

HR PROSPECTOR

SUMMER 2008

MESSAGE FROM THE EXECUTIVE DIRECTOR

As the national sector council for the minerals and metals industry, MiHR continues to address the human resources challenges facing the sector. These challenges are significant! They include a sizeable gap between the supply and demand for workers; major recruitment and retention challenges; lack of skills recognition; labour mobility; and increased competition for top talent from other sectors and countries.

These HR challenges directly inform our industry-based action plan and have become the Council's *raison-d'être*. Today, MiHR is active in four main initiatives that together form a strategy that contributes to the strength, competitiveness and sustainability of the mining industry. These initiatives are:

- Implementing an industry-wide attraction, recruitment and retention strategy;
- Profiling the current workforce, and forecasting labour market requirements by region and occupation;
- Developing a Canadian mining credentials program; and
- Creating a labour force transition strategy from forestry to mining.

Developing and successfully implementing these initiatives would not be possible without the contribution of hundreds of industry volunteers to guide our activities; participate in research initiatives; speak with consultants; and collaborate with one another for the benefit of all industry stakeholders.

MiHR gratefully acknowledges these volunteers, who represent a broad spectrum of the industry: employers, educational institutions, associations, governments, labour unions and aboriginal groups.

One example of this industry-based collaboration is a recent research program commissioned by MiHR and conducted by the Conference Board of Canada to examine the sector's best HR practices for attraction, recruitment and retention. Usually, these innovative practices are viewed as corporate intelligence: they are seldom shared – especially with competitors.

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“MiHR is the recognized leader in the development and implementation of HR solutions”



MINING INDUSTRY
HUMAN RESOURCES COUNCIL
CONSEIL DES RESSOURCES HUMAINES
DE L'INDUSTRIE MINIERE

Canada

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>> However, when MiHR began this research, we were delighted to see several companies voluntarily share how they are addressing the skills shortage challenge in their region. In all, 27 mining companies, representing a vast array of mine types, commodities and regions, “opened their HR departments” and exchanged innovative and ground-breaking attraction, recruitment and retention programs.

The findings are impressive: some of the initiatives revealed by this research have yielded remarkable results. They will be described in the summer of 2008 in the form of an employer manual titled: Mining for Diversity: An Employer’s Guide to Attract, Recruit, and Retain a Diverse Workforce.

This industry-based approach to sharing best practices, learning from one another’s experiences, leveraging programs that work and collaborating on common challenges may very well become the Canadian mining industry’s competitive advantage over other sectors facing similar workforce shortages.

For more information on MiHR, our products, services or projects, **please contact us at 613.270.9696, or visit us online at www.mihrc.ca.**

ABOUT MIHR

The Mining Industry Human Resources Council is the national human resources sector council for Canada’s mining industry. A recognized leader in the development of solutions to national human resource challenges facing the Canadian mining industry, MiHR develops programs with strong ties— not only to the mining industry representing the exploration, extraction, smelting and refining sectors— but also to organized labour, aboriginal communities, post-secondary education institutions and organizations promoting women in non-traditional roles.

About Ryan Montpellier



RYAN MONTEPELLIER, Executive Director
MINING INDUSTRY HUMAN RESOURCES COUNCIL

Ryan Montpellier has been with the Council since 2004 and became MiHR’s Executive Director in 2008.

In 2006, Ryan was recognized as a distinguished lecturer by the Canadian Institute of Mining (CIM). The Institute cited both his leadership in the research and analysis of human resources issues, and his contribution

to MiHR’s development and promotion of proactive human resources, recruiting, and retention principles within the Canadian mining industry.

Ryan graduated with a Masters of Business Administration (MBA) from the Edinburgh Business School, and from the University of Ottawa with a Bachelor of Commerce (specializing in Finance). A certified Project Management Professional (PMP), he has completed several professional development programs from Queen’s University, the University of Toronto and the University of Québec.



