



Railway Association
of Canada Association des chemins
de fer du Canada

Winter / hiver 2011/2012



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Addressing pending employee squeeze

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Promoting Rail Jobs to High School Students
RAC, Colleges Discuss Bigger Role into Railway Training

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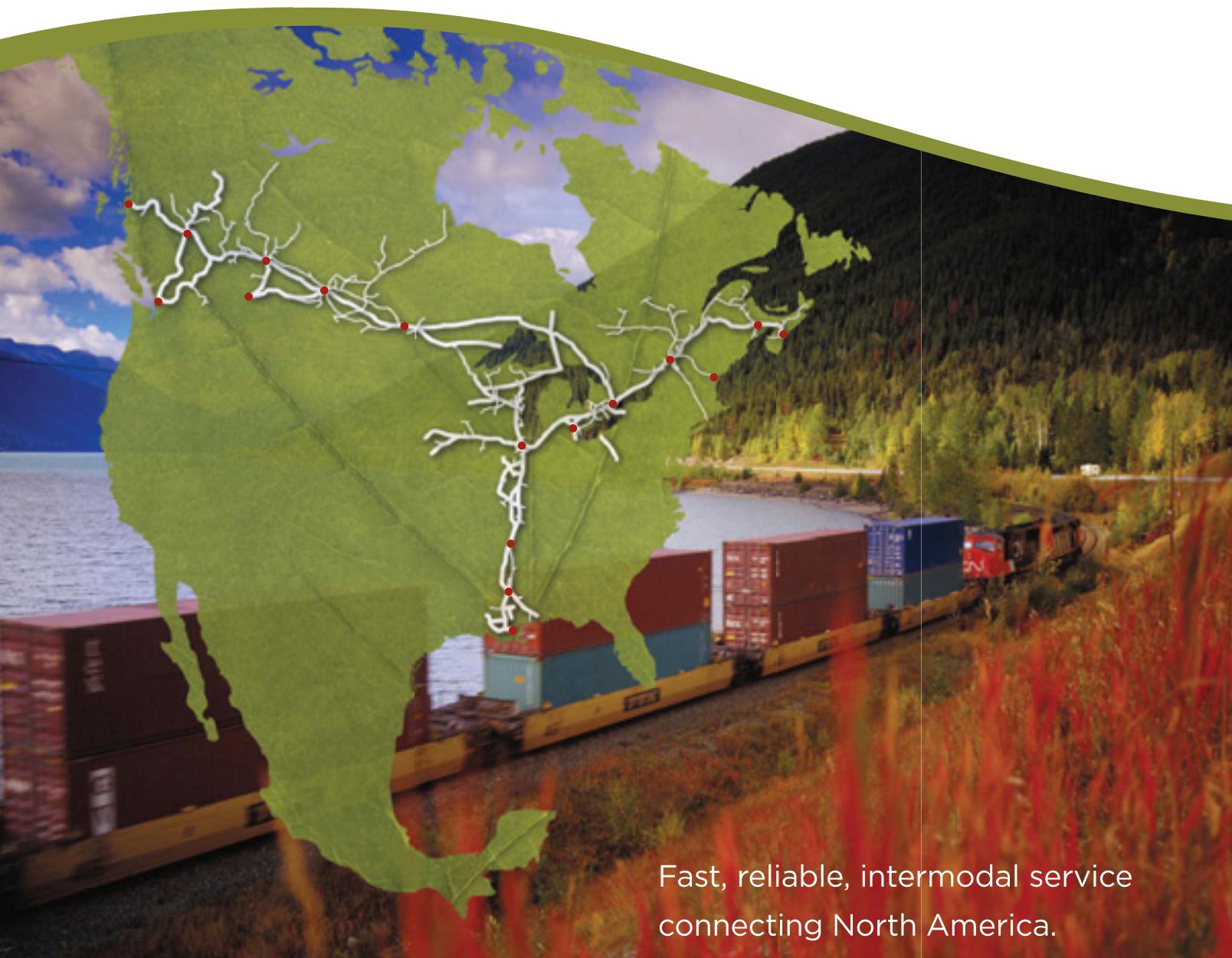
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President's Message | Le message du président



With the upturn in economic activity and a return to pre-recession traffic volumes, the rail sector has turned its focus on the need to backfill a wave of soon-to-be baby boomer retirees. Canada's major Class 1 railways have a need for a planned 3,500 additional jobs this year and 15,000 new employees within five years across the country in high-priority locomotive conductor, rail car and diesel mechanic and rail traffic controller positions.

While rail has an excellent track record of hiring people with the right aptitudes and developing them into skilled employees, much has changed since rail was last on a major hiring campaign and the sector is not alone in having to address an aging workforce.

In a strategy document focused on transportation published last year, the Canadian Chamber of Commerce rightly pointed out the following:

"Building the public image of transportation as a valuable source of employment is a critical first step in addressing the skills gap. While transportation has historically been viewed as labour intensive, it is increasingly becoming an innovative, knowledge-based sector. To properly address the labour shortage, the transportation sector needs to be marketed as an attractive, knowledge-based industry, especially with young Canadians entering the labour market."

With 30,000 employees and 60,000 more in related supplier industries and an annual economic impact estimated at \$10 billion, the rail industry in Canada is far from negligible. Yet the image among Canadians, especially youth, does not match the growth and critical importance of rail to the economy and the myriad career opportunities within the sector.

As with most challenges, the looming staff shortfall provides a unique opportunity for the industry to embrace some exciting initiatives. The RAC has started a number of programs to help address these issues.

To support the Human Resources Committee, RAC's launch of a fresh image last May was designed to emphasize the sector's qualities and attract a younger demographic that might not otherwise consider a career in rail. Based on four communications pillars – enabler of the economy, a green solution for the environment, safe and innovative – these themes and messages have been designed to attract a younger, environmentally conscious and technology savvy workforce.

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L'activité économique reprend et les volumes de trafic reviennent aux niveaux d'avant la récession; le rail met donc à nouveau l'accent sur le remplacement de la vague de baby-boomers qui seront bientôt retraités. Les grands chemins de fer de classe 1 du Canada doivent pourvoir 3 500 emplois additionnels cette année et trouver 15 000 nouveaux cheminots au cours des cinq prochaines années partout au pays pour pourvoir des postes hautement prioritaires de chefs de train, de mécaniciens de matériel remorqué et de moteur diesel ainsi que de contrôleurs de la circulation ferroviaire.

