

**Heavy Equipment Operator's Training Program
Final Report**

Submitted November 13, 2009

By Mahalia Newmark
E. Gruben's Transport Ltd.

I. Project Description:

In response to the needs for capable heavy equipment operators for various projects such as the Source 177 Access Road Construction Project within the community of Tuktoyaktuk E. Gruben's Transport Ltd. (EGT) delivered a Heavy Equipment Training Program in Tuktoyaktuk from the EGT base camp facility. EGT worked in partnership with the Hamlet of Tuktoyaktuk, Tuktoyaktuk Community Corporation and Aurora College to plan and deliver the course. The Heavy Equipment Training Program commenced on September 14, 2009 and concluded on October 24, 2009.

As a member of the Local Labor Market Partnership (LLMP) Aurora College administered the Heavy Equipment Operators Training Program. The established Program was made of compulsory and optional courses with the following objectives: to train students as Heavy Equipment Operators capable of operating the equipment at a basic entry level for employment; competently and safely operate the equipment; understand and perform required safety checks and maintenance on equipment; perform basic construction procedures associated with the equipment; understand the working of the vehicles systems; and understand and demonstrate standard required criteria for future employment. Upon successful completion of the program students received certification recognizing they have the knowledge, skills, and experience for employment at a basic entry level.

The Heavy Equipment Training Operators Program schedule was designed to ensure sufficient training time to provide an entry-level set of skills, knowledge and experience of heavy equipment operating to fulfill the objectives mentioned above. Accordingly, the course was held over six weeks and class was scheduled daily from nine in the morning until six in the evening. Students received training everyday except Sunday.

Both the theoretical and practical components of the Program operated out of the EGT base camp facility in Tuktoyaktuk. The first two weeks of the Program were designated for theory only. Classroom instruction was delivered in the library for eight hours a day. The primary medium of teaching was lecture. Trainees participated in group discussion and were given written exams. Those trainees who lacked literacy skills were given additional assistance in order to ensure they understood the course material, and could competently complete their work, and thus were able to operate and service the equipment safely and properly. Course materials included an Aurora College Heavy Equipment Operator Program textbook, the Northwest Territories Transportation Air Brake Manual: Training and Reference Guide Supplement Handbook and the Northwest Territories Transportation Professional Operator's Licence Information Supplement Handbook.

Each student was required to take the following compulsory courses: 'First Aid'; 'Introduction to Heavy Equipment Operator'; 'Introduction to the Knowledge and Use of Heavy Equipment'; 'Introduction to Equipment Systems'; 'Preventative Maintenance Procedures'; 'Interpret Construction Survey Specifications' and 'Dual Circuit 121 Air Brake System.' Several optional courses were also available to trainees.

In addition to the theoretical component, students were trained on two pieces of heavy equipment. EGT trucks and equipment were used to provide a training environment that involved real and relevant work experience. The training equipment included a Caterpillar D6D Dozer, Caterpillar D7G Dozer, Champion 720A Grader, Caterpillar IT28G Wheel Loader, Caterpillar 950G Wheel Loader, and a Tandem Axle Body Job Truck (class three truck). In addition a Ford 350 Super Duty Cab Crew was designated for the head instructor to provide transportation to and from training sites and a Crew Van was used to transport students.

Mr. Sam Klemic served as head instructor, and was provided with meals and accommodation at EGT base camp facility. He was also given a Ford 350 Super Duty Cab Crew truck to supervise different training sites. Mr. Peter Louie Sr. served as local assistant instructor and was provided with meals and fuel for his personal vehicle.

The Program contained ten trainees. Eight of the trainees were sourced from Tuktoyaktuk with the remaining two trainees sourced from the community of Inuvik. The local Tuktoyaktuk trainees were provided with daily transportation to and from EGT's base camp facility, as well as meals. The two out of town trainees were provided with airfare to and from Tuktoyaktuk and Inuvik, as well as meals and accommodations at EGT's base camp facility. All students received industry safety equipment including work boots, coveralls, safety helmets, etc. In addition, all trainees received a daily per diem of \$75.00 with a total per diem amount of \$2625.00.

The Heavy Equipment Operators Training Program students have gained knowledge, skills, and experience of Heavy Equipment Operating and will be an asset to future employers. They have been provided with a foundation to advance within the industry.

II. Project Evaluation:

To better understand the strengths and weaknesses of the Heavy Equipment Operators Training Program delivered in Tuktoyaktuk at E. Gruben's Transport Ltd. (EGT) the project evaluation section of the Report is divided as follows:

- 1.0 Background and Rationale
- 2.0 Components of Evaluation
- 3.0 Stakeholder Benefits
- 4.0 Lessons Learned and Recommendations for Future training
- 5.0 Summary Results/ Statistics

In order to make an informed evaluation, discussions were held with the trainees, instructors, and stakeholders including EGT management. Instructor Sam Klemic and Peter Louie gave daily oral reports on the progress of the program. The trainees also completed course evaluations.

1.0 Background and Rationale

The current Tuktoyaktuk Source 177 Access Road Project and the various projects in the Inuvialuit Settlement Region including the Johnson Point Cleanup Project have created demand for skilled workers, including heavy equipment operators. The Inuvialuit Regional Corporation and local Inuvialuit organizations have been working extensively to provide training to their beneficiaries so that beneficiaries can take advantage of employment in as many areas as possible.

