



MINING INDUSTRY
HUMAN RESOURCES COUNCIL

CONSEIL DES RESSOURCES HUMAINES
DE L'INDUSTRIE MINIERE

Planning Guide to Federal Government Programming



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The Planning Guide to Federal Government Programming is a collaborative effort between the Mining Industry Human Resource (MiHR) Council and the Mining Association of Canada (MAC).



Introduction

The Canadian mining industry is both highly cyclical and increasingly located in remote areas. These characteristics can make industry susceptible to circumstances in which the demand and supply for appropriately skilled personnel becomes mismatched due to geographical or socioeconomic factors.

The Planning Guide to Federal Government Programming serves as an overview of federal government programming and tools that are available to the mining industry. The Planning Guide sets out the parameters for making informed decisions about which federal government programs and tools can assist in alleviating pressures from difficulties in attracting, recruiting and retaining workers with the right skills at the right time and in the right place.

The *Planning Guide* is useful for companies that can answer “yes” to the following questions:

- Will your short and mid to long-term activities require additional personnel with skills sets your company currently does not have?
- Are you having difficulty recruiting and retaining personnel with the skills sets you need?

The *Planning Guide to Federal Government Programming* is intended for mining human resources (HR) managers. It will also be useful to corporate managers and staff of junior mining and exploration companies, especially if a company does not have a department dedicated to HR planning. The *Planning Guide* will assist managers to become familiar with federal government programs that target increasing the participation of underrepresented groups in the Canadian labour market (i.e. youth, women, Aboriginal peoples, and recent Canadian). The *Planning Guide* provides information about the pros and cons of making use of certain federal government programs. An assessment process is outlined to help readers identify how each program can contribute to addressing the HR needs of your company.

The *Planning Guide to Federal Government Programming* provides an overview of the process of identifying the extent to

which you should be looking outside your immediate jurisdiction to find the workers you need for your business or project activities. Hiring locally can create opportunities for companies and communities and should be the focus of an HR strategy at the onset of a project. Hiring people outside the local jurisdiction is warranted when it has been assessed that the required skills cannot be recruited or developed locally. A wide range of programs are also available at the provincial/territorial level. The *Planning Guide* focuses on federal level programming but it does provide a description of the various agreements between the federal and provincial/territorial governments in the area of labour market programming.

Once it has been established where to look, the Planning Guide focuses your attention on the programs and tools that can assist you. Further information about the programs and tools mentioned in this guide can be accessed by contacting MiHR. It should be noted that some federal government programs are more regulatory in nature and therefore provide narrower parameters for accessing potential human resources. For example, the Government of Canada's regulatory environment for immigration programs is significantly more structured than other programs that primarily serve to facilitate the training and recruitment processes or specifically support employment amongst underrepresented groups, such as Aboriginal people and women. Becoming familiar with federal government programs will assist your company in making better informed decisions.

List of Programs and Tools

The *Planning Guide* provides information on the following:

- Aboriginal Human Resource Development Agreement (AHRDA) Holders
- Aboriginal Skills and Employment Partnership (ASEP)
- Temporary Foreign Worker Program
- Foreign Skilled Worker Program
- Provincial Nominee Program (PNP)
- Off-Campus Work Program
- Canadian Experience Class
- Labour Market Development Agreements (LMDA)
- Labour Market Agreements (LMA)

In addition to the above, a number of other tools and programs specific to the mining sector are highlighted:

- Mastering Aboriginal Inclusion in Mining
- Mining for Diversity
- Virtual Mine Mentor Program

Pros and Cons

Dealing with the impacts of human resource supply and demand issues presents challenges and potential for increased costs and benefits. The Planning Guide to Federal Government Programming aims to minimize the costs and maximize the benefits of using federal government programs and tools. Not all programs will be useful for all companies under all circumstances. Becoming familiar with what specific programs can do for an organization is the first step in avoiding the opportunity costs of failing to take advantage of these programs and alternatively avoiding the direct costs of getting involved in programs that are not designed to meet the specific needs of an organization.