Même si le secteur a beaucoup de savoir-faire quand vient le temps d'embaucher les personnes ayant la bonne attitude et d'en faire des employés compétents, les choses ont bien changé depuis sa dernière période d'embauche massive, et il n'est pas le seul secteur aux prises avec un problème de vieillissement de la main-d'œuvre.

Dans un document de stratégie axé sur le transport publié l'année dernière, la Chambre de commerce du Canada soulignait, à juste titre, que :

« La mise en valeur du transport comme étant une source valable d'emploi est une première étape essentielle pour combler la pénurie de compétences. Par le passé, on associait le transport à une forte intensité de main-d'œuvre, mais il devient un secteur innovateur, axé sur le savoir. Pour contrer la pénurie de main-d'œuvre efficacement, le transport doit être promu comme étant un secteur attrayant, fondé sur le savoir, particulièrement auprès des jeunes Canadiens qui font leur entrée sur le marché du travail. »

Représentant 30 000 employés – et plus 60 000 autres chez les fournisseurs de secteurs connexes – ainsi que des retombées économiques annuelles évaluées à 10 G\$, le secteur ferroviaire canadien est loin d'être négligeable. Et pourtant, l'image que les Canadiens, et plus particulièrement les jeunes, en ont ne correspond pas à la croissance du rail, à son importance dans l'économie canadienne, ni à la myriade de possibilités de carrière qu'il offre.

Comme pour tout défi, la menace de pénurie de main-d'œuvre fournit au secteur ferroviaire une occasion unique de se lancer dans des initiatives passionnantes. L'ACFC a entrepris un certain nombre de programmes pour surmonter ces problèmes.

Afin d'appuyer le conseil de perfectionnement de la main-d'œuvre, l'ACFC a renouvelé son image en mai dernier, visant à mettre de l'avant les qualités du secteur et à attirer une main-d'œuvre plus jeune qui, autrement, n'envisagerait peut-être pas une carrière ferroviaire. Axés sur quatre piliers de communication – moteur économique, solution écologique, sécurité et innovation –, les thèmes et les messages ont été conçus pour attirer une main-d'œuvre plus jeune, consciente des enjeux environnementaux et rompue à la technologie.

En collaboration, le conseil de perfectionnement de la main-d'œuvre de l'ACFC a élaboré et amélioré des programmes afin de s'assurer d'attirer des candidats qualifiés et renseignés.

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Continued from page 7

In tandem, the RAC's HR Committee has built and refined programs to ensure the attraction of qualified and informed recruits.

While several colleges reduced/eliminated intakes in 2009 due to the economy, all colleges have now returned to regular schedules and common training standards and approaches to recruitment. Approximately 220 graduate conductors and 80 track workers will be placed on the market by the end of 2011.

The Assembly of First Nations/RAC Railway Training and Employment Project attracted 42 recruits, of which 24 have successfully completed railway conductor programs, or track workforce training. Both CN and CP have interviewed the conductor graduates and most have been offered employment.

Print, online and mobile advertisements have been placed in *Career Options*, a publication aimed at career counselors, high school and college students, to build awareness of rail career opportunities.

While there are challenges in the nature of rail workplace, work is well under way to attract, inform and enlist a highly skilled and adaptable workforce that will ensure the sector's position as the backbone of the Canadian transportation supply chain as it enters a major growth renaissance. ■

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Même si plusieurs collèges ont réduit ou éliminé leurs contingents en 2009 en raison de l'économie, ils sont tous revenus à leurs contingents habituels, à leurs normes générales d'enseignement et à leurs approches en matière de recrutement. Quelque 220 chefs de train et 80 agents d'entretien de la voie arriveront sur le marché d'ici la fin de 2011.

Le programme de formation et d'emploi au chemin de fer de l'APN et de l'ACFC a retenu l'attention de 42 recrues dont 24 ont réussi les programmes de formation de chef de train, de préposé à l'entretien et à l'entretien de la voie. Les chefs de train diplômés ont passé des entrevues au CN et au CP et la plupart ont reçu une offre d'emploi.

De la publicité imprimée, en ligne et par les médias mobiles a été placée dans Options de carrières, une publication à l'intention des conseillers d'orientation professionnelle et des étudiants des niveaux secondaire et collégial afin de faire connaître les possibilités de carrières ferroviaires.

Même si la réalité du travail de cheminot entre en conflit avec la valeur plus marquée que les travailleurs plus jeunes accordent à la qualité de vie et à l'équilibre travail-famille, le secteur est en bonne voie d'attirer, de sensibiliser et de retenir une main-d'œuvre très qualifiée et ayant une grande adaptabilité qui assurera la position du rail en tant qu'épine dorsale de la chaîne d'approvisionnement en transport au Canada alors qu'il entre dans une période d'importante croissance. ■

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FORWARD thinking



Railway Workforce Development

Addressing pending employee squeeze

Within five years, rail will need 15,000 new locomotive conductors, rail car and diesel mechanics and rail traffic controllers.

Retirement and recruitment are words getting a lot of mileage in the railway industry these days.

With a workforce of aging boomers on track for retirement combined with a rising demand for freight and passenger transportation, railways need to recruit new employees to run and maintain trains and networks.

In the immediate future, they expect to hire 3,500 to replace retirees and handle an increase in business, said RAC Vice-President Bruce Burrows. Within five years, they will need 15,000 new locomotive conductors, rail car and diesel mechanics and rail traffic controllers.

That's a sharp turnaround from significant restructuring and downsizing in the 1990s and the recent recession of 2008-09, when railways weren't hiring because of a downturn in freight traffic. The railways' workload has rebounded by an annual growth rate of 2.8 per cent, above the national economic performance.

The railways employ more than 30,000, and related industries that supply products and services to carriers have 60,000 employees. In total, the industry generates \$10 billion of annual economic activity.

Burrows point out the continuous and rapid advancement of transportation technologies requires a highly skilled and adaptable workforce. On the plus side, railways have an environmentally

friendly reputation and make extensive use of high-tech equipment, which should draw the interest of young people. The industry is also making a special effort to attract Aboriginal youth.