2.0 Components of Evaluation

2.1 Quality of Training Program Curriculum

Aurora College administered the 'Heavy Equipment Operators Training Program' course curriculum. The Heavy Equipment Operators Training Program is an established Program offered at Aurora College campuses. Trainees were provided with an Aurora College Heavy Equipment Operators Training Program textbook, Northwest Territories Transportation Air Brake Manual: Training and Reference Guide Supplement Handbook and Northwest Territories Transportation Professional Operator's Licence Information Supplement Handbook.

Strengths:

- Curriculum provided an all-encompassing entry-level education, including theoretical education and experiential learning.
- Textbooks were useful and conducive to student success.
- Successful trainees were recognized with Aurora College certification.

Weaknesses:

- Lack of diversity in the mediums of teaching. No audio or video.
- Few in the field "projects" designed for students to participate in and accomplish.

2.2 Quality of Instructor and Assistant Instructors

Sam Klemic served as head instructor for the Program. Mr. Klemic has over fifty years of work experience in the construction industry and thirty years of construction industry instructing. Peter Louie was the assistant instructor. Mr. Louie has over thirty years experience working in the construction industry and is currently co-owner of the water delivery services of Tuktoyaktuk, NT.

Strengths:

- Instructors have a wealth of experience working in different environments including remote, local, and southern locations.
- Instructors were knowledgeable, friendly, approachable and available for help.
- Local Tuktoyaktuk instructors obtained.

- Aboriginal instructors obtained.

Weaknesses:

- Students complained that Sam Klemic could be too “chatty” during times of instruction.
- No female instructors. (There were no female candidates to choose from.)

2.3 Recruitment and Selection Process of Trainees

Recruitment for the ‘Heavy Equipment Operators Training Program’ was accomplished through community advertisement, CBC radio announcements, local Tuktoyaktuk bingo announcements, word of mouth and community outreach to the Mackenzie Delta Beaufort communities including Tuktoyaktuk, Paulatuk, Sachs Harbor, Uluhaktok (Holman Island), Inuvik, Aklavik, and Fort McPherson.

Applicants were selected based on the following criterion: Inuvialuit beneficiary or First Nation Status, quality of application, and location of applicant. Requirements to complete a full application included minimum 18 years of age; minimum grade nine Math and English; class five driver’s license; driver’s medical examination; resume with references; and one letter of reference.

Strengths:

- Recruitment was inclusive to Inuvialuit beneficiaries and First Nations.
- Trainees were recruited from Mackenzie Delta- Beaufort area communities, not just Tuktoyaktuk.
- Applicants were strongly encouraged to apply and given as much assistance as needed to complete their applications.

Weaknesses:

- Outreach was difficult in Paulatuk, Sachs Harbor and Uluhaktok.
- Generating interest and motivation to complete the Program application on behalf of local Tuktoyaktuk applicants required a lot of work. Many individuals had to be contacted personally and be persuaded to apply to the Program.
- Limited number of eligible Tuktoyaktuk applicants. Many potential applicants do not hold a Class 5 licence.
- Only one woman applied. (She was accepted but later dropped out).

2.4 Numbers and Makeup of Trainees

Ten trainees were accepted in the Program. All ten trainees were Inuvialuit beneficiaries. All ten trainees were men.

Strengths:

- Space availability for ten trainees was optimal, giving each trainee sufficient and attentive training.
- Overall student attendance was good.
- All trainees successfully passed the Heavy Equipment Operators Program.

Weaknesses:

- No women participated in the course.
- Three trainees who were chosen to participate in the Program in the initial selection process had to be replaced due to various reasons.

2.5 Quality of EGT Rental Equipment

The training equipment included a Caterpillar D6D Dozer, Caterpillar D7G Dozer, Champion 720A Grader, Caterpillar IT28G Wheel Loader, Caterpillar 950G Wheel Loader, and a Tandem Axle Body Job Truck (class three truck). In addition a Ford 350 Super Duty Cab Crew was designated for the head instructor to provide training to and from training sites, as well as a Crew Van to transport students.

Strengths:

- Equipment was industry quality, and provided real and relevant driving experience.

Weaknesses:

- Equipment availability was limited.

2.6 Quality of EGT Classroom Facility

The Heavy Equipment Operators Training Program theoretical component was held in the library of EGT base camp facility. Tables, chairs, a drawing board, a couch, television and VCR were provided.

Strengths:

- The library room was the optimal size to create an affable and supportive work environment.
- EGT base camp facility provided a work environment for real and relevant experience within the industry.

Weaknesses:

- Trainees said the library was “warm”. (Fans were then provided.)

2.7 Local Tuktoyaktuk Community Support

Local Tuktoyaktuk stakeholders of the Heavy Equipment Operators Training Program are the Hamlet of Tuktoyaktuk, the Tuktoyaktuk Community Corporation (TCC), Aurora College and E. Gruben's Transport Ltd. (EGT). Included in the critique below is also the "community" at large.

Strengths:

- Stakeholder enthusiasm high for the course.
- EGT was generous with assistance and in kind contributions.
- Radio Bingo helpful with announcements.

Weaknesses:

- Local stakeholder meeting participation inconsistent.
- Local stakeholder assistance limited.
- The Health Center unhelpful and uncooperative.

