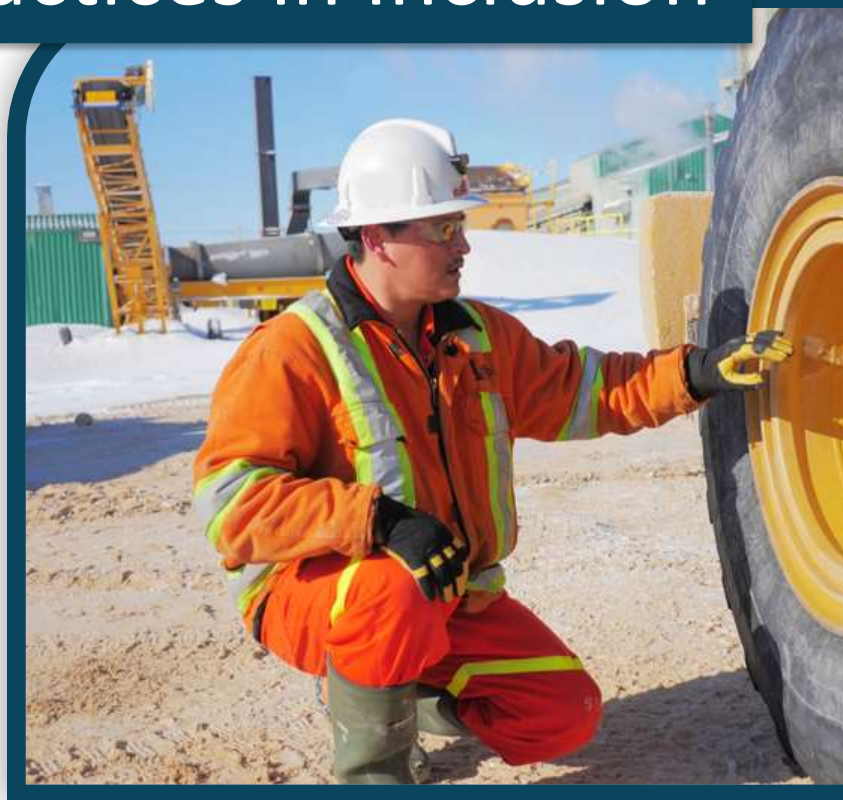




MINING INDUSTRY
HUMAN RESOURCES COUNCIL
CONSEIL DES RESSOURCES HUMAINES
DE L'INDUSTRIE MINIÈRE

Strengthening Mining's Talent Alloy — Exemplary Practices in Inclusion



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Background

The Mining Industry Human Resources Council (MiHR) undertakes initiatives in support of Canada's mining and minerals industry, including efforts to help the sector address talent gaps and skills shortages. In support of these efforts, a program of related diversity research has been carried out to build understanding of the employment barriers that specific diversity groups face within the mining sector, and to identify strategies for greater engagement of these labour supply groups, namely: Aboriginal peoples, women and immigrants.



Within this research initiative, a compendium of best practices and case studies has been developed. It outlines the promising practices that employers or other organizations have in place to enhance the inclusion of talent from all backgrounds in the sector. These insights and case studies serve to inspire industry employers and other stakeholders.

Methodology

For the purposes of this project, an employer “promising practice” is one that meets the following criteria:¹

- Is in place, actively implemented and consistently used;
- Has had a demonstrated positive and tangible impact on diversity and inclusion;
- Has proven to be valuable or effective for at least one employer, and may have applicability to others; and
- Employs an innovative approach – something that is uncommon or new within the industry.



Promising practices were selected based on the following evidence and input:

- Findings from a secondary literature review on gaps and trends in current practices;
- Relevance to the overall research project; and
- Input from industry stakeholders based on their experience and insights.

Telephone interviews were conducted with mining HR practitioners and/or other relevant stakeholders from the organizations profiled. Interviews probed a wide variety of aspects related to the case under study.

¹ Adapted from the Canadian Tourism Human Resources Council.

What's Included

Organization	Highlights
Detour Gold	Promoting Aboriginal Employment and a Steady Supply of Local Talent through a Focus on Culture in Onboarding and Accommodation
Edmonton Mennonite Centre for Newcomers	Engineers and Technologists Integration Program (ETIP): Optimizing the Skills of Experienced Internationally Trained Engineers for the Canadian Workplace
Goldcorp Inc.	Unlocking Women's Potential through Visionary Leadership Programs
Golder Associates	Helping New Hires to Succeed through a Holistic, Person-centered Approach to Helping and a Focus on Integration
Immigrant Women in Mining, BC (iWiM BC)	Using a Grassroots Event to Promote Networking and Intelligence-Sharing for Immigrant Women Seeking a Career in Mining
International Women in Mining Community	Addressing Systemic Barriers to Build a Pipeline of Talented Women for Board Levels
North Rim	Attracting a Diversity of Talent with a Critical Mass of Senior Women and a Focus on Inclusion
Professional Access into Employment	Assisting Employers in Accessing Experienced, Skilled Immigrant Technical Professionals
S.U.C.C.E.S.S. BC	Immigrants in Trades Training Program: Providing Access to Skilled and Certified Immigrant Talent
Teck Resources Limited	Recognizing the Many Benefits of Enhancing Diversity To Build a Strong Company
UBC's eng.cite	Maximizing Personal Connections and Early Career Engagement to Change the Face of Engineering
Vale Manitoba Operations – Thompson, MB	Northern Employment Strategy: Building A Sustainable, Predictable Labour Supply

Lessons Learned

- **Take a strategic and long-term focus.** Successful companies take a comprehensive view that cuts across the HR and mining cycles.
- **Leverage partnerships.** These companies have not done it alone. They have established positive relationships with communities and organizations serving the talent groups that they nurture on an ongoing and deliberate basis.
- While some investment is often required, **many successes have come without significant expenses.** Partnerships have been used successfully to access funding and pragmatic supports.
- Having **clear goals and commitments** makes a difference.
- Where there are successes, **senior leaders have been visible champions** – they are directly involved.
- **Involve the local communities.** They understand the talent pool and have a vested interest in helping key employers provide rewarding work opportunities to community members.






