

**B. C. Federation of Labour  
Moving Forward: Apprenticeship in the New Economy  
April 18 – 19, 2010**

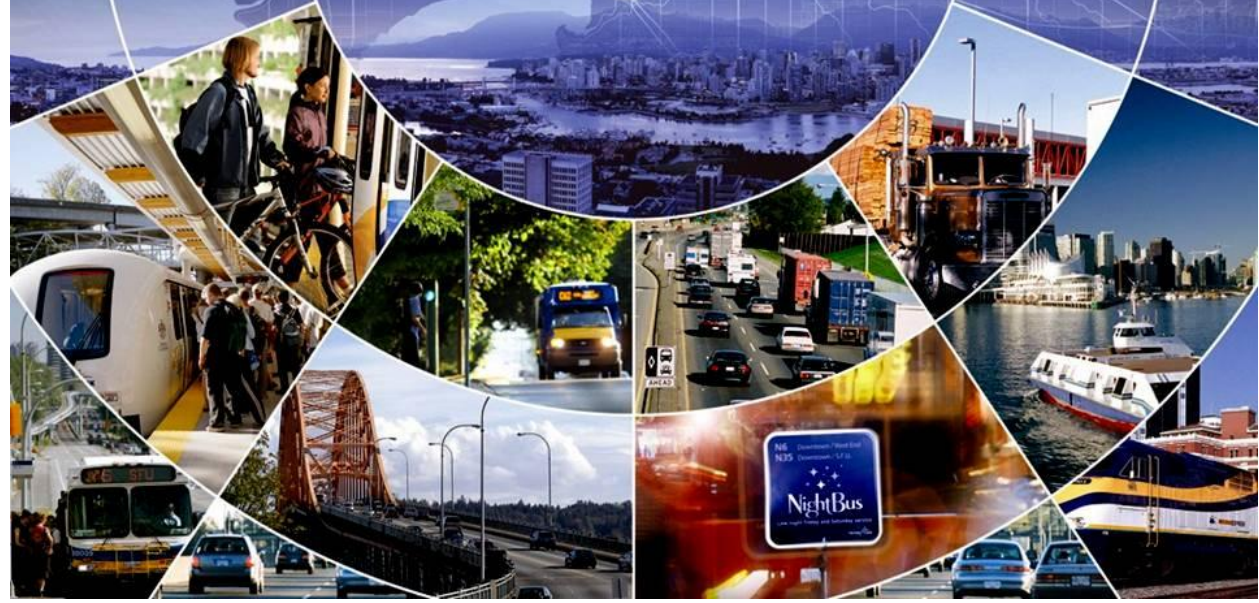
**What's Working Today – Joint Boards, Innovations & Building  
Apprenticeships Together**

**Presentations by  
Dave Vallely, Coast Mountain Bus Company and Joe Elworthy, CAW Local  
2200 & Board Member, TransCDA**

CAW TCA  
LOCAL 2200

Coast Mountain  
Bus Company

# CAW / CMBC Joint Apprenticeship Program



# Introduction

- Coast Mountain Bus Company (CMBC) and the Canadian Auto Workers Union, Local 2200 (CAW 2200), and their predecessors, have had a long and illustrious history in the public transportation industry in the Metro Vancouver area, dating back over a 100 years.
- The CAW Local 2200 represents 1,000 skilled trades and support workers who are employed by Coast Mountain Bus Company and perform the maintenance and service work on the public transit bus system, the SeaBus passenger ferry system and the facilities that the system operates out of.
- CMBC and the CAW 2200 have been successful in nurturing and developing a very cooperative and collaborative approach to the delivery of apprenticeship programs that has evolved over the years.

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- We have developed a unique progressive joint partnership approach to providing apprenticeship training and mentoring.
- This cooperative and collaborative approach has resulted in very successful completion rates for apprentices who graduate to become a significant percentage of CMBC's skilled trades workforce. This is a benefit to both the Company, the Union (members/employees), and, ultimately, the tax paying public that funds the public transit system.
- This collaborative approach has also resulted in effective innovative ways of improving working practices, and instructing and mentoring apprentices.

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- By ensuring the availability of a quality, technologically advanced workforce, at a time where many sectors are facing serious skills shortages, we believe this approach has given CMBC a competitive edge in the transportation maintenance and repair industry.
- The CAW/CMBC joint Union/Company apprenticeship program is a concept that has been very successful in achieving a healthy labour relations climate, recognizing the need to be competitive and effective to ensure continued growth and funding for the programs.

# History

- of the development of the Commercial Transport  
Mechanic Program at CMBC

## Pre 1982

- Originally, Transit relied on a 4 year in-house improver program.
- This program was overseen by a joint Union/Management Committee comprised of 4 union and 4 management.
- Issues experienced with the in-house program.
  - After investing a significant amount of funding and effort, the return on the investment during and after the 4 year period was not sustainable.
  - In light of the developing and future technologies, the level of tradesperson being produced would not have sufficient skills to be capable of coping with the demands of the job.

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## Cont.. Pre 1982

- Issues experienced with the in-house program.
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  - Due to the informal nature of the program, the foundation for building a sustainable program was nonexistent.

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## **Mid 1982 - 1983**

- We transitioned the joint committee to more of a formal proactive team based model that was focused on delivering a value based and standardized model.
- We started out reviewing several options and quickly focused on the emerging commercial transport mechanic program. Immediately, we became one of the players involved in the development and support of that program.

