

SKILLED TRADES COMMISSION ACTION PLAN AND PROJECT DEVELOPMENT

BACKGROUND

The Council's December 2006 published "*Sector Study, On the Move*", highlighted the importance of generating strategies for recruiting and developing mechanics, other skilled trades, drivers and management. The Council created a unique *Skilled Trades Commission* bringing together influential members from industry, labour, government, education and manufacturing in order to strategically address critical human resources shortages and retention of Skilled Trades workers with an executable Action Plan.

Mandate

- To address the challenge to meet the on-going demand for skilled trades including
 - » review of the apprenticeship system and setting national standards for apprentices in the bus industry
 - » impact of working conditions, workplace safety and security and health and wellness

Deliverables

- Research and partnership development culminating in the publication of an Action Plan that supports Industry programs and initiatives through Council administrative resources and eligible funding
- Project development and submission to HRSDC to execute the Action Plan
- Project Submission January 2009 - *Best Practices for Skilled Trades Technicians Apprentices*
- Project is contingent on HRSDC approval and funding. Project duration is anticipated to be a total of 24 months for completion of all activities once project is approved.

Objectives

Develop comprehensive HR best practices that will guide Employers through recommended recruitment, training and retention processes for Skilled Trades Technicians.

- Increase recruitment from internal workforce pool and produce a National HR Best Practices guide for developing garage assistants and related personnel to candidates for apprenticeship
- Increase recruitment from external pools of candidates for apprenticeship
- Increase recruitment by developing effective High School student recruitment strategies
- Ensure adequate number of apprentices by determining appropriate employer/labour quota formulae
- Increase level of retention for apprentices
- Reduce the rate of non completed apprenticeships
- Develop National Standards for workforce training and performance for apprentices
- Negotiate Agreements to prioritize increased college training capacity and address current bus-specific skills gap
- Communicate publicly funded incentives and benefits for apprentices
- Produce Comprehensive HR Best Practices for Apprenticeship: Recruiting, Training and Retaining

This project aligns with the Government of Canada's "Building Canada" plan i.e. student career awareness, enhancement of apprenticeships, inclusion of Aboriginal Canadians and other Canadians



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ACTION PLAN

Objective: Develop/increase internal pools of candidates for apprenticeship

Activity/Task	Services Offered	Output/Product/Tool
Build a data base of employers that employ garage assistants and other maintenance personnel, and identify tasks/skill sets and percentage advancing to apprenticeship Timelines: Months 1-10	<ul style="list-style-type: none"> National competencies for Garage Assistant occupation Strategy for internal career development 	<ul style="list-style-type: none"> Survey tool Raw data Analysis
HR best practices for garage assistants and other maintenance personnel Timelines: Months 11-12	<ul style="list-style-type: none"> Industry recruitment resource 	<ul style="list-style-type: none"> HR Best Practices: Developing Garage Assistant to Apprentice

Objective: Develop/increase external pools of candidates for apprenticeship

Activity/Task	Services Offered	Output/Product/Tool
Partnerships: immigration, minority, aboriginal, and rationalized technician organizations and associations; Research and communicate publicly funded incentives and benefits for apprentices Timelines: Months 5-8	<ul style="list-style-type: none"> Partnerships and communication facility Candidate and career counselor familiarization 	<ul style="list-style-type: none"> Networks/linkages of underemployed persons to training and employment opportunities External Workforce Advisory Committee membership Compendium of funding and benefits in each province and territory
Develop candidate Skills Assessment protocols to assist with pre-screening process; Document and disseminate HR best practices for communicating with and accessing external pools of candidates Timelines: Months 9-12	<ul style="list-style-type: none"> Pre-screening process for candidates Resource document for Industry and external workforce pools 	<ul style="list-style-type: none"> Skill Set assessment protocols for candidates for apprenticeship HR Best Practices Apprentice Candidate Recruiting: Accessing Pools of External Workforce Candidates

Objective: Enhance Recruiting through High Schools raising the level of awareness within provincial jurisdictions

