

CLOSING THE GAP

PHASE II – Project Report

October 2008



Acknowledgements

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Executive Highlights

The Closing the GAP project was initiated by the Canadian Trucking Human Resources Council [CTHRC] in 2005 to address the shortage of qualified commercial truck drivers in Canada. Phase I predominately encompassed a large number of stakeholder meetings both national and local, and culminated in a GAP I report comprising recommendations to:

- Raise testing and licensing standards to an industry-acceptable national level;
- Offer training to national curricula standards through institutes and instructors that meet the standard;
- Increase funding for training and link same to the increased standards;
- Encourage national participation to create a consensus on the licensing process and testing standards; and
- Reposition the industry to better value the profession's image and promote recognition of driving as a skilled trade.

The GAP I report was sent to stakeholders in early 2007, noting that a second phase, GAP II, would undertake follow-on workshops both to discuss progress on implementing the recommendations, as well as to receive comments on the GAP process. [A parallel GAP II initiative to assess jurisdictional licensing standards is reported on separately]. These workshops, held in Spring 2008 in each jurisdiction [except the Northwest Territories and Nunavut], were attended by a total of 72 representatives from the trucking sector and government transport, education and labour departments. The views of the federal government [Human Resources and Skills Development Canada] were also obtained. This document reports on the findings. Two frameworks were developed to assist in the analysis of workshop inputs – one to assess progress in implementing the above recommendations; a second to examine possible barriers to progress.

The first framework [progress impacts] arrayed inputs in order of increasing positive effect and maturity i.e. in the period [GAP II] since the GAP I report, did the workshop findings evidence initiatives that were:

- *Reinforcing*: reinforcing existing practice;
- *Creating*: creating awareness/forming relationships;
- *Reviewing*: actively reviewing [policies etc.]; or
- *Developing*: developing/implementing initiatives.

The second framework [potential barriers] arrayed workshop inputs in decreasing order of irrevocability, i.e. were perceived impediments to implementation:

- *Structural*;
- *Political*;
- *Behavioural*;
- *Institutional*; or
- *Financial*.

It should be cautioned that assignment of the many and varied inputs from the workshops to the two frameworks was not straightforward; the sample was relatively small; and it was not always clear that a particular input might have had GAP as its genesis. Nonetheless a number of observations could be drawn:

1. While most progress impacts tended to the status quo [*Reinforcing*], these did include the well established practices in Nova Scotia and Quebec. There were a number of encouraging recent examples in the *Examining and Developing* categories [in British Columbia {The Professional Driver Industry Training Program}; Alberta {The Professional Driver Certificate Program}; Manitoba {The Entry Level Professional Truck Driver Training Program}, and Newfoundland {College of the North Atlantic}]
2. Most impacts focussed on the recommendation *Offer Training to National Standards*; there was virtually no movement on the recommendation *Encourage a National Consensus*.
3. The federal Labour Market Agreement initiative was oft-mentioned, and, depending on jurisdictional priorities, could hold significant promise to assist student driver funding.
4. Barriers to implementation tended to be those that are more amenable to resolution i.e. less structural in nature. The largest single barrier was *Behavioural*, followed by *Institutional* impediments. Most perceived barriers related to the recommendations *Raise Testing and Licensing Standards*, and *Encourage a National Consensus*.

THE REPORT CONCLUDES THAT:

1. GAP Phase I created a level of awareness and willingness to move forward that could be characterized as mostly adequate, but far from widespread, in most jurisdictions;
2. While a number of longstanding barriers persist [especially leadership], the established efforts in Nova Scotia and Quebec, and in particular the emerging initiatives in British Columbia, Alberta, Manitoba and Newfoundland, should be cause for optimism and followed closely;
3. The GAP process was favourably received by almost everyone; its ability to bring together diverse stakeholders was seen as a particular strength.

A prologue is in order. GAP II has evidenced some encouraging advances in implementing the GAP I recommendations. This begs a number of questions e.g.: Should there be further follow-up on progress? If so, how? What should be done from a national perspective? How best to keep stakeholders informed? What role should CTHRC play? These questions could well deserve consideration at a national meeting of stakeholders.