MINING INDUSTRY HUMAN RESOURCES COUNCIL: **Back row, left to right:** Ryan Montpellier, Alana Hamilton, Jennifer Clark, Barbara Kirby; **Front row, left to right:** Verónica Sánchez, Pascale Larouche, Linda McPhee, Melanie Sturk **Missing:** Ryan Wood, Jean-Pierre Chabot

MINING INDUSTRY ATTRACTION, RECRUITMENT & RETENTION STRATEGY (MARS):

The initiatives mentioned in the following section are components of the Mining Industry Attraction, Recruitment & Retention Strategy (MARS). MiHR thanks all MARS Steering Committee members for their continued involvement with the implementation of this project.

Explore for More Re-Branding Release

MiHR is currently revising the Mining Industry Attraction, Recruitment & Retention brand. Originally created to attract young people, *Explore for More* has been revised to address the specific needs of Aboriginal people, new Canadians, and women. Through the creation of a new mining photo gallery, appropriate target group messages, and an updated “look-and-feel”, the brand will help promote careers in the mining industry, demystify the sector and reinforce targeted recruitment efforts.

Explore for More is truly a brand for the use of all industry stakeholders. The photo gallery, fonts, logos and brand guide will be uploaded to the mihr.ca website in July, 2008.

Virtual Mining Mentorship Program Pilot

What an innovative concept! The Virtual Mining Mentorship Program is designed to connect post-secondary students (V-mentees) with industry employees (V-mentors) in order to decrease post-secondary attrition rates, increase knowledge transfer and encourage employee engagement.

The program connects pairs, regardless of geographical boundaries, in real-time through the Internet. The mining mentorship program is being piloted with mining engineers from June to December, 2008, and will be expanded to other occupational groups.

If you are a mining engineer, or know mining engineering students who would like to be part of the pilot, please contact the program coordinator:

Pascale Larouche at plarouche@mihr.ca

Mining For Diversity:

An Employer’s Guide to Attract, Recruit & Retain a Diverse Workforce

MiHR has been working with the Conference Board of Canada to identify the successful attraction, recruitment, and retention initiatives that are underway in the mining industry. The research focused on human resources programs and practices currently in place to engage women, new Canadians, transitioning workers and youth.

A report that details the research results can be obtained from MiHR, but the most important step is helping the industry implement these practices in operations across the country. *Mining for Diversity: An Employer’s Guide to Attract, Recruit & Retain a Diverse Workforce* is a user-friendly guide that puts the research into action. It includes a series of examples, tools and techniques that HR departments can use to better attract, recruit and retain diversity groups.

Mining for Diversity will be downloadable from www.acareerinmining.ca and www.mihr.ca in September, 2008.

Announcing the Student-on-the-Job Board!

Looking for students to fill summer positions, internships, apprenticeships or co-ops? The Student-on-the-Job Board is a free resource for mining companies to promote student jobs and co-ops. MiHR is requesting postings to populate the Student-on-the-Job Board before launching to students in September, 2008. Do you have a student-work opportunity to promote that begins after September, 2008? Get on Board!

Contact us at StudentJobBoard@mihr.ca.



MINING INDUSTRY WORKFORCE INFORMATION NETWORK (MIWIN) –Your Most Precious Resource

Based on 2007 research data, MiHR estimates that the Canadian mining sector will require approximately 92,000 new workers over the next decade. This projection has increased by more than 13 percent over 2005 estimates of 81,000 people. However, with existing data sources, it is still not possible to predict which provinces and occupations are most likely to bear the brunt of this very significant shortage.

Increasingly, industry associations and consortia of industry stakeholders at the provincial and territorial level are requesting more-detailed information about these shortages in order to better plan their strategies and inform policy making in their own jurisdictions. For example, to influence the development of new training programs for mining sector workers, industry spokespeople would need to know how many workers will be required in the province and in which occupations.

The Mining Industry Workforce Information Network (MIWIN) will be industry’s own tool to provide regular, current, accurate information about the demand and supply of labour specifically for the Canadian mining sector. The system will also help industry anticipate and plan for the ebb and flow of the sector by creating the ability to forecast needs by occupation, region or commodity over the short, medium and long term.