Activity/Task	Services Offered	Output/Product/Tool
Establish communication protocols with representative high school organizations; Enhance existing high school Industry co-op programs to facilitate career planning and information exchange; Produce materials for dissemination to high schools Timelines: Months 9-14	<ul style="list-style-type: none"> Facilitation of career planning information exchange 	<ul style="list-style-type: none"> High School Advisory Committee Strategic communication protocol Industry familiarization package: From High School Student to Candidate for Apprenticeship Analysis of existing high school/Industry co-op programs
Best Practices: co-op programs Timelines: Months 15-17	<ul style="list-style-type: none"> Recruitment and HR workforce management tool 	<ul style="list-style-type: none"> HR best practices: High School co-op programs



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Objective: Ensure adequate number of apprentices by determining appropriate employer/labour quota formulae

Activity/Task	Services Offered	Output/Product/Tool
<p>Develop an effective communication strategy consulting with stakeholders to determine an adequate quota for apprenticeship; Advocate to provincial ministries responsible for Apprenticeship training to increase the number of readily available positions for training apprenticeship at community colleges</p> <p>Timelines: Months 4-13</p>	<ul style="list-style-type: none"> • Labour efficiency & stability benefits, vehicle safety • Statistical basis for productivity growth & stability 	<ul style="list-style-type: none"> • Documented HR best practices recommended by Labour and Employers • Reports: Analysis and Summary of Stakeholder Recommendations: Apprentice Quotas • Final report with recommendations HR Best Practices: Adequate Apprenticeship Quotas

Objective: Improve Apprenticeship efficiency by reducing rate of non completes and reducing training delay at colleges

Activity/Task	Services Offered	Output/Product/Tool
<p>Develop an effective communication protocol between Industry and colleges; Develop a principle of Best HR Practices that ensures that Apprentices are given training exposure to all requisite and testable work tasks; work with industry to address bus-specific skills gap.</p> <p>Timelines: Months 13-21</p>	<ul style="list-style-type: none"> • Curriculum planning and coordination • Labour efficiency & stability, vehicle safety benefits 	<ul style="list-style-type: none"> • Stakeholder recommendations • HR Best Practices: Apprentice Training • Agreements to prioritize increased college training capacity

Objective: Increase retention for apprentices

Activity/Task	Services Offered	Output/Product/Tool
<p>Develop best practices for Mentorship Program leading apprentices beyond the “grease pit” expectation</p> <p>Timelines: Months 14-21</p>	<ul style="list-style-type: none"> • Strategies to improve communication and reduce work place conflict • Apprenticeship guidance • Workforce planning and stability 	<ul style="list-style-type: none"> • Stakeholder recommendations for Mentorship Program • HR Best Practices: Mentoring Program for Apprentices • HR Best Practices: Immediate Supervisors and Apprentices • HR Best Practices: Career Pathway Management Program for Apprentices

Objective: Provincial Governmental Agreements to prioritize National Standards for Bus Skilled Trades Technicians

Activity/Task	Services Offered	Output/Product/Tool
<p>Establish National Standards in workforce training and performance to facilitate jurisdictional awareness of Industry priority for National Standards; Produce Industry National Training Standards</p> <p>Timelines: Months 6-23</p>	<p>National Standards and jurisdictional advocacy</p>	<ul style="list-style-type: none"> • Industry National Training Standards



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Objective: Produce comprehensive HR best practices that will guide Employers through recommended recruitment, training and retention processes for Skilled Trades Technician apprentices

Activity/Task	Services Offered	Output/Product/Tool
Draft compendium of HR Best Practices and finalize Timelines: Months 20-24	Consolidation of National Best Practices for Apprenticeship in the Bus Industry	<ul style="list-style-type: none"> HR Best Practices for Apprenticeship: Recruiting, Training and Retaining

Objective: Raise the level of awareness of Industry trades and occupational benefits

Communicate Best Practices Guides via website and publications Timelines: on-going	National Exposure	<ul style="list-style-type: none"> Communications strategy and materials
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