



PERFORMANCE REPORT 2008-2009

Right People, Right Skills, Right Time
How MiHR is answering the HR challenge



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

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“A national occupational standard turns a job into a profession. Mining apprenticeship is now back on the agenda and the valuable work of CCNB-Bathurst, Brunswick mines and MiHR will provide a good foundation for this.”

Daniel Boulay, Dean of Le Collège communautaire du Nouveau-Brunswick (CCNB)

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University of British Columbia

Dave Stewart

Representative
Canadian Autoworkers (CAW)



“We may be in a downturn, but time does not stand still. The demographic pressures we have now will continue; emerging economies will continue to grow; and the skills shortage we face in the future is going to be more challenging as a result.”

Jim Uttley, Vice-President of Human Resources, Teck



RYAN MONTELLIER, Executive Director
MINING INDUSTRY HUMAN RESOURCES COUNCIL

INTRODUCTION

The past year has been challenging for our industry. While our immediate HR challenges may have changed, the demographics of our industry have not. With this in mind, MiHR has remained focused on continued engagement with all communities of interest – employers, educators, organized labour and Aboriginal groups – to develop solutions tailored to human resources needs in the mining sector. By working together, we have been able to utilize available resources wisely and bring the best ideas to the table for the benefit of all. This report details the success of our past activities and MiHR’s ongoing programs for meeting the labour challenge ahead.

The successful implementation of our initiatives would not be possible without the contribution of industry volunteers who guide our activities, participate in research initiatives and collaborate with one another for the benefit of all industry stakeholders. We thank you and our Board of Directors for your continued support and invaluable input.



PIERRE GRATTON, Chairman
MINING INDUSTRY HUMAN RESOURCES COUNCIL

MiHR’S ROLE

MiHR is the Sector Council for the Canadian minerals and metals industry. A recognized leader in the development and implementation of national human resources solutions, MiHR contributes to the strength, competitiveness and sustainability of the Canadian mining sector. The products and services supporting our endeavours are based on sound research into the skills and labour market issues that matter most to the Canadian mining industry.

President & CEO
MINING ASSOCIATION OF BRITISH COLUMBIA



GOVERNANCE

GOVERNANCE

MiHR is governed by an 18-person Board of Directors that provides direction and support to ensure that our stated vision, mission and values are the common threads in all of our activities. The Directors represent a cross-section of mining-industry employers, organized labour, mining associations, equity groups and educators from across Canada.

The Council receives operations and project funding through the Government of Canada's Sector Council Program, and industry funding through a partnership with the Mining Association of Canada. In 2008-09, MiHR's annual budget was approximately \$3 million.

STRATEGIC FRAMEWORK

In September 2008, MiHR began updating its Strategic Plan based on five key human resources (HR) priorities for the sector. These priorities were originally identified in the 2005 *Prospecting the Future* sector study and have since been revised and re-validated through industry consultation and the MiHR Board:

1. Meet current and projected HR demand by increasing and making best use of all potential sources of labour supply.
2. Address existing and expected skill gaps in the industry.
3. Ensure standardization of skills and training consistency to facilitate recruitment, establish clear education requirements and increase worker mobility.
4. Increase industry stakeholders' ability to understand, anticipate and plan for HR supply and demand requirements through labour market information, occupational forecasting and HR-based research.
5. Ensure that all stakeholders are aware of and understand the critical HR issues and opportunities facing the minerals and metals industry, and that they are aware of the programs and services that exist at the federal, provincial and territorial level to address them.

The new strategic plan organizes MiHR's programming into four Strategic Priorities as part of an overall strategy to address the HR challenges:



Industry Catalyst and Leader

Facilitating and leading the collaborative efforts of the Canadian mining industry to address the HR challenges.



Attraction, Retention and Transition (ART)

Tools and programs that increase workplace diversity, Aboriginal participation, retain talent, promote careers in the industry.



Skills, Learning and Mobility (SLM)

National Occupational Standards, Worker Certification, Training Accreditation.



Research for Industry Sustainability (RIS)

Labour market information, HR policy research, workforce development research.

2008-2009

ADDRESSING THE HUMAN RESOURCE CHALLENGES

STRATEGIC PRIORITY 1: INDUSTRY CATALYST AND LEADER

To be the catalyst and leader in the development of HR solutions, MiHR must be governed in the most effective and efficient manner possible, while engaging board members, volunteers and staff. Over the past year, we have developed management systems to support our mandate and have executed a comprehensive marketing and communications program. By convening stakeholders to identify HR challenges, share best practices and disseminate industry expertise, MiHR is positioning itself as the “go-to” resource for HR solutions in mining. Specifically, MiHR has:

REFOCUSSED ITS STRATEGY AND DIRECTION

We have developed – through consultation with industry – a new Strategic Plan that focuses the Council’s resources on four strategic HR priorities. The accompanying results-based framework for monitoring progress ensures that the Council is results-driven.

IMPLEMENTED SYSTEMS TO SUPPORT THE STRATEGIC PLAN

These systems comprise a stakeholder management system to support management of our stakeholders, enhance service, and further develop relationships. MiHR’s system for enhanced reporting and metrics enables us to track activities across the Council.

