

# HR PROSPECTOR

SUMMER 2009

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## NEW LABOUR MARKET INFORMATION FOR THE MINING INDUSTRY

Accurate labour market information (LMI) and forecasting are essential for enabling the mining industry to proactively plan and manage the industry's workforce. LMI encompasses data on employment levels, job vacancies, remuneration and worker demographics, as well as other key parameters. In addition, LMI facilitates decision-making by governments, academia, human resources (HR) practitioners, and other stakeholders.

MiHR is actively engaged in acquiring and analyzing LMI, and began developing the Mining Industry Workforce Information Network (MIWIN) in 2007. The main objective of MIWIN is to forecast future hiring requirements in the mining industry on an occupation, region and commodity-specific basis. To date, MiHR has conducted forecasts for the mining sectors of British Columbia, Saskatchewan and Ontario (all freely available at [www.mihr.ca/en/publications](http://www.mihr.ca/en/publications)). In the near future, it will have pan-Canadian forecasting capability.

MiHR's Ontario study shows that the commodity price index is the best leading indicator of changes in employment. MIWIN forecasts are largely based on expectations regarding future commodity prices and on how many workers will exit from the industry through retirement and voluntary separation. The Ontario forecast model includes three scenarios, or sets of commodity-price expectations: pessimistic, neutral and optimistic. Each scenario entails a certain level of hiring over the upcoming decade.

Under the pessimistic, neutral and optimistic scenarios, the forecast assumes that commodity prices will decline in 2009 by 21.9%, 16.6%, and 3.5%, respectively. They assume that prices will return to positive growth under the neutral and optimistic scenarios in 2010, but under the pessimistic scenario, prices will not recover until 2011. From 2011 through 2018, the pessimistic model assumes average annual growth in commodity prices of 1.4%; the neutral model assumes 2.2%; and the optimistic model, 3%.

>>CONTINUE

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valuable resources.

**Canada**

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**MIWIN FORECAST** ONTARIO SUMMARY RESULTS

CUMULATIVE HIRING REQUIREMENTS BY SCENARIO	CHANGE IN WORKERS REQUIRED BY YEAR		
	2010	2013	2018
NEUTRAL	-3,024	1,271	11,384
PESSIMISTIC	-4,954	-2,220	5,578
OPTIMISTIC	-588	4,717	17,004

Table 1 summarizes projected changes in hiring requirements in Ontario. By 2010, hiring requirements will decline by a total of 3,024, 4,954 and 588 jobs under the neutral, pessimistic and optimistic scenarios. However, by 2013, hiring requirements will rebound under the neutral and optimistic scenarios, leading to the creation of 1,271 and 4,717 jobs, respectively.

In the pessimistic scenario, positive hiring requirements occur in 2010 and thereafter. However, by 2010 the negative hiring requirements (layoffs) seen in 2008 and 2009 will not yet have fully recovered. By 2018, cumulative hiring requirements will increase by 11,384, 5,578 and 17,004, under the neutral, pessimistic and optimistic scenarios respectively. The full MIWIN Ontario report enumerates a comprehensive list of requirements by occupation.

The Canadian mining industry will face great HR challenges over the next decade, when many workers will be eligible to retire. Skills shortages and declining enrolments in mining-oriented academic programs will exacerbate the situation. Clearly, a prudent and well-coordinated strategy involving industry, governments, academia and other stakeholders must be deployed to preserve Canada’s leadership position in mining. Going forward, MiHR’s LMI - of which MIWIN is a key element - will be instrumental in helping industry stakeholders proactively address these and other critical issues.

