

Niagara Job Bus Pilot Project 2005

Project Model and Evaluation Development

... Addressing Transportation as a Barrier to Employment

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- Niagara Tourism Human Resources Council
- Niagara College
- Niagara Training & Adjustment Board (NTAB)
- Welland Transit System, City of Welland
- Niagara 21st Group
- Port Cares
- Opportunities Niagara
- Job Bus Participants

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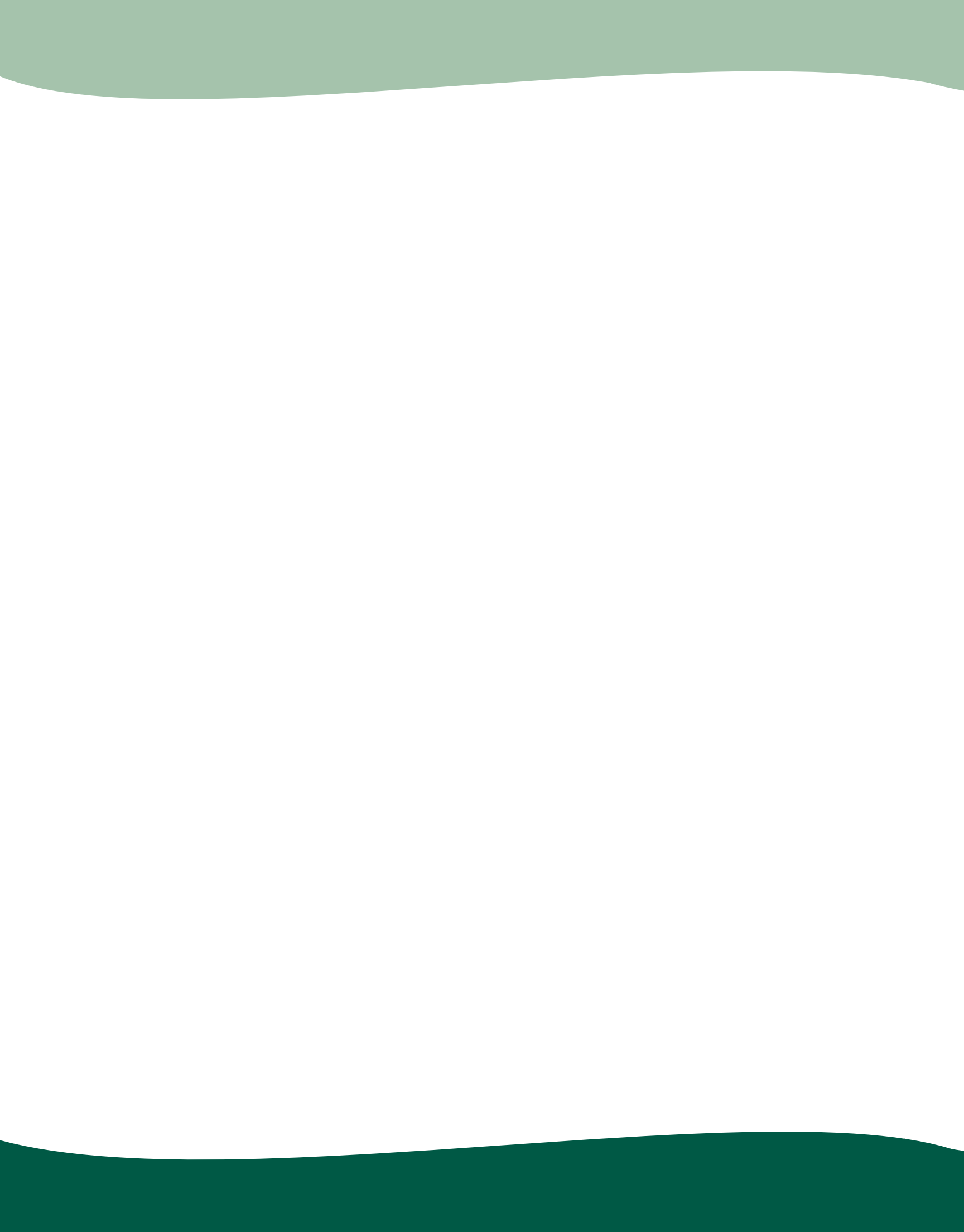
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The views expressed in this document do not necessarily reflect those of the Government of Ontario.

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Background

Ontario's Niagara region consists of twelve municipalities covering 1,841 square kilometres, with a population of approximately 430,000, and a labour force of approximately 200,000. The vast majority (over 90%) of Niagara's workforce use some form of personal transportation (e.g. car, truck, van) to get to work. They also demonstrate significant inter-city mobility; for example, approximately 45% of Welland's employed workforce live in a regional municipality other than Welland.¹

For individuals that lack personal transportation, access to employment is much more difficult. The region's most populated centres, St. Catharines, Niagara Falls and Welland, have municipal transit companies. St. Catharines' transit also provides services in Thorold and limited services in Niagara-on-the-Lake. Fort Erie and Port Colborne have limited services. In addition, services are provided by a number of inter-city bus operators and taxi companies. However, because there is currently only limited inter-municipal public transportation in the region, people experience real difficulties getting to work and school if they have to travel outside of their home municipality.

Although the lack of affordable inter-municipal transportation has long been recognized as a major barrier to gaining and sustaining employment for low income earners in Niagara, more recent recruitment challenges, particularly in the tourism industry, have raised the region's consciousness of this specific barrier.

Over the last fifteen years Niagara's tourism industry has experienced tremendous growth. Private sector investment has resulted in the development of a diversified, year-round tourism industry in the region. Endowed by one of the world's most recognizable natural icons and geographically positioned to serve both domestic and international markets, Niagara has matured into a major tourism destination. Approximately half (45%) of all services sector employment falls within three sectors, Accommodation and Food Services, Information, Culture & Recreation and Trade. And over the past decade tourism has emerged as one of the region's most important economic engines.