If the industry needed a spur to act on the recruitment issue, the Canadian Chamber of Commerce has issued a blunt warning about the potential employee shortfall:

"If left unaddressed, structural changes in the labour market will prove to be a significant barrier to growth in the transportation sector. Increasing labour mobility, an aging population and increased competition from other sectors of the economy for a dwindling workforce will affect labour supply within the transportation sector. Shortages in traditional transportation skills and waves of imminent retirement are creating additional challenges for the availability of skilled labour in the transportation sector."

"Building the public image of transportation as a valuable source of employment is a critical first step in addressing the skills gap. While transportation has historically been viewed as labour intensive, it is increasingly becoming an innovative, knowledge-based sector. To properly address the labour shortage, the transportation sector needs to be marketed as an attractive, knowledge-based industry, especially with young Canadians entering the labour market."

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Le perfectionnement de la main-d'œuvre ferroviaire, une solution à la pénurie de personnel qui s'annonce

Départ à la retraite, recrutement, voilà des mots qu'on entend bien souvent dans le secteur ferroviaire de nos jours.

Compte tenu du fait qu'une bonne partie des cheminots sont des *baby boomers* approchant l'âge de la retraite, et devant l'accroissement de la demande de services de transport de voyageurs et de marchandises, les chemins de fer doivent recruter un grand nombre de personnes afin d'assurer l'exploitation et l'entretien de leurs trains et de leur réseau.

Dans un avenir immédiat, ils comptent embaucher 3 500 nouveaux employés afin de compenser les départs à la retraite et de faire face à l'augmentation des activités, a indiqué le vice-président de l'ACFC, Bruce Burrows. Au cours des cinq prochaines années, ils auront besoin de 15 000 nouveaux conducteurs de locomotives, mécaniciens de matériel remorqué et de moteurs diesel, et contrôleur de la circulation.

Il s'agit d'un revirement complet par rapport à la restructuration-rationalisation des années 1990 et à la récession des années 2008-2009, période pendant lesquelles les chemins de fer avaient bloqué l'embauche en raison du ralentissement dans le secteur marchandises, a-t-il expliqué. Les expéditions en wagons complets ont connu une progression annuelle de 2,8 % à ce jour, dépassant ainsi la performance de l'économie nationale.

Les chemins de fer emploient plus de 30 000 personnes, tandis que les entreprises qui fournissent des produits et des services aux transporteurs font travailler quelque 60 000 autres personnes. Globalement, le chiffre d'affaires généré par le secteur ferroviaire s'élève à 12 milliards de dollars chaque année.

M. Burrows fait remarquer que l'évolution rapide et continue des technologies du transport requiert une main-d'œuvre à la fois souple

et hautement qualifiée. En outre, le chemin de fer a la réputation d'être respectueux de l'environnement et fait appel à du matériel de haute technologie, ce qui ne devrait pas manquer d'intéresser les jeunes. Le secteur s'efforce aussi d'attirer les jeunes autochtones.

Si le secteur avait besoin d'un rappel concernant le dossier de la main-d'œuvre, ce rappel est venu de la Chambre de commerce du Canada, qui a sonné l'alarme concernant une éventuelle pénurie de personnel. « Si rien n'est fait, les changements structurels survenant dans le marché du travail freineront considérablement la croissance dans le secteur du transport. L'accroissement de la mobilité des travailleurs, le vieillissement de la population et la concurrence plus vive offerte par d'autres secteurs de l'économie auront une incidence sur la disponibilité de main-d'œuvre

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Dans un avenir immédiat, ils comptent embaucher 3 500 nouveaux employés afin de compenser les départs à la retraite et de faire face à l'augmentation des activités.



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To add new impetus to the employment and training programs the RAC has developed and helped organize since the mid 2000s, the organization recently recruited Colleen Walsh, an experienced human resources veteran, as director of Workforce Development.

In her new role, Colleen is working closely with key HR leaders from the industry to conduct an analysis-driven assessment that focuses on Canada's railway workforce requirements over the next 5 years (through 2016), and gain a greater understanding of how the employment profile of the industry will change during that time.

Several years ago, the RAC and industry members partnered with five community colleges to develop a pre-employment Conductor program. Since the inception of this program over 1,000 students have graduated. The undertaking of the Conductor program is a rewarding yet financially costly endeavor for a student. These students are committed. "College hires are engaged and more productive, after two years as a conductor, a worker can train to become a locomotive engineer," Walsh notes.

In October, the HR RAC Committee met with the colleges to discuss the future direction of the conductor program. Walsh wants to create a stronger partnership among the RAC, the railways and the colleges.

"Each college has a strong advisory committee composed of people with railway and rail supplier experience. The objective is to ensure the training offered by the colleges matches the entry-level requirements of RAC members so they will readily hire graduates of the programs. The plan is to grow the network of colleges offering pre-employment training across Canada."

In the past, many people worked for the railways because a parent or grandparent did, Walsh notes. The railways looked after training their train crews and offering apprenticeships for the tradesmen who maintained locomotives, cars and tracks.

That's rapidly changing, she says. "Young people aren't inclined to follow those kinds of traditions anymore." Large headcount reductions in the 90s and recessions also closed doors at the railways for a few years and now a wave of retirement looms just as the business is growing.

With the rising use of technology, railways are in need of highly skilled workers. And because of the 24-7-365 and often outdoor nature of the jobs, it takes time for the company to attract employees disposed to the demands and realities of rail work. "This is physically demanding work and not everyone is cut out for it. These are tough jobs but life as a railroader is an exciting and fulfilling career. The upside is rail provides the prospects of a growing and sustainable business that is more than ever the preferred mode of transportation of goods and people and the teamwork and financial rewards are significant."

Until the recession hit, the colleges—George Brown in Toronto, Confederation College in Thunder Bay, Red River College in Winnipeg, Southern Alberta Institute of Technology in Calgary, the British Columbia Institute of Technology in Vancouver couldn't keep up with the demand from students.

After restricting enrollment during the recession, the colleges have fully restored their courses and are testing

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dans le domaine du transport. Les pénuries dans les métiers traditionnels du transport et la vague imminente de départs à la retraite créeront des défis supplémentaires en ce qui concerne la disponibilité de la main-d'œuvre qualifiée au sein du secteur.