Nowhere is this more apparent than with the programs that are designed to regulate the recruitment and hiring of foreign workers. The decision to recruit foreign workers requires a careful assessment of the underlying costs, time requirements and assumptions. Often the perceived benefits of hiring foreign workers are in fact derived from circumstances that create marginal rather than comparative advantages. Marginal advantages arise from circumstances that barely meet the requirements of an internal rate of return. Investing in marginal advantages could lead to lower productivity over time. Comparative advantages, on the other hand, arise from the ability to carry out business or project activities at lower opportunity costs than would otherwise be possible. Addressing the immediate circumstances that limit access to comparative advantages in the short-term is often a more effective way of dealing with human resources constraints in the long-term.

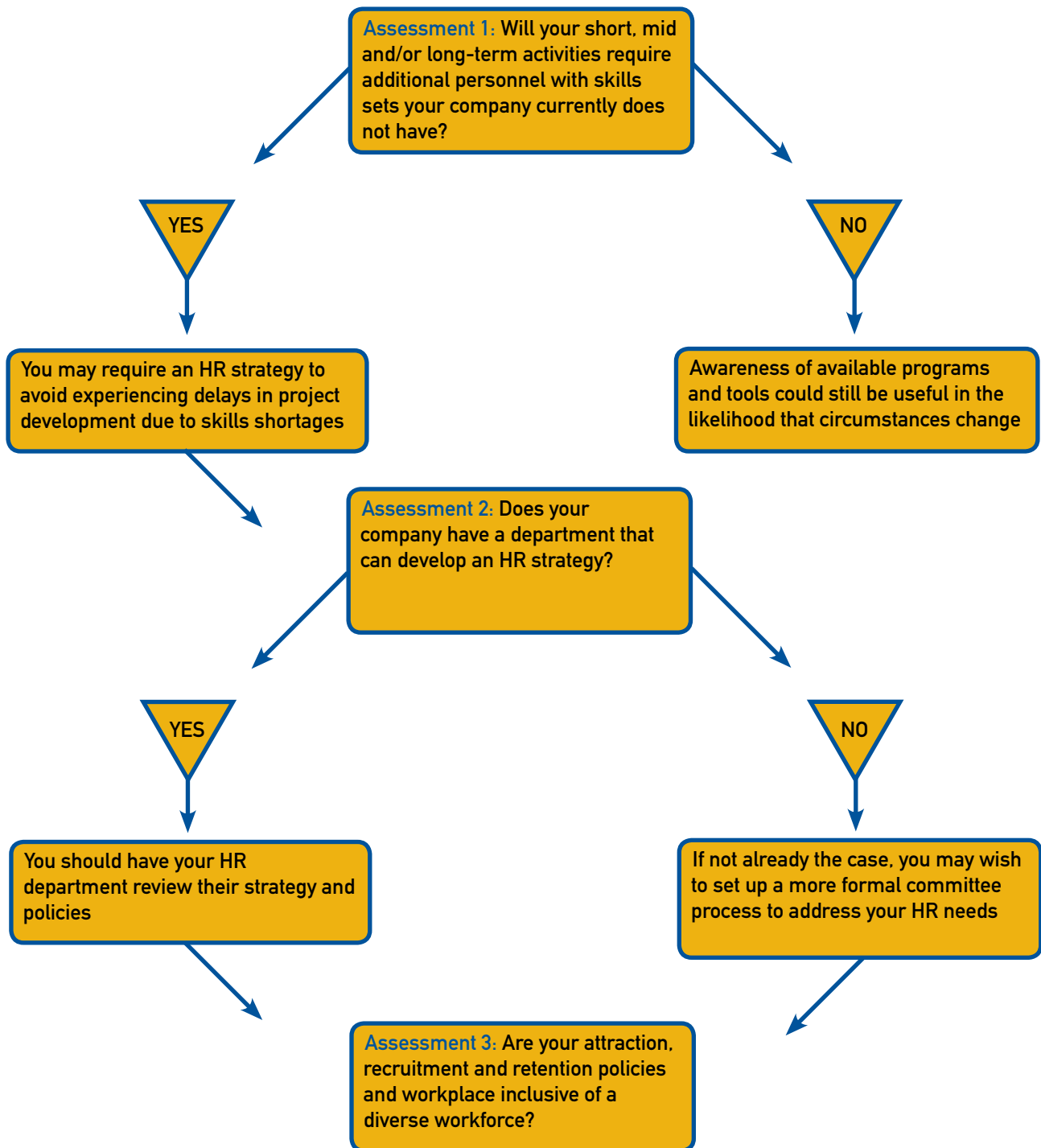
If managed properly, the circumstances that created the marginal advantages of recruiting abroad can be replaced by circumstances that support a comparative advantage (i.e. having ready access to a highly trained and skilled workforce within the local jurisdiction). As a general rule priority should be given to recruiting at the local, provincial and national levels before attempting to recruit workers from abroad. However, certain circumstances cannot be changed within sufficient timeframes and therefore warrant the recruitment of foreign workers due to the marginal advantages these circumstances create.

