<ul style="list-style-type: none"> • Toolkit setting out National Standards for mentoring, succession planning programs 	<p>Ongoing – 2007-11; linked to Workforce Planning Project</p>

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Table 2 – Priorities, Programs and Timelines

Strategy C – Reduce retention difficulties faced by the Industry through effective Retention Strategies

Throughout every phase of the 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.

No	Priority	Programs	Program Activities	Timelines
13	Orientation of New Employees	3.2.7 – Exemplary recruitment, training and development projects	<ul style="list-style-type: none"> • Develop generic orientation template 	2008-09
14	Responding to the needs and opportunities presented by the ageing workforce	3.2.2 – Enhancing the professional role of the driver 3.2.4 – Implementing careers and communication strategy 3.2.8 – Improving skills training and qualifications supply	<ul style="list-style-type: none"> • Identify legislative, insurance, and other factors and/or potential barriers that negatively affect retention of older workers • Develop capacity to capture knowledge of senior staff in areas of orientation, training and retention programs 	2007-09 – linked to WSI and Skilled Trades Commission projects
15	Marketplace Intelligence	3.2.1 – Collection of robust data 3.2.3 – Sector Skills Agreements 3.2.5 – Development and promotion of apprenticeship framework 3.2.6 – Cross Sector program partnerships 3.2.7 – Exemplary recruitment, training and development projects 3.2.8 – Improving skills training and qualifications supply	<ul style="list-style-type: none"> • Share best practices on pertinent human resources areas and conduct focus groups to increase LMI • Pilot projects – e.g. exemplary recruitment, work-based learning 	Ongoing – linked to National Resource Centre (NRC) project Periodically – linked to WSI project – <i>Driving a Profession</i>
16	Career Progression Strategies	3.2.1 – Collection of robust data 3.2.4 – Implementing careers and communication strategy	<ul style="list-style-type: none"> • Labour Market research and best practices 	Ongoing – linked to (NRC) proj.
17	Building morale and motivating productivity	3.2.1 – Collection of robust data 3.2.2 – Enhancing the professional role of the driver 3.2.4 – Implementing careers and communication strategy	<ul style="list-style-type: none"> • Labour Market research and best practices 	Ongoing – linked to (NRC) proj.
18	Workplace safety and security	3.2.1 – Collection of robust data 3.2.2 – Enhancing the professional role of the driver	<ul style="list-style-type: none"> • Participate in and support public education against violence, abuse • Access exemplary safety and security programs 	Ongoing Ongoing – linked to (NRC)
19	Develop healthier workplaces	3.2.1 – Collection of robust data	<ul style="list-style-type: none"> • Labour Market research and best practices 	Ongoing – linked to (NRC)

Table 2 – Priorities, Programs and Timelines

Strategy D – Increase Industry awareness through advocacy efforts

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 wield strong influence on the legislation that affects it is essential for its long-term viability and reasonable autonomy.

No.	Priority	Programs	Program Activities	Timelines
20	Strengthening Industry voice at all government levels	3.2.1 – Collection of robust data 3.2.2 – Enhancing the professional role of the driver 3.2.3 - Sector Skills Agreements 3.2.4 – Implementing careers and communication strategy 3.2.10 Advocacy and Liaison	<ul style="list-style-type: none"> • Consolidate pertinent human resources related industry/government initiatives for Council resource centre • Build recognition at all relevant government levels with marketing, presentations, and the cultivation of influential relationships • Monitor the industry-related activity of government committees to enable an informed proactive industry influence and/or presence on contemplated and pending legislation impacting human resources • Leverage the value of Sector Council program 	Ongoing – linked to (NRC) proj. 2007-11 Ongoing participation Ongoing – linked to (NRC) proj. Ongoing – linked to all projects
21	Developing and maintaining international industry intelligence and collaboration	3.2.1 – Collection of robust data 3.2.6 – Cross Sector program partnerships 3.2.10 Advocacy and Liaison	<ul style="list-style-type: none"> • Develop and maintain collaborative liaison, sharing of research, concepts, etc.; disseminate to industry 	Ongoing – linked (NRC) 2007-11

4. Operational Planning Processes

4.1 Governance Structures

4.1.1 Main Board

The Council Board is comprised of industry representatives from large and small/medium sized companies in all sectors as well as associations and labour. Federal government department representatives from Human Resources and Social Development Canada and Transport Canada attend on an ex-officio basis. Opportunity exists to expand representation to include other interested parties, such as education representatives and other government officials. The Board meets formally a minimum of two times per year.

4.1.2 Committees of the Board

The by-laws allow for the formation of committees responsible to the Board. Current committees include:

Executive Committee – comprised of 5 officers of the Council, one from each of urban transit, intercity/coach, school bus, labour and the Executive Director. This committee is responsible for assisting the Executive Director in issues relating to the operation of the Council and makes such necessary decisions on behalf of the board.

Standing Committee – comprised of approximately 30 representatives from employers, education, labour and government who provide advice, guidance and subject matter expertise related to projects requiring broad industry research and consultation.