Niagara's tourism industry is projected to continue to grow², and thereby sustain its demand for qualified people with practical skills and specialist knowledge in all sectors and in all occupational categories of the hospitality, entertainment and attractions industries. Finding, training and retaining a versatile workforce for Niagara's tourism industry will continue to be one of the region's most significant labour force challenges. The scope of workforce supply-demand imbalances in the sector are projected to dwarf all other labour force considerations if not addressed by strategic and timely solutions. Not long ago hospitality and tourism employers would typically receive four applications per job vacancy, today the numbers have dwindled to fewer than two per job vacancy.³ This has placed significant strain on employers to find and retain people to meet their demand for services. In recent years some employers have opted to recruit and hire foreign workers to fill selected vacancies, for example room attendant vacancies. Their direct costs of hiring foreign workers are steep; they include the costs for airfare, transportation, initial OHIP coverage, accommodation, and in some instances 'finder's fees. Employers' indirect costs, such as the time required to submit and administer the Canadian Foreign Workers Program, and the time to help foreign workers adjust to life in Canada, are also important considerations when comparing workforce recruitment and hiring options.

1 2001 Census, Statistics Canada, 2004

2 Economic Impact of Tourism Development in the Niagara Region in 2001, 2002 and Projections to 2007, Niagara Economic and Tourism Corporation, 2003; 2005 Niagara Tourism Investment Update, Niagara Economic Development Corporation, 2005

3 Niagara Association of Hospitality Human Resources Professionals

The Niagara Job Bus Pilot Project 2005

LOCATION: Niagara Region

PROJECT ESTABLISHED: 2005

PARTNERS

- Niagara Region, Community Services
- Niagara Tourism Human Resources Council
- Niagara College
- Niagara Training & Adjustment Board (NTAB)
- Welland Transit System, City of Welland
- Niagara 21st Group
- Port Cares
- Opportunities Niagara
- Job Bus Participants

OBJECTIVES

Establish affordable inter-municipal transportation in order to provide Niagara's labour force with access to sustainable employment opportunities, and to provide regional employers with access to a reliable talent pool.

RELEVANCE

Low-income earners within the Regional Municipality of Niagara have consistently identified the lack of transportation as a key barrier which limits their access to employment, job training and child care. Social and employment service agencies have also long recognized that the lack of affordable inter-municipal transportation impedes the employability and self-sufficiency of their clients.⁴

The Niagara Job Bus Pilot Project provided direct, daily, round-trip transportation for unemployed individuals from Port Colborne and Welland to an employer's work site property in Niagara Falls. The direct transportation costs were shared by employees and the employer.

⁴ For example, see NTAB's 2005 Trends, Opportunities and Priorities report which validated and documented the need for accessible inter-municipal transportation.

CASE OVERVIEW

The Niagara Job Bus Pilot Project consisted of direct, daily round-trip, inter-municipal transportation for unemployed individuals from Port Colborne and Welland to an employer's work site property in Niagara Falls. Its development and implementation was the direct result of a collaborative and innovative solution to a long-time challenge in Niagara.

During the winter of 2005 the Niagara 21st Group flagged a concern about the prospect of many entry-level jobs going unfilled. In particular, they identified a need for additional room attendants, dishwashers and line cooks. These entry-level positions had wages ranging from approximately \$8 to \$12 per hour, and also included the potential for enhanced remuneration through gratuities. Not unlike other employers in the sector, the Niagara 21st Group had applied for and received approval to recruit offshore workers. Concerns about the additional costs of recruiting offshore workers and recognition of the needs of Niagara's unemployed and underemployed prompted the Niagara 21st Group to pursue an alternative, locally developed recruitment and retention strategy first, and utilize their approval to recruit offshore workers as a last option.

THE PROCESS

Initial discussions between the Niagara Tourism Human Resources Council and regional employers provided the impetus to pursue a local employment strategy. They agreed that in order to be successful the strategy would need to address employers' demands for qualified and productive workers, and simultaneously provide the opportunity for the region's labour force to enhance their skills, their employability and their prosperity.

Two cities located in the southern tier of the peninsula, Port Colborne and Welland, were selected as the project's initial communities because of their higher than average regional unemployment rate and their lack of accessible inter-municipal transportation. The process consisted of five key stages. Each stage is briefly described below.

- **Familiarization Tours**

Employment counsellors from Port Cares and Community Services were given tours of the hotel properties of prospective employers in order to become more familiar with the work environment, hiring requirements and job expectations of participating employers. The familiarization tours were designed to ensure that the employment counsellors were accurately informed about the industry and specifically about the properties where their clients may be offered employment.

- **Information Sessions**

Two information sessions were held for job seekers in Port Colborne and Welland. They attracted a total of fifty-seven job seekers, and were intended to provide prospective employees with a clear understanding of the job opportunities, including their associated job tasks, wages, hours of work, and working conditions. Information sessions were also used to gauge the demand for a transportation service, and willingness of prospective employees to share the costs of a transportation service with prospective employers. Over 90% of the attendees expressed an interest in proceeding to a pre-screening interview.

- **Pre-screening Interviews**

Employment counsellors from Port Cares and Community Services conducted individual interviews to assess each individual's readiness for employment and potential to sustain employment. Specific interview themes included eagerness and willingness to secure and sustain employment, physical ability and workload capacity, availability, and self-perceived work ethic. Interviews also provided job seekers with the opportunity to ask questions and identify employment support needs, such as clothing, childcare, and any disability-associated resource requirements.

Job seekers were also offered additional interview and job preparation workshops prior to their interviews with employers. Of those pre-screened, forty were referred to employers and thirty-four were granted employment interviews.

- **Employer Interviews**

Staff from the Niagara 21ST Group's Human Resources Department interviewed thirty-four of the pre-screened prospects. Seventeen were hired; they started work on June 6, 2005.

- **Employer Recruitment**

The employer advertised the Job Fairs in the local newspapers, trying to reach out to the general public.

- **On-site Training**

As part of an available training allowance designed to support participants in their transitions from social assistance to the workplace, Community Services entered into a training contract with the Niagara 21ST Group to implement a formalized on-the-job training program. Employees received training, guidance and on-going support through the learning phase and their progress was continually monitored throughout the training contract.

PARTNERS' KEY ROLES

All partners supported the project through their ongoing participation on NTAB's Transportation Advisory Committee, and more specifically in the following ways.