Tips for implementation

MiHR's 2013 *Take Action for Diversity –Project Results* report was designed to help employers understand how they can develop and implement diversity strategies – using lessons learned from the experiences gained by others through the *Take Action for Diversity* initiative.

Since the 2013 report, many employers have seen success in their diversity efforts, as evidenced in these case studies.

The following flowchart from the original report is a summary of the key steps required to successfully create diversity strategies and put them into action.

1		<h3>Setting Goals</h3> <ul style="list-style-type: none"> ✓ Review the organizational context: <ul style="list-style-type: none"> ○ Current business situation and workforce needs; ○ Relevant data about talent recruitment and retention; ○ Outcomes of previous initiatives. ✓ Define clear objectives that are aligned with business HR priorities.
2		<h3>Creating Plans</h3> <ul style="list-style-type: none"> ✓ Choose a small number of actions – with good potential for impact on the most critical goals. ✓ Identify additional resources – consider possibilities such as employee task forces, line managers, local non-profit organizations, and so on. ✓ Allow sufficient time for communicating broadly, establishing relationships, and gaining buy-in and support.
3		<h3>Implementing and Adjusting</h3> <ul style="list-style-type: none"> ✓ Build a broad base of support for changes. ✓ Remain open to new opportunities. Often there are new ways of achieving the same goal. ✓ Establish dates for checking on progress regularly and refining the action plans where needed. ✓ Bring additional colleagues or external consultants into the checkpoints to foster accountability.

4



Measuring Outcomes

- ✓ Integrate measurement and monitoring within any new initiatives that are introduced.
- ✓ Consider introducing a self-identification process for applicants and employees.
- ✓ Identify and capture indicators that are directly tied to the business drivers for the diversity initiative.

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Connecting

- ✓ Create a learning network of peers in other organizations – mining companies, training institutions, other employers, non-profits, etc.
- ✓ Use the resources, advice and guidance available through MiHR.
- ✓ Communicate successes with other sites within the company, the local community and mining community at large.

Case Studies

Detour Gold

Promoting Aboriginal Employment and a Steady Supply of Local Talent through a Focus on Culture in Onboarding and Accommodation

Overview

With 25% of its 800 employees coming from an Aboriginal background, Detour Gold has gained significant expertise in fostering an open, inclusive workplace. The company has been successful in meeting its labour and skills needs through the following:

- Adapting recruitment practices;
- Incorporating cultural considerations into onboarding;
- Implementing training and employee engagement initiatives; and
- Demonstrating early and visible leadership commitment to local communities.

About the Organization

Detour Gold Corporation is a Canadian intermediate gold producer, established in 2006. The company owns and operates the Detour Lake mine, a long-life, large-scale open pit operation in Northern Ontario. Currently, Detour Lake is the second-largest gold-producing mine in Canada, with the largest gold reserves.

Since mine construction commenced in 2010, Detour Gold's workforce has grown tremendously from a handful of employees to almost 800, of which one-quarter are Aboriginal.

The Challenge

The Detour Lake operations are located in the traditional territory of several Aboriginal communities and – with a mine life of more than 20 years – the company requires a large and skilled work force for the long term. Bringing together these two drivers, the company made firm commitments early on to work with its Aboriginal partners to train and hire locally based employees – allowing Detour Gold to maximize employment in the communities surrounding the mine operation, while meeting its ongoing labour needs.

The Solution

Recruitment

Detour Gold works closely with its Aboriginal partners through its Employment & Training Coordinators, who support community-based recruitment efforts and provide advice through the Employment & Training Coordinators Committee. The Coordinators meet regularly with Aboriginal employees to offer ongoing support.

When the mine first began hiring, the company was able to draw upon the prior mining experience of the local workforce. As hiring has ramped-up, the company has found it is close to maximizing the supply of experienced employees.

As a result, the company has re-examined its recruiting practices and has become more proactive in applying them, while still ensuring it employs qualified individuals. Examples include:

- Working with local community partners who offer a two-week job readiness program, which includes training and coaching on interview skills, résumé preparation, and a basic introduction to mining with a focus on Detour Gold operations. This has greatly benefitted the company: candidates coming to its community hiring drives are well-equipped with prepared résumés and mock-interview experience;
- Developing a pre-employment training program (see more below); and
- Work with candidates with old, minor criminal records – a common barrier – to find ways to meet employment requirements.

Detour Gold successfully partnered with the Kirkland Lake-based Temiskaming Native Women's Support Group and hired several graduates of their Aboriginal Women in Mining Program. The two organizations leveraged the 'Mining Essentials: A Work Readiness Training Program for Aboriginal Peoples' to include a six-week placement at Detour Gold's mine site.

In preparing the candidates for the scheduling requirements of the placement, Aboriginal Women in Mining ran the program to mimic the schedule at the Detour Lake operation. For example, participants had to leave their community for one week to gain insights into the practical considerations of working at a remote highway access mine site. Over the course of the program, organizers worked with the women to resolve issues related to child care, spousal support and other personal responsibilities.

Onboarding and Training

To facilitate a smooth transition into the workforce, Detour Gold provides a comprehensive three-day onboarding program to all new hires. To promote an inclusive and respectful workplace, a key component of this program is Aboriginal Awareness Training. Content includes the history of local community partners, residential schools, the Indian Act, treaties, and the cultural practices of nearby communities.

Working with its community partners, Detour Gold has been able to access nearly \$8.9 million in government funding to support training initiatives for its region and for its partner communities. The legacy of this support continues, as Detour has excellent community relationships and has retained employees trained through programs supported with that funding.

Ongoing Support

Detour Gold works closely with its employees to make the Detour Lake mine a "home away from home." Feedback from Aboriginal employees encouraged the company to provide traditional meals and bring in community elders to participate in mine site events on National Aboriginal Day.

To provide ongoing support, in 2013, Detour Gold established an Aboriginal Employee Resource Centre. This is a gathering space where all employees can socialize, attend employee meetings and hold one-on-one sessions with Aboriginal Affairs employees. Throughout 2014, the Resource Centre served as a cultural meeting place, where traditional women's drum circles and other Aboriginal workshops, such as dream-catcher making, were offered to both Aboriginal and non-Aboriginal employees.