INCREASED AWARENESS OF MiHR

MiHR’s profile continues to grow, as shown by:

- More than 50 articles and news releases covered in national, local and online media
- Annual website hits of more than one million and 20,000 product downloads
- 30 presentations to stakeholders
- Consistent demand for MiHR publications and 22,000 tools including newsletters, labour market information, and career kits
- Stakeholder interactions during 22 conferences and tradeshow across Canada
- Co-funding and co-managing the Mining in Society exhibition in partnership with the Canadian Institute of Mining, Metallurgy and Petroleum (CIM), in which over 3,000 youths participated

PROFILE OF ATTENDEES AT ALL MEETINGS (%)

INDUSTRY	EDUCATION	UNION	ASSOCIATION	GOVERNMENT	OTHER
35	10	13	12	6	24



DIVERSIFYING AND BUILDING OUR WORKFORCE

STRATEGIC PRIORITY 2: ATTRACTION, RETENTION AND TRANSITION

This priority requires MiHR to address several labour market issues identified in previous research: specifically, the lack of diversity and the anticipated skills shortage in the sector; and the myths and misconceptions widely held by youth, parents, educators and career counsellors about the Canadian mining industry.

Priority activities in this area help:

- Address attraction, retention and transition challenges,
- Diversify the workforce by increasing the participation of under-represented groups in the mining workforce (women, Aboriginal peoples, immigrants, etc.), and
- Raise awareness among industry stakeholders about the sector's career opportunities.

OBJECTIVES

- To develop and distribute tools and resources that enable employers to be more effective in attracting, retaining, and transitioning employees – with particular focus on under-represented and diverse groups;
- To develop and distribute tools and resources that enable under-represented and diverse groups to participate in and engage with the Canadian mining industry;
- To support and collaborate with industry on initiatives that focus on employee attraction, retention and transition;
- To aggressively promote mining as a career of choice.

PROJECTS

PROJECT	START/COMPLETION DATE	DELIVERABLES	STATUS
Aboriginal Engagement Initiatives	November 2008 - May 2009	<i>Mastering Aboriginal Inclusion in Mining</i> <i>The Mining Human Resources Guide for Aboriginal Communities</i>	Completed. Ongoing distribution.
Career Information Resources	Ongoing outreach	Various resources for promoting over 120 careers in mining	Tools produced. Ongoing promotion.
Expansion of PDAC Mining Matters	June 2007 - March 2010	Expansion of PDAC <i>Mining Matters</i> into Manitoba, Ontario, and Quebec	In progress.
Explore for More Communications	Ongoing outreach	<i>Explore for More</i> Brand Standards Guide <i>Explore of More</i> Photo Gallery MiHR Photo Gallery	Completed. Ongoing promotion of deliverables.
Explore for More Speakers' Bureau	January 2008 onwards	Speaker tools, including online portal, presentation materials, regional resources and banner stands	Tools produced. Ongoing promotion.
Innovative Knowledge Transfer	February 2008 - August 2009	Video gallery	One video produced, more in progress.
Physical Demands Analysis	January 2008 - Ongoing outreach	34 <i>Physical Demands Analysis Reports: Underground Miner; Surface Miner and Mineral Processing Operator Tech Occupational categories</i>	In progress.
Virtual MineMentor Program	January 2008 - Ongoing	An online portal, handbook and workshop program	Completed. Ongoing promotion.
Workplace Diversity	November 2007 - May 2008 (Mining for Diversity) January 2009 - April 2009 (Mining Immigration Reference Guide)	1) <i>Mining for Diversity: A Report on Innovative Attraction, Recruitment, and Retention Practices in the Mining Industry</i> 2) <i>Mining for Diversity: An Employer's Guide to Attract, Recruit, and Retain a Diverse Workforce</i>	Employers' Guide delivered. Reference Guide in progress.



“As a result of our relationship, I was able to put my **V-mentee** in touch with my contacts and he was able to get a job interview.”

- V-mentor (Pilot Phase 08)

HOW ARE WE DOING?

Promoting mining as a career of choice

- Attended 13 career fairs, directly reaching a total of 5,000 students and 2,000 career counsellors and key influencers
- 21 advertisements in targeted print publications (total advertisements printed through distributed copies: 8.8 million)
- 8 advertisements on targeted websites (viewed 300,000 times)
- 7 articles in target-group and industry publications (combined distribution of 163,000)
- 2 radio and 2 TV interviews
- 1,071,083 hits on www.acareerinmining.ca
- Facilitated connections between target groups and industry through Virtual MineMentor and Speakers' Bureau, reaching over 1,000 students
- Signed 19 career-brand licensing agreements

Distributed tools directly to students and industry

- Explore for More kit folders (14,200)
- Mining for Diversity (85)
- Chart Your Course (950)
- What's Yours is Mined Card Game (800)
- Virtual MineMentor Program Information (350)
- Speakers' Bureau Presentations (14)
- Maclean's ICP (1,000)



RETAINING AND TRANSFERRING VALUABLE INDUSTRY KNOWLEDGE

SKILLS, LEARNING AND MOBILITY

The Skills, Learning, and Mobility priority area addresses the mining sector's needs related to labour mobility, skills recognition and harmonization of training. To date, a number of occupations in the mining industry have been described inconsistently from one company or location to another. Consequently, training programs across the country are neither consistent nor comparable. MiHR is helping employers face their recruitment challenges through the standardization of skills recognition, training, workers' experience and labour mobility.

