

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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Worksheet Example 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	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 or 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.