The company's annual National Aboriginal Day celebration is one of the largest celebrations at a mine in Canada. It features a sunrise ceremony, a big drum and traditional dancers, as well as traditional food specialties such as fish fry and bannock on a stick. Local elders and community members are invited.

Accommodation

Employees from Detour Gold's local Aboriginal partner communities are entitled to take up to seven days of unpaid cultural leave annually, to accommodate seasonal hunting practices.

In recognition of the importance of community and the extended family in many Aboriginal cultures, requests for leave in case of bereavement are accommodated above and beyond paid time-off allowances.

Leadership Commitment

All Detour Gold leaders at the level of supervisor and above take part in training to learn about the company's commitments to its Aboriginal partners, including priority hiring.

The company's senior leaders have also been active participants in community events to support relationship-building. This included a pipe ceremony hosted with Detour's executive team at the mine site.

Key Stakeholders and Partners

Detour Gold's partnership with Aboriginal Women in Mining has been very successful. The training program's holistic support has helped many women from the community in securing long-term employment at the mine.

Impact and Outcomes

Approximately 200 of Detour's 800 employees are Aboriginal, distributed throughout the majority of company departments; the largest representation is in mining operations.

Working with its Aboriginal community partners led to employment from those communities of approximately 16% in 2014. A further 9% of employees have self-identified as being from other Aboriginal communities across Canada. Detour's primary community partners include:

- Moose Cree First Nation;
- Taykwa Tagamou Nation;
- Wahgoshig First Nation; and

- Métis Nation of Ontario.

Success Factors

Management attributes the company's success in hiring and integrating local Aboriginal workers to:

- Early commitment to engaging with its Aboriginal partners and to implementing Agreements;
- Visible and regular management presence in the local communities. For example, in the last two recruitment drives, the mining and processing managers personally took part in recruitment efforts;
- Leadership support for investing in education and training to both develop current workers and build a pipeline for future employees;
- Keeping the communities informed of upcoming job opportunities, so they can start to prepare candidates;
- Developing an ongoing open, candid and collaborative relationship between the company and its community partners to meet mutual goals.



What's Next

Areas for improvement that Detour Gold has identified include:

- Continue to develop innovative ways to promote employee engagement and retention; and
- Investigate strategies to build representation and capacity in the local communities with respect to professional occupations, such as geologists, engineers and accountants.

Edmonton Mennonite Centre for Newcomers

Engineers and Technologists Integration Program (ETIP): Optimizing the Skills of Experienced Internationally Trained Engineers for the Canadian Workplace

Overview

ETIP assists internationally educated engineering professionals to rapidly and effectively integrate into the Alberta engineering workplace. Since 1996, ETIP has successfully bridged hundreds of graduates into meaningful employment in the engineering industry in Canada.

About the Organization

The Edmonton Mennonite Centre for Newcomers (EMCN) is an immigrant settlement agency whose focus is the successful and integrative settlement of newcomers to Edmonton. The agency operates in an inclusive environment, with a welcoming atmosphere and a holistic approach to settlement practices. EMCN offers comprehensive settlement services, including support for the most basic of needs, as well as more intensive support for newcomers with multiple barriers.

The Challenge

The ETIP program grew from the needs of the changing profile of immigrants coming to the Edmonton region –and, in turn, coming to EMCN for supports – in the mid-1990s. From a predominance of family-class immigrants, the demographics of newcomers shifted to more highly educated professionals – mainly engineers – with more advanced language skills and work experience. Finding it difficult to secure work in their field, their needs centered on acquiring Canadian experience, having credentials recognized, earning professional designations needed to practice, and developing business-specific language, as well as communication and job search skills.

The Solution

With a demonstrated track record of success over many years, the ETIP program fills gaps in the skillsets of immigrant engineers to prepare them to find employment as engineering technologists, project managers and other engineering-related roles.

Entry to the program is competitive; for example, 95 applications were submitted for 16 places in a recent civil engineering program. The rigorous application process involves the following steps:

- Applicants complete a 60–70 page Prior Learning Assessment and Recognition (PLAR) document and must demonstrate proof of school and work experience to back it up (e.g. résumé, university syllabus, transcripts).
- Each application goes through a 90-minute assessment by an industry professional, who analyzes it for gaps, strengths, etc.
- Promising candidates are called for an interview to verify technical skills and soft skills (e.g. conflict management, accountability).

- If scoring after the interview phase is similar for several candidates, the factors that decide whether an applicant succeeds in getting a position are personality and attitude.
- All unsuccessful applicants are invited to meet the program coordinators for a candid debrief on areas for improvement.

Curriculum

In the full-time 11-month program, which is offered twice a year, participants start by learning how the Canadian engineering workplace functions and how to fit in and communicate with colleagues. Then they adapt their technical skills to Canadian standards and practices. As program participants already have prior experience, and many have been in management roles for several years, providing a refresher of their education is a plus for any employer. At the end of the program, participants search for jobs in their field with the help of professional career counsellors.

The curriculum consists of three key components; however, the programming is customized to each key engineering discipline. Currently available are civil, mechanical, and industrial instrumentation and automation:

- 400 hours of in-class training at EMCN over four months;
- 450 hours of in-class training at the Northern Alberta Institute of Technology (NAIT) over 4 months; and
- Three months of supported job search.
- Key Stakeholders and Partners
- The 20-year success of ETIP is due to the strategic partnership of NAIT, the Association of Science and Engineering Technology Professionals of Alberta (ASET), Alberta Human Services and EMCN (Edmonton Mennonite Centre for Newcomers). EMCN works closely with several partners in the successful delivery of ETIP:
- As a community-based college, NAIT has the agility to be receptive in customizing its training to the needs of both local employers and ETIP participants.
- ASET was the selected partner, as it does not require professional experience within Canada to award its designation, but maintains professional excellence.
- The Government of Alberta funds ETIP's operations through a grant, and supports individual participants through a monthly living allowance so that they can focus completely on succeeding in the program.
- Ongoing relationships are fostered with local employers, who advertise vacancies through the program, participate in the job fair or provide a guest speaker in the Canadian workplace culture and communications course.

