

HR Prospector

FALL 2007



NEW PROJECT! Mining Industry Workforce Intelligence Network

Early in the fall of 2007, MiHR will launch a new initiative that will ultimately provide ongoing labour market intelligence (LMI) and analysis to our industry stakeholders. The **Mining Industry Workforce Intelligence Network (MIWIN)** project will address the lack of up-to-date LMI for the Canadian mining industry. The 2005 sector study — *Prospecting the Future* — identified a significant gap between the supply and demand of labour over the next decade. However, this study didn't provide LMI analysis or projections on a provincial, regional or occupational basis. Furthermore, the analysis in *Prospecting the Future* provided a snapshot of the situation at the time the data was collected (2004-05) and doesn't reflect the current labour market supply-and-demand situation. The MIWIN project will build a system that collects and analyzes current LMI, and accurately forecasts the supply and demand of labour on an on-going basis.

The first step will be to create an industry-based advisory group or steering committee to guide the development of the MIWIN system. Existing mining industry labour market information will be inventoried. The additional needs of industry for current LMI will be identified through national industry consultations and focus groups. Experts in labour market analysis and in IT systems design will be hired to develop a comprehensive data collection, analysis and reporting structure to meet the LMI needs of the Canadian mining industry over the coming years. MiHR plans to work in collaboration with regional/provincial organizations and associations to ensure the relevance of the national system to existing provincial and territorial LMI initiatives.

For more information on the MIWIN project or to find out how you can get involved in the process, please contact Barbara Kirby: bkirby@mihr.ca.

NEW CHAIR

MiHR welcomes **Mr. Pierre Gratton**, Vice President, Sustainable Development and Public Affairs, of the Mining Association of Canada to his term as Chair of MiHR's Board of Directors.

MiHR gratefully acknowledges the contributions of now Past-Chair, **Peter Harkins**.



"MiHR is the recognized leader in the development of solutions to national human resources challenges facing the mining industry."

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Mining Industry Attraction, Retention, and Recruitment Strategy

Collaborative Action to Ensure the Vitality of Canadian Mining

Over the next 10 years, the Canadian minerals and metals sector will face a shortage of approximately 92,000 workers. As an industry, we must collectively take action to attract, recruit, and retain tomorrow's workforce, while facilitating the transfer of knowledge from our most experienced workers to new entrants.

The Mining Industry Attraction, Retention, and Recruitment Strategy (MARS) project is one of several integrated strategies developed by MiHR in direct response to the gap between supply and demand of skilled labour for the industry. The MARS project focuses on the attraction, recruitment, and retention of six under-represented, or target groups: Aboriginal peoples, new Canadians, women, youth, mature workers (retirees), and expatriates (individuals who have left the sector to work in other sectors either domestically or overseas). We will target these groups through promotional and outreach tools, programs, and communications initiatives.

Specific deliverables of the project are listed below:

- Employer's Manual on Best Practices in the Attraction, Recruitment, and Retention of Target Groups
- Explore for More Brand and Communications Guide
- Mining Career Paths
- Mining Employer's Guide to Apprenticeship
- Career Promotion Speaker's Tool box, including: Speaker's Guide, Online Speakers' Bureau, PowerPoint Packs, Banners and Pop-up Displays
- Mining Employer's Guide to Conducting Youth Mine Tours
- www.acareerinmining.ca Website Enhancements and Optimization
- Strategic Communications and Marketing Initiatives
- Secondary and Post-Secondary Student Summer Employment Job Board
- Mining Mentorship Program
- Video Catalogue, including Career Paths and Knowledge Transfer Videos
- Expanded PDAC Mining Matters Curriculum

Providing feedback pays off!

Wayne Hickey, a director of CIM's New Brunswick Branch, won a weekend getaway at a Fairmont hotel or resort of his choice for taking the time to complete one of MiHR's evaluation forms. Anyone who completes an evaluation form for a MiHR product, service, event or presentation is entered into an annual draw. The next draw will be held in June 2008.

Link to MiHR.ca

To make sure your organization is linked to MiHR.ca and we are linked to you, please contact Tanya Bosman at tbosman@mihr.ca.



MARS is not just a list of deliverables. It's a coherent strategy that brings together representatives from industry, labour, education and other communities of interest around a common goal: recruiting and retaining tomorrow's workforce. MiHR gratefully acknowledges the ongoing contribution of the MARS project steering committee:

- **Ian Anderson**, Elk Valley Coal Corp.
- **Janet Wilkinson**, IAM Gold Corp.
- **Emree Siaroff**, Xstrata Nickel
- **Ingrid Hann**, DeBeers Canada Inc.
- **Darrell Bast**, Cameco Corp.
- **Maggie Papoulias**, Mining Association of Canada
- **Daniel Boulay**, Community College of New Brunswick
- **Malcolm Scoble**, University of British Columbia
- **Tim Butler**, Iron Ore Co. of Canada
- **Scott Jobin-Bevans**, Prospectors and Developers Association of Canada
- **Walter Manning**, Communications, Energy, and Paperworkers Union of Canada
- **Dave Stewart**, Canadian Auto Workers Union
- **Laura Clinton**, PDAC-Mining Matters
- **Debbie Martin**, Teck Cominco
- **Alain Cauchon**, Québec Cartier Mining Company.
- **Richard Simon**, École Poly-technique

For more information on the MARS project please contact Melanie Sturk: msturk@mihr.ca, or Ryan Montpellier: RMontpellier@mihr.ca.