Accreditation/Certification Board – comprised of 15 members from all sectors of the industry, labour, education and government responsible for approving applications for Driver Certification and Accreditation of Training based on National Occupational Standards.

Skilled Trades Commission – comprised of an influential body of representatives responsible for addressing resolutions to recruiting and training issues.

4.1.3 Council Staff

Staff consists of three full time individuals. These are: Executive Director, Director of Administration and Executive Assistant. Project staff is contracted as required in accordance with project demands and budgets.

4.2 Annual Planning Cycle

The Council operates its financial year from January to December. Drawing from the Business Plan and current industry priorities, projects are determined, tabled with the Board and presented at the annual HRSDC Strategy Session for project funding for the next fiscal year. Current projects proceed within agreed activities and timelines.

5. Employer Engagement

5.1 Marketing, Promotional Plans and Partnerships

As part of our infrastructure agreement and all projects, a Communication Strategy and Plan have been produced to engage employers and promote the industry. To date a number of programs and activities have been developed and executed. These initiatives continue to be valid and include:

- Cross Canada in-bus advertising campaigns – most recently *Canada's Bus Industry is On the Move* promotes the Industry, Council and its programs. Over 48 transit companies are participating, donating space etc.
- MCPCC Board and committee participation as well as inviting Council to sit on Industry Boards, committees, panels.
- Support and participation in accreditation of training and certification and company marketing of the programs.
- Labour market research/industry consultations assisting in the production of studies such as “On the Move”.
- Skilled Trades Commission
- Proposed Workforce Skills Initiative – Driving a Profession, a work-based learning program

Further enhancement to the Communications Plan will be developed over the next five years.

5.2 Communications Plan

The Council's communications plan is positioned to promote the Council's initiatives, products and services, the industry as a career of choice as well as the sector council program to a broader audience such as industry employers, workers, unions, associations, educators, targeted groups, governments, and ridership.

Communication Objectives

- To design a communications program that addresses specific goals of the Council, and is able to reach as many in the key stakeholders groups as possible, within the budget
- To continue our work with bus properties, labour, and education to raise awareness of the Council's programs, especially Certification/Accreditation and Labour Market Research
- To enhance the public's perception of the skills, dedication, and professionalism of today's bus professionals, and increase awareness of the environmental, budgetary, and other advantages of bus transportation
- To attract new entrants, both youth and those seeking second careers by positioning the bus industry as a competitive, appealing and satisfying career choice

Key Messages

- The bus industry is a vital link in Canada's daily business and social structure. The people who work in the industry are professionals, with highly developed driving, mechanical, and customer service skills.
- The bus industry offers new entrants rewarding, long-term careers.
- The MCPCC is a nationally recognized resource for human resources expertise, geared specifically to the bus industry.
- The MCPCC is responsive and proactive in working with industry, government, education and labour, towards improving the delivery of bus services, across Canada.
- Bus operators should take pride in their professional status. Drivers who practice good customer service, on-time delivery, fuel-efficient behaviors, and safe driving can deliver bottom line results.

Communication Media

Advertising

- Print advertisements in National and International Trade Magazines
- In-bus promotion campaigns partnering with bus companies (e.g. *Canada's Bus Industry is On the Move*)
- Career magazines
- National print ads in community papers
- Posters
- Trade Show displays

Websites

- Main site
- Certification and Accreditation Centres
- Sector Study – *On the Move*
- *Drive a Bus* – career site with company links
- Proposed *National Resource Centre*

Multi-Media Tools

- Design of professional materials and brochures
- Power Point presentations
- Video Bank
- E-mail and direct mail to data base
- Newsletters. i.e. *BusRoots*, Certification publication
- Press Releases

Speakers' Bureau and Participation

- Council presentations utilizing Council staff and industry representatives
- Attend conferences and make site visits
- Participate on Industry boards, committees and panels
- Participate on Government and like organizations committees and panels

6. Evaluation Plan

The Council will maintain an “ear to the ground” approach, continually soliciting feedback from its client base. This dovetails nicely to HRSD’s Annual Survey of Performance Indicators (ASPI) requirements.

The Council will undertake the following activities to evaluate the success of its programs and continuing responsiveness to stakeholders:

- Annual survey of Employers and other stakeholders
- Focus groups and committee feedback
- Periodic visits by the Executive Director and Director of Administration to client organizations to solicit feedback directly
- Implementing an evaluation plan for each project undertaken. For example, the Workplace Skills Initiative (WSI) proposal will evaluate success of project *Driving a Profession* as follows:
 - i) the percentage of industry partners that successfully train and employ candidates
 - ii) the percentage of candidates that successfully complete their training program as compared with the successful completion rate trend of apprenticeship programs
 - iii) the percentage of successfully completed candidates who accept employment
 - iv) the administrative delivery of the program: i) whether timelines were met and budgets kept, ii) whether Phase Two and Phase Three of the project produced successful results
- Establishing targets and milestones for product/program take-up and measuring achievement