Impact and Outcomes

- In its 20 years of operation, 1,800 internationally trained engineers have graduated from the program.
- ETIP graduates find work in many different places and in many different roles:
- With industrial companies, in engineering firms and contractors, with the government, in consulting companies, and with manufacturers and distributors across Alberta; and

- Working in research, development, design, construction, production, operations and in management.
- EMCN's funder requires that graduates find employment in their field within six months. In fact, 90–95% of graduates achieve this within three months, even during times of market downturn.
- EMCN carried out a return on investment (ROI) research study on the program in 2015 – assessing the cost of putting an individual through the program and their salary after graduation, as well as jobs held by participants pre- and post-program. A recent documented success included a graduate who went from working in a \$10.50/hour job to earning \$137,000 as a project manager.



Success Factors

- The great strides made in the area of Foreign Credential Recognition in the last 10 years have accelerated the success of participants.
- Participation from local employers – e.g. in job fairs and as guest speakers – helps give participants insight into the operations and expectations of Canadian companies.

What's Next

EMCN is constantly innovating its program, assessing technical content to ensure it is meeting employer's needs, and utilizing new and inventive techniques related to understanding business communication, Canadian workplace culture and job search strategies. In addition, it is looking to expand programming and to include a bridging program for project managers in 2016.

Benefits for Employers

Employers who are interested in getting involved in the program, either as a guest speaker or to access the talents of program graduates, can find more information at <http://emcn.ab.ca/>

ETIP offers the following benefits for employers – at no cost; such measures also reduce the effort required by employers in identifying, screening and orienting potential hires:

- Skilled, experienced professionals who:
- Are employment-ready, highly motivated and already-local, and who have clear expectations of Canadian workplace culture;
- Offer fresh perspectives on technical issues, a global outlook and multilingual skills to give any business a competitive advantage;
- Possess both international education and experience, and “Canadianized” NAIT applied-technology training and ASET certification;
- Often have management expertise and experience in training, mentoring and acting as role models for others; and
- Can assist a company in identifying opportunities that require fresh ideas and concepts, or new skills that may not have even been considered.
- Ongoing integration support to both the employee and employer by the program manager once a graduate is hired; and
- Support to employers to fill vacancies, according to an employer's preference. For example, the EMCN program manager can send pre-screened candidates directly, or pre-screen candidates and distribute job postings to graduates.

Testimonial

The Engineers' and Technologists' Integration Program offered by the EMCN and its partners is a valuable head start for many technical people relocating to Canada – it helps to develop the non-technical skills people need to succeed in the Canadian workforce. Completion of the ETIP can improve your chances of success in the Canadian engineering workforce. We are very pleased with the ETIP graduates we have hired, as they have transitioned into our company well.

Lyle Trytten, Director, Sustainability and Regulatory Affairs,

Sherritt International, Metals Division

Goldcorp Inc.

Unlocking Women's Potential through Visionary Leadership Programs

Goldcorp's breakthrough *Creating Choices* and *Growing Choices* initiatives combine formal training with peer and senior management networking. These strategic and visionary programs build skills, knowledge, capabilities and personal aspirations. Women grow individually and professionally, and gain the confidence to pursue new opportunities within the organization.

Goldcorp has a broad vision of the program – to cascade the benefits to families and communities. With their newfound strengths, the women are role models for fresh talent, including more women, to find their place in the mining industry.

About the Organization

Goldcorp Inc. is a leading gold producer headquartered in Vancouver and focused on responsible mining practices with safe, low-cost production. Employing approximately 16,000 people worldwide, the company is engaged in gold mining and related activities, including exploration, extraction, processing and reclamation throughout the Americas.

The company's *Six Pillars* support its *Strategy*, guide its *Vision* and are grounded in its *Values*. One of these pillars is to *Grow People*; this translates into providing opportunities for personal and professional development, helping its people reach their full potential, and valuing and respecting each individual's contributions.

The Challenge

Goldcorp was compelled to start the initiative based on three drivers:

- Commitment to employee growth and sustainable community prosperity;
- Acknowledgement and support of the strengths of both male and female leaders; and
- Recognition that more needs to be done to encourage and facilitate women's career development in the traditionally male-dominated mining industry.



The Solution

Creating Choices and *Growing Choices* are training programs that together form one component of many career-development initiatives offered to Goldcorp employees.

Stage 1: Creating Choices

Creating Choices was launched in 2010, and it aims to make women realize that they have huge potential, and that they can achieve the same positions and opportunities as men in the mining industry.

First rolled out in Guatemala and Mexico, the program is now offered at every Goldcorp operation, plus its corporate and regional offices in eight countries throughout the Americas, including Canada, the U.S., Argentina, Barbados, Chile and Honduras.

Every woman is encouraged to participate, from both site and corporate locations, and participation is completely voluntary. Within its first five years of operation, over 1,300 women pursuing a range of careers have graduated from the program – ranging from welders, truck drivers and forepersons, to IT analysts and executives.

Stage 2: Growing Choices

After three years in operation, a two-day “Believe to Achieve” conference for 100 *Creating Choices* graduates was held to talk about next steps. The outcome was the creation and launch of *Growing Choices*.

The inaugural course was launched in January 2015 and this second phase of the program has four modules that teach women how to do the following:

- Brand themselves as leaders;
- Balance work and life commitments;
- Plan for career success using SMART (specific, measurable, attainable, realistic and timely) goals; and
- Build effective relationships and networks.

With less reliance on videos and standardized delivery, the program uses the same facilitators, who now have the experience and confidence to deliver this more advanced program.

Stage 3: Mentoring

Graduates from either program can choose to be matched with a mentor (man or woman) who further supports her career development.

Based on a woman's résumé, experience and career goals, she is paired with a mentor, who is in a higher position in the company and working at a different operation or office. This helps to not only broaden perspectives and open the mentee's mind to career opportunities, but brings the company together by creating meaningful connections between different sites and further encourages collaborative efforts. The pair has an hour-long meeting or a conference call once

Highlights and Innovations

- Recognition that the development of interpersonal skills can have powerful business benefits;
- Program offered to all women in the company;
- Effort invested in reflecting women across global operations and involving a cross-section of women in program design;
- Multiple avenues to develop women's leadership and interpersonal skills leveraged – e.g. using local employees in a range of occupations as program facilitators; and
- Follow-up is a key component – including the documentation of powerful stories of program participants – which can be shared both inside and outside the organization for inspiration.

every two months, for a year, to discuss professional development. After one year, a check-in is scheduled to gauge development.