Background

The Closing the GAP project was initiated by the CTHRC in 2005 with a view to addressing the shortage of qualified commercial truck drivers in Canada. Phase 1 [GAP I], undertaken in 2006, largely consisted of 3 events, each of which brought together a wide range of stakeholders: a national meeting in February to develop target themes; workshops across Canada in the Spring to bring local and regional perspectives to bear; and a 2nd national conference in November both to distil and find consensus on the workshop findings, as well as to develop national recommendations and themes. The report of the second conference was sent to stakeholders in early 2007, under cover of a letter indicating that follow-on workshops would be held to discuss progress since Phase 1, as well as to gather views on the GAP process itself

Closing the GAP Phase II [GAP II] comprises this latter initiative. In addition, it includes an update of jurisdictional requirements for Class 1/A licence; a gap analysis between jurisdictional licensing requirements and the entry-level professional driver occupational standard; and a third national meeting. This report focuses on the follow-on workshops.

Objective

Closing the GAP Phase II has the objective of providing an assessment of the consultative approach and recommendations derived from Closing the GAP Phase I by:

1. Determining if Phase I was successful in creating awareness and willingness to move forward;
2. Measuring the progress of government and industry action; and
3. Determining CTHRC's ongoing role in bringing industry stakeholders and all levels of government together to address the shortage of qualified drivers

In order to promote workshop consistency, an interview guide was developed and provided to each facilitator, and to most meeting participants in advance. The guide was a distillation and collation of the report of the 2nd national meeting. Questions were focused on eliciting specific examples of progress resulting from Phase I; possible barriers to progress were inferred from the foregoing. Importantly, "progress" was defined very broadly, so as to encompass not only tangible plans/programs, but also more tentative examples of early progress such as awareness building or the development of new relationships. In addition, participants were asked to comment on the GAP process.

A total of 72 individuals participated in the meetings [Annex A]. Each meeting presented a mix of government-industry representation. The great majority of participants were engaged and thoughtful, however maintaining a focus on specific examples of progress proved a challenge for all facilitators.

Process

Letters were sent to all jurisdictions [except the Northwest Territories and Nunavut, which did not participate in GAP I] in February/March 2008. The follow-up workshops were intended to focus on those most directly implicated, therefore invitees comprised government [Assistant Deputy Ministers in transport, education, labour] and trucking industry representatives [provincial/national association/organisation presidents]. The correspondence invited recipients to designate representatives to attend a follow-up workshop in their jurisdiction.

A workshop of about 3 hours duration was held in each jurisdiction. Post-meeting clarification was carried out with participants by telephone, email and follow-up meetings as necessary. As-heard notes were produced, sent to attendees for comment, and then finalized. The workshops were facilitated by: Atlantic provinces - Ms Kelly Henderson; Quebec - Mr Frank Cholette; and the remainder - Mr Derek Sweet. Ms Marian Corak produced the as-heard notes and effected overall project coordination. Mr Sweet authored the overall final report. The aforementioned individuals all participated as contractors to CTHRC.

Input Frameworks

The meetings produced a significant amount of input - both examples of progress, as well as possible impediments to progress. It was thought it might be helpful to portray the workshop suggestions within a structure that synthesizes these inputs. Therefore frameworks were developed for two broad categories of input: **[A]** that related to impacts on progress to date in implementing the GAP I recommendations; and **[B]** that related to potential barriers to implementation of the recommendations. The process of assimilation of the GAP I recommendations is denoted by "GAP II".

A. Impacts on Progress

The following factors are arrayed in increasing order of positive impact.

- A1. Enforcing existing.** GAP II is consistent with current practice, but has not engendered advances.
- A2. Creating awareness/forming relations.** GAP II has nurtured early signs of progress that might include a new awareness of the issues, or meetings involving concerned entities that had not before discussed the issues.
- A3. Actively examine.** GAP has precipitated an active examination of existing policies, standards, programs etc. with a view to possible change. The emphasis is on initiatives with demonstrable products e.g. a Request for Proposals, as opposed to "working with X to do Y".
- A4. Developing/implementing initiatives.** GAP II has fostered new plans, standards, programs etc. These may range from the very targeted, to the quite comprehensive.

B. Potential Barriers

The following factors are arrayed in decreasing order of "irrevocability".

- B1. Structural.** These are significant, largely imposed and mostly immovable realities such as federal/provincial responsibilities; the vast and fragmented nature of the trucking sector; and the competitive situation in which the industry finds itself.
- B2. Political.** This reflects largely on the need for political support for many of the improvements envisaged.
- B3. Behavioural.** This encompasses the large and significant sphere of cultural change and its many manifestations e.g. lack of conviction or understanding [sometimes wilful]; do the minimum necessary; reluctance to change; questioning the value of training; inertia [personal and organizational]; it also encompasses the need for leadership, and attitude.