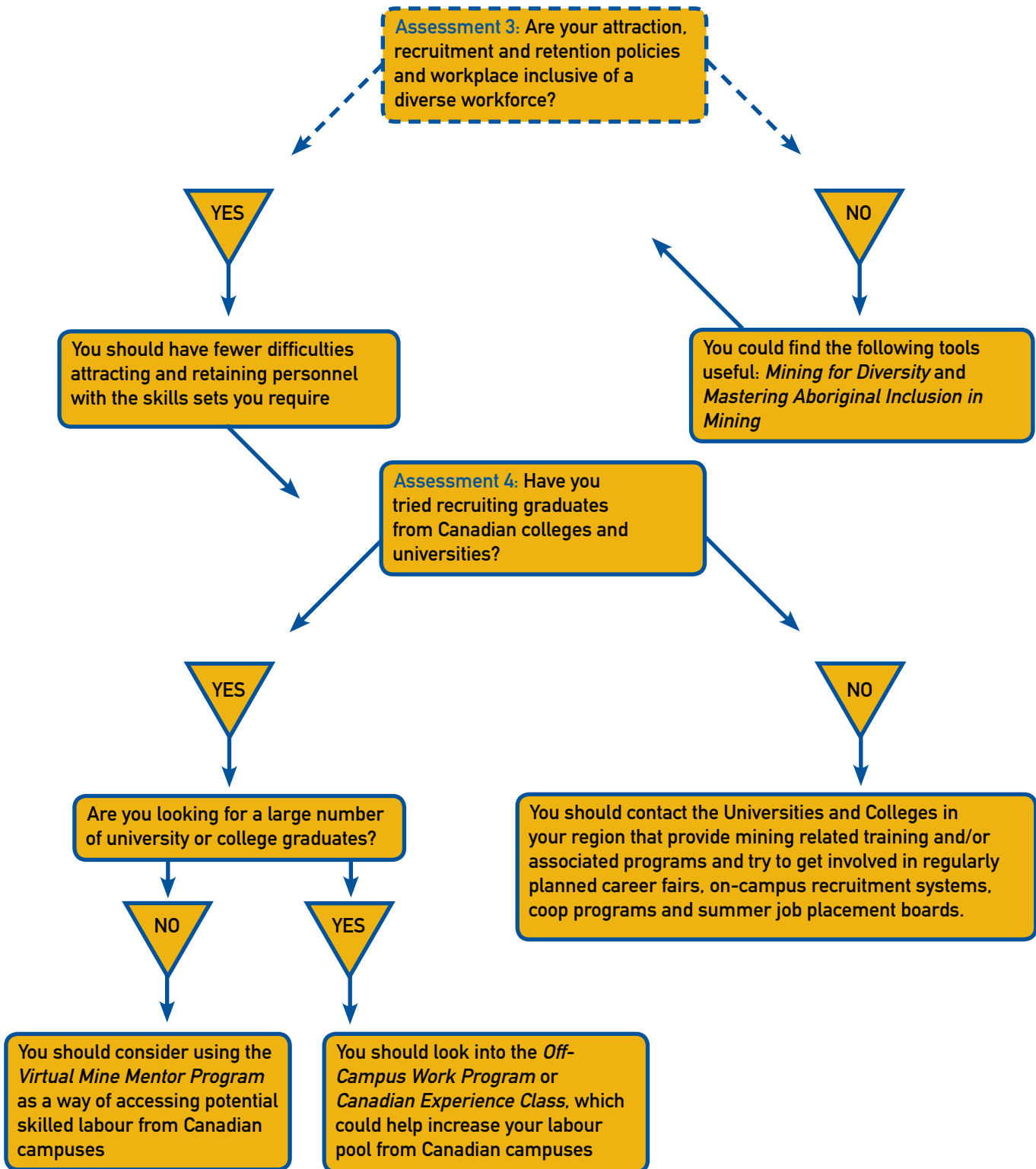


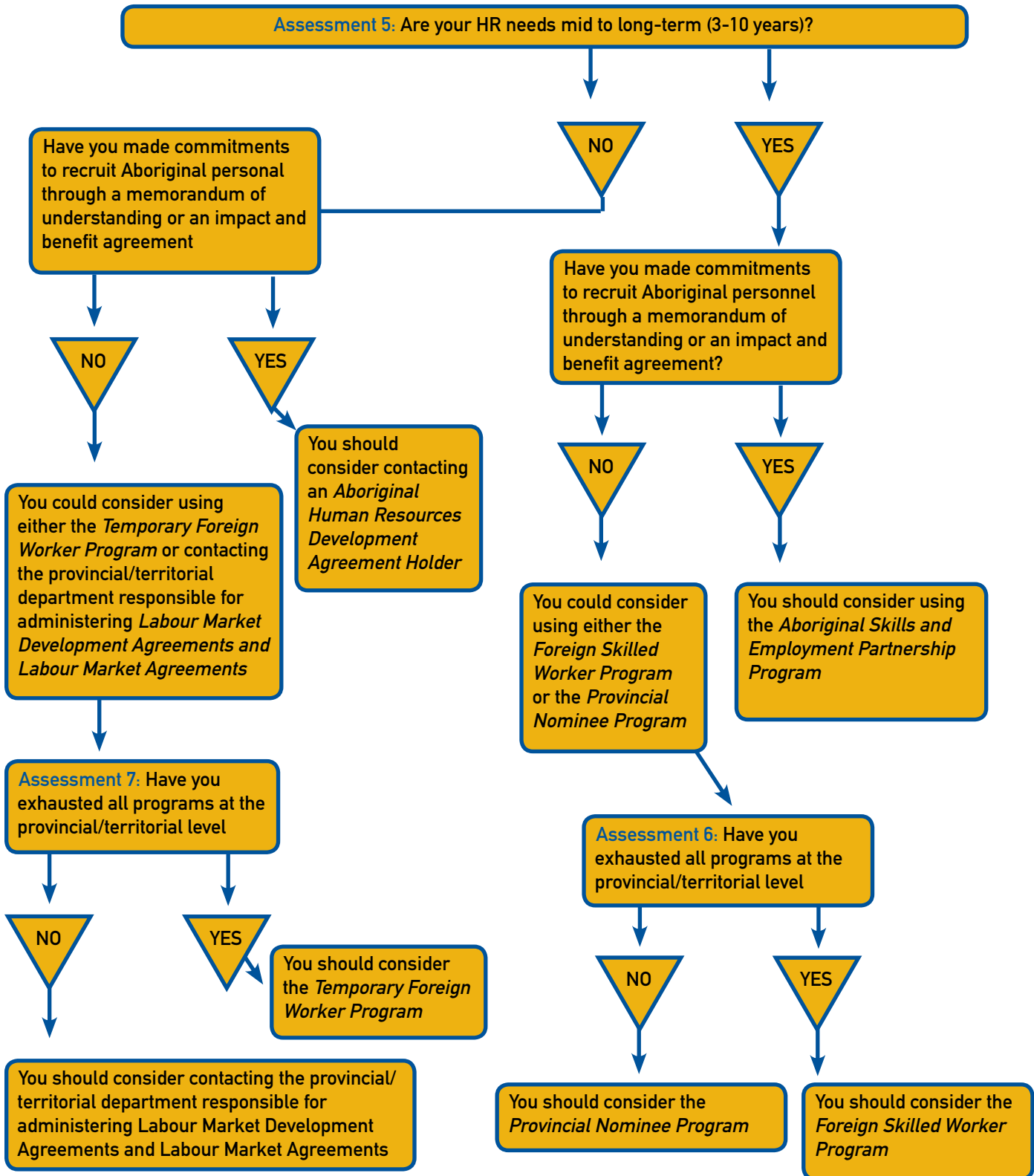
Breakdown of Assessment Process

The following assessment process should be viewed as a starting point for identifying the tools and programs that will be most useful under given circumstances. The assessments are based on the response to a specific question and should not be taken to mean that the options provided are mutually exclusive. A combination of tools and programs can be utilized. The choice of tools and programs will depend on the capacity and time constraints of the staff in your human resources department.