Key Stakeholders and Partners

The program is taught on-site by 67 local Goldcorp employees who have been trained as facilitators. To achieve the broadest reach and impact across the unique cultural environments in which the company operates, Goldcorp customized the curriculum and delivery channels for maximum accessibility and flexibility:

- A video format in both English and Spanish for ease of presentation at work sites and remote communities to eliminate transportation concerns;
- Flexibility for each mine site to offer the modules according to local schedules; and
- Access at grass-roots levels to be of greatest benefit to as many women as possible.

Impact and Outcomes

The results are both inspiring and life-changing, according to recent surveys on *Creating Choices*:

- 66% of participants report improved self-esteem.
- 73% have an increased ability to communicate ideas in an organized and inspiring manner, according to their supervisors.
- 91% of participants set professional and personal goals after course completion.

Overall, the program has helped initiate conversations for women to explore new opportunities and has created a supportive network of women at all levels of the organization. It has not only helped women in their professional lives, but also personally.

Quote from participant: *“Ever since I attended Creating Choices, my self-esteem has improved. Before, I didn’t have the guts to speak in public or to express myself. That’s why Creating Choices is so good – because it helps us to value ourselves.”*

Quote from supervisor: *“She has gone from being shy and concerned about voicing her opinions and ideas to someone who openly expresses them. She has also become comfortable challenging processes and people when she sees an issue.”*

Success Factors

- The CEO, senior management team and the Board of Directors are fully supportive of the initiative, as part of their ongoing commitment to prioritizing gender equality and encouraging women to advance their careers.
- Program founder, Anna Tudela, spent time getting to know many of the participants across global operations and she recognizes their achievements. Ms. Tudela’s ownership of the program and informal mentorship of many graduates of the program was an important driver for the program. It is important for women in the company to have female role models in management to look to for career inspiration.
- The core program was customized through the input of 16 women from a wide range of occupations and locations. For example, videos were re-filmed in Spanish; modules were expanded to cover challenges such as building self-esteem and daring to dream; and content was adapted to reflect the company and to be accessible to all women, including those with limited literacy skills.
- As the program’s development was enriched through input from across Goldcorp’s global operations – inclusive of women from cultures with different norms about gender roles – the program resonated with the diverse mix of women participants in the

Americas.

- The use of videos, supporting activities and discussion guides made it feasible for local staff to deliver it successfully.
- Male team members are encouraged to get involved as mentors.
- The program provides not only encouragement and inspiration by offering a forum of peer support for women, but also works to impart specialized skills and knowledge through mentoring and networking.
- Women at each site are empowered and entrusted to deliver the program. Training Goldcorp women as program facilitators, instead of using external contractors, further developed women's skillsets and allowed women to take ownership of the program and make it their own.

What's Next

Going forward, Goldcorp is looking to track the success of the programs by assessing where women were five years ago, when *Creating Choices* began, compared to where they are today.

In addition, Goldcorp intends to leverage these initiatives as a starting point to create a foundation for achieving formalized commitments at the leadership level and for supporting diversity more broadly.



Golder Associates

Helping New Hires to Succeed through a Holistic, Person-centred Approach and a Focus on Integration

Overview

Golder Associates has a solid orientation program in place, starting with consistent onboarding processes for all new staff, and culminating with individualized support for new senior hires who are newcomers to Canada. A key success factor is Golder's recognition of the importance of onboarding and support for early integration.

About the Organization

Golder Associates is a global, employee-owned organization with more than 180 offices worldwide and over 7,000 employees. Started in 1960, the firm provides a wide range of independent consulting, design and construction services in the specialist areas of earth, environment and energy. Over the years, it has won several awards as a best-managed company and a best employer.



The Challenge

With employees located around the world, Golder staff already have a strong track record of successfully working together in international teams. This experience has fostered a strong culture of openness to global expertise. Nonetheless, the company has recognized that without an intentional process, the integration of new hires into a Canadian location can be hit-or-miss.

The Solution

A full-day orientation program for all new hires is delivered approximately bi-monthly. Going beyond the typical topics of administration and paperwork, it includes a focus on the “soft” (i.e., non-technical) knowledge that is so important for successful integration: how to navigate the company's processes and an understanding of the company's corporate culture.

At more senior levels, a Senior Integration Program is run as needed, based on hiring levels — and sometimes as often as quarterly. Led by two senior leaders, the workshops cover organizational culture, challenges at the senior hiring level, leadership roles and responsibilities, and how to be successful. As the program title implies, the focus is squarely on how to integrate, rather than just assuming because these new hires are senior, they've done it before.

Being introduced to a group of similar new hires in their early days also creates a peer group and informal support network. And for recent newcomers to Canada who are hired at more senior levels, the process can go even further: an individualized process that includes anything from a one-on-one briefing on what to expect from life in the new location, to support for sourcing language training for family members.

Key Stakeholders and Partners

Golder's regional offices have partnerships with local agencies, including a longstanding successful partnership of almost eight years with the Calgary Catholic Immigrant Society (CCIS).

Success factors

- A critical success factor has been the support of the company's senior leadership; they have been consistent in communicating the corporate values.
- Hiring managers are expected to take newcomers under their wing and provide the required support, recognizing that some people need more such support than others.
- External support is available through Golder's relationships with immigrant-serving agencies and a global relocation services firm.

What's Next

In the current business environment, Golder's hiring needs have lessened and the Senior Integration Program is on hiatus. The company hopes to reinstate the program and look at opportunities to extend the learnings, such as the value of peer networks and mentors, to support onboarding practices more broadly in the organization.

Employer tips

- Maintain an ongoing relationship with immigrant-serving agencies. Golder's Calgary office continues to receive names of qualified newcomers from CCIS and is happy to hire some of the agency's clients to provide them with important Canadian work experience.
- Identify what the challenges will be for a person's integration and provide the necessary supports, in particular during the early days, which “set the stage” for the individual's employment in your organization.
- Senior leadership must communicate the organizational values and demonstrate them in important decision-making. For example, a recent senior-level opening was explicitly

awarded to a manager who could bring an international perspective into an existing work group. Managers must also be held accountable for supporting and integrating newcomers.