3.0 Stakeholder Benefits

Here are some of the stakeholder and trainee benefits that have/ will be achieved:

- Students were provided with safe and quality equipment training, relevant to northern construction operations.
- Students gained from real heavy equipment operating experience fostering their development.
- Students gained as the training took place locally/regionally, avoiding the option of going south to train.
- Contractors provided input in the delivery of the program, which will benefit as they have contributed to the training of a new workforce.
- Contractors have been provided with a pool of trained workers.
- Contractors have been provided with an increased local workforce to hire from.
- The IRC has benefited, as they are in line with their funding mandates by training their beneficiaries for employment.
- The IRC has benefited by increasing their trained and skilled beneficiary workforce.

4.0 Lessons Learned and Recommendations for Future Training

- Advertisement and outreach to smaller communities can be more difficult. Start advertisement and outreach as early as possible, using different venues i.e. paper advertisement, bingo announcements, local radio announcements, and word of mouth.

- Trainees may require assistance putting together their application. Be aware of local resources, and accordingly direct to resources if needed.
- Applicants and, or trainees often have inconsistent contact information. Ask trainees to keep their contact information up to date.
- If medical health exams are required as per the application, speak to the local Health Center directly and make them aware of the upcoming program.
- Expect and be prepared to deal with complaints from local individuals and organizations. Speak with those individuals who call in to complain directly. Explain the program and mediate the problem if necessary.
- Speak to students regularly on an informal basis. They will clue you in to the strengths and weaknesses of the program, so that necessary changes can be made along the way.

III. Summary Results and Statistics

The Heavy Equipment Operators Training Program commenced on September 14, 2009 and concluded on October 24, 2009. The course was held for six weeks at the E. Gruben's Transport base camp facility in Tuktoyaktuk. The course included a theoretical and practical component.

All ten trainees successfully completed the course and received an Aurora College 'Record of Achievement' certificate. Perhaps the success of the course can be best assessed by emphasizing that there was 100 % trainee achievement.

It is exceptional that all of the trainees successfully completed the course and received a 'Record of Achievement' from Aurora College. As mentioned earlier in the stakeholder benefits, competently training personnel ensures that the community at large, contractors, and regional stakeholders such as the IRC are provided with an increased local work force.

1.0 Statistics

Applicant Related Statistics:

Total number of trainees selected to participate in the Program:	10
Total number of trainee applicants, including trainees who were selected to participate in the program	25
Total number of local Tuktoyaktuk trainee applicants:	10
Total number of non-local trainee applicants:	15
Total number of male applicants:	24
Total number of female applicants:	1

Selected Trainee Related Statistics:

Total number of local Tuktoyaktuk trainees:	8
Total number of non-local Tuktoyaktuk trainees:	2

Total number of Inuvialuit trainees:	10
Total number of First Nation trainees:	0

Trainee Success Related Statistic:

Total number of successful* trainees: *Completed the course and received an Aurora College 'Record of Achievement'	10
---	----

Instructor Related Statistics:

Total number of instructors:	2
Total number of Aboriginal instructors:	1

IV. Promotion

The following is included:

- 1.0 Photos taken of The 'Heavy Equipment Operators Training Program'.
- 2.0 Program advertisement.



Closing ceremony group photo. Left of right: Noah Gruben, Logan Gruben, Mathew Gruben, Bruce Noksana, Fred Gruben Jr., Chris Gruben, Sam Klemic, Kevin St. Amand, Davie Krengnektak, Peter Louie, Jonas Lucas, Peter Thrasher, (Aurora College) Rory Voudrach.



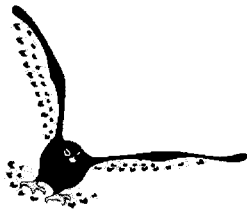
Mathew Gruben (L) and Fred Gruben Jr. (R) studying.



Logan Gruben with instructor Sam Klemic (L) and Kevin St. Amand (R) training in the field.



One of several training sites.



Heavy Equipment Operator Program

Aurora College, in partnership with **E. Gruben's Transport, Ltd. and the Inuvialuit Regional Corporation**, will be offering the above training in Tuktoyaktuk, NT

September 14, 2009 – October 24, 2009
(Monday – Saturday)

This program provides theory and practical training in the following areas: Role of the Heavy Equipment Operator, Equipment Systems, Preventative Maintenance Procedures, Construction Survey Specifications, and Dozer, Loader, Grader, and Backhoe/Excavator field training. Participants will be assigned two types of heavy equipment where they will gain valuable operating experience through coaching and supervision from experienced and skilled instructors.

Program Eligibility Requirements:

- Must be at least 18 years of age
- Minimum Grade 9 Math and English (transcripts or Aurora College placement test)
 - Class 5 **Driver's** License (non probationary)
 - Resume with references
 - Letter of Reference
- **Driver's Medical Examination** (for Motor Vehicles)

To apply or for more information, contact:

Janelle Frost at (867)777-7825 or Toll Free at 1-866-287-2655

or

Mahalia Newmark at EGT at 977-7000

Deadline to Apply: August 26, 2009

Should you require any assistance in preparing a resume, or other required documentation please see or contact your local Employment Officer.

V. Financial Report: Heavy Equipment Operators Program

The following is included:

- 1.0 Supplied Services, Trucks and Equipment Cost Ledger
- 2.0 Third Party Invoices and Payment Receipts
- 3.0 Aurora College Letter of Achievement

Class 1 and Class 3 Driver's Training Program Final Report

Submitted August 27, 2009

**By Mahalia Newmark
E. Gruben's Transport Ltd.**

Total 46 Pages

I. Project Description:

In response to the needs for capable truck drivers for various projects such as the Source 177 Access Road Construction Project within the community of Tuktoyaktuk E. Gruben's Transport Ltd. (EGT) delivered a Class 1 and Class 3 Driver's Training Course in Tuktoyaktuk from the base camp facility. EGT worked in partnership with the Hamlet of Tuktoyaktuk, Tuktoyaktuk Community Corporation and Aurora College to plan and deliver the course. The Class 1 and Class 3 Driver's Training Program commenced on June 22, 2009 and concluded on July 6, 2009.