« La première mesure à prendre pour régler les carences en emploi, c'est de mousser l'image du secteur du transport en tant que source d'emploi valable, déclare la Chambre de commerce. Bien que le transport ait toujours été perçu comme un secteur à forte intensité de main-d'œuvre, il mise de plus en plus sur l'innovation et le savoir. Compte tenu des pénuries de main-d'œuvre, il convient de présenter le transport comme un secteur attrayant, axé sur le savoir, en particulier auprès des jeunes Canadiens arrivant sur le marché du travail. »

Pour donner une nouvelle vigueur au programme d'emploi et de formation que l'ACFC a développé ou contribué à mettre en œuvre depuis le milieu des années 2000, l'Association a récemment embauché Colleen Walsh, une vétéran des ressources humaines, pour lui confier le poste de directrice Perfectionnement de la main-d'œuvre.

Dans le cadre de ses nouvelles fonctions, Colleen travaille en étroite collaboration avec des leaders clé du domaine des RH, afin d'évaluer les besoins en main-d'œuvre du secteur ferroviaire canadien pour les cinq prochaines années (jusqu'en 2016), et afin aussi de parvenir à comprendre de quelle façon le profil de l'emploi risque de changer dans le secteur pendant cette période.

Il y a quelques années, l'ACFC et des entreprises du secteur ont formé un partenariat avec cinq collèges afin de mettre sur pied un programme de formation préemploi au poste de chef de train. Depuis le lancement du programme, plus de 1 000 personnes ont suivi avec succès cette formation. Le fait de suivre ce programme est une entreprise à la fois gratifiante et coûteuse pour les étudiants. Ces derniers sont toutefois très motivés. « Les finissants qu'on embauche se sentent plus engagés et sont plus productifs; après deux ans au poste de chef de train, ils peuvent entreprendre la formation de mécanicien de locomotive », précise Colleen Walsh.

En octobre dernier, le comité RH de l'ACFC a rencontré les représentants des collèges afin de discuter de l'orientation future du programme de formation des chefs de train. Madame Walsh souhaite établir un partenariat plus étroit entre l'ACFC, les chemins de fer et les collèges.

« Chaque collège dispose d'un solide comité consultatif formé de gens connaissant les fournisseurs et les transporteurs ferroviaires. Notre objectif est de faire en sorte que la formation offerte par les collèges respecte les exigences de base des membres de l'ACFC, ce qui inciterait ces derniers à embaucher les étudiants qui terminent le programme. Il est donc prévu d'étendre le réseau des collèges qui offrent la formation pré-emploi au Canada.

Par le passé, bien des gens ont travaillé pour le chemin de fer parce que l'un de leurs parents ou grands-parents y avait déjà travaillé, d'ajouter Colleen Walsh. Les chemins de fer formaient leurs équipes de train et s'occupaient de

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The future of mobility



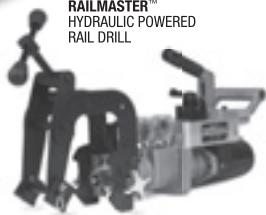
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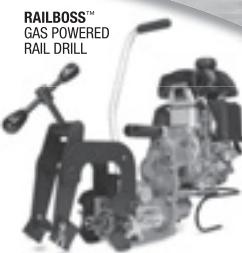
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Continued from page 12

part-time training, Walsh says. The workforce analysis will help "the colleges to better plan their intakes and instructor staffing requirements enabling our industry to evaluate the long-term impacts on these positions and develop a recruitment and/or a skills development strategy," Walsh adds.

To attract students to the college program, the RAC is also reaching out to high school student. The reason for this initiative is "that few people realize what a career in the railway industry involves," she adds. "At the same time, the railways are competing with other employers. So we have to show what we offer."

Burrows says recruiting new workers to rail isn't easy. The public, especially young people generally don't appreciate the sector's importance to the national economy, its environmental sustainability credentials as well as the innovation and technology that are applied to rail which means many people don't think of pursuing a railway career.

The industry is aiming its jobs message at men and women looking for a post secondary school education as well as older workers looking for a new career. It's making a special effort to reach out to high schools to make students aware that the railway industry is a possible career choice. "Young people want to work in jobs that are socially responsible and environmentally sustainable."

The railways have a head start over many other industries having started to tackle the recruitment issue several years ago. But there's no time to coast when it comes to making young people aware of the job potential in the sector.



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l'apprentissage des employés de métier qui entretenaient les locomotives, les wagons et les voies.

« La situation change rapidement, déclare-t-elle. Les jeunes ne sont plus intéressés à suivre ce genre de tradition. » Les importantes réductions d'effectifs des années 1990 et les récessions ont fermé les portes du chemin de fer pendant quelques années, et maintenant que les activités reprennent, une vague de départs à la retraite se prépare.

Dans un contexte de recours croissant à la technologie, les chemins de fer ont besoin de travailleurs hautement qualifiés. Et compte tenu des particularités de l'emploi (personnel requis 24 h sur 24, 7 jours sur 7 toute l'année, exposition aux intempéries, etc.), il faut beaucoup de temps aux entreprises pour attirer des travailleurs acceptant les exigences et les réalités du chemin de fer. « Il s'agit d'un emploi physiquement exigeant, qui ne convient pas à tout le monde. Le travail du cheminot, même s'il est difficile, peut être passionnant et gratifiant. Autre avantage : le rail est une activité en croissance, favorisant le développement durable; il constitue plus que jamais un mode de transport de choix pour les marchandises et les personnes; en outre il se distingue par le travail d'équipe et une rémunération appréciable. »

Avant la récession, les collèges — le George Brown College de Toronto, le Confederation College de Thunder Bay, le Red River College de Winnipeg, le Southern Alberta Institute of Technology de Calgary et le British

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Suite de la page 15

Columbia Institute of Technology de Vancouver — ne parvenaient pas à suffire à la demande.