- Help newcomers to create personal networks, build relationships and gain helpful guidance and mentoring.

Highlights / Learnings

- First impressions count in creating a successful onboarding experience – for both the new hire and the organization.
- A multidimensional focus to onboarding enables an organization to customize the process to an individual's role and learning style.
- MiHR research has shown that networks are a critical source of information for learning about corporate culture and facilitating career advancement.

Immigrant Women in Mining, BC (iWiM BC)

Using a Grassroots Event to Promote Networking and Intelligence-Sharing for Immigrant Women Seeking a Career in Mining

Overview

On November 14, 2014, the first one-day iWiM BC conference was held in Vancouver, B.C. This unique event brought together women immigrants seeking a career in B.C.'s mining industry, industry representatives and immigrant-serving agencies to network, make connections and share intelligence to support the women in reaching their goals.

About the Organization

The iWiM group was formed in July 2014 to support immigrant women seeking employment opportunities within the B.C. mineral exploration, mining and aggregate industries.

A three-member committee comprising representatives from the mining industry, WorkBC (the provincial body responsible for employment supports) and the Immigrant Services Society of BC (ISSofBC) worked closely together to design and implement the event.

The Challenge

In early 2014, a current mining employee from an immigrant background approached her former employment counsellors at WorkBC and ISSofBC. Based on insights she had gained through the process of securing a job and the ongoing experiences of her peers looking to get into the sector, she pitched the idea of hosting a conference for immigrant women on how to break into mining in Canada.

WorkBC and ISSofBC immediately recognized the solid business case for supporting such an event: both organizations had received several requests from women with international experience with the same career goal; the initiative would promote the employment of women in non-traditional careers; and it would present industry with an opportunity to connect directly with a specific talent group that it may not have considered to date.

The Solution

The iWiM Conference was designed for immigrant women who were either unemployed, or employed in another industry and had a desire to transition into the mining industry. It set out to accomplish the following:

- Increase the involvement of community stakeholders in collaborative efforts to support the employment of prospective employees in the mining industry;
- Establish an understanding of solutions to the barriers and unique challenges that prospective employees may face in order to get employment in the sector;
- Promote awareness of careers in mining;
- Build understanding of how to engage in the workplace culture in order to stay employed in mining; and
- Introduce networking opportunities for immigrant women to enter mining.

To make this free event a rich experience for participants, the number of registrations was limited to 20 potential employee participants and 10 industry speakers.

The event featured an engaging interactive workshop, presentations and panel discussions focusing on identifying and sharing solutions for successfully accessing employment in the industry. It also showcased inspirational speakers that are well-established in mining, who shared their personal experiences of getting into the sector. The agenda was designed to allow iWiM participants to meet with, and ask questions directly of, several industry experts and employment service providers on key topics.



Key Stakeholders

The Immigrant Women in Mining, BC (iWiM BC) conference was initiated and organized by the iWiM BC team, comprising representatives of the following organizations:

- WorkBC: a provincial government agency that works to help all British Columbians to successfully navigate B.C.'s labour market;
- Immigrant Services Society of BC (ISSofBC): an organization providing a variety of support services for immigrants and refugees to help them get settled, find careers and learn all they need to know about starting their new lives in Canada; and
- Entrée Gold Inc.: a Vancouver-based mineral resource company focused on the exploration, development and acquisition of base metal projects.

The event was made possible through funding from WorkBC and several industry partners, including Pacific Community Resources, Entrée Gold Inc., and Explore for More BC – BC HR Task Force.

Impact and Outcomes

Attendance at the iWiM conference was at 100% capacity.

Key successes:

- Facilitating connections between immigrant women interested in getting into mining, who are experiencing similar challenges; many noted that they had previously felt isolated and felt the challenges faced were personal. Through networking with others, it was highlighted that some issues are systemic;
- Connecting industry to a rich pool of talent and building awareness around the benefits of considering these potential employees for future openings; and
- Raising the visibility of mining opportunities among immigrant-serving agencies based in a large urban environment. This addresses a key barrier to the inclusion of immigrants in mining highlighted in recent MiHR research: immigrants are more likely to settle first in an urban area and will often have limited awareness of opportunities in more remote regions.

Outcomes:

- The event summary report was issued and distributed, as well as copies of all presentations.
- The LinkedIn group, Facebook page and a Twitter account remain active to post relevant news and events, and encourage continued networking and information-sharing between conference participants.
- Success Factors
- An initial challenge was how to reach out to this specific target group of immigrant women looking to get into mining, in particular, women who are unemployed. Helpful channels used to disseminate marketing materials included WorkBC centres, Facebook, immigrant-serving agencies such as SUCCESS, ISSofBC, and B.C. employment centres, as well as websites related to mining.
- Industry participation and support – both as participants and speakers, and for financial and other resources – was critical to garnering interest in, and disseminating information on, the conference.

What's Next

Recommended adaptations for related future initiatives from participants and organizers include the following:

- Replicating this event, and other in-person networking opportunities, to offer newcomers the chance to meet with prospective employers and other industry experts. It was noted that it is particularly important to host them in large urban areas where the immigrant labour pool is located;
- Having more industry HR representatives and mining recruiters present;
- Focusing on providing temporary work placements or probation periods;
- Increasing the number of participants (up to 35 at least) at the next event, due to the high demand; and

- Spending more time on résumé writing and interview tips, based on the numbers of questions received on these topics.

Tips for Employers

As a talent source, immigrant women offer many skills to help employers compete in today's global market:

- International and multilingual experience and expertise; and
- Many transferable skills and capacity to learn Canadian technical specifics.

In addition, employers can significantly reduce costs and administration by recognizing skilled immigrant workers already “on their doorstep.”

Employers can start to reach out to this group by doing the following:

- Creating a physical networking opportunity, and using social media to reach out and follow up;
- Tapping into the services of provincial employment and immigrant-serving agencies, which offer services – many free of charge – such as:
 - Hosting job fairs;
 - Advertising positions;
 - Pre-screening and matching candidates;
 - Ongoing support for new hires; and
 - Supporting initiatives similar to this that help to put employers in touch with local pools of talent; and
 - Working with their professional associations or networks to leverage the blueprint for this initiative to replicate it in their region.