B4. Institutional. This encapsulates the plethora of rules, systems, etc. that get in the way of action [or that provide a ready excuse for inaction]. Examples include organizations in transition; the need for enforcement/audit; complexity.

B5. Financial. Anything that increases costs and that therefore might adversely affect profits or competitiveness.

Analysis

The following "analysis" [at the risk of overstating the assessment] is presented for each of the Recommendations [R] and Themes [T] of the report of the second national meeting from GAP I:

- R1.** Testing and licensing should meet a more stringent, industry-acceptable national standard.
- R2.** Training should be offered in accordance with a national standard curriculum through institutes and instructors that meet that standard.
- R3.** Funding should be increased for training, and funding should be linked to the above programs [i.e. national testing, licensing and training standards].
- T1.** Encourage national participation to create a consensus on licensing standards and the testing process.
- T2.** Reposition the industry, valuing the profession's image and promoting recognition of driving as a skilled trade.

GAP II IMPACTS - JURISDICTION AND RECOMMENDATION / THEME

JUR.	REINFORCING i1.	CREATING AWARENESS; FORMING RELATIONS i2	ACTIVELY EXAMINING i3	DEVELOPING AND IMPLEMENTING i4
FED				<ul style="list-style-type: none"> ▪ R3. LMAs with jurisdictions to broaden funding availability. Signings 2008. Mentioned by several jurisdictions.
YK	<ul style="list-style-type: none"> ▪ T2. Carriers provide weekends off, pay by hour, focus on good equipment 	<ul style="list-style-type: none"> ▪ R2. Gov't-industry discussion about adopting RDC [Alberta] approach 		
BC	<ul style="list-style-type: none"> ▪ T2. BCTA disseminates career material 	<ul style="list-style-type: none"> ▪ R2. Changes will be developed in conjunction with appropriate Ministries and CCMTA. ▪ R1. ICBC/ITA to continue meeting. 	<ul style="list-style-type: none"> ▪ R1. ICBC assessing commercial driver strategy; has adopted CTHRC NOS. ▪ R2. BC/AB Transportation Investment and Labour Mobility Agreement [TILMA] may encourage standardization, improve instructor mobility [implement 2009] 	<ul style="list-style-type: none"> ▪ R2. BCTA has developed HR strategic plan, including proposal to establish a Pro Driver Certification Program [PDCP] c/w EYW-based curriculum and mentoring. Pilot starts early 2009. ▪ R3. PDCP includes student funding and employer tax credit. ▪ T2. BCTA added staff [communications, policy and outreach person to reach small carriers] and engaged trainer to lead CTHRC HR Guide workshop.
AB	<ul style="list-style-type: none"> ▪ R2. School/carrier agreement: school trains to EYW, carrier hires grads ▪ T2. AMTA participates in fairs etc. Carriers redesigning schedules to keep drivers closer to home. 		<ul style="list-style-type: none"> ▪ R2. TILMA. See BC. ▪ R3. Carriers offering Return Service Bursaries [funding training in return for service guarantee]. 	<ul style="list-style-type: none"> ▪ R2. RDC pilots Certificate Program for Professional Driver [CPPD], an EYW based course leading to Commercial Driver endorsement. ▪ R3. CPPD provides for tuition assistance.
SK	<ul style="list-style-type: none"> ▪ R2. In 2006 SGI/SIAST upgrade driver training instructor qualifications ▪ T2. STA attends fairs etc. With enviro truck. Ministry of Highways sponsors award. 	<ul style="list-style-type: none"> ▪ R2. STA urging the use of full instructor training [vs. temporary]. ▪ R2. Use National Professional Truck Driver Championship as forum to discuss training 		<ul style="list-style-type: none"> ▪ R2. STA commits to testing and assessing its instructors
MB	<ul style="list-style-type: none"> ▪ T1. Participates in CCMTA testing/training working groups. ▪ T2. MTA attends fairs etc, produces insert for local papers. Reactivates Careers Cttee. Carriers promoting time at home. 			<ul style="list-style-type: none"> ▪ R2. MPI introduces Entry Level Truck Driver Training Program [TDTP] [March 2008] encompassing curriculum, mentoring. ▪ R3. TDTP includes student funding and tax credit.
ON	<ul style="list-style-type: none"> ▪ R2. MTCU Introduces voluntary Truck Driver Apprenticeship Program [2006]. ▪ T2. OTA Road Knights promote profession. 		<ul style="list-style-type: none"> ▪ R2. MTCU to study driver training school improvements. ▪ R2. MTO to study introduction of driver instructor's licence. ▪ R2. MTCU and MTO developing policy to control quality of instructors and curriculum. 	<ul style="list-style-type: none"> ▪ R1. Introduced Class A Restrictive Licence [June/08]
QC	<ul style="list-style-type: none"> ▪ R1. DEP training includes basic skills; Routier@100% assesses experienced driver skills. ▪ R3. Loans available to student at registered institutions. Some carriers pay for training in return for service. ▪ T2. CAMO involved in many activities. ACQ Road Knights are active. Training centres developed TV program to promote industry. 			
NB	<ul style="list-style-type: none"> ▪ R2. Driver mentoring, partnering with schools and coach training is ongoing. ▪ T2. APTA has developed promo material. 			
NS	<ul style="list-style-type: none"> ▪ R2. Since 1997 industry/THRSCA Tractor Trailer Internship training standards recognized by Dept. Education and Registry Motor Vehicles; schools must adhere to. ▪ T2. THRSCA (sector council) and carriers doing promo work. THRSCA and APTA provide awards. 			
PEI	<ul style="list-style-type: none"> ▪ T2. Sector Council (PEITSC) has developed promo material, attends fairs. 	<ul style="list-style-type: none"> ▪ R2. Sector Council increasingly bringing carriers together 		
NF			<ul style="list-style-type: none"> ▪ R2. Investigating EYW pilot with community College of the North Atlantic 	

