



Mining for Diversity Research Report Summary

Innovative Attraction, Recruitment & Retention
Practices in the Mining Industry.

2008



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The Mining Industry Human Resources Council undertook research in 2007–2008 to uncover innovative attraction, recruitment, and retention practices used in the Canadian mining industry.





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The findings will be used to create an Employer's Guide, to provide mining industry employers with effective strategies, practices, and tools for attracting, recruiting, and retaining under-represented groups in mining.





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**Read on to learn more about the
research and the exciting HR initiatives
of the Canadian mining industry!**



The research focused on showcasing effective attraction, recruitment, and retention practices related to the following target groups*:

- Women
- New Canadians
- Youth
- Mature Workers
- Other Industry Workers

* Note: MiHR is also creating a resource, in collaboration with the Aboriginal Human Resources Council, on the inclusion of Aboriginal peoples in mining.



- **Phase 1: Survey**

27 industry employers with Canadian operations responded to an online survey (30% response rate) about their workforce, anticipated shortages, challenges, and practices used to attract, recruit and retain workers from target groups

- **Phase 2: Interviews**

23 individuals representing 9 companies interviewed via telephone (and in one case, a site visit) provided in depth detail on their practices

- **Phase 3: Comparison Industries**

2 comparison industries shared materials on their industry efforts to attract, recruit, and retain diverse talent

- **Phase 4: Key Informants**

13 key informants interviewed via telephone provided insights and advice on target groups and strategic recruiting for diversity





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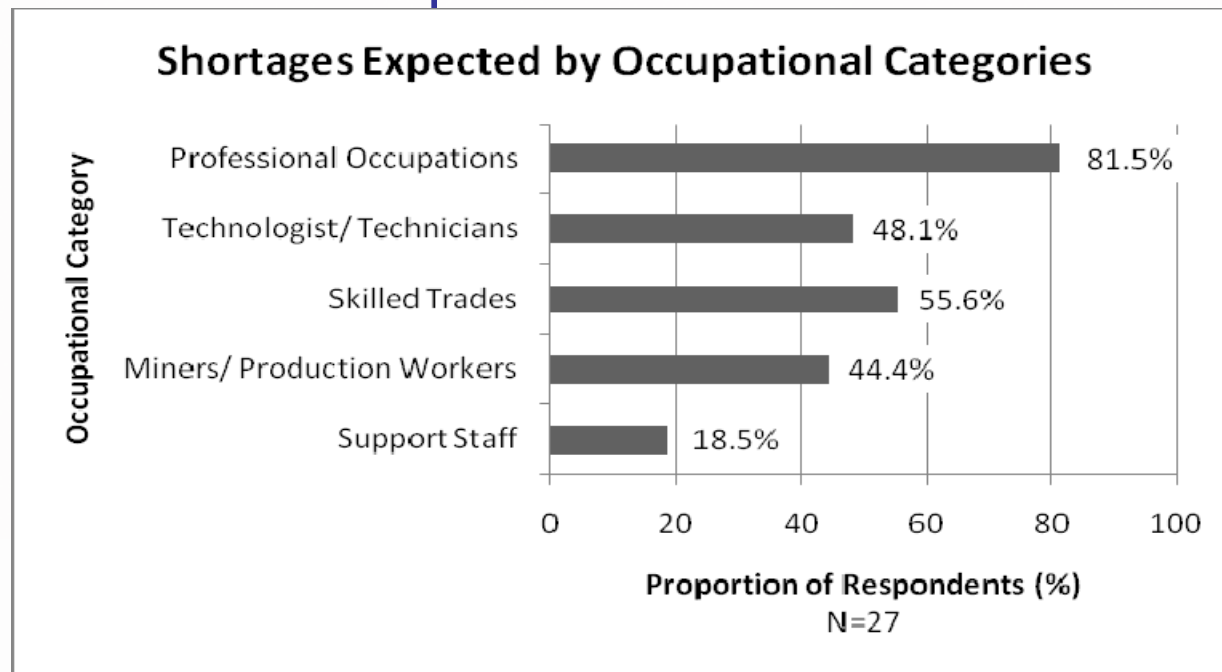
Key Insights