MIWIN will enable industry stakeholders to:

- Undertake meaningful long-range HR planning
- Target investments in training, education and skills development
- Establish the business case for other supply-stimulating strategies, such as targeted immigration programs
- Develop accurate industry benchmarks
- Make more-informed business decisions

Broad industry input is essential for MIWIN to function properly: the system will need timely and accurate human resources data as input. And because the MIWIN system will aggregate the data received from individual participants, the more that participants

provide information, the better and more accurate the forecasts and reports will be. MIWIN’s security features will protect the privacy of all stakeholders and the information they provide.

MiHR has formed an Industry Advisory Committee to guide the MIWIN system’s development. Participants in the MIWIN Advisory Group include representatives from the:

- Mining Association of British Columbia
- Cameco Corporation
- Xstrata Copper
- Vale Inco
- Canadian Mine Education and Training Network (CMETN)
- Comité sectoriel de Main-d’oeuvre de l’industrie des mines
- Citizenship and Immigration Canada
- Human Resources and Social Development Canada.

The first set of industry consultation activities, which included key informant interviews, focus groups and site visits, is now completed. Information and guidance was received from approximately 20 employers, three labour unions, ten training institutions and three government departments. Together, they provided data about existing sources of labour market information from both publicly available sources and firm-level human resources data. The industry consultation activities also identified stakeholders’ needs for more detailed, mining-specific data.

As part of the planning and scoping for the MIWIN system, MiHR is working to identify existing labour market analysis and forecasting tools that have the potential to be scaled up to a national level.

For more information about the MIWIN system and its progress to date, contact Barbara Kirby, Director of Labour Market Intelligence and Workforce Development at bkirby@mihr.ca.

CANADIAN MINING CREDENTIALS PROGRAM (CMCP)

Update on current initiatives

On February 29, 2008, the Canadian Mining Credentials Program's Champions Network came together for the first time to launch their initiatives in promoting the CMCP. The synergy achieved by the group — composed of the National Occupational Standards (NOS) Steering Committee and three Development Committees — was priceless. Since then, various Champions have been contacting MiHR to send their own updates on their efforts to promote the CMCP to their mine managers, superintendents and locals.

To help their efforts, MiHR is currently redesigning its website to reflect CMCP's activities. Simultaneously, MiHR is developing the NOS Online Database. This tool will allow easy online access to the NOS through a web portal. Other features of the database will let potential worker certification candidates to self-assess prior to applying for certifications, so that they can determine their readiness and begin building their career portfolio. Users will

also be able to comment on the NOS directly on the site, which will help MiHR when establishing NOS maintenance and revision schedules. Finally, the database will guide users on how to read the NOS, what the different components mean, and how NOS are used to establish certification and accreditation systems.

MiHR is also planning the next phase of development. A first step was the Steering Committee meeting held on Monday, May 5, 2008, which coincided with the Canadian Institute of Mining conference in Edmonton. The committee made decisions about the NOS development process, started to identify priority occupations to profile next, and began to scope out the components of the CMCP to be developed. They also determined potential targets and timelines for the next steps.

MiHR's team is moving forward on the CMCP, so stay tuned for future developments!

3400 FEET BELOW THE SURFACE:

MiHR Staff go Underground > By Verónica Sánchez

On Friday, April 24th, 2008, my colleague, Jennifer Clark, and I spent five awe-inspiring hours underground at the Xstrata Nickel Fraser Mine, just outside Sudbury, Ontario. For both of us, this was our first time underground.

Our tour guide, Dave Stewart, Xstrata Nickel's Full-Time Health and Safety Representative, Fraser Mine, led us through the process. We were well-equipped for the tour (from hard hats to steel-toed rubber boots), then tagged in and waited for the cage. Our ears plugged up as we descended to the 3400 foot level at which we exited.

Stepping off at that level was the most unexpected experience! The tunnels are well ventilated, well lit, and most of all, safe. I completely forgot there were 3400 feet of rock between us and the surface!

We visited several mechanic shops, then went to "the face", where the jumbo was drilling for ore. The miners showed us how the diamond drill operates and the plans they use for drilling. We saw diamond drill bits and a few core samples.