GAP II - # ENTRIES - IMPACTS

# ENTRIES - IMPACTS		REINFORCE i1	CREATE i2	EXAMINE i3	DEVELOP i4	TOTAL
NATIONAL STANDARD	R1	1	1	1	1	4
IMPROVING TRAINING	R2	5	6	5	4	20
FUNDING	R3	1	0	1	3	5
CREATE NATIONAL CONSENSUS	T1	1	0	0	0	1
REPOSITION INDUSTRY	T2	10	0	0	1	11
TOTAL		18	7	7	9	41

GAP II BARRIERS - JURISDICTIONS AND RECOMMENDATIONS / THEMES

JUR.	STRUCTURAL B1.	POLITICAL B2	BEHAVIOURAL B3	INSTITUTIONAL B4	FINANCIAL B5
YK		<ul style="list-style-type: none"> ▪ R3. Political will is lacking. 	<ul style="list-style-type: none"> ▪ R1. Industry must bear some responsibility for training. ▪ R3. Improvements need to be private sector driven. ▪ T1. A champion is needed. ▪ T2. Industry needs to change attitudes toward drivers. ▪ T2. Young people have different values. 		<ul style="list-style-type: none"> ▪ R1. Higher standards will reduce driver supply
BC	<ul style="list-style-type: none"> ▪ T1. No national authority for CDLs so national political effort lacking [CCMTA is as close as we have]. 		<ul style="list-style-type: none"> ▪ T1. Need a champion in each province. ▪ T2. How willing are carriers to hire [and pay more for] professional certified drivers, and are shippers prepared to use/demand these drivers. 		
AB				<ul style="list-style-type: none"> ▪ R3. Future of trucking student loans in question [high default rate]. 	<ul style="list-style-type: none"> ▪ R1. Smaller carriers are disadvantaged.
SK	<ul style="list-style-type: none"> ▪ T1. Regional differences discourage national standard [work on regional basis]. 	<ul style="list-style-type: none"> ▪ T1. Political will needed. 	<ul style="list-style-type: none"> ▪ R1. Culture of train to the test. ▪ T1. Industry should lead advocacy for national standard. ▪ T1. Farming community a challenge. 	<ul style="list-style-type: none"> ▪ R1. Must account for needs of both long and short haul. ▪ R3. Need to resolve how and what to fund at regional colleges. 	<ul style="list-style-type: none"> ▪ R2. Pressure on schools [from public, industry and farmers] to offer short courses.
MB		<ul style="list-style-type: none"> ▪ T1. Need to sensitize public/ industry to create political will 	<ul style="list-style-type: none"> ▪ T1. A champion is needed. 		
ON	<ul style="list-style-type: none"> ▪ T1. Industry is fragmented. 		<ul style="list-style-type: none"> ▪ R1. Many carriers question the need for training. ▪ T2. Industry should focus on improving respect for drivers. ▪ R2. Day to day issues consume the industry. A champion is needed. ▪ R2. Need to ensure enforcement of increased standards [e.g. close schools that don't meet]. 	<ul style="list-style-type: none"> ▪ R1. Work underway since 1997 through CCMTA. ▪ R1. Enforcement tools need to be in place. ▪ T2. Most awards are intra-industry and don't reach public. 	<ul style="list-style-type: none"> ▪ R1. Raising the bar tougher during time of driver shortage. ▪ R1. Many licensing mills, institutes geared to the test. ▪ T2. Changing public attitude through advertising requires a sustained [expensive] effort.
QC				<ul style="list-style-type: none"> ▪ R1. A national licence must meet different standards than provincial licence. ▪ R1. Lack of uniformity in vehicle used to obtain licence. ▪ R1. Need for Class 1 may discourage applications. 	<ul style="list-style-type: none"> ▪ R1. Take care not to impose burden on employer.
NB		<ul style="list-style-type: none"> ▪ T1. Public and industry need to be sensitized to create necessary political will. 	<ul style="list-style-type: none"> ▪ T1. Industry preoccupation is local. 	<ul style="list-style-type: none"> ▪ R1. CCMTA has been working on since 2000. 	
NS					
PEI		<ul style="list-style-type: none"> ▪ T1. Carriers need to lobby ministers. 			<ul style="list-style-type: none"> ▪ R2. EYW program is expensive; coach availability an issue.
NF					

