



NATIONAL STRATEGY

OVERCOMING HR CHALLENGES IN THE
CANADIAN MINING INDUSTRY

Inclusion Works 2009

April 2009



MINING INDUSTRY
HUMAN RESOURCES COUNCIL

CONSEIL DES RESSOURCES HUMAINES
DE L'INDUSTRIE MINIERE

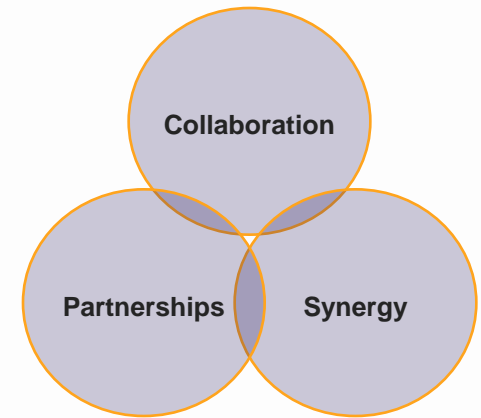
Overview

- About MiHR
- Mining Industry HR Challenges
- An Ideal Partnership – Aboriginal Peoples and the Mining Sector
- Solutions to Facilitate Employment:
 - Mining Guide for Aboriginal Communities
 - Mastering Aboriginal Inclusion in Mining



Who we are

- National Mining Sector Council
 - governed by an 18-person Board of Directors
 - rely on over 100 industry volunteers
- Identify national HR challenges for the mining industry
- Create national solutions through collaboration, partnerships and synergy





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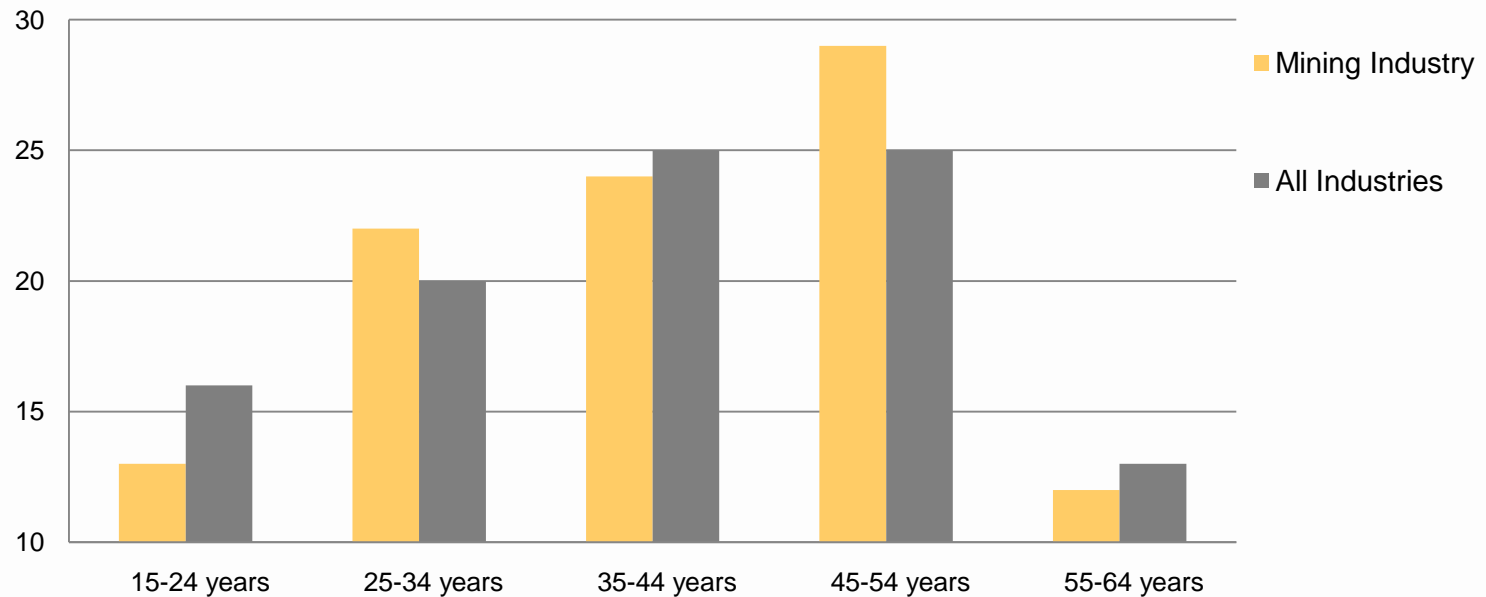
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Industry HR Challenges