Testimonial

“Thank you for inviting me to participate in the iWiM conference. It was a real pleasure meeting these wonderful women in the industry. I truly believe that this event can be even bigger for next year.”

-Industry representative-

Highlights / Learnings

MiHR research shows that women immigrants seeking to succeed in mining face a “double jeopardy”: the intersection of immigrant challenges and gender issues in the industry.

International Women in Mining Community (IWIMC)

Addressing Systemic Barriers to Build a Pipeline of Talented Women for Board Levels

Overview

Launched in May 2015, the Women on Boards webinar series aims to build the capacity of, and access to, women mining executives and female professionals for positions on boards of directors. By building knowledge and skills for seeking a board appointment, and offering a referral service, the program helps to address the common challenge of women's access to networks and industry insiders.

About the Organization

The International Women in Mining (IWIMC) Community (www.womeninmining.net) is a non-profit organization established in 2007. IWIMC implements initiatives that improve worldwide gender balance in the mining industry and foster the professional development of women in mining.

IWIMC currently has more than 8,400 members from over 100 countries, and connects and supports more than 45 local Women In Mining groups around the world.

The Challenge

Women In Mining (UK) undertook a three-year study to analyze gender diversity on the boards of the top 500 mining companies in the world. Mining was identified as the sector with the fewest women on boards. Based on current trends, it will take 25 years for the sector's top 100 companies to reach 30% of women in senior positions. Research suggests that at least 30% is needed to obtain diversity in perspective and for the maximum positive impact on company performance as a result of this balance.

A subsequent review by IWIMC showed that available programming and support for women interested in pursuing a board seat are generally costly, require a significant time commitment, and are not specific to the needs and operational reality of the industry.

The Solution

Leveraging the in-depth expertise of IWIMC personnel on the challenges and needs of women looking to secure a board of directors' position, and the expertise of its panel of international instructors on board operations globally, the Women on Boards webinar series was developed.

The program consists of a series of 60-minute online webinars – one per month for 10 months – which chronologically follow the steps involved in researching, preparing for and securing a board seat. Topics include an in-depth review of the key responsibilities of directors and board operations, an overview of legal issues in mining, regional regulatory differences and obligations, gender diversity on boards, how to develop a board résumé and an action plan to achieve a board nomination, and key considerations for success once appointed.

Each session consists of a presentation offering practical tips and solutions, followed by questions and answers. An ebook with supplementary information is also made available.

Key Stakeholders

The program has been developed specifically for women who are qualified and are considering pursuing a board seat or who may envision a board position as part of their career trajectory. It is open to all women in mining.

Current participants come from a diversity of backgrounds:

- Region: Canada (currently 50% of participants), Australia, several European countries, Kenya, Côte d'Ivoire, Ethiopia, including individuals on temporary postings overseas;
- Job title: Ranging from technical professionals such as engineers and geologists, to more corporate roles such as finance and legal, as well as independent consultants;
- Employer: mining companies, international organizations, professional associations, and national governments; and
- Level: mid- to senior-level management; some already have Board experience.

Sessions are led by a variety of internationally qualified business and governance experts from the mining industry or individuals who currently hold a board position.

Impact and Outcomes

The goal of the program is to train as many women as possible and counteract the myth that there are not enough qualified women available for consideration for board positions in mining.

A key outcome will be the development of a database of board-ready women, searchable by geographical location, skillset/area of expertise, commodity and level of experience.

IWiMC can provide access to candidate résumés and connect employers with a shortlist of pre-screened candidates for interviews.

IWiMC is also available to review board director job descriptions for inclusive language and to advertise positions to its members.



Success Factors

- Online webinars are accessible from anywhere, at any time. This is well-suited to the operational reality of mining (fly-in, fly-out schedules, long shifts, remote operations). Participants can listen to a live session or afterwards, to the recording.
- The program is affordable for individual women and companies. Current enrollment for participation in the entire program costs \$330 CAD.
- The program features a flexible choice of sessions that can accommodate work schedules. A participant can choose to take one or more sessions, as most relevant to their needs; registrants have access to recordings and can join in the course at any time.

What's Next

As the program progresses, there are plans to develop supplementary webinars for women who secure a board seat.

While information on the program has been successfully distributed among individual women through the networks of Women in Mining and other professional media, the focus now is on building awareness among employers, by promoting the program in the media and reaching out to industry.

Tips for Employers

- Consider the talent and potential already in-house when looking for board talent.
- Look at top-female performers already in your workforce, ear-mark them for advancement, and prepare them for leadership roles by offering stretch assignments and other development opportunities.
- When looking for board members, be intentional about reaching out to a wide range of candidates and require at least one woman on each shortlist.

Testimonial from Manager or Beneficiary of Practice

"While women are generally under-represented in the industry, the truth is a big pool of mining industry talent isn't being tapped into because most women haven't had the education and mentoring needed to market themselves as Board-ready. IWIMC's new webinar initiative should go a long way in improving visibility and access to candidates outside of traditional sources."

Lisa Davis, CEO of Toronto-based PearTree Securities Inc., founding sponsor of the webinar series and member of the board of the Prospectors and Developers Association of Canada (PDAC)

"I found the first session of the Women on Boards webinar to be very interesting and extremely useful. The speaker provided a thoughtful overview and as a participant, I was able to ask questions in a non-threatening, low-risk environment. I'm looking forward to the rest of the presentations!"

-WOB participant

North Rim

Attracting a Diversity of Talent with a Critical Mass of Senior Women and a Focus on Inclusion

Overview

Through a range of mainly informal management practices, North Rim has been successful in attracting, engaging and retaining talented employees. Driven by its recognition of the benefit of a diversity of perspectives, its senior management team has focused on creating an inclusive work atmosphere and fostering employee networks.

It exemplifies what a small- to medium-sized company can achieve through an intentional, ongoing focus on day-to-day interactions that promote inclusion.

About the Organization

Celebrating 30 successful years in operation in 2014, North Rim is a small, 50% employee-owned geosciences and engineering consulting firm based in Saskatoon, Saskatchewan. Its expertise is focused on subsurface geology, specializing in stratigraphy, sedimentology and resource valuation, drawing upon a diverse technical background of potash, petroleum and other resource exploration and development projects.