GAP II - # ENTRIES - BARRIERS

# ENTRIES – BARRIERS		STRUCTURAL B1	POLITICAL B2	BEHAVIOURAL B3	INSTITUTIONAL B4	FINANCIAL B5	TOTAL
NATIONAL STANDARD	R1	0	0	3	7	5	15
IMPROVING TRAINING	R2	0	0	2	0	2	4
FUNDING	R3	0	1	1	2	0	4
CREATE NATIONAL CONSENSUS	T1	3	4	6	0	1	14
REPOSITION INDUSTRY	T2	0	0	4	1	0	5
TOTAL		3	5	16	10	8	42

Observations

Caveat:

Some caution in interpretation is warranted. While the interview guide was followed, it did invite random replies. For example, one jurisdiction indicated it participates in the pertinent CCMTA working groups – and this is therefore reflected in the chart. However, while no other entity mentioned this fact, it is well known that many in other jurisdictions similarly participate. Further, some of the discourse did not qualify for consideration as it was essentially out of scope [e.g. not focused on examples of progress; was more pertinent to the licensing gap analysis initiative] or was not directly relevant [e.g. the reluctance of the insurance industry to cover younger drivers]. Finally, the sample of participant inputs was relatively small, and it is not always clear that a particular impact might have had the GAP initiative as its genesis. And while assimilation might nominally be accorded to GAP, it is recognized that such requires the active commitment and involvement of significant partners.

Notwithstanding, it is believed some broad observations can be derived.

IMPACTS:

1. The largest single impact was that of *Reinforcing* [18 of 41 entries], while the remainder [23, or 56%] were evenly distributed across the *Create*, *Examine*, and *Develop* categories. Notwithstanding the lesser number of impacts in the *Develop* and *Examine* categories [16 of 41], the recent examples noted in British Columbia [The Professional Driver Industry Training Program], Alberta [The Professional Driver Certificate Program], and Manitoba [The Entry Level Professional Truck Driver Program], as well as the nascent Newfoundland [College of the North Atlantic] initiative, are encouraging indicators of progress. The BC initiative is particularly impressive in its comprehensiveness - it is a product of the recently developed British Columbia Trucking Association Human Resources Strategic Plan. All three western province initiatives comprise curriculum, funding and mentoring components, and feature government-industry partnership. While Nova Scotia and Quebec initiatives largely fall into the *Reinforcing* category, many are well reputed and longstanding.
2. The majority of impacts focused on R2 *Improving Training* [20 of 41 entries, evenly spread across all 4 impact categories], followed by T2 *Reposition the Industry* [11 of 41 entries - but most [10 of 11] of a *Reinforcing* nature]. There is virtually no movement on T1 *Create a National Consensus* [1 entry of 41] - a wish to focus improvements at the jurisdictional level first was heard in several jurisdictions.
3. The HRSDC Labour Market Agreement initiative was oft-mentioned, and would seem to hold significant promise to improve student funding opportunities [it is recognized that each jurisdiction's priorities will play a critical role in funding allocation].
5. Barriers related to R1 *National Standards* and T1 *Create a National Consensus* drew the most attention [15 and 14 entries respectively, of 42]. This would seem to correlate with the progress impact analysis which shows the least movement for these same recommendations: R1 [4 of 41] and T1 [1 of 41].