Process Flow Diagram







Description of Programs and Tools

For specific information on any of the immigrant related programs or to speak with a registered immigration consultant you can contact either the Canadian Association of Professional Immigrant Consultants (CAPIC) or the Canadian Society of Immigrant Consultants (CSIC):

- CAPIC: <http://www.capic.ca/>
- CSIC: <http://www.csic-scci.ca/>

Mining for Diversity: An Employer's Guide to Attract, Recruit, and Retain a Diverse Workforce

The Mining Industry Human Resources Council's Mining for Diversity guide showcases industry practices and tools for attracting, recruiting, and retaining talent from diverse target groups. In the guide, you will find a specific focus on women, new Canadians, youth, mature workers, and workers from other industries. Information on attracting, recruiting, and retaining Aboriginal peoples is available in Mastering Aboriginal Inclusion in Mining (a product developed in partnership between MiHR and the Aboriginal Human Resources Council). References to the "mining industry" in this document include all stages of the mining cycle: exploration, development, operation, and reclamation.

This guide is built on research, and the expertise and innovative strategies currently deployed within the mining industry. It provides ideas and inspiring examples from within the industry itself, general profiles and specific information about target groups, information resources, and a suite of tools you can use to craft HR strategies that will diversify and strengthen your company's workforce.

Copies of the guide can be requested by contacting MiHR.

Mastering Aboriginal Inclusion in Mining

Mastering Aboriginal Inclusion in Mining is a series of five self-study modules that illustrate how an organization can become a truly inclusive workplace for one of mining's most influential communities of interest-Aboriginal peoples. Developed through industry consultation and representing the most cutting-edge research and knowledge in the field, Mastering Aboriginal Inclusion is the road map to workplaces of inclusion and a stronger Canadian economy. Discover a comprehensive set of tools for building an Aboriginal inclusion strategy that really works. The five modules are as follows:

- The Business Case for Aboriginal Inclusion
- History's Pendulum from Exclusion to Inclusion
- Communicating Across Cultures
- Recruitment, Retention and Advancement
- Partnerships and Alliances
- Copies of this tool are available through MiHR.

Off-Campus Work Permit Program

The *Off-Campus Work Permit Program* allows certain foreign students to work off campus while completing their studies. To qualify, a foreign student must be enrolled full-time at a participating publicly funded post-secondary educational institution or in an approved program at an eligible privately funded institution. Foreign students are allowed to work full-time off-campus during regular breaks and between semesters of full-time study. This can present an opportunity for companies looking to hire summer students in mining related occupations.

For further information please consult the following website:

www.cic.gc.ca/ENGLISH/study/work-offcampus.asp

Canadian Experience Class

Temporary foreign workers or foreign students who graduated in Canada may have the qualities to make a successful transition from temporary to permanent residence. Both groups of individuals are familiar with Canadian society and can contribute to the Canadian economy and labour market. They should have knowledge of English or French and qualifying work experience. These are good candidates for recruiting to the mining industry since they are often highly motivated and can be an excellent contribution to the workplace.

For further information please consult the following website:

www.cic.gc.ca/english/immigrate/cec/index.asp

Virtual Mine Mentor Program

The *Virtual Mine Mentor Program*, operated by the Mining Industry Human Resources Council, provides students from post-secondary mining programs with positive, virtual mentoring relationships with exceptional workers from the industry. Students will engage in a virtual relationship with a positive role model to have ready access to advice and guidance that will support them in developing employment opportunities in the Canadian mining sector.