An aging workforce

Age Composition of Mining Industry Percentage of Total - Census 2006

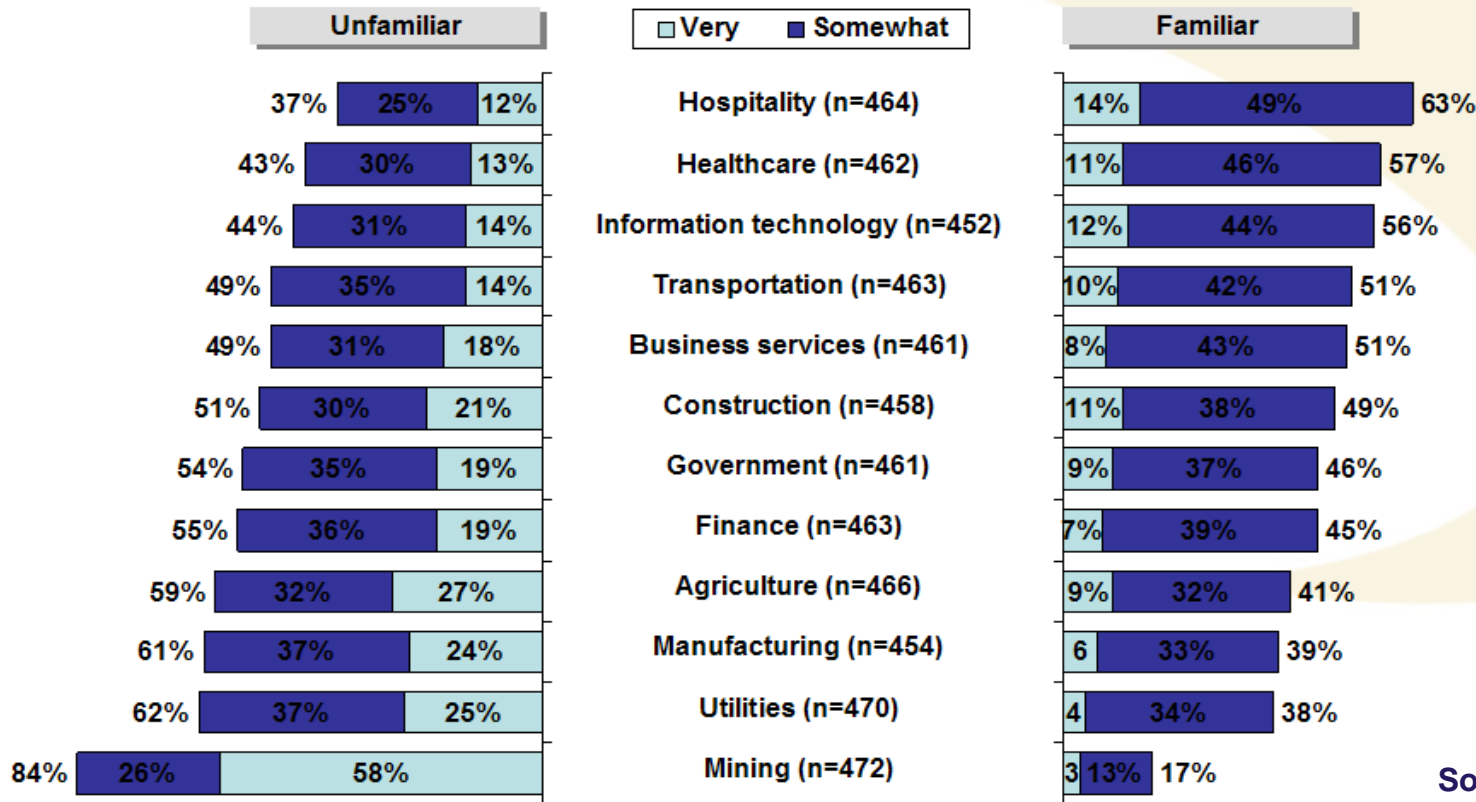


Contraction Scenario – March 2009

	Total	New Jobs	Replacement Requirements		Total Hiring
Year	Employment	Growth	Non-Retirement	Retirement	Requirements
2007	145,228	2 324	2 905	2 905	8 133
2008	147 552	-1 549	2 951	2 951	4 353
2009	146 002	-3 650	2 920	3 285	2 555
2010	142 352	-3 132	2 847	3 559	3 274
2011	139 221	-2 088	2 785	3 481	4 177
2012	137 132	-1 371	2 743	3 428	4 800
2013	135 761	0	2 715	4 073	6 788
2014	135 761	679	2 715	4 209	7 602
2015	136 440	1 364	2 739	5 185	9 278
2016	137 804	1 378	2 756	5 374	9 509
Total		- 6 046	28 066	38 449	60 469



Canadian Youth: Familiarity with various industries



Source: IPSOS REID



Recruitment & Retention Challenges