CLOSING THE GAP PROCESS

Workshop attendees were asked to comment on the process. More than 1/3 of attendees had participated in at least one previous GAP meeting. For those who had not, the background material generally seemed to prove a sufficient introduction.

The comments on the process as provided by workshop attendees were very largely positive, and are summarized below. Common themes included:

- Beneficial knowing what's going on in other regions.
- Useful precipitant to bring all interested parties together; has broken down silos; generated much useful discussion.
- The commitment to ensure all viewpoints are present is impressive.
- Demonstrates industry and government can work together.
- The process has been a catalyst; has energized the industry.
- Process had been instrumental in raising the bar.

CAUTIONARY NOTES INCLUDED:

- The voice of the smaller trucker was not present.
- The big issue is taking The next step and actually doing something with the ideas; a plan is needed.
- Need more background information on CTHRC.
- Direct dialogue with employees is needed.
- A common language is needed – skills, standards etc.
- Recent change due more to CCMTA than GAP.
- Initial meetings have not resulted in a lot of activity.

BARRIERS:

4. Barriers to implementation tended to be those that are more amenable to resolution i.e. less structural in nature. The largest single factor was B3 *Behavioural* [16 of a total of 42], followed by B4 *Institutional* [10 of 42] and B5 *Financial* [8 of 42]. The need for a champion[s] and industry leadership was noted frequently. Lesser mentioned barriers were those that are more fixed in nature: B2 *Political* [5 of 42] and B1 *Institutional* [3 of 42].

Conclusions

1. GAP Phase I created a level of awareness and willingness to move forward that could be characterized as mostly adequate, but far from widespread, in most jurisdictions. The willingness to move forward seemed quite variable. Somewhat encouragingly, the most frequently noted barriers were those of a less entrenched nature. Perhaps the apparent lack of progress in some parts of the country might not be surprising given that the GAP I recommendations were only officially delivered to stakeholders about a year before this survey. The file involves complex undertakings, often in climates of entrenchment that require a good deal of thought in design and execution. On the other hand, measures of progress were liberally defined and included simply getting together for discussion.
2. The GAP process was favourably received almost everywhere; a particular strength was the ability of the process to bring together diverse yet common stakeholders [several for the first time].
3. While a number of longstanding barriers [especially the need for leadership] persist, and while many of the indicators of progress tended to the status quo, the established efforts in Nova Scotia and Quebec, and in particular the emerging initiatives in British Columbia, Alberta, Manitoba and Newfoundland, should be cause for optimism and followed closely; they hold much promise as examples of best practice for all jurisdictions.

Prologue

GAP II has evidenced some encouraging advances in implementing the GAP I recommendations. This begs a number of questions: Should there be further follow up on progress? If so, how? What should be done from a national perspective? How best to keep stakeholders informed? What role should CTHRC play? These are not for this report to address, however they may well be pertinent for discussion at a future national meeting.

BC'S PROFESSIONAL DRIVER INDUSTRY TRAINING PROGRAM AND CREDENTIAL

- Developed by BCTA [British Columbia Trucking Association]
- Voluntary
- Pre-requisites: medical fitness; trucking TOWES assessment [A Class 1 licence is not a pre-requisite]
- Trainee registers with ITA [Industry Training Authority] under sponsorship of the training provider
- 8 week up front, in school component, obtain Class 1 licence
- 4 week practical work placement under sponsorship of training provider
- Work-based training component of 1000 driving hours with sponsoring employer
- Complete ITA examination and obtain ITA Certificate of Qualification and ICBC licence endorsement [under negotiation].
- BC Training Tax Credit for student and employer
- Curriculum modeled on CTHRC Earning Your Wheels
- Pilot to commence early 2009

MANITOBA'S ENTRY LEVEL PROFESSIONAL TRUCK DRIVER TRAINING PROGRAM

- Developed by Manitoba Public Insurance [MPI] with Manitoba Trucking Association [MTA]
- Hold a Class 1 Learners Licence
- 240 to 340 hours of classroom, in-cab and in-lab instruction [tuition paid by MPI]
- 3 months paid supervised training from a qualified coach a participating carrier
- 6 months of paid mentoring from an experienced employee at participating carrier
- Receipt of Entry Level Professional Truck Driver Training Program Certificate
- Complete remaining 15 months with participating carrier
- Curriculum modeled on CTHRC National Occupational Standard
- Program started March, 2008