**Sheldon Polowin** is Labour Market Analyst at MiHR.

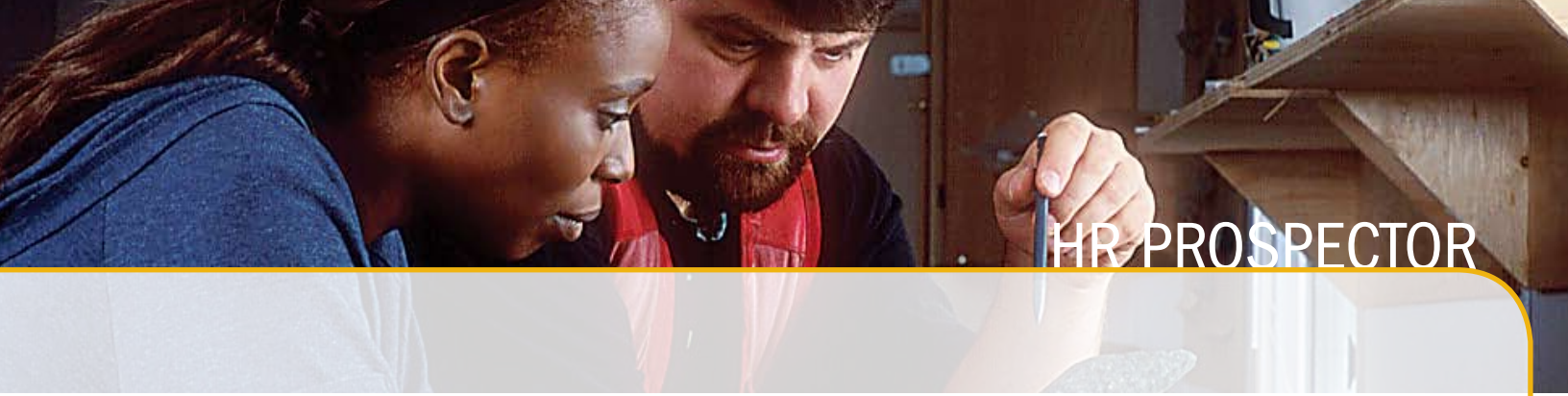
If you would like more information on how MiHR is providing industry with up-to-date labour market information please contact [spolowin@mihrc.ca](mailto:spolowin@mihrc.ca).

## VOLUNTEER SPOTLIGHT

### CHANGING THE FACE OF CANADIAN MINING

**Ingrid Hann, VP HR De Beers Canada**, is an enthusiastic driving force behind mining workplace diversity. As a Canadian who is proud to be a woman in mining, it’s a good

fit. After spending over 20 years in HR in various industries, Ingrid was lured back to mining with an offer she couldn’t refuse. “The exhilaration of assisting in operationalizing two diamond mines in Canada was a huge enticement and a welcome challenge ... an HR practitioner’s dream to create, innovate and implement, and it was for De Beers.



I very much wanted to play a part in this amazing opportunity,” she says.

Shortly after joining De Beers, Ingrid was invited to join the MiHR Board of Directors and quickly became involved in the Mining Industry Attraction, Recruitment and Retention Strategy (MARS). “In 2007 the primary focus at De Beers was to get the bench strength and capabilities into the company so we could start up. As a result, we had a vested interest in what MARS was launching.” Ingrid is particularly keen on Virtual MineMentor, which she views as an “avant-garde” solution to providing students with an early link to seasoned mentors in the industry.

At the recent CIM conference two hot topics for diversity were Aboriginal Recruitment and Women in Mining. De Beers is actively pursuing strategies for both: “A good portion of the De Beers workforce is Aboriginal and we have a lot of initiatives underway to allow the Aboriginal community to examine career opportunities with us,” says Ingrid.

Ingrid is keen to share best practices and points mining employers towards MiHR’s Mining for Diversity Guide, to which De Beers has contributed. “For the Snap Lake Mine, 220 kms northeast of Yellowknife, we work closely with the Mine Training Society, exploring career opportunities for each individual. A lot of preliminary work is done through community liaison and making sure the person and the role are a good match.”

In Canada women represent 47% of the labour force, but only 14.4% of the mining industry, making them an important source of new talent. “When I joined De Beers, there was an impressive representation of women in exploration, but we needed to make a concerted effort to ensure that we also had good female representation on the operations front.”

Statistics show that the plan is working: women now account for 19% of the De Beers workforce in Canada. Ingrid is quick to point out that collaboration is essential for attracting more women into mining. In addition to MiHR, De Beers’ partners include Women in Mining, the CIM and the Ontario Mining Association.

As a member of the Toronto branch of Women in Mining, Ingrid is actively involved in its fundraising activities. One that

deserves special mention is the 2008 Weekend to End Breast Cancer, where De Beers matched the \$10K raised by Ingrid in honour of Faye Logan, a geologist who sadly lost her battle with breast cancer that year. Faye will now be fondly remembered annually through a geology scholarship in her name at Queen’s University, awarded to “a young woman who shows great promise for our industry and exhibits the same strong leadership qualities that Faye was known for.” In support of students and developing an early relationship to the industry, De Beers also offers other mining-related scholarships at Queen’s, the University of British Columbia, and McGill and Laurentian Universities.