- Competition for skilled labour
- Awareness and perception of the industry
- Commuter operations



An Ideal Partnership

Aboriginal Communities and the Canadian Mining Industry



Figure 3.13: Aboriginal Representation in the Minerals and Metals Industry Workforce (2001)

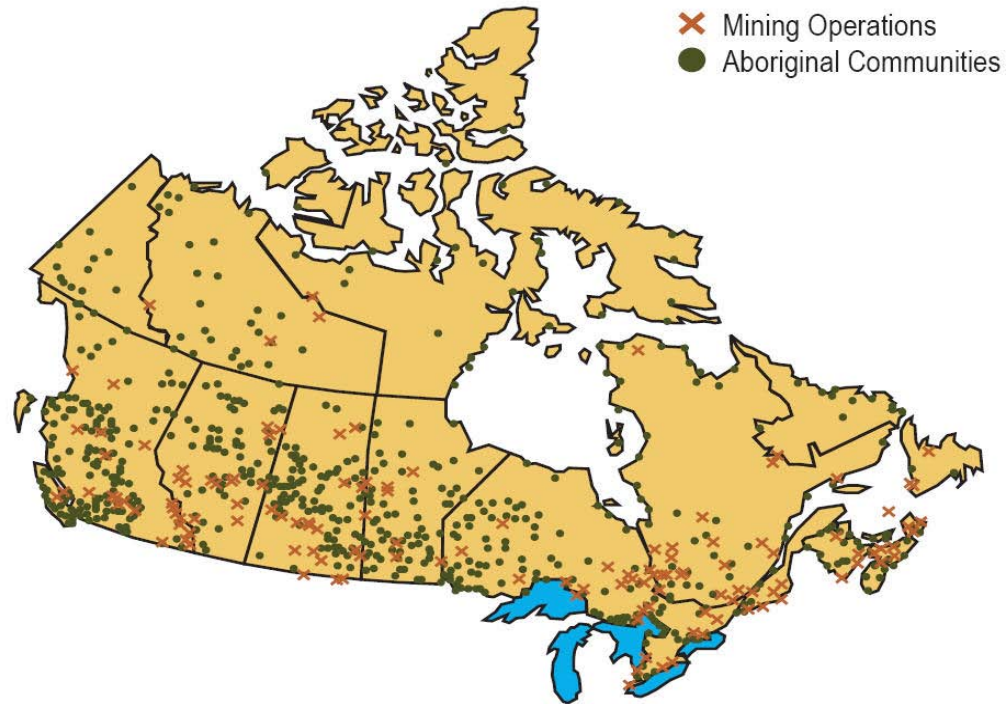
NAICS	Percent of Total Workforce
2121 - Coal Mining	2.9%
2122 - Metal Ore Mining	6.3%
2123 - Non-metallic Mineral Mining and Quarrying	4.0%
2131 - Support Activities - Mining and Oil & Gas Extraction ¹	6.2%
3314 - Non-ferrous Metal (except Aluminum) Production and Processing ¹	1.8%
Total	4.8%

Source: Statistics Canada, Census 2001

¹ Note: the labour force numbers have been adjusted for NAICS 2131 and NAICS 3314 to align with the industry definition used in this sector study.