OBJECTIVES

- To identify and support development of tools and systems required to ensure an appropriately skilled, effective and mobile workforce;
- To develop and maintain an industry-led worker certification and training-accreditation program based on National Occupational Standards;
- To bring together mining-related educational institutions to collectively identify skills and learning challenges, and to share best practices.

PROJECTS

PROJECT	START/ COMPLETION DATE	DELIVERABLES	STATUS
National Occupational Standards	July 2006 – April 2011	A growing suite of Occupational Standards that represent the Canadian mining industry, based on industry-driven descriptions of the skills, competencies and knowledge requirements for selected occupations.	In progress. Three standards delivered to date.
Worker Certification System	May 2008 – April 2011	A system for certifying mining-sector workers based on the skills, competencies and knowledge recognized by the mining sector across Canada.	In progress. Recruitment of certification committee underway.



“Collaboration
between MiHR
and organizations like
the B.C. Mining Industry
Labour Shortage Task Force and
the Industry Training Authority
has been important
as we’re now able to take
work completed
around the national
occupational standard and
build upon it.”

- Jim Utley,
Vice-President of Human Resources, Teck

HOW ARE WE DOING?

Tools and systems to assist industry in Skills, Learning and Mobility activities

- Three National Occupational Standards (NOS) have been developed as of June 2008 (Underground Miner, Surface Miner and Minerals Processing Operator).
- Two priority occupations in the exploration sector have been identified for development.
- A fully representative project committee has been achieved: activities guided by more than 40 industry leaders.
- *Champions Guidebook* and presentation prepared to assist industry in promoting the standards.

Mechanisms to facilitate collaboration between mining-related training and educational institutions

- Continued collaboration with training organizations for NOS implementation.

Increased awareness and participation in the CMCP

- Delivered NOS online database in September 2008 with 41 users registered to date.
- Ten presentations on the credentials program delivered to over 200 industry stakeholders.



HELPING OUR STAKEHOLDERS UNDERSTAND HR SUPPLY AND DEMAND

“I feel that the organization is meaningful and does meaningful work. Thanks.”

- Lesley Hymers,
PDAC Mining Matters

RESEARCH FOR INDUSTRY SUSTAINABILITY

Providing increased intelligence to industry stakeholders will enable the sector to proactively address labour market challenges such as recruitment, retention, diversification and training. By identifying labour market supply and demand gaps, industry and other stakeholders can take practical measures to ensure that the risks associated with a shortage (or surplus) of labour can be mitigated.

This priority area addresses the lack of up-to-date labour market information (LMI) on the Canadian mining industry. MiHR is also striving to address the current lack of awareness and understanding of the publicly funded programs available to help the mining industry deal with its human resources challenges. By conducting research-based activities, aggregating and analyzing multiple sources of data and disseminating the findings, MiHR is providing increased intelligence to our industry stakeholders and is ensuring that our programming is responsive to industry needs.



“The mining industry offers tremendous job and career opportunities with incredible growth, recognition, reward, and fulfillment.

We are fortunate to have so many varied mining opportunities but we need to work together on the many human resource challenges.”

- Ingrid Hann,
Vice President HR, De Beers Canada

OBJECTIVES

- Research, analyze, forecast and disseminate labour market, human resources and other information relevant to the mining sector (labour market intelligence, sector studies, occupational supply and demand forecasts and other pertinent research).
- Provide up-to-date information, analysis and recommendations on publicly funded policy and programming that significantly affects the sector’s ability to plan for the future.
- Provide public policy support to mining industry associations.

PROJECTS

PROJECT	START/COMPLETION DATE	DELIVERABLES	STATUS
Mining Industry Workforce Information Network (MIWIN)	January 2009 - July 2010	<ul style="list-style-type: none"> • MIWIN studies for British Columbia and Saskatchewan • MIWIN Ontario study • Expand MIWIN's capability to include other provinces by December 2009 • Refine labour market forecasting system • Develop technical architecture and system specification for online query function • LMI web portal 	<ul style="list-style-type: none"> Complete. In progress. In progress. In progress. In progress. In progress.
Policy Research and Analysis	September 2008 - Ongoing	<ul style="list-style-type: none"> • <i>Policy Quarterly</i> • Program Guides • Policy Briefs 	Distributed quarterly and as policy dictates.

HOW ARE WE DOING?

Providing increased intelligence to industry stakeholders to proactively address labour market challenges

- *Policy Quarterly* distributed to 300 stakeholders
- *Planning Guide to Federal Government Programming* distributed to 100 stakeholders
- The Saskatchewan and British Columbia Reports on Labour Market Demand Projections are used and quoted frequently by their respective provincial labour market stakeholders.

CONTACT US

For more information about MiHR Council, e-mail us at info@mihr.ca or call: 613-270-9696