Ingrid places great emphasis on the value that MiHR and its many volunteers bring to the industry. “The initiatives of MiHR are parallel with what we are doing at De Beers, and MiHR is a good source for information or material project initiatives.” What is the most important thing that MiHR delivers to industry? “The Council is forward-looking: strategic plans examine the next five, 10, and 15 years, which is such an essential component for the mining industry to rely on and prosper under.”

In conclusion, we asked Ingrid what her message to the industry would be. “The mining industry,” she said, “offers tremendous job and career opportunities with incredible growth, recognition, reward and fulfilment. We are fortunate to have so many varied mining opportunities, but we need to work together on the many human resources challenges.”

MiHR thanks Ingrid for her continued support and guidance in addressing the HR challenge and developing the tools MiHR offers industry today. If you would like to get involved as a volunteer we would like to hear from you. **Please email us at [info@mihr.ca](mailto:info@mihr.ca).**

Further reading:  
<http://www.mihr.ca/en/publications/>  
<http://www.women-in-mining.com/>  
<http://www.endcancer.ca/>  
<http://minementor.acareerinmining.ca/en/>

## MINING ACCREDITATION GETS A GREEN LIGHT

In a move to further support industry to address its HR challenges, MiHR has received significant funding for its Mining Industry Training Accreditation Project (MITAP). Work on MITAP started in April 2009 and builds upon work completed as part of the Canadian Mining Credentials program. The two-year project's goal is to establish a pan-Canadian accreditation system that will benchmark the industry's training requirements, as well as acknowledge those training programs that follow them.

Over the course of the project, MiHR will be consulting with industry, and working with educational and training institutions and subject matter experts to:

- establish a self-sustaining accreditation program,

- develop national training standards and benchmarks, based on the industry's National Occupational Standards,
- create new programs or update curricula to ensure their relevance to the industry's skills requirements, and
- update and expand the inventory of mine-related training and educational programs at the post-secondary level across Canada.

If you would like to learn more about the MITAP project - or would like to get involved in the development process - we would like to hear from you. **Please contact Verónica Sánchez at [vsanchez@mih.ca](mailto:vsanchez@mih.ca).**

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## HELPING ABORIGINAL COMMUNITIES AND THE MINING INDUSTRY WORK TOGETHER

Recruitment of new workers and skills development of the existing workforce is fundamental to meeting the mining industry's future human resource demands. Aboriginal peoples represent a significant and largely untapped resource for addressing the expected labour shortfall. To facilitate awareness of mining-career opportunities in Aboriginal communities, and the development of employer-inclusion strategies, MiHR and our partners have developed two tools: The Mining Industry Human Resources Guide for Aboriginal Communities and Mastering Aboriginal Inclusion in Mining.

The Mining Industry Human Resources Guide for Aboriginal Communities, which includes a website ([www.aboriginalmining.ca](http://www.aboriginalmining.ca)), gives community leaders the valuable tools needed to help young Aboriginal men and women find rewarding careers in Canada's mining industry. Maria Wilson, Senior Project Coordinator at the Inuit Tapiritt Kanatami (ITK), was one of its first users. Her comment: "The mining industry is still strong in the north despite the world economic crisis. The mining guide developed by MiHR is an excellent tool for organizations

involved in employment and training programs throughout the North."

Academic institutions, including the North West Community College School of Exploration and Mining (NWCC) are using the guide for student career-counselling. At the NWCC, 75% of the students are First Nations and School Manager Andrea Kosalko comments "The guide will be a valuable resource for the instructors and employment advisors at the Northwest Community College's School of Exploration and Mining. The industry is growing in Northwest BC and many of the jobs available are mining-related, particularly where First Nations communities are located."

The guide represents half of MiHR's long-term strategy for attracting workers to the industry. ITK's Maria Wilson agrees that the guide, with its accompanying materials and online portal, "provides a wealth of information." She also believes that it reflects a process of inclusion, in which feedback was sought and incorporated into its development. "ITK is pleased with the respectful approach toward Inuit and other Aboriginal partners that MiHR undertook to develop The Guide

for Aboriginal Communities, she stresses.”