Mining Operations and Aboriginal Communities



Source: Natural Resources Canada, Aboriginal Communities and Minerals and Metals Activities.



Mining and Aboriginal Peoples Framework

- To ensure that mining takes place responsibly in a manner that creates economic opportunity, is respectful of community interests, protects the environment and ensures public safety.

Canadian mining companies have agreed to:

- *Respect Aboriginal Rights*
- *Acknowledge and respect the social, economic, environmental and cultural interests of Aboriginal People*
- *Engage with Aboriginal Peoples – TSM Guiding Principles*
- *Develop company policies and systems that support these commitments*



Examples of Aboriginal Participation in Mining

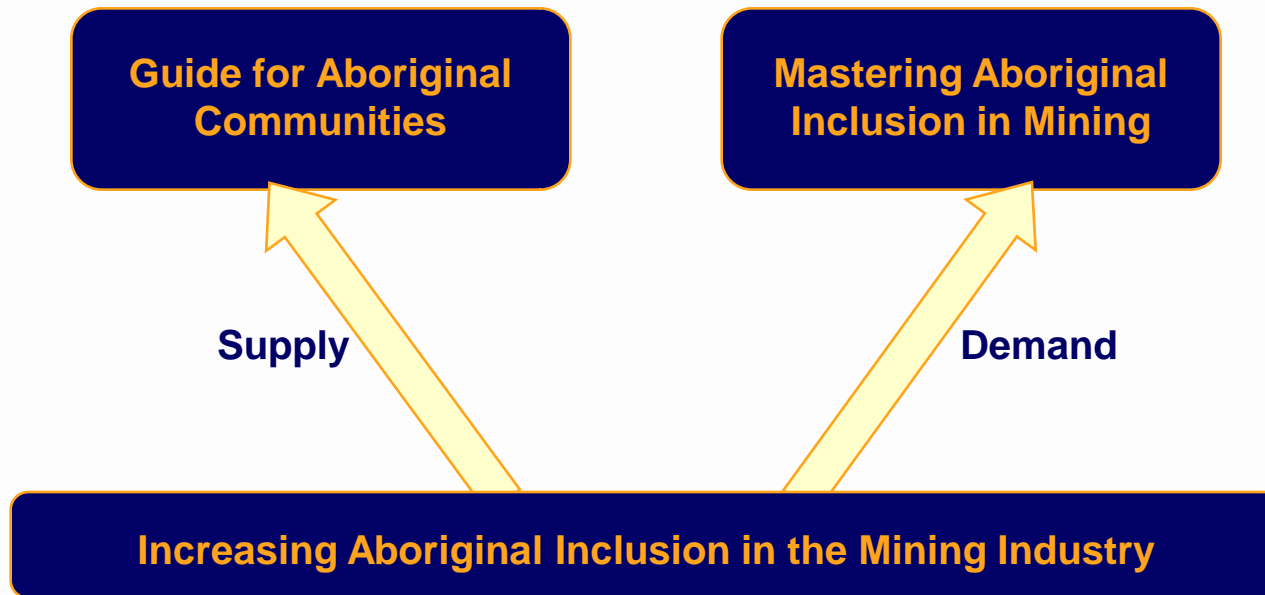
- *Musselwhite mine (ON)*: Aboriginal employment: 32%.
–\$5 Million goods & services purchased from Aboriginal companies.
- *Raglan Mine (QC)*: Inuit employment reached 21%.
–\$1 million per year is donated to the communities.
- *Diavik Diamond Mines Inc. (NWT)*: Aboriginal employment: 38%
–\$600 million goods & services purchased from Aboriginal companies during construction.
- *Ekati Mine(NWT)*: Northern Aboriginal employment: 38%
–Spending through Northern Aboriginal-owned businesses reached over \$123 million or 34.5% of total Northern spending.
- *Voisey's Bay Nickel Company (NL)*: Aboriginal employment: 50%



Solutions to facilitate partnerships between Aboriginal People and the Mining Industry



MiHR's Aboriginal HR Strategy



Mining HR Guide for Aboriginal Communities

Purpose: To provide Aboriginal communities with information on employment and training opportunities in exploration and mining in order to prepare and benefit from the activity in the sector.