- Overall, respondent companies are actively engaged in **numerous creative strategies** and practices that have the potential to improve their ability to attract, recruit, and retain employees from the target groups.
- The **culture of collaboration** and the sense of community that exists in the industry – could well become a key competitive advantage in attracting talent to the industry
- **Contextual factors** (people, place, product, regulation) inform the development, use, and success of practices – and are important considerations in selecting and developing relevant practices



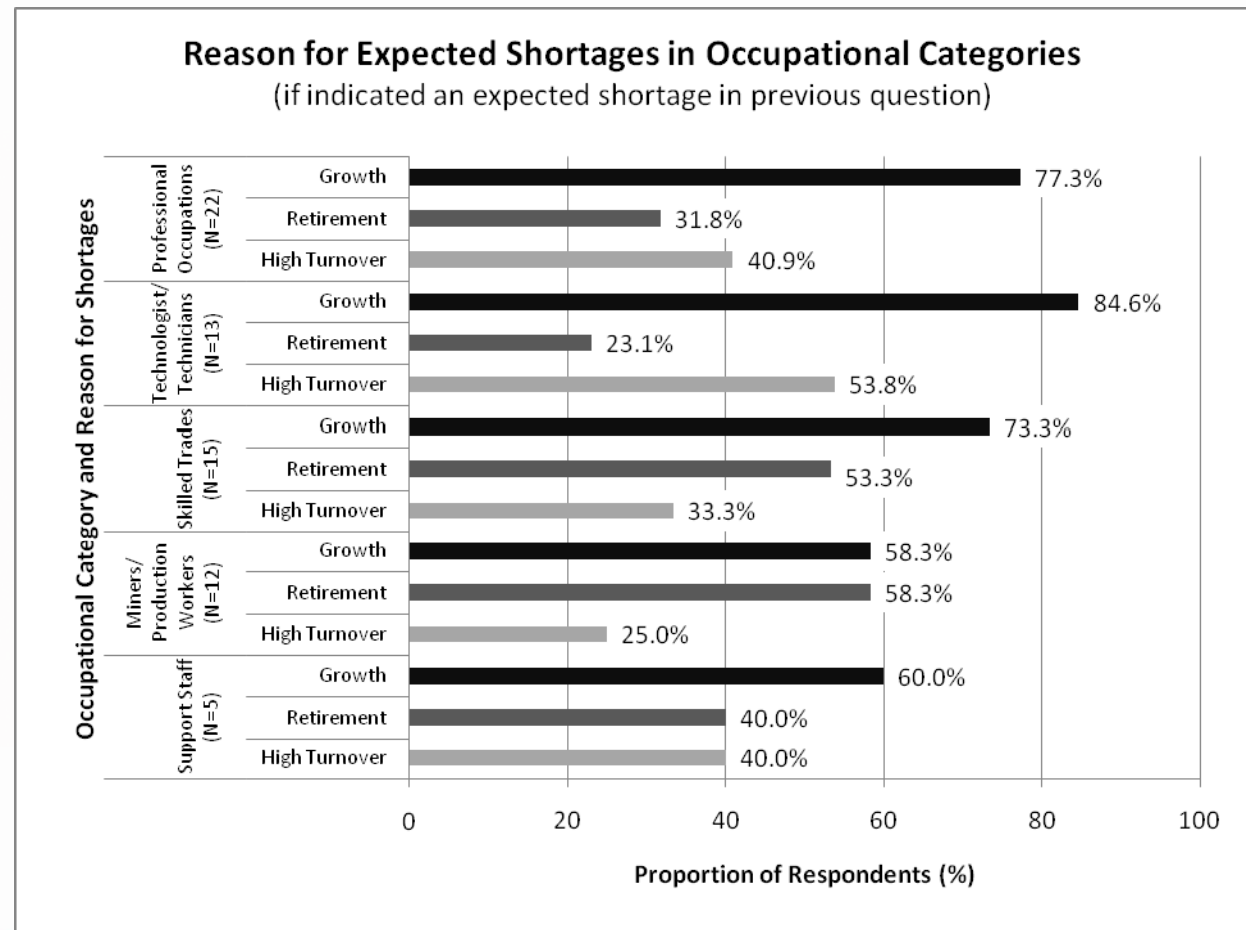
- Labour shortages are expected within the next 2 years, primarily in professional, technologist/technician, and skilled trades occupations



Note: Respondents could select more than one category.