The Class 1 and Class 3 Driver's Training Program contained twelve trainees and was held over a fifteen consecutive day period. Nine of the trainees were sourced from Tuktoyaktuk with the remaining three trainees sourced from other nearby Mackenzie Delta- Beaufort communities including Fort McPherson and Inuvik.

The local Tuktoyaktuk trainees were provided with daily transportation to and from EGT's base camp facility, as well as meals. The three out of town trainees were provided with transportation to and from Tuktoyaktuk from their respective communities, as well as meals and accommodations at EGT's base camp facility.

All trainees received a daily per diem of \$75, with a total per diem amount of \$1125. The total per diem amount was given in two payments; half was given on the eighth day of the course, with the remaining balance of the per diem on the fifteenth day of the course.

The curriculum of the Class 1 and Class 3 Driver's Training Program focused on driving, airbrakes, and safety. The program operated out of the EGT base camp facility in Tuktoyaktuk and used EGT trucks and equipment to provide a training environment that involved real and relevant work experience. EGT trucks were also used for the trainee driving exams.

Arctic Defensive Driving School, a driver-training firm based out of Yellowknife, N.T, was contracted to supply and deliver the course curriculum for the Class 1 and Class 3 Driver's Training Program. Norm Pottinger served as head instructor, and was provided transportation to and from Yellowknife, meals and accommodations at EGT base camp facility. Ryan Yakeleya and Peter Louie Jr. served as local assistant instructors.

The training equipment included trucks, tractor-trailers and tandem trucks. Participants were trained to safely operate as well as service this equipment. In addition, airbrake panels were also used for training. As a result the trainees have become more responsible and versatile in their work and will be an asset to their future employers. They have gained knowledge about the equipment and were provided with a foundation to advance within the industry.

The 'Class 1 and Class 3 Driver's Training Program' schedule was designed to ensure sufficient training time was set aside to secure a Class 1 or Class 3 license. Accordingly,

the course was held over fifteen consecutive days and class was scheduled daily from nine in the morning until ten at night.

The classroom theory component was delivered in the EGT library at the base camp facility in Tuktoyaktuk for approximately five hours a day. The theory component involved instruction and sharing on Industry Safety, Service and Maintenance and Airbrakes. Different mediums of teaching were incorporated including lecture, handouts, presentations, video and audio. Trainees participated in general discussion and were given daily written exams. Trainees who lacked literacy skills were given assistance in order to ensure they understood the course material, competently complete their work, and thus operated and serviced the equipment safely and properly. Course materials included a Territorial Driver's Manual and other texts.

Specific areas were designated to deliver the practical component of the course. Driving, service and maintenance and airbrakes training were conducted at the EGT base camp yard facility and on the Hamlet of Tuktoyaktuk public roads. During the practical portion of the course the instructors and students identified different components of each piece of equipment. As well, each student demonstrated proper pre-trip checks on each piece of equipment, inspecting all necessary components and the basic mechanics of each piece of equipment before operation. The total classroom and experiential training consisted of thirteen hours a day including a one-hour lunch and dinner break.

Tandem Axle 'Body Job' dump trucks (class 3 trucks) and Tractor Trailer trucks were used in the program. A total of three trucks were used to conduct the practical component. Trainees were given the option to pursue a class 1 or a class 3 license. The written class 1/class 3 driver's test including air brakes was given on the 8th day of the course and the motor vehicle test was given in Tuktoyaktuk on the 15th day of the course.

II. Project Evaluation:

To better understand the strengths and weaknesses of the Class 1 and Class 3 Driver's Training Program delivered in Tuktoyaktuk the project evaluation section of the Report is divided as follows:

- 1.0 Background and Rationale
- 2.0 Trainee Course Evaluation Survey
- 3.0 Areas and Components of Evaluation
- 4.0 Stakeholder benefits
- 5.0 Lessons Learned and recommendations for Future training
- 6.0 Summary results.

In order to make an informed evaluation, discussions and interviews were held with the trainees, instructors, and stakeholders including the management of E. Gruben's Transport (EGT), who held the program at their base camp facility in Tuktoyaktuk. In addition, all of the trainees, two instructors, and EGT manager Doug Saunders completed surveys at the end of the course. The Course Evaluation section included with this report provides a breakdown of the answers received from the survey. The trainee answers are provided first, with the instructor and contractor answers second. Attached is a copy of one completed trainee course evaluation. The course evaluation will also be referred to in this section, with attention to given specific questions. Norm Pottinger, head instructor from Arctic Defensive Driving School, gave daily oral reports on the progress of the program.

1.0 Background and Rationale

The current Tuktoyaktuk Source 177 Access Road Project and the various projects in the Inuvialuit Settlement Region including the Johnson Point Cleanup Project have created demand for skilled workers, including class 1 and class 3 truck drivers. The IRC and local Inuvialuit organizations have been working extensively to provide training to their beneficiaries, so that beneficiaries can take advantage of employment in as many areas as possible.