Deliverables: Paper-based Guide
On-line Portal

Target: Aboriginal Human Resources Development Agreement (AHRDA) holders
Aboriginal human resource officers
Aboriginal economic development officers
Aboriginal Community leaders
Academic institutions

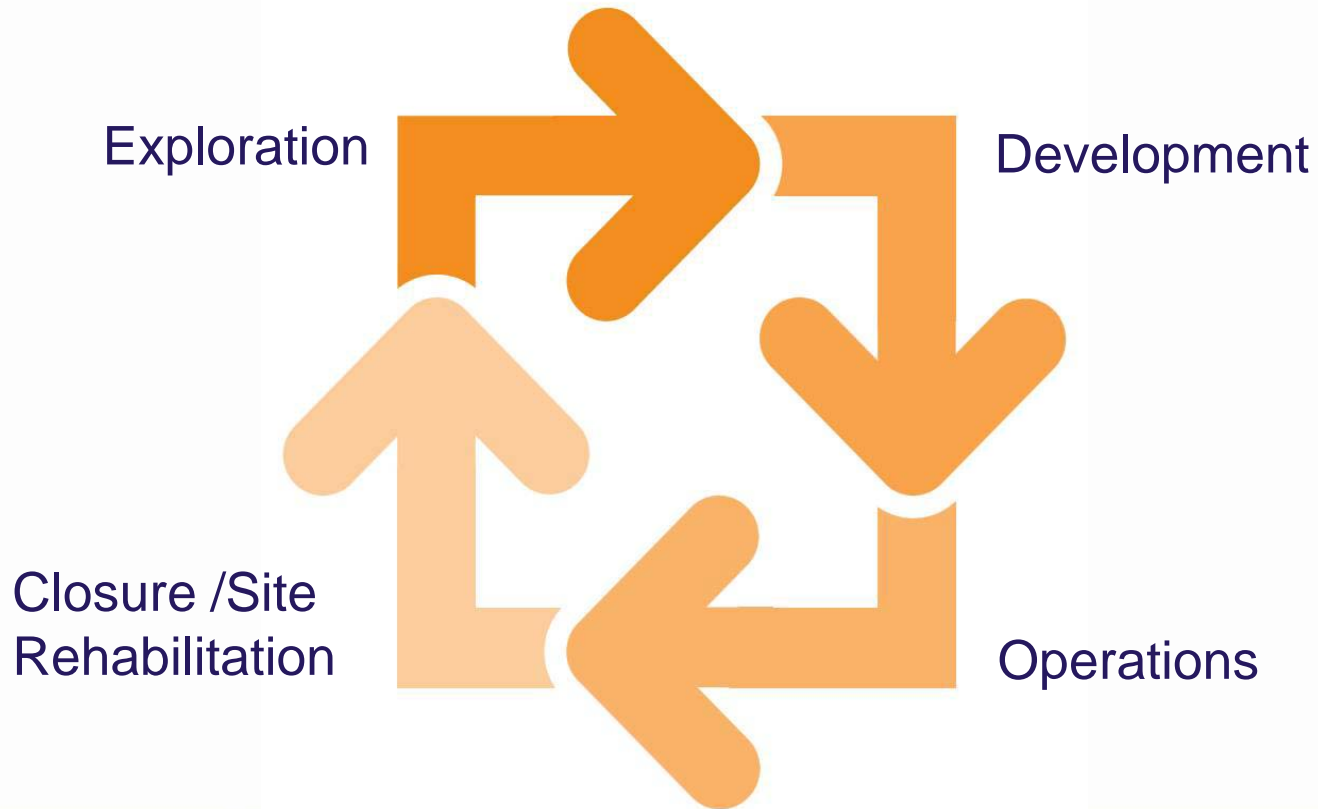


Mining HR Guide for Aboriginal Communities

- Skills requirements, training resources and employment opportunities for each stage of the mining cycle;
- Training and employment strategies designed for Aboriginal communities;
- HR action plans, skills inventories, checklists and assessment tools;
- Industry, academic and government HR tools available to Aboriginal communities



Content by Phases of the Mining Cycle



Included in the Guide for Aboriginal Communities:

- A description of each phase of the mining cycle
- Career information and employment opportunities in the sector
- Information on mining-related education and training programs
- Profiles of Aboriginal People working in the industry
- Leading practices in Mining recruitment and retention
- Guidance for communities and employment seekers
- A list of key resources at the regional level



Mining Industry Guide for Aboriginal Communities



www.aboriginalmining.ca



Mining Industry Human Resource Portal for Aboriginal Communities



This portal, along with **The Mining Industry Human Resource Guide for Aboriginal Communities** is intended to be a resource for Aboriginal community organizations, career planners and practitioners, community leaders and individuals.