« Après avoir réduit le nombre des admissions pendant la récession, les collèges ont rétabli tous leurs cours et ont mis à l'essai la formation à temps partiel, ajoute Colleen Walsh. L'analyse de la main-d'œuvre aidera les collèges à mieux planifier les admissions ainsi que la dotation en personnel de formation, ce qui permettra au secteur d'évaluer l'effet à long terme de ces postes et d'élaborer une stratégie de recrutement et de perfectionnement des ressources. »

Pour intéresser les jeunes au programme offert par les collèges, l'ACFC s'adresse également aux étudiants du secondaire. On a pris cette initiative parce que « peu de gens ont une idée précise de ce que suppose une carrière au chemin de fer, indique-t-elle. Les chemins de fer sont en concurrence avec d'autres employeurs. C'est pourquoi nous devons montrer ce que nous avons à offrir. »

Il n'est pas facile de recruter de nouveaux cheminots, ajoute-t-elle. Les gens en général, et les jeunes en particulier, ne mesurent pas bien l'importance du secteur ferroviaire dans notre économie nationale, ni ses atouts au plan du développement durable, ni la technologie et les innovations auxquelles le secteur a recours; bien de gens ne songent même pas à entreprendre une carrière au chemin de fer.

Dans ses messages sur l'emploi, le secteur vise les hommes et femmes qui cherchent à entreprendre une éducation postsecondaire, ainsi que les travailleurs établis qui envisagent une nouvelle carrière. Il s'efforce de rejoindre les étudiants du secondaire et de les informer de la possibilité que constitue pour eux une carrière au chemin de fer. « Les jeunes souhaitent occuper des postes misant sur la responsabilité sociale et le souci de l'environnement. »

Les chemins de fer ont une longueur d'avance sur les autres secteurs qui ont entrepris de régler leurs problèmes de main-d'œuvre il y a quelques années. Mais il ne faut pas perdre de temps et bien informer les jeunes au sujet des possibilités d'emploi dans le secteur.

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Railways are the new road to opportunity

Since coming on board in early June, Colleen Walsh, the Railway Association of Canada's Director, Workforce Development, has been busy. Workers of the Baby Boomer Generation are retiring by the hundreds. This year railways will need to hire over 3,500 employees to replace retiring workers. Walsh is tasked with the job of raising the profile of the rail industry. "Over the past two decades, railways have lost the public's attention and imagination, especially with the young" says Walsh. "In my grandfather's time rail work was one of the best types of employment to have."

These days, rail jobs seldom make the news. "Advances in software and computer technology have captured the interest of the media and many of our youth," says Walsh. New technology is fast, convenient, entertaining and for some it can be hugely profitable. In comparison, working in rail conjures up the image of slow and old fashion.

"Such a perception is just plain wrong," explains Walsh. "People who choose to work on the railway can have a long and rewarding career. True, the work is physical, but for some people that is a real draw."

Rail offers:

- a career, not a job
- tremendous opportunities to develop and grow
- working with the latest technology
- stability, good pay and benefits

Over the next five years, railways will likely hire over 15,000 new employees. As director, Walsh does not hire rather she works with the HR leaders from industry to re-awaken young peoples' interest and understanding of the rail industry. Young people don't realize the impact rail has on the Canadian economy and how progressive an industry it is. Rail is the most efficient and cost-efficient transportation system in the world. It uses less energy, reduces pollution, lowers greenhouse gas emissions and cuts traffic gridlock. The industry continuously looks for ways to be more efficient by investing in technology. The rail industry is very big on innovation, using the newest and most advanced technology there is. With the rising use of technology, railways are in need of technically skilled workers.

Established training centres

Community colleges offering pre-employment training include the BC Institute of Technology (BCIT); Southern Alberta Institute of Technology (SAIT); Red River College; Confederation College; and George Brown College. The ideal employee is someone that enjoys working outdoors, with their hands and is physically fit. Though the industry will consider anyone that meets their hiring requirements, ideal new hires will be between the age of 24-34.

As part of the new direction, Workforce Development is currently working with all the colleges to go through an accreditation process. This should increase the hiring railways' confidence level that the graduates meet an industry-wide standard and have the necessary skills and abilities. Walsh reports that over 200 students have graduated from the college Conductor programs. Walsh is confident that the number of graduates will rise substantially in the next few years. She also hopes to see more women choose the railway as a career.

"Rail offers a great career for men and women who enjoy physical work; working with their hands and working outdoors. The 24-7-365 nature of the work means it takes time for railways to attract employees that are receptive to the demands and realities of rail," Walsh explains. "Working in rail is physically demanding work. These are tough jobs, but life as a railroader also provides many benefits not the least of which is an exciting and fulfilling career, and attractive income and benefits."

Looking ahead at what needs to be done

In an effort to better prepare for Canada's railways growth over the next five years, Walsh and the HR Committee have begun a process which focuses on the employment needs of railway companies through 2016.

More specifically, this assessment will focus on how to assist the rail industry develop a recruitment strategy for core jobs such as locomotive engineer, heavy-duty and diesel mechanics, rail traffic controller, and electricians.

Areas to be reviewed include the following:

- how employment needs will change in the next five years
- how to work with colleges so that student enrollment increases

Rail Makeover - Branding Careers in Rail

To achieve its awareness goals and to attract new recruits to the rail sector, the RAC will be creating a fresh look and new approach to promoting careers in Canada's railways. Walsh believes the benefits of the campaign will be two-fold: publicize railway career opportunities across Canada and increase enrollment in railway pre-employment college training programs.

Walsh believes the RAC's new look and its efforts to revamp the rail industry as a whole are an important start to improving young peoples' perception. The RAC is focusing its branding and marketing efforts on four pillars that distinguish and celebrate rail: environment, economy, innovation, and safety.

In essence, rail is being branded as a 21st century business that moves people, goods, and the economy. Comments from Rail sector stakeholders have been positive.

A big first step

The first initiative is a visibility campaign in *Career Options* magazine, which offers young readers print, mobile, or Internet sources of access. Over 300,000 copies of *Career Options* are distributed free to more than 600 high schools and community colleges across Canada. Walsh believes that the magazine's format will awaken and inform young job seekers about the excitement and rewards that await them if they choose a career in rail.

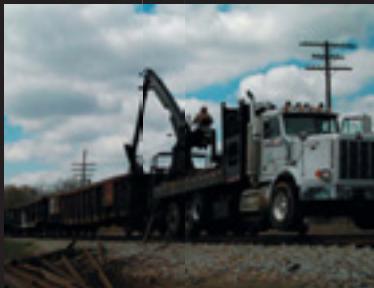
"Using smart phones, students can scan a QR (quick response) code that we have included in our print ads. This action will direct them to our Career on Track home page, where they can learn more about careers in rail and scope out opportunities."