- The Niagara 21st Group, which owns a number of properties in Niagara Falls, including the 427-room Niagara Falls Marriott Fallsview Hotel, provided the employment opportunities and on-site training.
- Niagara Region, Community Services facilitated the promotion, recruitment and assessment of prospective workers through their Social Assistance and Employment Opportunities Division. They also developed individual training plans for Ontario Works' participants that were hired by The Niagara 21st Group in consultation with the employer, and provided financial support to offset the employer's investment in on-site training.
- Port Cares, a community organization located in the southern tier of the peninsula, assisted with the initial recruitment and screening of prospective employees and provided participants with ongoing employment support.
- Niagara Tourism Human Resources Council initiated discussions with regional employers and provided project management support through the first year of the project.
- Niagara Training & Adjustment Board provided facilitative support by coordinating committee meetings and labour market research.
- Opportunities Niagara entered into a contractual agreement with the Welland Transit System and in essence became the financial broker between the employer and the transit system.
- Welland Transit System, City of Welland, transported employees from their homes in Port Colborne and Welland to their work location in Niagara Falls.
- Job Bus participants (employees) and the Niagara 21st Group (employer) shared the costs of providing the bus services.

ACHIEVEMENTS & BENEFITS

- Seventeen individuals who were hired by the 21ST Group in the summer of 2005 used the Job Bus for their daily transit to and from work, from June through November, 2005.
- The project confirmed the critical need for a public inter-municipal transit system to support Niagara's labour force needs and strengthened the collaborative know-how of partnering organizations.
- Employers retained 80% of the (Job Bus) employees through the duration of the employment season, which compares favourably to the 65% retention rate for all other seasonal hires⁵. The high rate of retention also demonstrates that people living in the region's southern tier are committed to traveling to and working in Niagara Falls' hospitality sector.
- The project has helped expand the pool of experienced tourism/hospitality workers.
- Three more employers have committed to the project for 2006, which will lead to increased employment opportunities and expanded Job Bus services.
- Job Bus participants (employees) have enhanced their skills and increased their income earnings; and reported increased confidence and self-esteem, thereby enhancing their long-term employability.
- The Niagara Job Bus Pilot Project, 2005 targeted single adults, families and youth (ages 16 to 23) and, in six months (June through November), the region saw significant savings from its Ontario Works budget.

LESSONS LEARNED AND FUTURE DEVELOPMENTS

- The challenge of providing accessible inter-municipal transportation is prone to inaction, and could easily be passed around with no one entity accepting ownership to resolve it. The Niagara Job Bus Pilot Project, 2005 demonstrates that the lack of an accessible inter-municipal transportation system can be resolved with effective leadership and collaboration among public and private agencies who share a common need – employment.
- The lack of accessible inter-municipal transportation represents only one of the barriers faced by many of the region’s low income earners. It is imperative that project partners recognize that successful employment transitions may require multiple support tools (e.g. child care, substance abuse treatment, basic training, wage subsidies) in order to meet the long-term employment aspirations of participants, and employers’ demands for a quality and productive workforce.
- The pilot project proved that regional partners, working in collaboration, could meet the challenge of putting into practice an efficient and affordable inter-municipal transportation strategy - - - the greatest test for 2006 and beyond will be how to best track, monitor, and enhance the project’s progress toward its fundamental objective; to provide Niagara’s low income earners with access to sustainable employment opportunities, and to provide regional employers with access to a reliable talent pool.
- Opportunities Niagara will take an expanded role in 2006, by assuming the lead responsibilities for project promotion, co-ordination, evaluation and communication in collaboration with the partners. Opportunities Niagara is committed to providing the pivotal point-role in year two, and to maintaining and furthering the essential, collegial bonds established amongst partners over the course of the first year of the project.
- NTAB will continue to provide guidance and facilitative support through its Transportation Advisory Committee.
- NTAB will continue to gage the impact of lack of transportation as a barrier to employment as part of it’s ongoing labour market research and local planning process.
- Opportunities Niagara will continue to inform and engage the regional, provincial, and federal governments in the development and implementation of a Niagara inter-municipal public transportation system.

APPENDIX A

Evaluation Summary Matrix

Developing the Evaluation & Learning Framework – Year 2, 2006

Proposed Evaluation Plan – Comprehensive Matrix

- Major Considerations & Phases
- Respect and adhere to ethical standards & guidelines
 - Adopt a reflective, appreciative and supportive approach to project evaluation
 - Establish baseline profiles
 - Track interventions and progress
 - Monitor and adapt/adopt interventions to enhance outcomes
 - Communicate & celebrate successes

Project Purpose

Establish affordable inter-municipal transportation in order to provide Niagara's labour force with access to sustainable employment opportunities, and to provide regional employers with access to a reliable talent pool

Purpose of Evaluation

Identify, communicate, celebrate and support project partners' efforts to provide Niagara's labour force with access to sustainable employment opportunities, and to provide regional employers with access to a reliable talent pool

Evaluation Phases	Process Suggestions	Timing	Crucial Partners	Data Input	Data Maintenance
1. Establish Baseline Profile of Individual Participants (Employees)... profile to include for example: <ul style="list-style-type: none"> - Name, Gender & Age - Place of residence & contact info - Place of Birth - First Language - Marital Status - Living Arrangements & Dependants - Educational Attainment - Employment/Work History - Income History - Employment Barriers (Personal & Community) - Month & Year of Hire - Mode of Transport to Bus Pick-up - Job/Position - Wages - HR Benefits - Employment Status 	<ul style="list-style-type: none"> • Employer informs Opportunities Niagara they have hired Job Bus participant • Opportunities Niagara contacts Job Bus participant to gain participant consent & coordinate how to best compile (paper survey/ interview) the individual profile • Opportunities Niagara compiles and inputs each participant's baseline profile using The Niagara Job Bus Project, Evaluation & Learning Tool, Sections 1-8 Questions 1 – 43) 	<ul style="list-style-type: none"> • At point of Hiring • Within 3 days of being informed of hiring • Within 2 weeks of Hiring 	<ul style="list-style-type: none"> • Employers, Opportunities Niagara • Individual participants, employment agencies/ social assistance/ Opportunities Niagara • Individual participants, Opportunities Niagara 	<ul style="list-style-type: none"> • Opportunities Niagara/ NTAB 	<ul style="list-style-type: none"> • Opportunities Niagara/ NTAB