ALBERTA'S PROFESSIONAL DRIVER CERTIFICATE PROGRAM

- Developed by the Transportation and Training Development Association [TT&DA]
- Delivered through Red Deer College and CTHRC-accredited private training schools
- Hold Class 5 licence; meet TOWES requirements
- 120 hours theory; 85 hours behind the wheel; 50 observation
- 240 hour practicum with participating carriers
- Curriculum modeled on CTHRC Earning Your Wheels

ANNEX A – Workshop Participants

Yukon

NAME	COMPANY	TITLE
Bernie Bell	North 60 Petro Ltd.	Operation Manager
Walter Brennan	Motor Vehicles	
Marjorie Copp	Advanced Education	Labour Market Program Officer
Vern Janz	Transportation Division Dept. of Highways & Public Works	Director
Grant Owen	Motor Vehicle	Senior Driver Examiner
Richard Provan	Department of Economic Development	Senior Policy Advisor, Internal Trade Representative
John Warkentin	Carrier Compliance	Manager
John Hale	Mile 918	Driver Development
Gloria Hale	Mile 918	Driver Development

British Columbia

NAME	COMPANY	TITLE
Louise Yako ¹	BC Trucking Association	Vice President, Policy, Communications & Partnerships
Adam Molineux ²	Ministry of Economic Development	Trade Development Officer
Greg Gilks ²	Commercial Vehicle Safety and Enforcement	Director
Bev Verboven ³	Ministry of Economic Development Labour Market Development Branch	Manager, Industry Training
Geoff Stevens ³	Industry Training Authority	Vice President, Industry Relations
Jennifer Kroeker-Hall ³	ICBC	Manager, Driver Licensing Policy

¹ attended first meeting held 3 April 08

² phone interview

³ attended second meeting held 1 May 08

Alberta

NAME	COMPANY	TITLE
Lynn Anderson Cook	Advanced Education and Technology	Manager, Post-secondary Programs
Gary Hayes	Employment, Immigration and Industry	Director, Transportation and Logistics Investment and Industry Development
Mayne Root	Alberta Motor Transport Association	Executive Director
Darryl Timmerman	Industry Liaison Coordination, Employment, Immigration and Industry	Senior Policy Analyst
Don Wilson	Alberta Transportation	Manager, Provincial Operations and Compliance Driver Programs and Licensing Standards

Saskatchewan

NAME	COMPANY	TITLE
Jacqui Lockert ¹	Saskatchewan Trucking Association	Training Coordinator
Brian Johnson ¹	Highways and Transportation	Manager, Transport Compliance Transport Investigations
Gary Davis ²	Saskatchewan Government Insurance	
Allan Rosseker ²	Saskatchewan Trucking Association	Executive Director
Ernie Lipinski ²	Ministry of Advanced Education, Employment, Labour, Programs Branch	Director of Training & Employment Units
Jim McQuoid ²	Commercial Truck Service, Division of STA	Training Manager
Dennis Shaker ²	Ministry of Advanced Education, Employment, Labour Career and Employment Services	Regional Director
Leanne Matthes ³	RWB Prudhomme Van Division of Schneider's Group of Companies	HR Generalist / Foreign Recruiting

¹ Attended first workshop held on March 26, 2008

² Attended second workshop held on May 21, 2008

³ Interviewed by phone

Manitoba

NAME	COMPANY	TITLE
Jamie Burt	Manitoba Public Insurance, Special Risk Extension	Underwriting Supervisor
Terry Doerksen	Manitoba Public Insurance, Special Risk Extension	Manager, Fleet Safety
Bob Dolyniuk	Manitoba Trucking Association	General Manager
Clayton Gording	Reimer Express Lines Ltd.	Vice President, Operations
Wayne Hartle	Reimer Express Driver Training Institute	
Cheryl Lavalle	Department of Competitiveness, Training and Trade	Training Coordinator
Brent Maslow	Department of Competitiveness, Training and Trade	Apprenticeship Training Coordinator
Lawrence Mercer	Infrastructure & Transportation, Corporate Policy & Legislation	Director
Leanne Paunch	Department of Competitiveness, Training and Trade	
Perry Samagalski	Department of Competitiveness, Training and Trade	Team Lead Field Operations
Howard Sired	Kleysen Transport	
John Wallis	TransX Group of Companies	Director, Human Resources & Organizational Development