The class 1 class 3 driver's training program was delivered out of EGT base camp facility in Tuktoyaktuk, and used EGT trucks and equipment to provide real and relevant work experience.

2.0 Trainee Course Evaluation Breakdown

A written Course Evaluation was distributed to the trainees, instructors, and an EGT manager. Course Evaluations were received from eleven trainees, two instructors including Ryan Yakeleya and Peter Louie Jr., and EGT manager Doug Saunders. Below is the Course Evaluation. Beside each "answer" is a number that indicates how many trainees chose which answer. For example, "Strongly Agree- 7" means that 7 total

trainees chose that answer. Question nine and ten required written answers. Trainee answers are listed first, and Instructor and Management answers are included last.

Class 1 & Class 3 Driver's Training Program Course Evaluation

1. I understood the class expectations for this course (e.g. attendance, schedule, etc.)

- Strongly Agree- 7
- Agree- 4
- No Opinion- 0
- Disagree- 0
- Strongly Disagree- 0

2. The goals and objectives for this course were made clear (i.e. what I was supposed to learn).

- Strongly Agree- 9
- Agree- 2
- No Opinion- 0
- Disagree- 0
- Strongly Disagree- 0

3. The course materials were appropriate for the course objectives (e.g. textbooks, readings, etc).

- Strongly Agree- 8
- Agree- 3
- No Opinion- 0
- Disagree- 0
- Strongly Disagree- 0

4. Different methods of teaching were incorporated (lecture, audio/video, etc.).

- Strongly Agree- 7
- Agree- 3
- No Opinion- 1
- Disagree- 0
- Strongly Disagree- 0

6. I prepared myself for each class and, or driving session (finished assigned reading, studied for quizzes, arrived on time, etc.)

- Strongly Agree- 6
- Agree- 3
- No Opinion- 2

- Disagree- 0
- Strongly Disagree- 0

7. The instructor was knowledgeable and communicated clearly.

- Strongly Agree- 7
- Agree- 4
- No Opinion- 0
- Disagree- 0
- Strongly Disagree- 0

8. Did you receive assistance and, or support when asked or needed from the training coordinator.

- Strongly Agree- 7
- Agree- 4
- No Opinion- 0
- Disagree- 0
- Strongly Disagree- 0

9. What were the strengths of the course?

- "Very good instructors"
- "Class and the help from others."
- "The course went well, and probably the strengths were the experienced teachers, e.g. Norm, Ryan, Peter, Peter Sr."
- "The strength was that the teachers were all great."
- "Lots of resources for the students. Also a lot of trucks."
- "Instructors knowledge."
- "Smooth fuel truck."
- "On site instruction."

10. What changes could be made to make the course more effective?

- "More 'one on one' driving with the instructor."
- "The course would be more effective with more time in the class room."
- "Longer course."

* Instructor/ Management Answers

9. What were the strengths of the course?

- "Management was good. Machines were good. Students were interested."
(Instructor)
- "Attitude, people showing up. Everything was done professionally." (Instructor)
- "Everyone was together as group in class and on the road. Instructors willingness to work long hours and accommodate everyone." (EGT Manager)

10. What changes could be made to make the course more effective?

- “The course was successful on its own. Better way to get people involved, i.e. community. Way of getting non-restricted license, and probationary license takes too long to get and prevents people from being able to upgrade.”

3.0 Components of Evaluation

3.1 Quality of Training Program Curriculum

Arctic Defensive Driving School, a driver training business based out of Yellowknife, N.T., was contracted to provide and deliver the course curriculum for the Class 1 and Class 3 Driver’s Training Program. The Northwest Territories (NT) Transportation “Professional Operator’s License Information” for tractor-trailers, buses, large trucks, ambulances and taxis and the NT Transportation “Air Brake Manual: Training & Reference Guide” were used as the two main texts of the course. Two comprehensive question handbooks accompanied the two texts, and trainees were given daily written exams.

While casually talking to trainees, it was often asked, “Did Norm teach you everything you needed to know in order to drive, and pass the test?” The answer was yes every time.

Strengths:

- Curriculum was all encompassing, including professional operators and air brake theoretical education and experiential learning.

Weaknesses:

- Trainees were not given a syllabus at the commencement of the course.
- Several trainees complained that some of the “media” i.e. video recordings and audio were outdated.

3.2 Quality of Instructor and Assistant Instructors

Norm Pottinger of Arctic Defensive Driving School was secured as head instructor for the class 1/class 3 driver’s training program. In addition to instructing he is co-owner of Arctic Defensive Driving School. He is an Alberta certified instructor in addition to being North West Territories certified.

Ryan Yakeleya and Peter Louie Jr. served as local assistant instructors. Ryan Yakeleya has a class 1 driver’s license and has been an EGT employee for 21 years. He has extensive experience working with different trucks and equipment and in many different locations and jobs such as the Tuktoyaktuk Source 177 Access Road Project and Johnson Point. Peter Louie Jr. also has a class 1 license. He has worked for EGT in the past among different capacities, and is self-employed since 2006 as the head driver and co-owner for the water services delivery truck contractor in Tuktoyaktuk.

Strengths:

- Quality instructors with a wealth of experience in different working environments including remote, local, and southern locations.
- Instructors used different styles of teaching.
- Instructors were friendly and approachable.
- Local Tuktoyaktuk instructors obtained.
- Aboriginal instructors obtained.

Weaknesses:

- On a few occasions Norm Pottinger was unsure of his answers to questions asked by the trainees.
- Gender makeup of instructors was not representative of the female sex. (There were no female candidates to choose from.)