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## 1983

- We started indenturing improvers and new mechanic apprentices into the Commercial Transport Apprenticeship Program.
- We then transitioned all other trades into their corresponding apprenticeship program.
- At that time, there was a total of **11** apprentices in the system compared to **62** today, and a high of **70** in recent times

# Overview – of TransLink/CMBC Facilities and Equipment and the Scope of Work Performed by the CAW Local 2200

## Staff and Trades Related To Fleet Management:

Total CMBC	=	6,000
Maintenance Department	=	900
Trades	=	583

- All CT Mechanics are **Red Seal** and are required to have a current vehicle inspectors ticket.

## Current Apprentices Status:

### **Current apprentices = 62**

Commercial Transport	=	46	(Certified)
Electronic Technicians	=	9	(Uncertified)
Body	=	1	(Certified)
Machinist	=	1	(Certified)
Parts	=	3	(Certified)
Power Line Technician	=	2	(Certified)

# Innovations - in Program Development

Cont... Developing trust and maintaining/managing relationships through cooperation, collaboration, and joint sharing of responsibilities. This involved:

- The Union accepting more ownership and responsibility for training, selection, and addressing suitability of candidates.
- Introduction of an Electronic Technician Program. This program requires a two year Diploma of Technology and Two Year Practicum (still requires certification). Retrained and merged redundant classifications where it made sense.
- Introduced Pre-Apprentices. This allowed for more suitable candidate selection; quicker entry in apprenticeship; more attractive to top tier graduating ELTT students; more efficient use of tradesperson; and a more productive apprentice.
- Formalized all in-house training – Expanded and developed in-house training onto the shop floor environment – Upgraded technological skills in all classifications.

# What the Future Holds

Challenges for CMBC and CAW in trades and Apprenticeship training and development.

- Funding and cost effectiveness, i.e. productivity levels and overall cost.
- Ensuring all parties continue to work in a cooperative and collaborative manner.
- Ensuring apprenticeship and training programs continue to meet both the current and future needs of all parties.
- Applying for recognition and certification of an electronic technicians program (combined schooling and training for this program equals 4 years).
- With the looming expansion of public transit and technological changes and advancements, we need to regularly and consistently review our training and apprenticeship programs to ensure they meet our needs.

# List of CAW/CMBC Trades

- Air Conditioning /Refrigeration Mechanic
- Air Conditioning /Refrigeration Sheet Metal Worker
- Autobody & MVA Estimator
- Automotive Mechanic
- Bodyperson
- Bus Stop Maintenance Painter
- Carpenter
- Commercial Transport Mechanic
- Equipment Maintenance Mechanic
- Facilities Maintenance Electrician (Industrial)
- Farebox Maintenance Mechanic
- Industrial Engines & Equipment Partsperson
- Machinist
- MVA & Autobody Repair Estimator
- Overhead Door Servicer
- Painter
- Plumber
- Pre-Apprentice
- Sign Painter
- Tireperson
- Transit Power Electrician
- Trimmer
- Power Line Technician

**QUESTIONS?**

**THANK YOU**



# Presenters

**Joe Elworthy**

**and**

**Dave Vallely**



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## Overview - of TransLink/CMBC Facilities and Equipment and the Scope of Work Performed by the CAW Local 2200

The facilities consist of the following centres, which generally operate on a 24/7 schedule:

8	Operating Centres
1	Overhaul Centre
2	SeaBus Terminals
22	Rectifier Stations

### Fleet Operating Characteristics:

Revenue fleet size	1,400
Non-revenue fleet size	360
Revenue vehicle life	17 years
Revenue operating kms per year	90,000,000 kms
Trolley overhead network	300 kms and growing

# Innovations - in Program Development

Developing trust and maintaining/managing relationships through cooperation, collaboration, and joint sharing of responsibilities. This involved:

- Completing a review of the program for cost benefits, effectiveness and sustainability, and making the required changes to areas of non compliance.
- Rightsizing the committee members and defining their roles and responsibilities.
- Reviewing and rewriting the CAW/CMBC Joint Apprenticeship Policy and inserting the language in the body of the Collective Agreement.
- Completing a redesign of the apprenticeship program to ensure that the appropriate measures, checks and balances are in place to monitor and deal with performance.

# Innovations - in Program Development

Cont... Developing trust and maintaining/managing relationships through cooperation, collaboration, and joint sharing of responsibilities. This involved:

- Introduced a Co-ordinator Program(s). Joint selection of suitable Union candidates to work with Management on implementation, communication, administration, and development of programs to improve quality and standardization.
- Introduced Autobody & MVA Estimator as an in-house endorsement to the Bodyperson classification.
- Introduced a Maintenance Advisory Council – a high level Union/Management problem solving and communication concept.
- Introduced Phase I and II of a dealership type business model for Community Shuttles. Utilized Auto Vehicle Technicians for this type of equipment.
- Introduced a Quality Assurance Program that is continually being improved and embraced by all parties.

# What the Future Holds

Cont.. Challenges for CMBC and CAW in trades and Apprenticeship training and development.

- Introducing competency based testing for new employees to ensure they meet our standards.
- Expand the Commercial Transport Mechanic apprenticeship model to all other CMBC apprenticeships.
- Further developments and improvements to the pre-apprenticeship program / explore new concepts / work practices and better utilization / recognition for time served as a Pre-Apprentice.

# List of CAW/CMBC Trades

- Power Line Technician Apprentice
- Trolley Overhead Partsperson
- Welder

## **SeaBus Trades**

- 2nd Engineer
- Chief Engineer
- Controller/Mate
- Junior Engineer
- 2nd Engineer
- Master

# Questions

- How do we achieve a true national standard ?
- How do we maintain it?
- How do we prevent erosion of the standard?
- Why do we fall short ?