Advocacy, Outreach and Media

- Attraction, recruitment and retention was the subject of a presentation by Paul Hébert at the COPPER 2007 conference in Toronto on August 28, 2007. The conference, held every three years, brings together the Canadian, American and Chilean metallurgical and mining interests for the copper industry. In the economics and markets session, MiHR presented and highlighted our current and future products and projects. For more information or a copy of the presentation, contact Paul Hébert: phebert@mihr.ca.
- Ryan Montpellier was a plenary presenter at the Annual Conference of CIM's New Brunswick branch. His presentation focused on MiHR's most recent findings on HR supply and demand and on the Council's recently completed Mining Labour Market Transition project. For more information or a copy of the presentation, contact Ryan Montpellier: RMontpellier@mihr.ca.
- On September 18th Melanie Sturk and Tanya Bosman provided mining career information to job seekers in Ottawa at the North American Strategizing Institute Job Fair for New Canadians, Aboriginals and Visible Minorities. Attendance was high and so were inquiries about careers in the mining industry.
- Paul Hébert and Ryan Montpellier attended the Energy and Mines Ministers' Conference held in Whistler, B.C. from September 23rd to 26th.
- Three National Occupational Standards Development Committees met in Halifax, Nova Scotia and created second drafts of the NOS in the areas of underground mining, surface mining and minerals processing. The meetings took place on:
 - September 17 & 18, 2007 – Minerals Processing
 - September 19 & 20, 2007 – Surface Mining
 - October 2 & 3, 2007 – Underground Mining



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National Occupational Standards Project Update

Second Drafts of the NOS Completed

Three National Occupational Standards (NOS) Development Committees met and created second drafts of the NOS in the areas of underground mining, surface mining and minerals processing. In May and June, the Draft NOS were sent out for industry validation to focus group meetings held in Vancouver, British Columbia; Toronto, Ontario; Val d'Or, Quebec; and Moncton, New Brunswick. The input from the focus group sessions has now been compiled and will go forward to the NOS Development Committee meetings for review and ratification. These meetings will take place in September and October 2007, in Halifax, Nova Scotia.

Your chance to participate! - Online Validation of the NOS

Over the summer, MiHR prepared and tested a system to help gather feedback on the NOS standards more widely. Now, mining industry stakeholders from across Canada can provide their input through an online survey. If you are interested in participating in the validation surveys, which are available in both French and

English, please contact Jennifer Clark at jjclark@mihr.ca and she will send you the instructions, materials and the Internet link. You have until Friday October 12, 2007 to provide your feedback through the online survey.

What's next?

The National Occupational Standards Steering Committee has agreed that using the NOS to help build national systems to recognize skills and enhance training programs is a key priority for industry. The Committee is developing a process where the NOS will provide a benchmark to certify skills, competencies and knowledge, and support a system of nationally recognized credentials for experienced workers in the industry. In addition, training organizations and industry will work together to use the NOS to determine critical training program enhancements and requirements for upgrading facilities and equipment used to support technical training programs.

To find out more about the National Occupational Standards project and its progress, check out MiHR.ca, or contact Verónica Sánchez at vsanchez@mihr.ca.

Coming Events:

Mining Attraction, Recruitment and Retention Strategy (MARS) Steering Committee Kick-Off Meeting

October 24, 2007

Ottawa, Ontario

For more information, contact Melanie Sturk: msturk@mihr.ca

MAC/MiHR HR Forum

October 24 & 25, 2007

Ottawa, Ontario

For more information, contact Paul Hébert: phebert@mihr.ca

'Blueprint for the Future' Aboriginal Youth Career Fair

October 30, 2007

Montréal, Québec

For more information, contact Melanie Sturk: msturk@mihr.ca

Canadian Aboriginals Mineral Association (CAMA) Conference

November 4-6, 2007

Vancouver, British Columbia

<http://www.aboriginalminerals.com/>



Mining Labour Market Transition

In an effort to meet growing HR needs, MiHR recently completed a research project that examined the potential for transitioning workers from declining sectors into the minerals and metals sector. Through the research, the forestry sector emerged as a potential source of workers for the mining sector. Many current or former employees in the forestry sector have skills similar to those needed in mining, for example, they tend to be accustomed to shift work, have experience with heavy machinery or process operations, and have training which is applicable to the mining industry (e.g. health & safety, technology). They also often already live close to mining operations.

The integrated forestry sector has seen employment decline sharply following a peak in 2003. During this most recent contraction, forestry has shed almost 50,000 jobs (from 350,000 to 300,000 in approximately four years). While dramatic, this plunge in employment has left the industry above its previous cyclical bottom. In 1992, the sector's employment dropped to approximately 275,000. This indicates that more job losses in the forestry sector are probable. Management of forestry companies confirm this. They anticipate further permanent and structural job losses in Quebec, Ontario and British Columbia through 2007 and 2008.