Growth is the primary reason given for expected Labour shortages



Most attraction, recruitment, and retention efforts are generic rather than targeted to specific populations



Note: Respondents could select more than one category.



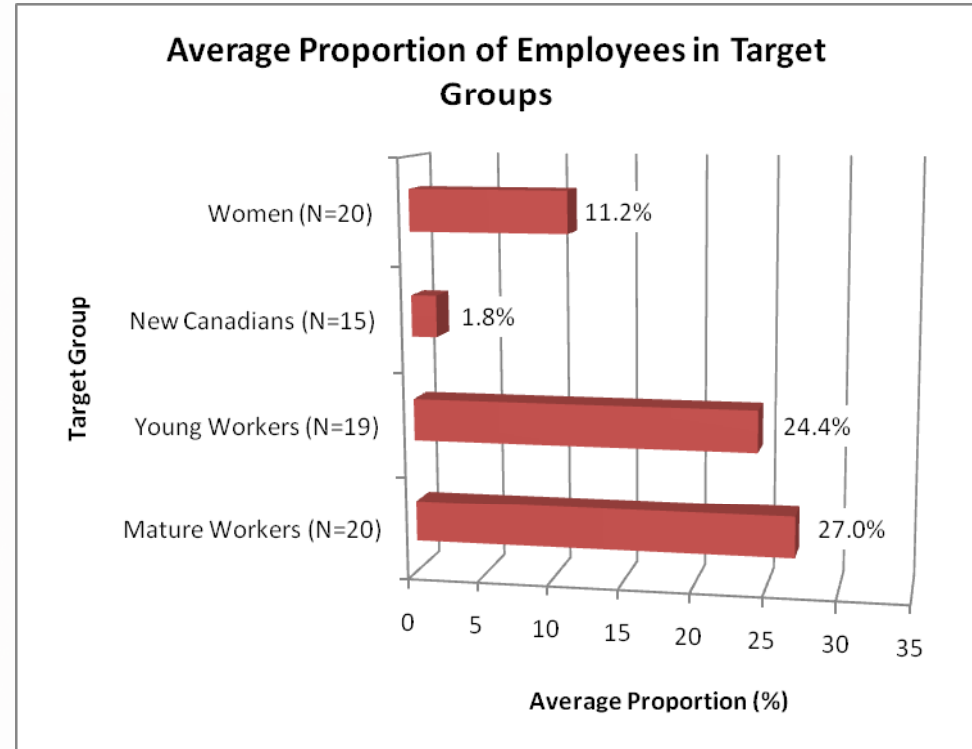
Youth are a priority for surveyed companies to attract, recruit and retain; with mature workers following as a close second



Note: Respondents could select more than one category.



Respondents reported higher proportions of mature workers and youth in their workforces than women and new Canadians



Respondents reported challenges recruiting from all of the target groups, particularly women



Note: Respondents could select more than one category.





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Findings: Industry Practices



Research revealed about 60 innovative and proactive practices being used by employers to attract, recruit, and retain diverse talent:

6 practices for women with a focus on culture, leadership succession, affinity groups, and mentorship

9 practices for new Canadians with a focus on overseas recruiting and making newcomers feel welcome and comfortable

16 practices for youth mainly focused on education and training

6 practices for mature workers focused on recruiting and mentorship programs

8 untargeted practices to attract, recruit, and retain diverse talent

10 practices from comparison industries focused on women, new Canadians and youth



PROMISING PRACTICES FOR WOMEN

- Provide flexibility and “family friendly” services
- Encourage female spouses of miners to consider a career in mining
- Increase the profile of women in the industry – showcase role models and success stories
- Nurture mentorship programs – focus on women in succession planning and management development programs