For further information on the Virtual Mine Mentor Program contact MiHR or consult the program website:

<http://www.acareerinmining.ca/minementor/>

List of Universities and Colleges

MiHR maintains a database of universities and colleges that provide mining related programs of study. This tool can be accessed through the Explore for More website. The database is searchable by program of study or by province/territory. This tool is useful to companies when deciding which institutions to focus attention on when attending career fairs or when developing partnerships.

For further information please consult the following website:
<http://www.acareerinmining.ca/training.html#byprovince>

Aboriginal Skills & Employment Partnership Program

The *Aboriginal Skills and Employment Partnership (ASEP)* Program is a nationally managed program geared to providing Aboriginal people with the skills they need to participate in economic opportunities such as northern mining, oil and gas, forestry, and hydro development projects across Canada. ASEP's overall objective is sustainable employment for Aboriginal people in major economic industries, leading to lasting benefits for Aboriginal communities, families and individuals.

ASEP aims to provide maximum employment for Aboriginal people on major economic development opportunities through a collaborative approach. Projects funded by the ASEP program will enable formalized partnerships to develop, implement and manage a multi-year training and employment plan guaranteeing a minimum of 50 (fifty) long term jobs for Aboriginal people. The proposal does not have to be limited to a single employer, industry or location.

For further information please consult the following website:

http://www.hrsdc.gc.ca/en/employment/aboriginal_training/index.shtml

Foreign Skilled Worker Program

Skilled workers have education, work experience, knowledge of English or French, and other abilities that will help them to establish themselves successfully as permanent residents in Canada. Companies who wish to be directly involved in bringing workers into Canada using this mechanism are advised to grant the applicant an offer of employment in order to expedite the process.

For further information please consult the following website:

<http://www.cic.gc.ca/english/immigrate/skilled/index.asp>

Provincial Nominee Program

Persons who immigrate to Canada under the *Provincial Nominee Program* have the skills, education and work experience needed to make an immediate economic contribution to the province or territory that nominates them. They are ready to establish themselves successfully as permanent residents in Canada. To apply under the *Provincial Nominee Program*, applicants must be nominated by a Canadian province or territory (i.e. included in a list of priority occupations for immigration). Companies looking to hire skilled foreign workers and who have already identified potential recruits should consider the *Provincial Nominee Program* as a mechanism for facilitating the immigration process for persons who are eligible under the province's list of priority occupations.

For further information please consult the following website:

<http://www.cic.gc.ca/English/immigrate/provincial/index.asp>

Aboriginal Human Resources Development Agreement Holder

In Canada, 79 *Aboriginal Human Resources Development Agreement Holders* (AHRDA) deliver labour market programming in over 400 locations. Each AHRDA holder has programs best suited to the community it serves. To find out what's available, start by finding the AHRDA holder or holders responsible for Aboriginal employment programs and training in your area. If your company is looking to hire Aboriginal people between the ages of 15 and 30, you may wish to check out the information on Youth programs provided by AHRDA holders. Many AHRDA holders also offer child care support for those going through training. The AHRDA holders may be your most direct access to trained and skilled workers within the local communities surrounding your project.

For further information please consult the following website:

http://srv119.services.gc.ca/AHRDSInternet/agreementsAhrda/Agreements_e.asp

Temporary Foreign Worker Program

The federal government's *Temporary Foreign Worker Program* allows eligible foreign workers to work in Canada for an authorized period of time if employers can demonstrate that they are unable to find suitable Canadians/permanent residents to fill the jobs and that the entry of these workers will not have a negative impact on the Canadian labour market. Employers from all types of businesses can recruit foreign workers with a wide range of skills to meet temporary labour shortages.

Three departments: Citizenship and Immigration Canada (CIC), Service Canada (the service delivery arm of Human Resources and Skills Development Canada – HRSDC) and the Canada Border Services Agency – work together to manage and deliver the *Temporary Foreign Worker Program*.

For further information please consult the following website:

<http://www.cic.gc.ca/ENGLISH/RESOURCES/PUBLICATIONS/tfw-guide.asp>

Labour Market Development Agreements

Labour Market Development Agreements (LMDAs) are bilateral federal-provincial/territorial agreements.