3.3 Recruitment and Selection Process of Trainees

Recruitment for the Class 1 and Class 3 Driver's Training Program was accomplished through community advertisement, CBC radio announcements, local Tuktoyaktuk bingo announcements, and community outreach to the Beaufort communities including Tuktoyaktuk, Paulatuk, Sachs Harbor, Uluhaktok (Holman Island), Inuvik, Aklavik, and Fort McPherson. Persons from Tuktoyaktuk, Inuvik, Fort Mc Pherson, and White Horse, YT submitted applications. Interest also came from Norman Wells.

Applicants were selected based on the following criterion: Inuvialuit beneficiary or First Nation Status, quality of application, and location of applicant. Requirements to complete a full application included minimum 18 years of age; minimum grade nine Math and English; class five driver's license; driver's abstract; driver's medical examination; resume with references; and two letters of reference.

Strengths:

- Recruitment was inclusive to Inuvialuit beneficiaries and First Nations.
- Trainees were recruited from Mackenzie Delta- Beaufort area communities, not just Tuktoyaktuk.
- Applicants, including women, were encouraged and given a lot of assistance to apply.

Weaknesses:

- Outreach was difficult in Sachs Harbor and Uluhaktok. Was not able to speak directly with Employment Officers.
- Generating interest required a lot of work. Individuals had to be contacted personally and encouraged to apply.
- Limited number of applicants.

- Only one woman applied. (She was not accepted due to the transportation costs of flying to and from Whitehorse, YT.)

3.4 Number and Makeup of Trainees

Twelve trainees were accepted into the Class 1/ Class 3 Driver's Training Program. Nine of the trainees were Inuvialuit beneficiaries, and three were First Nations. All of the trainees were men.

Strengths:

- Inuvialuit beneficiaries and First Nations were accepted into the course.
- Space was available for up to twenty trainees.
- Eleven trainees successfully completed the course and gained their class 1/class 3 driver's license. (One trainee was unable to complete the course due to a family emergency. He was given half the total per diem amount)

Weaknesses:

- No women participated in the course.
- The goal to attain twenty trainees was not realized, based on a lack of applicants who failed to meet the requirements. Twelve trainees were accepted.

3.5 Quality of EGT Rental Equipment

One Tandem Axle 'Body Job' dump truck (class 3 trucks) and two Tractor Trailer trucks (class 1 trucks) were used in the driver's training program. In total three trucks were used to conduct the practical component and two trucks were used to administer the driving examination.

Strengths:

- Equipment was top industry quality, and provided real and relevant driving experience.

Weaknesses:

- One truck required a repair on the headlight.

3.6 Quality of EGT Classroom Facility

The theory portion of the Class 1/ Class 3 Driver's Training Program was held in the library of EGT base camp facility. Upon Norm Pottinger's arrival he was given a tour of the facility, and choice as to which room to hold the course. Tables, chairs, a couch, television, and VCR were provided.

Strengths:

- The library room was the optimal size to create an affable and supportive work environment.
- The library was quiet and clean.

Weaknesses:

- Trainees said the library was “warm” on a couple of occasions.

3.7 Local Tuktoyaktuk Community Support

Local Tuktoyaktuk stakeholders of the Class 1/Class Driver’s Training Program are the Hamlet of Tuktoyaktuk, the Tuktoyaktuk Development Corporation (TDC), and E. Gruben’s Transport (EGT). Included in the critique below is also the larger “community” at large.

The Hamlet of Tuktoyaktuk assisted trainee applicants with their applications, provided road access for driving, and administered the written class 1/class 3 test. TDC/ Tuktoyaktuk Community Corporation assisted potential trainees with their applications. EGT funded half of the class 1/class 3 course through in kind contribution via equipment and facility rental, trainee accommodations and meals, trainee transportation, etc.

Strengths:

- Stakeholder enthusiasm high for the course.
- EGT was generous with in kind contributions and accommodating to trainees.
- Radio Bingo helpful with announcements.

Weaknesses:

- Local stakeholder meeting participation inconsistent.
- The Health Center unhelpful and uncooperative.
- Complaints from “locals” of trucks on roads.

4.0 Stakeholder Benefits

Here are some of the stakeholder and trainee benefits that have/ will be achieved:

- Students were provided with safe and quality equipment training, relevant to northern construction operations.
- Students gained from real driving experience fostering their development.
- Students gained as the training will take place locally/regionally, avoiding the option of going south to train.
- Contractors provided input in the delivery of the program which will benefit as they have contributed to the training of a new workforce.

- Contractors have been provided a pool of trained workers.
- Contractors have been provided with an increased local workforce to hire from.
- The IRC has benefited as they will be in line with their funding mandates by training their beneficiaries for employment.
- The IRC has benefited by increasing their trained and skilled beneficiary workforce.

5.0 Lessons Learned and Recommendations for Future Training

- Advertisement and outreach to smaller communities can be more difficult. Start advertisement and outreach as early as possible, using different venues i.e. paper advertisement, bingo announcements, local radio announcements, and word of mouth.
- Trainees may require assistance putting together their application. Be aware of local resources, and accordingly direct to relevant resources if needed.
- Applicants and, or trainees often have inconsistent contact information. Ask trainees to keep their contact information up to date.
- If medical health exams are required as per the application, speak to the local Health Center directly and make them aware of the upcoming program.
- Expect and be prepared to deal with complaints from local individuals and organizations. Speak with those individuals who call in to complain directly. Explain the program and mediate the problem if necessary.