IOC - “GROW OUR OWN” PROGRAM

Women in IOC’s workforce jumped from 5% to 15% in approximately 36 months

- Awareness campaigns and programs to encourage acceptance of women in non traditional roles
- Initiatives to support women as team leaders/first line supervisors
- Developing a women’s affinity group available to all women employees
- Developing a college partnership that resulted in a significant enrollment of employee spouses enrolling in the program
- Respectful workplace training for all employees resulting in the company changing its number one value to respect



MOSAIC POTASH – WOMEN'S COUNCIL

Women's Council established in 2006

- Education and outreach agenda
- Runs information sessions showcasing female leaders in the company and promotes women in non-traditional roles
- Developed a mentorship program for women



PROMISING PRACTICES FOR NEW CANADIANS

- Tap into talent pool of under-employed landed immigrants in urban centres
- Support the new Canadians in integration and inclusion efforts
- Evaluate and improve culture of inclusion in company
- Recognize foreign credentials and work experience
- Provide coaching and mentorship



XSTRATA Nickel – OVERSEAS RECRUITING IN TARGETED COUNTRIES

- Identified gaps in key occupational roles (e.g. engineers) that could be filled by looking for workers overseas
- Studied global talent in the industry and assessed regions with high compatibility to living and working in Sudbury, ON
- Poland was identified as an excellent match for Xstrata Nickel
- Company provides ample support for new international recruits when they arrive and has an intensive on-boarding process and competitive relocation packages



DE BEERS CANADA – RECRUITING WORKERS FROM INTERNATIONAL OPERATIONS

When local talent was not accessible, DeBeers sought mining expertise from its world wide operations

- Relocation assistance beyond reimbursement of moving expenses
- New immigrants are given a 24/7 support line during transition
- Pre-move questionnaires are filled out and the company assesses the individual and family needs to provide appropriate community resources
- Canadian culture awareness training is provided prior to the move to facilitate integration



PROMISING PRACTICES FOR YOUTH

- Support education and training partnerships with secondary and post-secondary institutions
- Provide access to mine sites and equipment for post-secondary training
- Brand the industry as both safe and environmentally responsible
- Promote excitement, challenge, opportunity for advancement, and global work experiences



VALE INCO – ROCK STAR PROGRAM

Rock Stars Wanted!

- Generated hundreds of applications for over 50 positions
- Offers potential university student recruits a weekend of activities that challenge or ‘test’ their teamwork and job related skills
- Vale Inco is able to assess candidates over the course of several hours
- New recruits enter an engineer-in-training (EIT) program



DIAVIK DIAMOND MINES – PROMOTING FLY-IN / FLY-OUT LIFESTYLE

- Diavik has a number of programs for youth including cooperative education programs, international exchange internships, graduate development programs, summer employment, and high-school graduate entry-level positions
- Company offers workshops to prepare people for the fly-in, fly-out lifestyle (such as planning finances at a distance and being away from home and family for extended periods)



PROMISING PRACTICES FOR MATURE WORKERS

- Offer flexible benefit packages
- Promote fly-in, fly-out lifestyles
- Provide flexible post-retirement employment opportunities
- Encourage experienced employees to teach in after hours school programs or through sabbaticals



MINES D'OR WESDOME – MATURE WORKERS

- Wesdome participates in a provincial organization called “Stratégies focus 45 ans et plus”
- Speed-Jobbing
- Wesdome also participates in inter-industry employment events offered through the federal government that are targeted to older workers



MINING FOR DIVERSITY: AN EMPLOYER'S GUIDE TO ATTRACT, RECRUIT & RETAIN A DIVERSE WORKFORCE

will be published in the fall of 2008



Purpose of the Mining For Diversity guide

- **To support** industry HR specialists in creating and using customized strategies and approaches for attracting, recruiting and retaining a diverse workforce.
- **To educate and broaden** knowledge about
 - developing strategies for target groups
 - successful practices already in use
- **To stimulate and motivate** companies to develop own tool box of practices for diverse target groups
- **To promote and strengthen** existing proactive and innovative strategies used in industry



Mining For Diversity: Value to Industry Members:

- **Provide strategies and tools** to attract, recruit, and retain diverse talent in the industry
- **Promote and showcase** companies with innovative and effective practices
- **Reinforce** creative, collaborative, leading-edge practices
- **Foster collaboration** among practitioners





THANK YOU

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