Evaluation Phases	Process Suggestions	Timing	Crucial Partners	Data Input	Data Maintenance
<ul style="list-style-type: none"> – Employment Support Interventions, incl. transportation, training, wage support, child care 					
Evaluation Phases	Process Suggestions	Timing	Crucial Partners	Data Input	Data Maintenance
<p>2. Establish Baseline Profile of Employer</p> <p>Participants ... profile to include for example:</p> <ul style="list-style-type: none"> – Key contact information – Company Profile, incl. type of business, services/products – Location & address of work site – Workplace environment and readiness – Prior experience with Job Bus Project 	<ul style="list-style-type: none"> • Employer informs Opportunities Niagara they have committed to the Job Bus project • Opportunities Niagara interviews employer and documents employer profile data OR Employer completes (electronic) reporting form and e-mails reporting form to Opportunities Niagara • Opportunities Niagara inputs and maintains individual data/information that is provided by employer (Section 9, Questions 44 – 51, of the on-line Project Evaluation & Learning Tool) 	<ul style="list-style-type: none"> • Baseline Profile of Employer to be completed at anytime prior to or within 2 weeks of initial hire • Within 2 weeks of hire. For subsequent hires, only individual verification etc. would be required 	<ul style="list-style-type: none"> • Employers, Opportunities Niagara, individuals 	<ul style="list-style-type: none"> • Employers/ Opportunities Niagara 	<ul style="list-style-type: none"> • Opportunities Niagara
<ul style="list-style-type: none"> – Month & Year of Hire – Name of Employee (Job Bus Participant) – Verification of Job/Position, Wages, Benefits, Employment Status, Training – Investment Costs (employee hiring, orientation & training) – Individual development plan 	<ul style="list-style-type: none"> • Employer informs Opportunities Niagara they have hired Job Bus participant • Opportunities Niagara verifies and maintains individual data/information 	<ul style="list-style-type: none"> • Within 2 weeks of hire. • Within 2 weeks of hire. 	<ul style="list-style-type: none"> • Employers, Opportunities Niagara, individuals 		<ul style="list-style-type: none"> • Opportunities Niagara

Evaluation Phases	Process Suggestions	Timing	Crucial Partners	Data Input	Data Maintenance
<p>3. Track ongoing relationships & developments, including for example:</p> <ul style="list-style-type: none"> - Current Job/position, Wages, Benefits, Employment status - Record of training received - Employability/promotability - Performance appraisal - Development needs 	<ul style="list-style-type: none"> • Opportunities Niagara interviews employer and documents/tracks individual employment success OR Employer completes (electronic) reporting form and e-mails reporting form to Opportunities Niagara (Sections 10-15, Questions 52 -94, of the on-line Project Evaluation & Learning Tool) 	<ul style="list-style-type: none"> • At 1, 2, 3, 6, 12, 18, 24 & 36 month intervals after date of initial hire 	<ul style="list-style-type: none"> • Employers/Opportunities Niagara 	<ul style="list-style-type: none"> • Opportunities Niagara 	<ul style="list-style-type: none"> • Opportunities Niagara
<ul style="list-style-type: none"> - Record of other support interventions - Individual perceptions/reflections of: transportation service, job/position, remuneration, training received, job performance, employment relationship, employability/ promotability - Individual perceptions/reflections of accrued benefits, such as skills, network, friendships, financial assets - Efficiency and costs of transportation service 	<ul style="list-style-type: none"> • Opportunities Niagara tracks individual employment success through interviews with employment agencies/ social assistance, individuals (Sections 10-15, Questions 52 -94, of the on-line Project Evaluation & Learning Tool) 	<ul style="list-style-type: none"> • At 3, 6, 12, 18, 24 & 36 month intervals after date of initial hire 	<ul style="list-style-type: none"> • Employment agencies/ social assistance, individuals 	<ul style="list-style-type: none"> • Opportunities Niagara 	<ul style="list-style-type: none"> • Opportunities Niagara
<ul style="list-style-type: none"> - Efficiency and costs of transportation service 	<ul style="list-style-type: none"> • Opportunities Niagara tracks the efficiency of the Job Bus 	<ul style="list-style-type: none"> • At 3, 6, 12, 18, 24 & 36 month intervals after date of initial hire 	<ul style="list-style-type: none"> • Employment agencies/ social assistance, employers and transportation service provider 	<ul style="list-style-type: none"> • Opportunities Niagara 	<ul style="list-style-type: none"> • Opportunities Niagara

Evaluation Phases	Process Suggestions	Timing	Crucial Partners	Facilitate Learning
<p>4. Monitor and adapt/adopt individual interventions as needed; considerations include, for example, employee (Job Bus participant's):</p> <ul style="list-style-type: none"> - Performance appraisal - Development needs - Career goals - Personal/community barriers - Individual perceptions/reflections - Efficiency and cost of transportation service 	<ul style="list-style-type: none"> • Opportunities Niagara monitors individual employment status/success through tracking system in consultation with partners • Using a consultative, case management model, partners appraise and classify⁶ individual employment relationships, for example: <ul style="list-style-type: none"> - Highly successful - Successful - At risk • Identify the characteristics & attributes (individual, employer, community) of highly successful employment relationships 	<ul style="list-style-type: none"> • As required at 3, 6, 12, 18, 24 & 36 month intervals after date of initial hire • As required at 3, 6, 12, 18, 24 & 36 month intervals after date of initial hire 	<ul style="list-style-type: none"> • Employers, employment agencies/ social assistance • Employers, employment agencies/ social assistance 	<ul style="list-style-type: none"> • Opportunities Niagara/NTAB • Opportunities Niagara/NTAB
	<ul style="list-style-type: none"> • Identify the support needs of at risk employment relationships 	<ul style="list-style-type: none"> • As required at 6, 12, 18, 24 & 36 month intervals after date of initial hire 	<ul style="list-style-type: none"> • Employers, employment agencies/ social assistance, individuals 	<ul style="list-style-type: none"> • Opportunities Niagara/NTAB
	<ul style="list-style-type: none"> • Adapt/adopt individual interventions 	<ul style="list-style-type: none"> • As required 	<ul style="list-style-type: none"> • Employers, employment agencies/ social assistance, individuals 	<ul style="list-style-type: none"> • Opportunities Niagara/NTAB
	<ul style="list-style-type: none"> • Track & monitor ongoing relationships & developments 	<ul style="list-style-type: none"> • As required 	<ul style="list-style-type: none"> • Employers, employment agencies/ social assistance 	<ul style="list-style-type: none"> • Employers, employment agencies/ social assistance, individuals • Opportunities Niagara
	<ul style="list-style-type: none"> • Document the benefits (economic, social, political) for individuals, employers, government, community 	<ul style="list-style-type: none"> • At 12, 24 & 36 month intervals 	<ul style="list-style-type: none"> • Employers, employment agencies/ social assistance 	<ul style="list-style-type: none"> • Opportunities Niagara