Ontario

NAME	COMPANY	TITLE
Karl Groskopf	Ministry of Transportation, Operational Policy Office	Special Projects Advisor
Bruce Richards	Private Motor Truck Council of Canada	President
Steve Ropp	Molson Canada	Distribution Manager
Doug Switzer ¹	Ontario Trucking Association	Manager of Government Relations

¹ Interviewed by telephone

Quebec

NAME	COMPANY	TITLE
Jacques Dulude	ADG Verchères	Vice-président, directeur general
Daniel Brulotte	Transport Jean-Marie Bernier Inc.	Responsable des Politiques
Jean-Pierre Rabbath	SGT 2000	
Guy Auclair	Ministère de l'Éducation, du Loisir et du Sport Direction des programmes et de la veille sectorielle	Chargé de projets
Alain Paradis	Transports Québec	Analyste Direction du transport routier des marchandises
Claude Chouinard	CAMO-Route Inc.	Directeur Général
Denis Legault	CAMO-Route Inc.	Chargé de projet

New Brunswick

NAME	COMPANY	TITLE
Susan McCracken	Motor Vehicle Branch	Deputy Registrar
Charles A. O'Donnell	Motor Vehicle Branch	Registrar
Pierrette Hache	Post Secondary Education, Training and Labour	
Donnie Filmore Jr.	Atlantic Pacific	Owner

Prince Edward Island

NAME	COMPANY	TITLE
Doug MacEwen	Transportation and Public Works	Coordinator, Highway Safety
Barbara McNutt	Department of Education, Private Training Schools	Administrator Private Schools
Debbie Taylor – Gallant	Amalgamated Dairies Limited (ADL)	Employee Relations Officer
Heather MacLean	PEI Trucking Sector Council	Executive Director

Nova Scotia

NAME	COMPANY	TITLE
Dave Miller	Eassons Transport	Manager Safety and Personnel
Robin Jardine	Skills and Labour	Workplace Education
Mary Belliveau	Government of NS, Better Regulation	Manager
Terri-Lynn Chetwynd	Department of Transportation	Manager Policy
Kevin Dutchak	Markel Insurance Company of Canada	

Newfoundland and Labrador

NAME	COMPANY	TITLE
Gord Peddle	DD Transport	Owner
Gay White	DD Transport	HR Manager
Gerry Dowden	East Can Transport Services Ltd	
Derrick Barrett	Government of Newfoundland and Labrador, Human Resources, Labour and Employment	

National

NAME	COMPANY	TITLE
Phil Benson ¹	Teamsters Canada	National Political Action Coordinator
Sylvain Ouellet ¹	Human Resources Skill Development Canada (HRSDC)	Director Negotiations in Federal Provincial Territorial Partnerships

¹ Interviewed by telephone

ANNEX B - Acronyms

BC: British Columbia

AB: Alberta

ACQ: L'association du camionnage du Quebec

AMTA: Alberta Motor Transport Association

APTA: Atlantic Provinces Trucking Association

BCTA: British Columbia Trucking Association

CAMO: CAMO-route: Comite sectoriel de main-d'oeuvre de l'industrie du transport routier au Quebec

CCMTA: Canadian Council of Motor Transport Administrators

CDL: Commercial Drivers Licence

CPPD: Certificate Program for Professional Drivers

CTHRC: Canadian Trucking Human Resources Council

DEP: Diplome d'etudes professionnel

EYW: Earning Your Wheels

HR: Human Resources

HRSDC: Human Resources and Skill Development Canada

CBC: Insurance Corporation of British Columbia

ITA: Industry Training Authority

LMA: Labour Market Agreement

MPI: Manitoba Public Insurance

MTA: Manitoba Trucking Association

MTCU: Ministry of Training, Colleges and Universities [Ontario]

MTO: Ministry of Transportation Ontario

NOS: National Occupational Standard

OTA: Ontario Trucking Association

PDCP: Professional Driver Certification Program

PEISC: Prince Edward Island Sector Council

RDC: Red Deer College [Alberta]

SGI: Saskatchewan Government Insurance

SIAST: Saskatchewan Institute for Applied Science and Technology

STA: Saskatchewan Trucking Association

TDTP: Truck Driver Training Program

THRSCA: Trucking Human Resources Sector Council Atlantic

TILMA: Transportation Investment and Labour Mobility Agreement

TT&DA: Transportation Training and Development Association [Alberta]

TOWES: Test of Workplace Essential Skills