Key issues for the structural decline in the integrated forestry sector include:

- long-standing trade policy and tariff issues with lumber exports to the United States
- the recent slowdown in American housing construction
- the appreciation of the Canadian dollar
- declining circulation and weight of newspapers in Europe and North America
- rising energy costs — particularly electricity pricing in Ontario

Although the situation is grim and unfortunate for forestry companies and workers, it poses a unique opportunity for the growing mining sector to transition workers from ailing forestry companies.

Key occupations being shed from forestry that are of interest to mining, include:

- Heavy Equipment Operators
- Heavy Duty Equipment Mechanics
- Industrial Electricians
- Mechanical Engineers
- Electrical Engineers
- Welders
- Machine Operators
- Instrumentation Technologists

Existing labour market transition literature suggests that recruiting individuals from declining industries is not a viable long-term labour solution for an industry. However, it can be a short-term fix, contributing to an overall strategy in addressing the growing supply-demand gap in human resources. Recruitment initiatives, such as relocation subsidies, sponsored gap training or flexible shift options, that target workers from declining sectors will certainly help attract these workers. The prospect of a stable job seems to be a sufficient motivator for many workers to transition to a new industry, but increased wages are often required to lure them to a new region. Given the fact that the average salary in the mining industry is 28 percent higher than in the forestry sector, the potential for transitioning these workers is excellent.

In early 2008, MiHR, in collaboration with a forestry operation, a mining operation, a community college and organized labour, will undertake a follow-up labour market transition project to facilitate the transition of workers from forestry to mining. In this pilot project, a downsizing forestry operation will be identified and the skills of its downsizing workforce will be inventoried. A gap analysis will compare these skills against the skills required for positions in demand in the mining sector, and the workers will be transitioned through an assisted adjustment process, including gap training and transition support services. The entire process will be documented and evaluated for lessons learned and best practices for future similar endeavours.

For more information on MiHR's labour market transition initiatives, or for a copy of the report, please visit MiHR.ca or contact Ryan Montpellier at RMontpellier@mihrc.ca.

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Volunteer Spotlight

Steve Ball's passion for rocks began when he was a young man growing up in Southern England. He turned that passion into a dynamic, successful and varied career in the mining industry.

Now, MiHR is reaping the benefits of his expertise, knowledge and experience. MiHR relies on the contributions of many volunteers, like Steve, from industry, education, government and others to collect valuable information and help steer its projects.

After receiving a BSc in Mining Geology from Cardiff University in South Wales, UK, Steve launched his career as a geologist. His first job as a mine geologist took him to the St. Helena Gold Mine in the Orange Free State, South Africa.

"I've always been excited about mining; something interested me about rocks and I never looked back," Steve Ball.

Switching from the extreme south to the extreme north, Steve briefly worked in Canada's Northwest Territories in 1987 to work as a project geologist before two years with an underground gold property in Red Lake, Northwestern Ontario. He later settled in Sudbury, Ontario, to work at CVRD Inco Ltd., where he's held a number of progressively more senior positions.

In July 2005, Steve's career took another turn when he moved into the Human Resources department to oversee underground functional training in the mines as well as supervisor development and leadership training. He is now CVRD Inco's Training Superintendent.

MiHR recently spoke to Steve about our industry's human resources challenges.

Although MiHR projects a labour shortage of 92,000 over the next ten years, Steve says that like any other company in the industry, CVRD Inco is already feeling the effects. For example, until recently it was possible to draw on available labour in the Sudbury area. But that source is now tapped out, prompting the company to take a more far-reaching and proactive approach.

The company first created a workforce plan with a ten-year horizon. With a clear vision of their personnel needs for the next decade, CVRD Inco updated and expanded its training programs and invested several million dollars to convert a dormant section of one of its operating mines into an underground training site.

"The mining industry pays well, really well; people need to know there are good salaries to be had."

The challenge, though, goes beyond one company's recruitment needs. Steve believes that the general perception of the industry needs to undergo a fundamental change. And that change needs to begin with young people. However, many parents and teachers see mining as a dangerous, wildly cyclical "sunset" industry. Mining has a lot to offer and those myths and misconceptions must be dispelled. As a resource to the Rainbow District School Board in Sudbury, which is now starting to pilot a high school diploma in mining, Steve actively participates in promoting an interest in mining careers to young people.

"I see that MiHR relies on input from industry stakeholders to get work done. It is important that people like me value the work that MiHR does and take part in it."

Steve believes that there is value in a nation-wide approach to many industry challenges. He takes part in MiHR projects because they give him the opportunity to contribute to national projects that will benefit the whole industry, including his own company.

MiHR thanks Steve for taking the time to answer questions for the HR Prospector and being an industry resource that we can always count on for valuable feedback and guidance.

If you would like more information on volunteering with MiHR, please visit MiHR.ca or contact info@mihr.ca.



Steve Ball
Training
Superintendent
CVRD Inco Ltd.