At the mechanic shop, one of the heavy-duty mechanics asked me if I would be interested in apprenticing with them (they are short of mechanics at the mine). He also told me about the potential salary and benefits a heavy duty mechanic could make, which prompted me to seriously consider becoming an apprentice mechanic immediately! The opportunity is there for a fulfilling career in mining!

Thank you, Keith Bullock, Mine Manager for Fraser Mine, and Dave Stewart, MiHR Board Member, for facilitating the Fraser mine tour for us. This truly was an invaluable learning opportunity that gave us a deeper understanding of the careers in an underground mine and will contribute to our work with the Council.



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MALCOLM SCOBLE, PH.D.
PROFESSOR OF MINING ENGINEERING
HEAD OF THE NORMAN B. KEEVIL INSTITUTE
OF MINING ENGINEERING
UNIVERSITY OF BRITISH COLUMBIA

“My involvement with the Mining Industry Attraction, Recruitment & Retention Strategy Steering Committee re-affirms how, as a group, we can be much better organized and much stronger. Through coordinated and concerted efforts between educational institutions and the mining industry, we can create a platform for exchange of information, and thus establish the structure for collaboration that creates win-win situations.”

VOLUNTEER SPOTLIGHT

Dr. Malcolm Scoble was appointed to MiHR’s Board of Directors in June 2006. He sits on the Board’s Finance Sub-Committee.

A member of the Association of Professional Engineers and Geoscientists of British Columbia, as well as the Canadian Institute of Mining, Metallurgy and Petroleum, Dr. Scoble is a graduate of the Camborne School of Mines (Bachelor’s in Mining Engineering, 1966), Leicester University (Masters in Mining Geology, 1971), and Nottingham University (PhD in Mining Engineering, 1981).

His professional career has primarily focused on mining education and research, with positions held at Nottingham University, McGill University and the University of British Columbia.

Dr. Scoble recently spoke to MiHR about his work with the Council and why he feels it is important to volunteer his time to provide linkage between MiHR’s initiatives and the Canadian Mining Education Council (CMEC).

His first love is mining, which inspired him to obtain a mining education that translated into a career. In recent years it became

evident that the issues facing mining education were significant. In turn, history demonstrates that these same mining education issues have an impact on the mining industry itself as well, although not necessarily following the same cycle. The closing of mining schools over the years, for instance, has had an impact on the mining industry as well.

Having participated on many committees, boards and policy-making bodies over the years, he has continued to set aside time to volunteer for and take part in the evolution of the Mining Industry Human Resources Council and the Mining Industry Attraction, Recruitment & Retention Strategy.

Dr. Scoble is pleased to volunteer some of his time with the Mining Industry Human Resources Council and knows that his employer, the University of British Columbia, also supports MiHR and his interactions with MiHR.

ADVOCACY, OUTREACH AND MEDIA

Ryan Montpellier was a plenary presenter and speaker at the Annual Conference and Exhibition of the Canadian Institute of Mining that took place in Edmonton in May.

The plenary session — “Human Resources: Managing the Greatest Resource of All” — focused on sharing insights about how to meet rising manpower challenges and retain the best workers.

In addition, Ryan presented to the members of the Surface Mining Association for Research and Technology (SMART) at the University of Alberta. The presentation was part of the “Learning from the Best – SMART seminar” and focused on the mining industry’s innovative practices in the area of attraction, recruitment and retention.

Melanie Sturk and Jennifer Clark also attended the BTT Career Practitioner event in May in Edmonton.

In March, MiHR attended the Annual conference and Exhibition of the PDAC that took place in Toronto. The conference was very well attended and a great success.

Barbara Kirby attended the Annual General Meeting of the Saskatchewan Mining Association (SMA) held in Saskatoon in February 2008, where she provided an overview of the human resources challenges facing the Canadian mining industry.

Her presentation also described the work that MiHR is doing at the national level on MARS, including attraction, recruitment and retention; labour-market information (MIWIN); and the Canadian Mining Credentials Program.

The SMA is currently working on reviewing and renewing their strategic plan for the province’s mining sector, and will use the work that MiHR is doing to support them in the process.

LINK TO MIHR.CA

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