6.0 Summary Results

The Class 1 and Class 3 Driver's Training Program commenced on June 22, 2009 and concluded on July 6, 2009. The course was held for fifteen days at the E. Gruben's Transport base camp facility in Tuktoyaktuk. The course included theory and driving instruction using three different vehicles.

Twelve trainees were accepted into the 'Class 1 and Class 3 Driver's Training Program.' Each trainee was given the option to pursue a class 1 or class 3 license. Eleven trainees chose to pursue their class 3 license and four trainees chose to pursue their class 1 license.

Nine of the accepted trainees are Inuvialuit beneficiaries and three of the accepted trainees are First Nations. Eight of the accepted trainees are Tuktoyaktuk residents, and four were residents from other communities including Inuvik and Fort McPherson.

Eight trainees had perfect attendance, and three trainees had near perfect attendance. One individual was not able to complete the course due to a family emergency, and had to return home to Inuvik from Tuktoyaktuk on the sixth day of the course.

All of the trainees who completed the course successfully gained their respective class 1 or class 3 license. Eleven trainees completed the course and eleven trainees attained their upgraded class 1/ class 3 license. Perhaps the success of the course can be best assessed

by emphasizing that there was 100 % trainee achievement in reaching the main objective of the course which was attainment of their respective license.

To date, several of the following trainees from the program have used their respective upgraded licenses in their employment and, or found employment with their upgraded license:

- Kenneth Anikina worked for E. Gruben's Transport (EGT) as a truck driver for the Johnson Point Clean Up Project.
- Fred Gruben Jr. is currently employed by EGT as a truck driver for the Johnson Point Clean Up Project.
- David Noksana Jr. was offered employment by EGT as a truck driver for the Johnson Point Clean Up Project.
- Warren Steen has used his class 1 license to operate the water truck for the Hamlet of Tuktoyaktuk, his place of employment.
- Jed Stefure is currently employed by EGT as a truck driver for the Johnson Point Clean Up Project.
- Lanny Stewart is currently employed by Mackenzie Valley Construction Ltd. driving the water truck and other equipment.

It is exceptional that all of the trainees who completed the 'Class 1 and Class 3 Driver's Training Program' successfully gained their respected upgraded licenses. As mentioned earlier in the stakeholder benefits, competently training personnel ensures that the community at large, contractors, and regional stakeholders such as the IRC are provided with an increased local work force. It is rewarding to witness the quick "return" on the program as evidenced in the employment of the trainees listed above.

III. Promotion

The following is included:

- The Class 1 and Class 3 Driver's Training Program advertisement.
- Photos of the class 1 and class 3 trainees and instructors.

Class 1 and Class 3 Driver Training Program

E. Gruben's Transport is currently seeking beneficiaries of the Inuvialuit Settlement Region and Gwich'in Settlement Region to participate in a Class 1 and Class 3 Driver's Training Course starting June 22nd, 2009 and continuing until July 6th, 2009 to be held in Tuktoyaktuk, N.T. Individuals interested in gaining industry standard driver's skills and experience are encouraged to submit a resume and driver's abstract to be considered for training and future employment opportunities.

All resumes must be current and include a detailed employment and education history, as well as any certifications, diplomas, special training, etc. attained. Beneficiaries should clearly state their job responsibilities with previous employers and highlight any relevant skills. In addition, please enclose two reference letters from previous employers.

Program Eligibility Requirements:

- Must be at least 18 years of age
- Minimum grade 9 (transcripts or Aurora College placement test)
- Class 5 driver's license
- Driver's abstract (from Motor Vehicles)

Closing date: June 17th, 2009

For more information or to submit a full application in confidence please contact:

Mahalia Newmark, Training Coordinator
E. Gruben's Transport
P.O Box 177
Tuktoyaktuk, N.T
X0E 1C0
Ph: (867) 977-7000, Fax: (867) 977-7040

Should you require any assistance in the preparation or review of beneficiary resumes, and, or to submit your full application on behalf of your request please contact your respective Employment Officer indicated below.

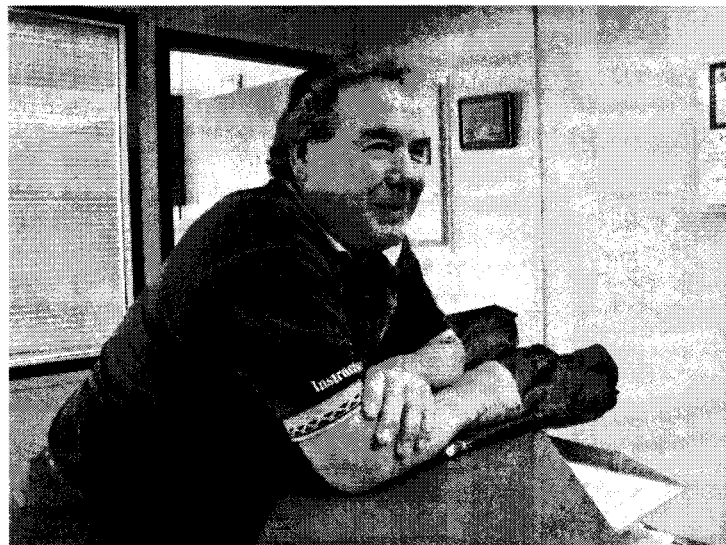
Community Contact Persons:

Aklavik: Shirley Koe (867) 978-2340; Richard Papik (867) 978-2403
Fort Mc Pherson: Connie Alexie (867) 952-2330
Inuvik: Margaret Gordon (867) 777-7909; Sharon Rogers (867) 777-7095
Paulatuk: Gilbert Thrasher Jr. (867) 580-3531
Sachs Harbor: Donna Keogak (867) 690-3025
Tsiigehtchic: Ethel Blake (867) 953-3201
Tuktoyaktuk: Elsie Nuttall (867) 977-2390
Ulukhaktok: Karen Kitekudlak (867) 396-8000

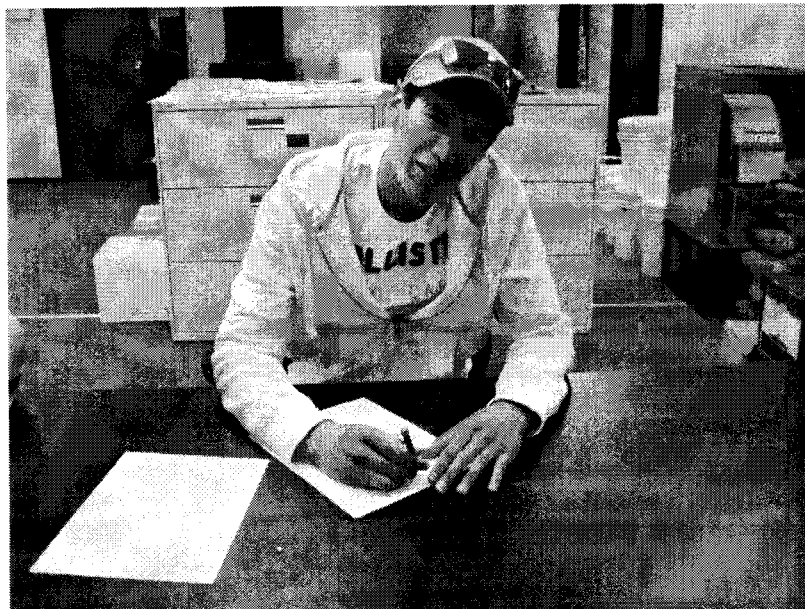
This program is subject to adequate funding and enrollment and therefore may be cancelled at any time.



Group photo of trainees and instructors. Top left to right: Ryan Yakeleya, Jed Stefure, Peter Louie Jr., Fred Gruben Jr., Lanny Stewart, Travis Larocque, Joe Roy Kimiksana, Kenny Anikina. Second row right to left: Robert Itsi, Norm Pottinger, Archie Chicksi, David Noksana Jr., Warren Steen, Noah Gruben



Instructor Norm Pottinger giving a pep talk to trainees before the driver's examination.



Travis Larocque filling out the course evaluation.



Warren Steen with truck.

Name: David Noksana Jr.
Date: 06/09

Class 1 & Class 3 Driver's Training Program Course Evaluation

1. I understood the class expectations for this course (e.g attendance, schedule, etc.)

- ☒ Strongly Agree
- ☐ Agree
- ☐ No Opinion
- ☐ Disagree
- ☐ Strongly Disagree

2. The goals and objectives for this course were made clear (ie. what I was supposed to learn).

- ☒ Strongly Agree
- ☐ Agree
- ☐ No Opinion
- ☐ Disagree
- ☐ Strongly Disagree

3. The course materials were appropriate for the course objectives (e.g textbooks, readings, etc).

- ☒ Strongly Agree
- ☐ Agree
- ☐ No Opinion
- ☐ Disagree
- ☐ Strongly Disagree

4. Different methods of teaching were incorporated (lecture, audio/video, etc.).

- ☒ Strongly Agree
- ☐ Agree
- ☐ No Opinion
- ☐ Disagree
- ☐ Strongly Disagree

6. I prepared myself for each class and, or driving session (finished assigned reading, studied for quizzes, arrived on time, etc.)

- ☒ Strongly Agree
- ☐ Agree
- ☐ No Opinion

- ☐ Disagree
- ☐ Strongly Disagree

7. The instructor was knowledgeable and communicated clearly.

- ☒ Strongly Agree
- ☐ Agree
- ☐ No Opinion
- ☐ Disagree
- ☐ Strongly Disagree

8. Did you receive assistance and, or support when asked or needed from the training coordinator.

- ☒ Strongly Agree
- ☐ Agree
- ☐ No Opinion
- ☐ Disagree
- ☐ Strongly Disagree

9. What were the strengths of the course?

The course went well, and
probably the strength was ~~the~~ experienced teachers
e.g. Norm, Ryan, Peter, Peter Sr.

Thank.

10. What changes could be made to make the course more effective?

The course would be more effective
if there more time in the class room.

IV. Financial Report: Class 1 and Class 3 Driver's Training Program

The following is included:

- 1.0 Summary Budget: Costs and Funds
- 1.1 Appendix A: EGT Supplied Trucks and Equipment Cost Ledger
- 1.2 Appendix B: EGT Supplied Services Cost Ledger
- 2.0 Attached Assistant Instructor Payroll sheets
- 3.0 Arctic Defensive Driving School Quote and Bank Wire Activity Detail Report
- 4.0 Canadian North Itinerary/Payment Review for Norman Pottinger
- 5.0 Canadian North Cargo Shipment Information
- 6.0 Aklak Air Invoices
- 7.0 Attached letter of certification by Hamlet of Tuktoyaktuk