While the guide deals with supply of workers, the modules and workshops that comprise Mastering Aboriginal Inclusion in Mining target employers. Developed jointly with the Aboriginal Human Resource Council, these initiatives educate and equip mining companies with the knowledge necessary to recruit, retain and advance more Aboriginal workers in the sector. “Adapting a specialized version of our Mastering Aboriginal Inclusion program and partnering with MiHR to build a product that is specific for the mining industry makes good sense,” says Kelly Lendsay, President and CEO, Aboriginal Human Resource Council. “Mining is one of the largest employers of Aboriginal people in Canada and well positioned to be the industry leader that will help advance inclusion in Canada.”

Mastering Aboriginal Inclusion in Mining is a modular series of programs designed to nurture and grow the competencies that help businesses become companies-of-choice for Aboriginal talent. The modules and training program (available through [www.aboriginalhr.ca](http://www.aboriginalhr.ca)) make a strong business case for Aboriginal inclusion and help employers move up the “Inclusion Continuum” — a model of how well a corporate workplace attracts, engages and advances Aboriginal inclusion.

## DATES FOR MASTERING ABORIGINAL INCLUSION IN MINING WORKSHOPS:

November 18-19: Yellowknife  
February 23-24: Vancouver

For more dates visit [www.aboriginalhr.ca](http://www.aboriginalhr.ca)



Recruitment of new workers to the industry and skills development of the existing workforce is fundamental to meeting future human resource demands. MiHR remains focused on developing and executing hiring programs to attract a non-traditional workforce, including Canadian youth, women, visible minorities and Aboriginal peoples to participate in this high-paying sector. **Please visit [www.mihrc.ca](http://www.mihrc.ca) to find out more, or to request these tools.**

## VIRTUAL CAREER FAIRS GO WEB 2.0 - EXHIBIT ONLINE THIS YEAR

MiHR is considering hosting the first Explore for More Virtual Career Fair for the mining industry. Virtual Career Fairs are unique and would work well for an increasingly online student community.

What happens at a virtual career fair and what could you expect as an exhibitor? Exhibitors can create their own booths online in a virtual environment. They can include pictures, videos and downloadable materials. They can be as rich in multimedia as you want them to be. Exhibitors then communicate with career seekers through a blogging function throughout the one-day event.

Benefits of the virtual career fair would include:

- Zero costs associated with travel, printing, couriers, and staff time
- No time away from the office - staff your booth from the comfort of your desk

- Reduced carbon footprint through elimination of paper waste and travel emissions
- Access to pan-Canadian and international employment seekers.

The Explore for More Virtual Career Fair, if launched, will be promoted to employment seekers, including post-secondary students, new Canadians, Aboriginal peoples and overseas participants. As a member of the mining industry, your participation would be FREE!

The decision to move forward with this initiative relies on industry feedback. We would be grateful if you would fill in a short survey at [www.mihrc.ca/en/news/VirtualCareerFair.asp](http://www.mihrc.ca/en/news/VirtualCareerFair.asp)

**For more information, contact [plarouche@mihrc.ca](mailto:plarouche@mihrc.ca).**



WWW.MIHR.CA



## MEET MIHR AT THE FOLLOWING EVENTS:

CANDO National Conference - October 5-8, Enoch  
CAMA Annual Conference - November 1-3, Toronto

## MINING FOR DIVERSITY: FOCUS ON WOMEN IN MINING

RAMP-UP, a study on the status of women in the Canadian mining industry, begins in July 2009. As identified in Mining for Diversity, women in mining are under-represented, accounting for a mere 14.4% of the workforce. This study identifies the quantitative and qualitative reasons why women are not entering and advancing in the mining industry, thereby leading to a knowledge base for solution-development to help advance women in mining.

The study is led by Women in Mining Canada. Partners in the study include MiHR, MAC, PDAC, NRCan and CIM.



If you are a woman in mining, we would like to hear from you.

Specifically, we would like to speak to you if:

- You work for an exploration or mining company

OR

- You are in management and on Boards of Directors

OR

- You are taking a mining-related, post-secondary qualification

All surveys are strictly confidential and survey data will be made available to you. We would appreciate your input and help. **If you**

**would like to take part, please contact [msturk@mihr.ca](mailto:msturk@mihr.ca).**