6 A definition and set of criteria needs to be developed for each classification. The definition and criteria will evolve over the life of the project as more is learned through the evaluation process

Evaluation Phases	Process Suggestions	Timing	Crucial Partners	Facilitate Communication
<p>5. Communicate & celebrate successes, using the Vibrant Communities Trail Builder Learning and Evaluation Streams⁷ as a guide; considerations include:</p> <ul style="list-style-type: none"> • Develop a communication strategy to (for example): <ul style="list-style-type: none"> – Create awareness of the project – Communicate the characteristics & attributes (individual, employer, community) of highly successful employment relationships – Engage partners and a broader cross-section of key stakeholders in an effort to build capacity to meet the employment needs of Niagara’s low income families and regional employers – Media considerations could include newsletters, case profile snapshots, articles 	<ul style="list-style-type: none"> • Establish a communication strategy team consisting of a representative cross-section of partners to develop a communications strategy. Consider the information needs of all stakeholders, including employers, employment agencies/ social assistance, individual participants, governments, political leaders • Implement communications strategy, for example document and publicize case profiles 	<ul style="list-style-type: none"> • Within the first 6 months of each ‘year’ • As per plan 	<ul style="list-style-type: none"> • Employers, employment agencies/ social assistance, individual participants • Employers, employment agencies/ social assistance, individual participants 	<ul style="list-style-type: none"> • Opportunities Niagara/NTAB • Opportunities Niagara/NTAB
<ul style="list-style-type: none"> • Develop a celebratory strategy to recognize and reward the roles played and successes achieved by all partners, particularly participating employers and employees. This component may already be addressed through the communications strategy; the critical ‘point’ is to remember to take the time to recognize partners’ achievements and the benefits of the project 	<ul style="list-style-type: none"> • Establish a recognition strategy team consisting of a representative cross-section of partners to develop a recognition strategy, based upon the documented benefits (economic, social, political) for individuals, employers, government, community • Implement strategy 	<ul style="list-style-type: none"> • Within the first 6 months of each ‘year’ • As per plan 	<ul style="list-style-type: none"> • Employers, employment agencies/ social assistance, individual participants • Employers, employment agencies/ social assistance, individual participants 	<ul style="list-style-type: none"> • Opportunities Niagara/NTAB • Opportunities Niagara/NTAB

7 The overarching strategy of the Trail Builder Learning and Evaluation Process focuses upon the telling of ‘stories’ to convey how all the partners and initiatives come together to achieve individual, organizational and community successes.

APPENDIX B

Evaluation Tool

Participant Profile: Tracking & Learning Tool

1. Introduction

Within the Regional Municipality of Niagara, the lack of affordable transportation has consistently been identified as a key barrier to employment, job training and child care.

The Niagara Job Bus Pilot Project, which commenced in 2005, provides direct, daily, round-trip transportation for individuals from an un-serviced municipality to an employer's work site property. The direct transportation costs are shared by employees and the employers.

One of the greatest tests for 2006 and beyond will be how to best track, monitor, and enhance the project's progress toward its fundamental objective; to provide Niagara residents with access to sustainable employment opportunities, and to provide regional employers with access to a reliable talent pool.

Opportunities Niagara is taking an expanded role in 2006, by assuming the lead responsibilities for project promotion, co-ordination, evaluation and communications in collaboration with the partners. Opportunities Niagara is committed to providing the pivotal point-role in year two, and to maintaining and furthering the essential, collegial bonds established amongst partners over the course of the first year of the project.

The following instrument is a pilot initiative, designed to facilitate a more systematic tracking, monitoring, evaluation, and learning process.

Opportunities Niagara will build and maintain this tool with the consent of key partners and using the input provided by the project's key partners, individual participants (employees), employers, employment service providers, and regional social services.

All data will remain confidential. Only the project's coordinator and research team will have access to individual data and information. All data will be kept on a secure computer which will be password protected. No information will be released or printed that would disclose any personal identity and all such research data will be destroyed after seven years.

Any questions about this tool may be directed to Nancy Sutton at Opportunities Niagara by phone: 905-688-7496 or by e-mail: nancy.sutton@regional.niagara.on.ca

2. Informed Consent

1. I have read the introduction above, and I understand that my participation is completely voluntary and that my decision either to participate or not to participate in the project evaluation will be kept completely confidential. I further understand that I can withdraw from the evaluation project at any time without explanation.

I hereby consent to participate in this study.

Name: _____

Date: _____

2. Did you give your consent by inserting your name and the date in the question above?
- Yes
 - No

3. Baseline Profile of Individual Participants

3. Participant's (employee's) last name is... (please print)

4. Participant's (employee's) first name is... (please print)

5. Employee's gender is...

- Female
- Male

6. Employee's current age is...

- 18 years or under
- 19-24 years
- 25-29 years
- 30-35 years
- 36-40 years
- 41-45 years
- 46-50 years
- 51-55 years
- 56-60 years
- 61-65 years
- 66 or over

7. Employee currently resides (lives) in...

- Fort Erie
- Grimsby
- Lincoln
- Niagara Falls
- Niagara-on-the-Lake
- Pelham
- Port Colborne

- St. Catharines
- Thorold
- Wainfleet
- Welland
- Other _____

8. Employee's home telephone # is...

9. Employee's cell # is...

10. Employee's home e-mail address is...

11. Employee's place of birth was...

- Niagara region
- Canada, outside of the Niagara region
- International place of birth (outside of Canada)
- Other _____

12. Employee's first language spoken is...

- English
- French
- Spanish
- Italian
- Chinese
- Arabic
- Other _____

13. Other languages spoken include...

- None (no other languages spoken)
- English
- French
- Spanish
- Italian
- Chinese
- Arabic
- Other _____

14. Employee's current marital status is...

- Single, never married
- Married, first marriage
- Common- law marriage
- Re-married
- Divorced
- Widowed
- Other _____

15. Employee's current residence is...

- Her/his Own house/ townhouse or condominium, with or without mortgage

- A Rented house/townhouse or condominium
- An Apartment
- A Motel
- A Residence belonging to a relative/friend
- Other _____