The portal provides basic information about career opportunities and training/education requirements for individuals considering employment in mining. It includes a sample of job profiles of individuals employed in various mining activities and in positions with a range of skill requirements.



This website is funded in part by the Government of Canada's Sector Council Program



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Mining HR Guide for Aboriginal Communities Steering Committee



Aboriginal Human
Resource Council
connections • partnerships • solutions

Conseil des Ressources
Humaines Autochtones
connexions • partenariats • solutions



The Mining Association
of Canada L'Association minière
du Canada



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INUIT TAPIRIIT KANATAMI



Indian and Northern
Affairs Canada

Affaires indiennes
et du Nord Canada



Human Resources and
Skills Development Canada

Ressources humaines et
Développement des compétences Canada



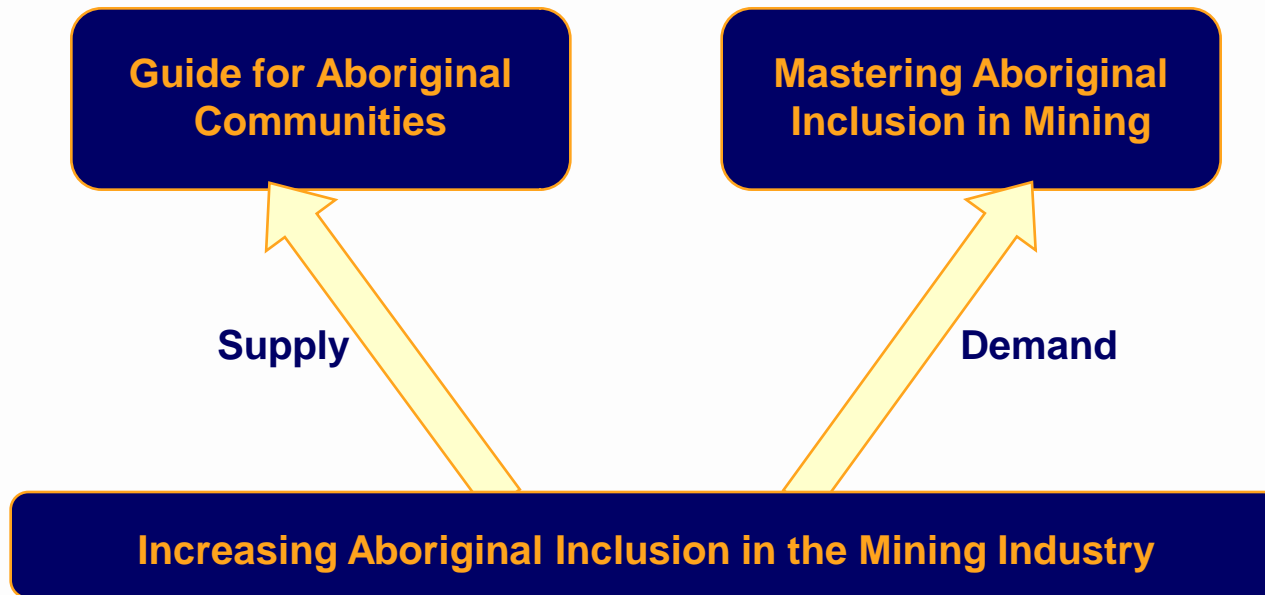
Natural Resources
Canada

Ressources naturelles
Canada

Canada



MiHR's Aboriginal HR Strategy



Mastering Aboriginal Inclusion (MAI) in Mining

- Purpose:** To provide mining companies with information and tools they need to better understand and include Aboriginal peoples in all facets of the industry.
- Deliverables:** Mining specific version of the Aboriginal Human Resources Council's Mastering Aboriginal (paper-based)
- Target:** Mining Companies across Canada