Our Career On Track website will also be getting a fresh new look. "RAC is developing a refreshed and integrated



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The RAC Workforce Development program plays a major role in promoting the growth of the railway industry in Canada. The organization's mandate includes supporting the industry in attracting and retaining a qualified workforce, now more relevant than ever, due to an aging workforce and anticipated labour shortages from retirements. The RAC Workforce Development Initiative promotes the railway industry as an employer of choice to address the anticipated labour shortfall.

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CN

Career website that is intuitive and experiential. It is being specially designed to attract potential railroaders who use social media such as Facebook and Twitter or who are searching for work through media such as *Career Options* and link them with prospective rail employers," says Walsh. Together the RAC's Career web page and *Career Options* magazine will position rail as an employer of choice.

Walsh is confident the new direction of the marketing campaign will improve the attraction and image of rail careers. "We are telling the story of rail online, through print, and direct touch information. It's a good story and in the months ahead more and more people will agree and want to have a career in rail." ■

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Promoting Railway Jobs to High School Students

Railways have to raise their profile among today's teenagers if they want those teenagers to be future railway employees.

To do that, the RAC is revamping its careers website and has purchased a half-page advertisement in the English edition of *Career Options High School Edition* (CO HSE) and the French edition, *Options Carrières pour les étudiant(e)s de niveau secondaire* (OC ES). Both magazines are published semi-annually (October and April).

RAC research shows limited knowledge about rail careers among students and career advisers in the high schools, with little promotion of rail careers.

The print magazine has an annual circulation of 300,000 in 600 high schools across Canada. Also, each advertisement will have 2D barcode technology that provides students with smartphones

the opportunity to download digital issues. The digital issues are also available at www.careeroptionsmagazine.com and www.magazineoptionscarrieres.com.

The website includes the magazine, 12 months of Web banner exposure and blogging refreshed daily by four bloggers – one career adviser and three students.

Connections are also available on Facebook (www.facebook.com/CareerOptions?ref=ts), Twitter (twitter.com/#!/career_options) and hyperlinks embedded in the advertisement that redirect students to RAC's career page.

Together, the RAC's career page and the magazine should help enhance the image of rail as an employer of choice. The interactive portfolio of best-practice attraction and image strategies should yield a greater pool of suitably qualified railroaders to the industry. ■

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RAC, Colleges Discuss Bigger Role in Railway Training

The RAC is working with post-secondary colleges to improve railway training programs. Most of the colleges have the capacity to increase class size or run more classes if enrollment numbers are sufficient; however, high tuition and lack of preferred hiring status by recruiting railways remain limiting factors.

During the summer, the RAC HR Committee sent an extensive survey to colleges about the calibre of graduates from conductor programs. The survey found differing instruction approaches that appear to explain the varying level of preparation among graduates. There is also discussion about broadening the curricula to include signal and track maintenance.

The committee is working with colleges to ensure a level of quality that meets industry requirements. In addition, the committee intends to hold a two-day meeting of instructors to create a collaborative environment, reinforce the sense of partnership between colleges and industry, share best practices and address discrepancies in methodology and curriculum.

The plan is for all colleges to go through the accreditation process by the second quarter of 2013. In the past, college training has resulted from more open sharing of best practices, improving teaching aids by introducing computer-based learning tools and through initiatives at each institution. ■



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Jobs for First Nations Young People

Because railway lines run through many rural and remote areas, companies are encouraging young First Nations men and women to consider working for them. They offer training and good-paying jobs that allow Aboriginals the opportunity to work close to home.

The RAC and the Assembly of First Nations have worked on a study on best practices in recruitment and retention of young people and used that information to launch a Railway Career Awareness

Campaign aimed at Aboriginal communities. More than 30 Aboriginal students received tuition and living expenses to attend RAC railway conductor programs in Western Canada. An additional 37 were recruited as signals and communications maintainers or into track workforce positions.

Both CN and CP have interviewed graduates of the conductors program and most have been offered employment. In addition, an Aboriginal

employment and training association in Prince George has provided entry-level railway employment training for 12 students.

The RAC has also worked with the Métis National Council to look at future partnership opportunities. The National Aboriginal Achievement Foundation and the RAC have been investigating future opportunities to utilize existing Industry classroom materials in Aboriginal communities. ■

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How to Learn About Railway Jobs

The RAC has undertaken several initiatives to promote railway careers and training required for them.

On the RAC homepage, www.railcan.ca, there's a careers link which provides information about employment in the railway sector and highlights RAC's pre-employment training programs. It lists jobs and company websites.

RAC is working to make the site intuitive, experiential and most importantly to filter potential railroaders and establish a relationship with prospective employees. For example, the career web page will incorporate

key building blocks instrumental in attracting the railroader with the right fit who can add value to a railway's organization.

The new look Career On Track website will help potential new workers understand what railway work is like, based on comments from existing workers.

It will spell out the relationship between the companies and the programs offered by colleges. As well, there will be a searchable job page, enabling a search of open job positions by location, job category, and keyword. ■



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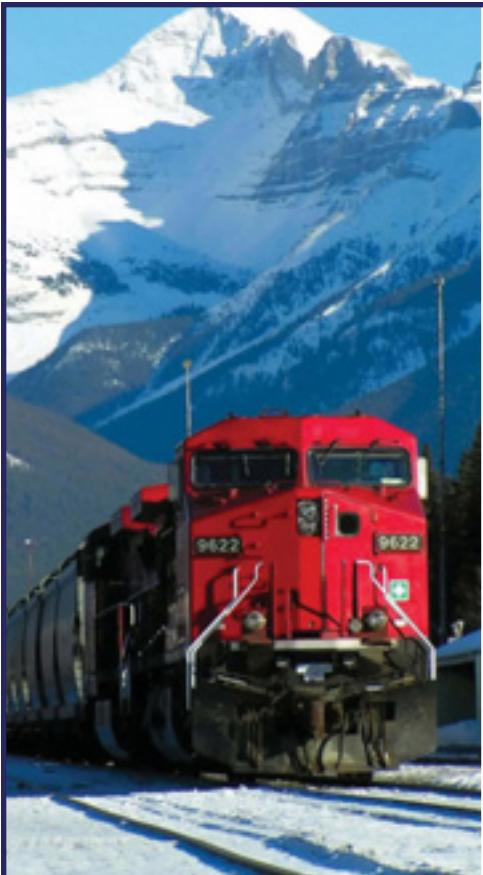
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Environment and Safety Awards