16. Employee currently has...

- No dependent children or adults (e.g. elderly parents) living with her/him
- 1-2 dependent children living with her/him
- 3 or more dependent children living with her/him
- 1 or more dependent adults (e.g. elderly parents) living with her/him
- 1-2 dependent children AND other dependents (e.g. elderly parents) living with her/him
- 3 or more dependent children AND other dependents (e.g. elderly parents) living with her/him
- Other _____

17. Employee's highest level of education is...

- Less than High School
- High School Certificate
- Some Post-Secondary Education
- Post-Secondary Certificate
- Skilled Trade/ Apprenticeship Certificate
- College Assoc. Degree/ Diploma/ Technician
- University Degree (Bachelor's)
- Graduate Degree (Masters/ PhD)
- Other _____

18. Additional educational/training credentials include...

19. Immediately prior to the employee's current job (Job Bus initiative), s/he was...

- Employed in a year-round job
- Employed in a seasonal job
- Engaged in her/his own small business
- Not employed or engaged in her/his own small business **(please skip to question #25)**
- Other _____

4. Prior Employment

20. This prior employment was...

- Full-time (30 or more hours per week) 'permanent'
- Part-time (less than 30 hours per week) 'permanent'
- Full-time contract
- Part-time contract
- Other _____

21. This prior employment...

- Included paid benefits
- Did not include paid benefits

- Other _____

22. The job title of the participant's (employee's) prior employment was... (please list the job title, e.g. cook, landscaper etc.)

23. It (the prior employment) falls best within the following category...

- Management
- Professional
- Skilled Administrative
- Technical/Skilled Trade
- Paraprofessional/Skilled Sales
- Clerical
- Assisting Occupations in Health
- Intermediate Sales and Services
- Machine Operators/Assemblers
- Elemental Sales and Services
- Labourers and Helpers
- Self-Employed/ Owned Business
- Other _____

24. The employee (participant) had worked in this job (prior employment) for...

- Up to 6 months
- More than 6 months, but less than one year
- More than 1 year, but less than 3 years
- More than 3 years, but less than 5 years
- 5 or more years
- Other _____

(Please now skip to question #26)

5. Option 1 - Unemployed

25. Prior to acquiring her/his current job, the participant (employee) had been unemployed for...

- 1-2 weeks
- 3-4 weeks
- 5-8 weeks
- 9-12 weeks
- 13-16 weeks
- More than 16 weeks (4 months) but less than a year
- A year or longer
- Other _____

6. Prior Work & Income History

26. The employee (participant) has reported that her/his personal gross (before deductions) monthly income, immediately prior to acquiring her/his current job, was...

- < \$1,000.
- \$1,001 - \$2,000.
- \$2,001 - \$3,000.

- \$3,001 - \$4,000.
- > \$4,000.
- Other _____

27. And her/his household's gross monthly income, prior to acquiring her/his current job, was...

- < \$1,000.
- \$1,001 - \$2,000.
- \$2,001 - \$3,000.
- \$3,001 - \$4,000.
- > \$4,000.
- Other _____

28. The key sources of her/his household income were... (please check (,) all that apply)

- Her/his wages/salary
- Her/ his partner's (e.g. spouse) wages/salary
- Unemployment Insurance
- Social Assistance
- Disability Insurance
- Other _____

29. Over the past 10 years the participant (employee) has worked in the following types of jobs...
(please list up to 5 prior jobs)

	Type of Job	Duration of Job
Job 1	_____	_____
Job 2	_____	_____
Job 3	_____	_____
Job 4	_____	_____
Job 5	_____	_____

30. The participant (employee) has rated her/his own employability skills as follows...
(please check (,) the most appropriate box)

	Excellent	Good	Fair	Poor
Communicate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use Numbers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Think & Solve Problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrate Positive Attitudes & Behaviours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Be Responsible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Be Adaptable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learn Continuously	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work Safely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work with Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participate in Projects & Tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Employment Barriers

31. The participant (employee) has rated the significance of various potential employment barriers - that is factors that have hindered her/his capacity to get/keep a job. Her/his self-ratings are as follows... (Please check (,) the most appropriate box)

	Significant Factor	Somewhat of a Factor	A Minor Factor	Not a Factor
Lack of suitable job opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of adequately paying jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of work experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of skills/ knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of job-search skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of language skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of numeracy (numbers) skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career indecision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An illness/ addiction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of affordable, quality child care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elder/other dependent care responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of access to training/ education.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of training/educational credential/certification.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Current (Job Bus) Job Profile

32. The Job Bus participant (employee) was initially hired in...

- 2005
- 2006
- 2007
- 2008
- 2009
- Other _____

33. During the month of...

- January
- February
- March
- April
- May
- June
- July
- August
- September
- October
- November

- December

34. By the following employer...

- Niagara 21st Group (Marriott Fallsview)
- Niagara 21st Group (Marriott Courtyard)
- Hospitality Motels Inc. (Hilton Fallsview)
- Convergys
- Other _____

35. In the following position (job)...

- Dishwasher
- Line Cook
- Room Attendant
- Contact Representative
- Other _____

36. The position (job) falls best within the following category...

- Management
- Professional
- Skilled Administrative
- Technical/Skilled Trade
- Paraprofessional/Skilled Sales
- Clerical
- Assisting Occupations in Health
- Intermediate Sales and Services
- Machine Operators/Assemblers
- Elemental Sales and Services
- Labourers and Helpers
- Self-Employed/ Owned Business
- Other _____

37. Starting wages are/were...

- Less than \$7.00 per hour
- \$7.00 - \$7.99 per hour
- \$8.00 - \$8.99 per hour
- \$9.00 - \$9.99 per hour
- \$10.00 - \$10.99 per hour
- \$11.00 - \$11.99 per hour
- \$12.00 - \$12.99 per hour
- \$13.00 - \$13.99 per hour
- \$14.00 - \$14.99 per hour
- \$15.00 - \$17.00 per hour
- > \$17.00 per hour

38. It also...

- Pays gratuities
- Does not pay gratuities
- Other _____

39. Also, upon starting the job the employee (participant)...

- Does / did receive Health Benefit coverage immediately (at the point of being hired)

- Did / will receive Health Benefit coverage within 3 months of being hired
- Does not receive any Health Benefit coverage
- Other _____

40. In this new job (The Job Bus initiative) s/he is...

- Employed in a year-round job
- Employed in a seasonal job
- Other _____

41. The job is...

- Full-time (30 or more hours per week) 'permanent'
- Part-time (less than 30 hours per week) 'permanent'
- Full-time contract
- Part-time contract
- Other _____

