

10 Workbook





1. Introduction

This workbook has been developed to assist bus company recruiters in using *Behind The Wheel – A Guide to Best Practices for the Planning, Recruitment and Orientation of Bus Operators*. Composed of a series of exercises and tasks, the workbook is designed to increase the competency of those managers, who are involved in the Planning, Recruitment and Orientation process for bus operators, in being able to use the practices and tools outlined in the *Guide*. Although designed to be used on a self-directed basis, the workbook can serve as a participant’s manual/workbook in a planning, recruitment and orientation training seminar.

In addition to the *Guide*, the workbook user will need a copy of the *National Occupational Standards* for bus operators that is available through the *Motor Carrier Passenger Council of Canada*.

Note: In a number of the exercises, it is suggested that a “learning partner” be used to “test drive” the exercise. The learning partner, in this case, would be another manager in the company if the workbook is not being used in a workshop setting. Where it is being used in a workshop, the “learning partner” would be the other members of the learning group (see next section).

To use this workbook, refer to the *Guide* and *National Occupational Standards*.



2. Using the Workbook in a Workshop Setting

It is recommended, if the workbook is used in a seminar or workshop setting that would include presentations by the seminar leader and class discussion, the exercises should be completed by participants in learning groups. Using a learning group process will make the completion of the exercises a more enriching experience for participants and should lead to more creative solutions and outcomes.

Although every seminar leader will structure the workshop to fit his/her own style and the particular learning outcomes that have been set for it, this workbook has been designed for a seminar of three days. A detailed leader's guide for such a workshop and presentation slides are available through the *Motor Carrier Passenger Council of Canada*. Additionally, the *Council* can provide a complete three-day program and seminar leader for companies that are interested in running an in-house session for their managers.



1. Planning

Exercise 1 – Estimating Manpower Requirements

Using the copy of Exhibit 5.1 in this workbook and Worksheet 1 as an example, estimate the full and part-time manpower requirements for your company for the next 12 months. In developing your estimates, you may find it easier to recreate the worksheet as a Microsoft Excel spreadsheet document. What information do you need to have (i.e. new routes, changed frequencies, attendance reports and vacation entitlements) in order to work out some of the figures on the worksheet? How important is it to know your company’s plans for the planning period?

Exercise Notes: _____

Exercise 2 – Determining When to Hire

Using the copy of Exhibit 5.2 as a worksheet, determine when the new employees identified in Exercise 1 have to be hired for each of the categories shown in the exhibit. Once you have determined a hiring date, work back and determine when the recruiting process has to begin to meet this hiring date.

Exercise Notes: _____



2. Recruitment

Exercise 3 – Determining a Recruitment Strategy

Using Exhibit 6.2, develop what you feel is the most cost effective recruitment strategy for your company. Why have you chosen this strategy? Assuming the strategy works in being able to attract the number of candidates needed to fill the positions identified in the previous two exercises, what do you see as being the “recruiting cost per hire” for your company? Does this number seem too low/high?

Exercise Notes: _____

Exercise 4 – Developing an Advertisement/Posting

Using the notes in the *Guide*, the *National Occupational Standards*, the “best practices” suggestions and your own experience, develop an advertisement for the bus operator position in your company. Once you have finished your development work, find a “learning partner” to review what you have put together and find improvements.

Exercise Notes: _____



3. Selection

Exercise 5 – Selecting a Selection Methodology

- 1) Using Exhibit 7.1 and 7.2, the notes in the *Guide* on selection and the *National Occupational Standards*, identify 15 to 20 essential sub-tasks of bus operators in your company/organization.
- 2) Once you have completed this, identify what you feel are one or more of the best methods for determining a candidate’s knowledge or ability for each of the sub-tasks.

Sub-task	Selection Methodology
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
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_____	_____
_____	_____
_____	_____



Exercise 6 – The Application Form

Using the notes contained in Exhibit 7.3, the *Guide* and the *National Occupational Standards*, develop an application form for a bus operator for your company. Once you have developed the form, “test drive” it with several individuals to get their feedback.

Exercise Notes: _____

Exercise 7 – Résumé Coding Form

Using the notes contained in Table 3, the *Guide* and the *National Occupational Standards*, develop a comprehensive coding form for a bus operator for your company. Once you have developed the form, “test drive” it with several résumés to determine if it is satisfactory. Have others use the form and get their feedback.

Exercise Notes: _____



Exercise 8 – Reference Checking

Using the information generated in Exercise 7 and the notes on interviewing in the *Guide*, develop a structured reference interview questionnaire for confirming the information contained on the résumé coding form.

Exercise Notes: _____

Exercise 9 - Development of a Work Sampling Test

Review the notes on in-service and work sampling tests in the *Guide*. Using Block C – Customer Relations in the *National Occupational Standards* as a basis, develop an in-service or work sampling “test” for one of the abilities listed in Block C (page 34).

Exercise Notes: _____



Exercise 10 – Developing Questions

Using the notes in the *Guide* – Exhibit 7.6 on interviewing develop:

1. A number of structured open and closed interview questions for the sub-tasks identified in Block C.
2. One or two “Behaviour Description” questions for items in Block C.
3. One or two “Situation Response” questions for the items in Block C.

Exercise Notes: _____

Exercise 11 – Scoring Questions

Take the questions developed in Exercise 10 and identify samples of responses to each of the questions that would be considered Unsatisfactory, Satisfactory and Fully Satisfactory. Assign a rating on a scale of 1 – 10 to each identified response.

Exercise Notes: _____



Exercise 12 – Practice Role Play

Working with a learning partner (or if there are enough individuals, involved with a learning partner and an observer), role-play the questions that have been developed in the previous exercise. Once one person has practised his/her interviewing, rotate roles until each person has had a chance to practise the interviewer role.

Exercise Notes: _____

Exercise 13 – Establishing Weights

Assume the Sub-tasks and knowledge and abilities identified in Exercise 5 are the ones we want to test for in our selection process. Review each Sub-task and assign a “weight” out of 10 (i.e. where 1 would be lowest and 10 highest) to the sub-task to establish its relative importance.

Exercise Notes: _____



4. Hiring

Exercise 14 – The Employment Letter or Contract

Using the notes contained in the *Guide*, draft a **conditional** letter of employment for a candidate who has been selected to work for your company as a bus operator. Once completed, review the letter with your “learning partner.”

Exercise Notes: _____

Exercise 15 – Medical Examination

Review the *National Occupational Standards* and identify all of the sub-tasks/abilities that constitute *bona fide* occupational requirements that candidates need to be tested for in their medical examination.

Exercise Notes: _____



5. Orientation

Exercise 16 – Designing an Orientation Program

Using the notes contained in the *Guide*, develop what you feel would be an ideal orientation program for new bus operators in your company. Discuss your program with your learning partner.

Exercise Notes: _____