RAC hands out honors for 2011



Bruce Burrows (L), Vice President of the Railway Association of Canada; and Dean Del Mastro (R) Chair of the Rail Caucus present the RAC Safety Award to Robert Becker (Centre), Senior Director of Via Rail during the Railway Association of Canada Awards night in Calgary, AB, Oct. 17, 2011. (Mike Sturk photo)

Bruce Burrows (G), vice-président de l'Association des chemins de fer du Canada, et M. Dean Del Mastro (D), président du Caucus ferroviaire présentent le prix de la sécurité ferroviaire à Robert Becker (Centre), directeur principal de Via Rail lors de la remise des prix d'excellence hier soir à Calgary, AB, le 17 octobre 2011. (Mike Sturk photo)

Bruce Burrows (L), Vice President of the Railway Association of Canada; and Dean Del Mastro (R) Chair of the Rail Caucus present the RAC Environment Award to John Orr, VP, Chief Safety and Sustainability Officer, CN (Centre), during the Railway Association of Canada Awards night in Calgary, AB, Oct. 17, 2011. (Mike Sturk photo)

Bruce Burrows (G), vice-président de l'Association des chemins de fer du Canada, et M. Dean Del Mastro (D), président du Caucus ferroviaire présentent le prix d'excellence en environnement à M. John Orr, vice-président et chef Sécurité et développement durable CN (Centre), du CN lors de la remise des prix d'excellence hier soir à Calgary, AB, le 17 octobre 2011. (Mike Sturk photo)



Bruce Burrows (L), Vice President of the Railway Association of Canada; and Dean Del Mastro (R) Chair of the Rail Caucus present the RAC Environment Award to Glen Wilson, VP, Environment and Regulatory Affairs, Canadian Pacific (Centre), during the Railway Association of Canada Awards night in Calgary, AB, Oct. 17, 2011. (Mike Sturk photo)

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Safety partners laud RAC, members

As members of the Chemical Industry Association of Canada (CIAC) Responsible Care Partners and the Railway Association of Canada, CN and CP were nominated and were presented with the 2011 CIAC Award of Merit.

Karl Tirschmann, dangerous goods officer, CN; William Fairfield, field manager, dangerous goods, CP; and Curtis Myson, transportation of dangerous goods specialist, RAC, were instrumental in organizing last year's TransCAER event, which hosted almost 500 people over five days in Edmonton. In addition, they organize, manage and report on other TransCAER events in Alberta and B.C. and are very involved in the Prairie Region TransCAER Committee's efforts.

Jean-Pierre Couture, transportation of dangerous goods specialist, RAC, has been organizing successful TransCAER events in Quebec and the Maritimes for many years. His wealth of experience and his ability to present in French and English have built him a strong reputation as a safety trainer and ensured his events are well attended. He has been a member of the Safety Training Tank Car Committee since 2001.

Mike Wilken, field manager dangerous goods, CP, and Andy Ash, director, transportation of dangerous goods,

RAC, have been organizing and participating in TransCAER and CCPX 911 events for many years. Both are regularly called on to attend CIAC member-company events to represent the railway sector and share their wealth of knowledge.

"Despite heavy media coverage on the rare occasion of a derailment involving dangerous goods, Canada's rail system has a particularly good record for transporting dangerous goods with 99.9 per cent delivered without incident," RAC President Cliff Mackay said. "One of the primary activities of RAC is to promote and continually improve the safe handling of dangerous goods and this recognition of the importance rail places on safety is additional validation sound practices and safety record."

The awards were presented at CIAC's Annual Dinner at the Fairmont Chateau Laurier Hotel in Ottawa on Oct. 18.

The Chemistry Industry Association of Canada – formerly the Canadian Chemical Producers' Association - CCPA – represents more than 50 companies and Responsible Care® partners ranging from five to 5,000 employees that operate in the chemistry industry. ■



(Left to right): Bill Hay, CP; Mike Wilken, CP; Louis Laferrière, CIAC; Jean-Pierre Couture, RAC; Kara Edwards, CIAC; Karl Tirschmann, CN; and Jean Ouellette, CN.



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Industry Briefs

Rocky Mountaineer: “World’s Leading Travel Experience by Train”

DialAFlight, one of the UK's leading travel companies and a provider of flights to the U.S. and Canada, has heralded a surge in the popularity for rail holidays by focusing on the award-winning Rocky Mountaineer train, which was named “World’s Leading Travel Experience by Train” at the World Travel Awards for the fifth time.

The latest feature on DialAFlight TV explores this epic rail experience in the company of Jennifer Condie from

Rocky Mountaineer and discovers why it continues to garner such glowing praise ahead of iconic experiences like The Orient Express and The Blue Train. The Rocky Mountaineer has five routes for 2012, all of which wind through B.C.’s most breathtaking scenery, where the immense Rockies tower over glacial turquoise lakes. It is a hugely romantic way to experience such epic landscapes, granting truly exceptional views. ■



ROCKY MOUNTAINEER®

20,000 Effective Lumen LED Scene Light

A new high-output LED scene light that boasts 20,000 effective lumens (40,000 raw) has been introduced by J.W. Speaker Corporation. These LED scene lights are more energy efficient, more durable, longer-lasting and considerably less costly to maintain than comparable high intensity discharge lights. This new lamp, dubbed the Model 623, is also being praised as being a safer alternative to bulb-based

scene lights because the lens remains cool to the touch, helping to prevent both burns and fires.