○ ○ ○ ○ THE INCLUSION CONTINUUM

An employer's map to Aboriginal inclusion

INCLUSION

Inclusion is fully embraced as the cultural norm

INTEGRATION

Inclusion as a catalyst for growth

INCUBATION

Inclusion nurtured as a core competency

INITIATION

Inclusion as a business imperative

IMAGE

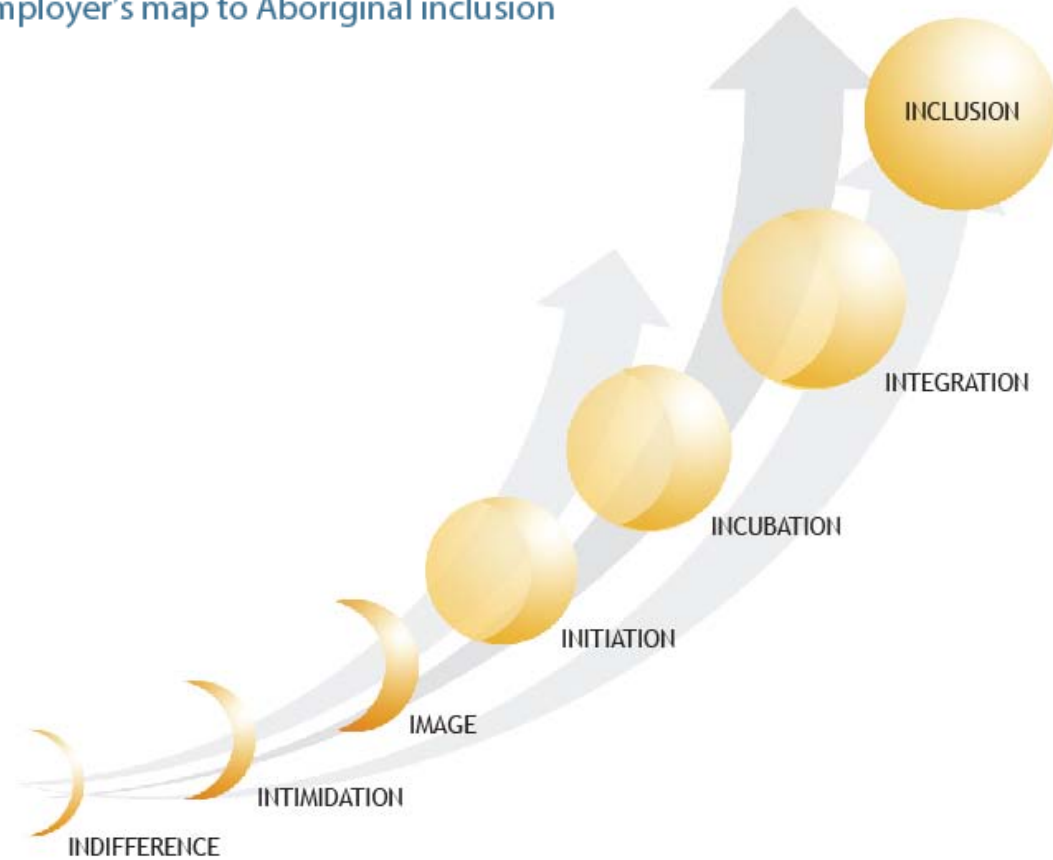
Inclusion as public relations

INTIMIDATION

Inclusion as forced compliance

INDIFFERENCE

Inclusion is not on the radar screen





Mastering Aboriginal Inclusion in Mining



- Developed in partnership with AHRC.
- MAI in Mining helps mining organizations become employers-of-choice for Aboriginal talent and creates prosperity for Aboriginal workers.



Inclusion Initiatives in Mining Companies



- Diavik's Workplace Learning Centre
- Employee Referral Program at IOC
- BHP Billiton's Employee Assistance Program
- Cameco's Incentives for Employee Development



Conclusion – Our Goal...

Right people, right skills, right time

- Improved balance between labour supply and demand
- Increased mobility and employability of the workforce
- Increased participation of under-represented groups
- Increased participation of Aboriginal people in the mining industry





THANK YOU

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