42. In addition to participating in the Job Bus initiative, the employee participated in or received... (please check (,) all that apply)

- Group Information Session about employment opportunities
- Pre-screening Interview conducted by employment or social service agencies
- Job/Interview Preparation Workshop
- Employer Interview
- On-site Training
- Structured Off-the-Job Training
- Wage Subsidy
- Child Care Support
- Accommodation Support related to a Disability
- Individual Development Plan
- Other _____

43. The employee (Job Bus Participant) travels from home to the job bus pick up location by...

Personal car, truck, van, or motorcycle

- Bicycle
- Foot (e.g. walking)
- Getting a ride (car, truck, van, or motorcycle) with a friend, relative or co-worker
- Other _____

9. Employer Profile

44. Questions #45-51 are designed to provide us with a basic profile of each participating EMPLOYER. Please select the most appropriate response below, and you will be directed accordingly.

- I would like to provide a basic employer profile (please go to Q. #45-51)
- I have already provided a basic profile of the employer (please skip Q. #45-51)

45. The employer's contact information is as follows...

Name of Employer Contact Person: _____

Position of Employer Contact Person: _____

Telephone #: _____

E-mail address: _____

Mail address: _____

46. The Job Bus participant (employee) is working at the employer's property/ work site located in...

- Fort Erie
- Grimsby
- Lincoln
- Niagara Falls
- Niagara-on-the-Lake
- Pelham
- Port Colborne
- St. Catharines
- Thorold
- Wainfleet
- Welland
- Other _____

47. The employer's primary business is in (you may check more than one)...

- Agriculture, Forestry, Fishing and Hunting
- Utilities
- Construction
- Manufacturing
- Wholesale Trade
- Retail Trade
- Transportation and Warehousing
- Information and Cultural Industries
- Finance and Insurance
- Real Estate and Rental and Leasing
- Professional, Scientific and Technical Services
- Management of Companies and Enterprises
- Administrative and Support, Waste Management and Remediation Services
- Educational Services
- Health Care and Social Assistance
- Arts, Entertainment and Recreation
- Accommodation and Food Services
- Other Services (except Public Administration)
- Public Administration

48. At this location, the employer has...

- 1-10 employees
- 11-20 employees
- 21-50 employees
- 51-100 employees
- 101-150 employees
- 151-200 employees
- 201-250 employees
- 251-499 employees
- 500 or more employees

49. The employer's annual workforce numbers breakout as follows...

- Full-time (30+ hours/week) Year-round
- Full-time (30+ hours/week) Seasonal
- Part-time (<30 hours/week) Year-round

- Part-time (<30 hours/week) Seasonal

50. At this work site...

- All of the employer's workforce is unionized
- A portion of the employer's workforce is unionized
- No portion of the employer's workforce is unionized
- Other _____

51. This employer...

	Yes	No
Has a Training Budget	<input type="checkbox"/>	<input type="checkbox"/>
Has an Employee Orientation Program	<input type="checkbox"/>	<input type="checkbox"/>
Has documented Job Descriptions	<input type="checkbox"/>	<input type="checkbox"/>
Provides Informal On-the-Job Training	<input type="checkbox"/>	<input type="checkbox"/>
Has a designated person/department responsible for employee training & development	<input type="checkbox"/>	<input type="checkbox"/>
Has a policy of promoting from within	<input type="checkbox"/>	<input type="checkbox"/>
Has a history of promoting from within	<input type="checkbox"/>	<input type="checkbox"/>
Conducts Performance Appraisals	<input type="checkbox"/>	<input type="checkbox"/>
Provides Formal Training to Employees	<input type="checkbox"/>	<input type="checkbox"/>

10. Tracking & Monitoring, 1-3 Months

52. At 1 month after being hired, the employee (Job Bus Participant) is...

- Still employed by the same employer and in the same position
- Still employed by the same employer, but in a different position
- Still employed, but with a different employer
- No longer employed
- Other _____

53. At 1 month after being hired the employee's (Job Bus Participant) employment status has changed in the following ways (please describe the actual changes, if any exist)...

54. At 2 months after being hired, the employee (Job Bus Participant) is...

- Still employed by the same employer and in the same position
- Still employed by the same employer, but in a different position
- Still employed, but with a different employer
- No longer employed
- Other _____

55. At 2 months after being hired the employee's (Job Bus Participant) employment status has changed in the following ways (please describe the actual changes, if any exist)...

56. At 3 months after being hired, the employee (Job Bus Participant) is...

- Still employed by the same employer and in the same position
- Still employed by the same employer, but in a different position
- Still employed, but with a different employer
- No longer employed
- Other _____

57. At 3 months after being hired the employee's (Job Bus Participant) employment status has changed in the following ways (please describe the actual changes, if any exist)...

58. The employer's investment costs (e.g. employee hiring, orientation and initial training) for this employee (job bus participant) are estimated to be...

59. The government's investment costs (e.g. job preparation, travel support, child care, training) for this employee (job bus participant) are estimated to be...

60. Please also note and describe any other developments over the first 3 months, such as...

- Current Job/Position _____
- Current Employer _____
- Current Wages _____
- Current Benefits _____
- Current Employment Status _____
- Current Income Source(s) _____
- Record of Training Received _____
- Employability/Promotability Concerns _____
- Performance Appraisal _____
- Development Needs _____

61. To-date, the employer believes this individual employment relationship is...

- Highly Successful
- Successful
- At Risk
- A Bust
- Other _____

11. Tracking & Monitoring, 4-12 Months

62. At 6 months after being hired, the employee (Job Bus Participant) is...

- Still employed by the same employer and in the same position
- Still employed by the same employer, but in a different position
- Still employed, but with a different employer
- No longer employed
- Other _____

63. At 6 months after being hired the employee's (Job Bus Participant) employment status has changed in the following ways (please describe the actual changes, if any exist)...

64. At 12 months after being hired, the employee (Job Bus Participant) is...

- Still employed by the same employer and in the same position
- Still employed by the same employer, but in a different position
- Still employed, but with a different employer
- No longer employed
- Other _____

65. At 12 months after being hired the employee's (Job Bus Participant) employment status has changed in the following ways (please describe the actual changes, if any exist)...

66. Please also note and describe any other developments during the period 4-12 months after the initial hire date, such as...