The Model 623 offers brighter, whiter light in three ample beam patterns – wide, medium or narrow flood. The vibration-resistant light source and die-cast aluminum housing combine to create a durable package for rugged applications such as mining or construction. ■

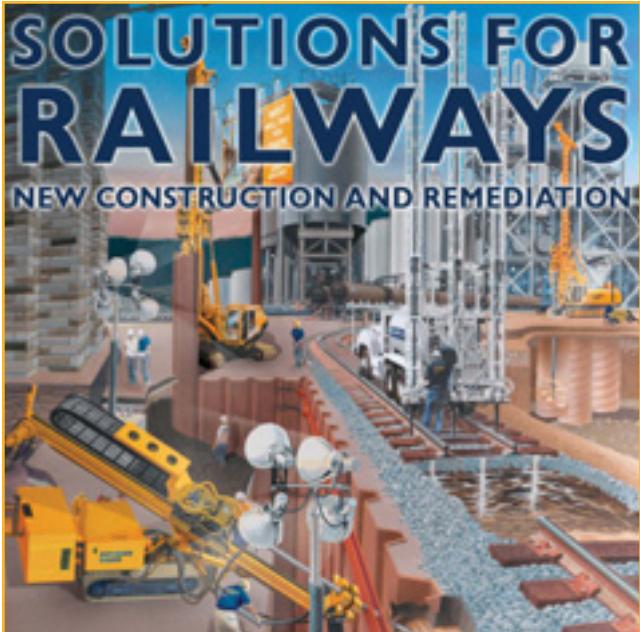


CN Acquires Energy-Efficient Intermodal Equipment

CN has purchased 200 more efficient EcoTherm containers to increase customer efficiency and reduce energy consumption in its fast-growing temperature-sensitive intermodal markets. Products such as food,

beverages, paints and pharmaceuticals require protection against low temperatures. With this container acquisition, CN’s EcoTherm fleet stands at almost 500 units, the largest in North America. ■





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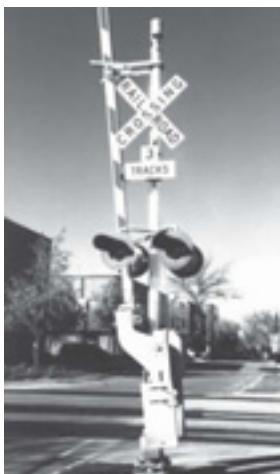
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New CP Product Creates Intermodal Opportunities

Canadian Pacific will be the exclusive Canadian rail transportation provider for Contrans, using innovative Raildecks multimodal flat rack containers. The agreement extends the long-haul efficiencies of rail to a markets served by transport trucks across Canada.

Canadian Pacific has been testing Raildecks' 53ft collapsible, multimodal

carriers over the summer at its Toronto Intermodal Facility in Vaughn, Ont. The testing proved the concept, as pipe and other industrial products moved seamlessly on CP's longhaul intermodal trains. Previously shippers relied on trucks to move these types of products over a long distance. ■



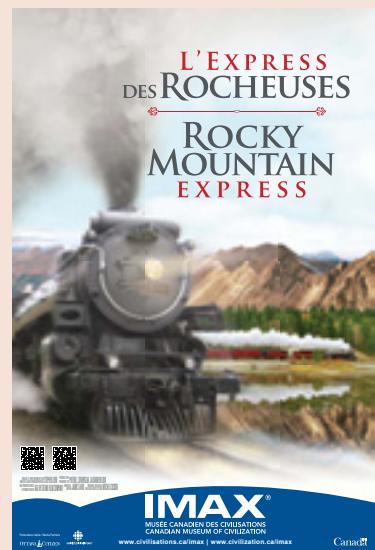
Rocky Mountain Express Makes World Premiere

Ottawa hosted the Sept. 30 world premiere of Rocky Mountain Express, which propels audiences on a steam train journey through the Canadian Rockies and relates the epic adventure of building the young Canadian Dominion's first transcontinental railway. The film weaves together spectacular IMAX aerial cinematography, breathtaking western vistas, archival photographs and maps and the potent energy and rhythms of a live steam locomotive to immerse audi-

ences in an era of ingenuity and struggle and a region of stunning natural beauty.

For the occasion, the Canadian Museum of Civilization theatre lobby was transformed into "Imax Station," a recreation of a 19th century Canadian train station, complete with original pieces – benches, lamps, etc. – donated by the Museum of Science and Technology.

The film is about the challenges of nation building and the considerable effort and sacrifice required to have a big dream realized, qualities that prevail in today's rail sector. ■



VIA Rail Celebrates Parks Canada Centenary

VIA Rail Canada, Fairmont Hotels and Parks Canada teamed up from Nov. 7-14 to celebrate the centenary of one of the world's oldest parks systems, with the 23rd Annual Christmas in November event at the luxurious Fairmont Jasper Park Lodge.

Hosted by Chef Michael Smith of Food Network Canada and featuring a lineup of celebrity presenters, Christmas in

November is about learning the fine art of balance – how to bring poise and composure to the hectic holiday season with tips and trends to polish cooking, decorating and gift-giving skills and balanced out with classes on personal wellness, positive energy and healthy living. ■



Rail Moves More Canadians

Public transit ridership across Canada showed very strong growth in 2010, with an increase of 4.1 per cent nationally over the previous year. This represents an all-time record with 1.9 billion trips taken, according to the Canadian Urban Transit Association.

"This growth in transit ridership shows that Canadians are looking for alternatives to high gas prices and traffic concerns, and public transit can represent a real option to reduce reliance on single occupancy vehicles," CUTA Chair John King said. ■

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North American Rail Summit 2012 (AGM)

October 14-16, 2012
Montréal, Québec

Courses:

Business of Rail

January, 2012

Railway Operations Live 2012

August 20-21, 2012 OR August 22-23, 2012 OR
September 12-13, 2012
Ottawa/Gatineau, Canada

Railway Emergency Response Course

June 11-15, 2012 OR October 1-5, 2012
Justice Institute of British Columbia
Maple Ridge, British Columbia



Railway Association
of Canada

Événements

Journée du rail sur la colline

22 mars 2012
Colline du Parlement

Conférence sur le commerce international

14 mai 2012
Hôtel Westin
Ottawa, Ontario

Échanges rail-gouvernement 2012

15 mai 2012
Hôtel Westin
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AGA et Sommet nord-américain 2010 sur les trains

14-16 octobre 2012
Montréal, Québec

Cours:

Le Rail

Janvier 2012

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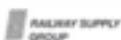


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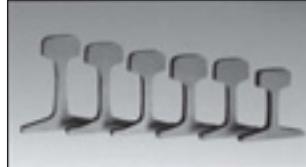
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