The Government of Canada has concluded LMDAs with all provinces and territories. The programs developed through the LMDAs are eligible under the Employment Insurance (EI) program. Generally, programs developed through the LMDA funding channel are for individuals who have workplace essential skills, significant attraction to the labour market and are in need of some sort of gap training in order to become employable in a new occupation or sector. There are two LMDA models. Under co-managed LMDAs, HRSDC delivers Employment Benefits and Support Measures (EBSMs) but shares responsibility for the design, management and evaluation of these programs with provinces and territories.

The following are all co-managed agreements:

- Canada-Newfoundland and Labrador
- Canada-Prince Edward Island
- Canada-Yukon

Under Transfer LMDAs, provinces and territories assumed the responsibility for the design, delivery and management of their own programs that are similar to EBSMs. The following are all transfer agreements:

- Canada-New Brunswick
- Canada-Quebec
- Canada-Manitoba
- Canada-Saskatchewan
- Canada-Alberta
- Canada-Northwest Territories
- Canada-Nunavut
- Canada-Ontario
- Canada-British Columbia
- Canada-Nova Scotia



For further information please consult the following website:

http://www.hrsdc.gc.ca/en/employment/partnerships/labour_market_development/index.shtml

Labour Market Agreements

Labour Market Agreements are bilateral federal-provincial/territorial agreements that focus on supporting skills development for unemployed individuals who are not eligible for training assistance under the Employment Insurance (EI) program, including groups who are under-represented in the labour market, such as:

Aboriginal peoples, immigrants, persons with disabilities, youth, women, older workers and other under-represented groups within the labour market; and

Individuals entering and re-entering into the workforce.

Under these arrangements, the resources will also help to provide training for employed individuals who are low-skilled, in particular, those who do not have a high school diploma or a credential recognized in a particular province, or have low levels of literacy and essential skills. Generally, programs developed through the LMA funding channel are for individuals who lack workplace essential skills, have been away from active employment for a significant period of time or do not have a recognized credential in order to become employable in a new occupation or sector. Program priorities are re-evaluated on an annual basis but generally include the following:

- Technical skills training – Increase access to timely, relevant and effective training opportunities to assist eligible clients with specific training that supports labour market participation
- Labour market integration of immigrants – Create opportunities for internationally trained individuals to quickly meet employer and regulatory requirements in professions, trades and other occupations with focused bridge training projects
- Foundation skills training and supports – Provide access to literacy and essential skills training, ensure availability of foundation skills training tailored to specific trades and occupations, and create new opportunities for foundation skills training in the workplace
- Labour market supports for persons with disabilities – Remove barriers to participation in training and employment services

For further information about the programs that are available through the Labour Market Agreements, please contact the government department responsible for education and training in your province. These departments are as follows:

- Alberta – Ministry of Employment and Immigration: <http://employment.alberta.ca/cps/rde/xchg/hre/hs.xsl/563.html>
- British Columbia – Ministry of Technology, Trade and Economic Development: <http://www.gov.bc.ca/tted/>
- Manitoba – Ministry of Competitiveness, Training and Trade: <http://www.gov.mb.ca/ct/>
- New Brunswick – Ministry of Post-Secondary Education, Training and Labour: <http://www.gnb.ca/0105/index-e.asp>
- Newfoundland & Labrador – Ministry of Human Resources, Labour and Employment: <http://www.hrle.gov.nl.ca/hrle/>
- Northwest Territories – Ministry of Education, Culture and Employment: <http://www.ece.gov.nt.ca/>
- Nova Scotia – Ministry of Labour and Workforce Development: <http://www.gov.ns.ca/lwd/>
- Nunavut – Department of Education: <http://www.gov.nu.ca/education/eng/index.htm>
- Ontario – Ministry of Training, Colleges and Universities: <http://www.edu.gov.on.ca/eng/tcu/>
- Prince Edward Island – Ministry of Innovation and Advanced Learning: <http://www.gov.pe.ca/ial/index.php3>
- Quebec - Ministre d'État de l'Emploi et de la Solidarité: <http://www.emploiquebec.net/anglais/index.htm>
- Saskatchewan – Ministry of Advanced Education, Employment and Labour: <http://www.aeel.gov.sk.ca/>
- Yukon – Ministry of Education: <http://www.education.gov.yk.ca/>





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