Current Job/Position	_____
Current Employer	_____
Current Wages	_____
Current Benefits	_____
Current Employment Status	_____
Current Income Source(s)	_____
Record of Training Received	_____
Employability/Promotability Concerns	_____
Performance Appraisal	_____
Development Needs	_____
Record of Other Support Interventions	_____

67. Please also note and describe individual (Job Bus Participant's) perceptions/reflections of the period 4-12 months after the initial hire date, pertaining to...

Transportation Service	_____
Job/Position	_____
Remuneration	_____
Training Received	_____
Job Performance	_____
Employment Relationship	_____
Employability/Promotability	_____
Accrued Benefits, such as skills, networking, friendships, financial	_____
Other	_____

68. To-date, the employer believes this individual employment relationship is...

- Highly Successful

- Successful
- At Risk
- A Bust
- Other _____

12. Tracking & Monitoring, 13-24 Months

69. At 18 months after being hired, the employee (Job Bus Participant) is...

- Still employed by the same employer and in the same position
- Still employed by the same employer, but in a different position
- Still employed, but with a different employer
- No longer employed
- Other _____

70. At 18 months after being hired the employee's (Job Bus Participant) employment status has changed in the following ways (please describe the actual changes, if any exist)...

71. At 24 months after being hired, the employee (Job Bus Participant) is...

- Still employed by the same employer and in the same position
- Still employed by the same employer, but in a different position
- Still employed, but with a different employer
- No longer employed
- Other _____

72. At 24 months after being hired the employee's (Job Bus Participant) employment status has changed in the following ways (please describe the actual changes, if any exist)...

73. Please also note and describe any other developments during the period 13-24 months after the initial hire date, such as...

Current Job/Position	_____
Current Employer	_____
Current Wages	_____
Current Benefits	_____
Current Employment Status	_____
Current Income Source(s)	_____
Record of Training Received	_____
Employability/Promotability Concerns	_____
Performance Appraisal	_____
Development Needs	_____
Record of Other Support Interventions	_____

74. Please also note and describe individual (Job Bus Participant's) perceptions/reflections of the period 13-24 months after the initial hire date, pertaining to...

Transportation Service	_____
Job/Position	_____
Remuneration	_____
Training Received	_____
Job Performance	_____
Employment Relationship	_____
Employability/Promotability	_____
Accrued Benefits, such as skills, networking, friendships, financial	_____
Other	_____

75. To-date, the employer believes this individual employment relationship is...

- Highly Successful
- Successful
- At Risk
- A Bust
- Other _____

13. Tracking & Monitoring, 25-36 Months

76. At 30 months after being hired, the employee (Job Bus Participant) is...

- Still employed by the same employer and in the same position
- Still employed by the same employer, but in a different position
- Still employed, but with a different employer
- No longer employed
- Other _____

77. At 30 months after being hired the employee's (Job Bus Participant) employment status has changed in the following ways (please describe the actual changes, if any exist)...

78. At 36 months after being hired, the employee (Job Bus Participant) is...

- Still employed by the same employer and in the same position
- Still employed by the same employer, but in a different position
- Still employed, but with a different employer
- No longer employed
- Other _____

79. At 36 months after being hired the employee's (Job Bus Participant) employment status has changed in the following ways (please describe the actual changes, if any exist)...

80. Please also note and describe any other developments during the period 25-36 months after the initial hire date, such as...

Current Job/Position _____

Current Employer _____
 Current Wages _____
 Current Benefits _____
 Current Employment Status _____
 Current Income Source(s) _____
 Record of Training Received _____
 Employability/Promotability Concerns _____
 Performance Appraisal _____
 Development Needs _____
 Record of Other Support Interventions _____

81. Please also note and describe individual (Job Bus Participant's) perceptions/reflections of the period 25-36 months after the initial hire date, pertaining to...

Transportation Service _____
 Job/Position _____
 Remuneration _____
 Training Received _____
 Job Performance _____
 Employment Relationship _____
 Employability/Promotability _____
 Accrued Benefits, such as skills,
 networking, friendships, financial _____
 Other _____

82. To-date, the employer believes this individual employment relationship is...

- Highly Successful
- Successful
- At Risk
- A Bust
- Other _____

14. Changes - Profile of Individual Participants (Employees)

Please note any changes to the individual's (Job Participant) personal profile by completing the relevant questions below.

83. Participant's (employee's) last name has changed to...

84. Employee now resides (lives) in...

- Fort Erie
- Grimsby
- Lincoln
- Niagara Falls
- Niagara-on-the-Lake
- Pelham
- Port Colborne
- St. Catharines
- Thorold
- Wainfleet

- Welland
- Other _____

85. Employee's home telephone # has changed to...

86. Employee's cell phone # has changed to...

87. Employee's home e-mail address has changed to...

88. Employee's marital status is now...
- Single, never married
 - Married, first marriage
 - Common-law Marriage
 - Re-married
 - Divorced
 - Widowed
 - Other _____

89. Employee's residence is now...
- Her/his Own house/ townhouse or condominium, with or without mortgage
 - A Rented house/townhouse or condominium
 - An Apartment
 - A Motel
 - A Residence belonging to a relative/friend
 - Other _____

90. Employee now has...
- No dependent children or adults (e.g. elderly parents) living with her/him
 - 1-2 dependent children living with her/him
 - 3 or more dependent children living with her/him
 - 1 or more dependent adults (e.g. elderly parents) living with her/him
 - 1-2 dependent children AND other dependents (e.g. elderly parents) living with her/him
 - 3 or more dependent children AND other dependents (e.g. elderly parents) living with her/him
 - Other _____

91. Additional educational/training credentials now include...

92. The employee (Job Bus Participant) now travels from home to the job bus pick up location by...
- Personal car, truck, van, or motorcycle
 - Bicycle
 - Foot (e.g. walking)
 - Getting a ride (car, truck, van, or motorcycle) with a friend, relative or co-worker
 - Other _____

93. The employee no longer requires the Job Bus, s/he now travels from home to the job by...

- Not Applicable, the employee still uses the Job Bus
- Personal car, truck, van, or motorcycle
- Bicycle
- Foot (e.g. walking)
- Getting a ride (car, truck, van, or motorcycle) with a friend, relative or co-worker
- Other _____

15. Adaptations & Additional Notes

94. Please use the space below to record any other concerns, suggestions and or observations?