The Challenge

In transitioning from a sole-proprietorship to 50% employee ownership and 50% institutional ownership in 2009, the management team seized the opportunity to build a set of made-to-measure inclusive recruitment and retention measures. The aim was to attract and secure qualified staff, develop this talent, and build a high-performance culture that motivates, supports and celebrates the success of every employee.

The Solution

North Rim's management is guided by its Statement of Human Resource Culture, which articulates its key commitments to staff:

- Placing a premium on building a people-friendly, high- performance culture that values open communication, professional development and the contributions of every employee;
- Recognizing its people as the factor that has contributed most to its success in solidifying its reputation as a leading geoscience and engineering consulting firm in Saskatchewan; and
- A belief in team, work-life balance and in rewarding quality work.

Research has indicated that when looking for opportunities or staying with an organization, women – and talent from diverse backgrounds – often look to do the following:

- Associate with people they respect;
- “Be themselves” at work;
- Work in collaborative work settings and teams; and

- Be recognized for the value that they bring to the organization.

As a small company, built from the ground up by employee shareholders, North Rim's leadership has worked very hard to translate its core principles into a range of practices that foster an inclusive, engaging work culture:

- Actively seeks out diverse perspectives: To minimize bias in selection processes and ensure candidates with new, fresh outlooks are considered, résumés are reviewed by several members of the management team and situational interview questions are used to identify transferable skills.
- Recognizes the importance of early engagement: To create that critical positive first impression on a new hire, and enable him or her to feel that he or she is supported and valued, North Rim provides a solid orientation program, including technical training on potash and the appointment of a mentor.
- Visible leadership commitment to sustaining engagement: The recruitment and retention mindset never ends. Leadership is continually thinking about how to have their people be excited about their jobs and come to work every day happy to face the new challenges presented. Face-to-face interactions are prioritized, along with ongoing feedback to build trust and the relationship.
- Builds collaborative teams: To promote team cohesion and encourage each employee to “bring their entire self” to work, an in-person “team huddle” is held every week. This gathers together all employees, many of whom are regularly working off-site but who can call in to the meeting. It provides an opportunity to share updates on both professional and personal levels, and to acknowledge the contributions of others.
- Inclusive communication and collective decision-making: No decision is made by one person alone; everyone has an opportunity to provide an opinion and contribute to the greater whole of the organization. The responsible manager considers all options presented in making the final choice.
- Encourages and supports innovation: While management works to create a close team, opportunities for individual employees to “open their wings and fly” are encouraged. The aim is to have employees continue to be intrigued by their jobs, but not overwhelmed. New approaches, whether successful or not, are seen as a useful learning experience.

Key Stakeholders and Partners

Management is actively involved with several organizations in support of its inclusive HR practices:

- The Saskatchewan Women in Mining chapter;
- The board of the Canadian National Women in Mining group;
- The International Minerals Innovation Institute: North Rim is a funding company, and has representatives on the Education and Training, and Research and Development panels, and the board; and
- Women Entrepreneurs of Saskatchewan.

Impact and Outcomes

Although the company does not set any formal diversity goals or targets, its workforce includes individuals from a range of backgrounds:

- 70% of the workforce are women; 10% are members of a visible minority.
- Engineers and geoscientists are 70:30 women and men.
- Management is currently 100% female.
- 10% of employees are internationally educated.
- The company has started to advertise openings in an Aboriginal HR Forum in its search for diverse talent.



In addition, North Rim maintains a strong, positive relationship with former employees who have been let go or have moved on to other opportunities; efforts are made to ensure that the two parties always part ways on good terms. Many former employees have subsequently become their advocates, or even clients, which is indicative of how employees are supported. Other former employees have also recently been brought back to work on an as-needed basis. Maintaining positive relationships with all employees, past and present, is recognized as a critical goal as it relates to corporate culture/brand and therefore, makes good business sense.

Success factors

- Due to its size, the company is agile, and can make decisions and act on them quickly. It consciously decides to foster an inclusive work culture made up of the best people to do the job.
- As a consulting firm, North Rim offers a fast-paced, varied environment, where employees can interact directly with different clients, and work with a range of commodities and at various FTE's; some staff work 60% or 80% of full-time hours. It supports work-life balance, which helps attract individuals who are looking for a change of pace, a new challenge and a modern workplace.

- Central to North Rim's philosophy is a belief that unlocking the world's store of mineral resources starts with unleashing the potential of its people; this sets the tone for HR at North Rim.
- Management “walks the talk.” It is an example of gender equality not just in the staff but at a management and board level. The gender-inclusive atmosphere attracts other women to the company. It firmly believes in setting healthy examples of what success can look like.

What's Next

As potash – a key area of focus for North Rim– is not included in university geoscience and engineering programs, company staff have developed a geological short course on the topic. It is delivered both in-house and to educational institutions (with the inaugural course given to University of Saskatchewan students) and to industry participants. Plans are in the works to replicate the course for students at the University of Regina and Saskatchewan Polytechnic.

This will help raise the organization's inclusive and technically proficient profile among potential future candidates and help build a pipeline of talent with a foundation in the potash field.

Tips for Employers

- Leverage the interview to gauge fit. Probe in different ways to get information needed to determine if a candidate would be a good match with the organization and the position.
- Time spent on onboarding pays off. It also helps determine fit and to identify any areas to work on to help an employee integrate smoothly and quickly.
- Not all employees want to be treated in the same way. While one employee might appreciate the public recognition of a job well done, another may prefer a handwritten card.
- It is important to take the time to get to know each staff member, to learn about what engages them and is important to them. This knowledge is the key to inspiring and improving employee performance and therefore, makes good business sense.
- Let employees know how they are doing as often as possible – both what was done well and where they could improve. When giving constructive feedback, do so in a way that is appropriate for the individual and that will enable them to try again with confidence.
- Be available and present. Check in with each employee on a daily or weekly basis, regardless of whether there are concrete issues or questions. Ongoing communication helps ensure that employees know what is expected of them, instead of just “throwing darts at a board.”
- Support your staff right from day one. Set them up with a work buddy to whom they can ask questions or go to for informal guidance. Mentorship, both informal and intentional, plays a huge role in employee satisfaction and performance.

Testimonial

“We regularly meet with potential talent – regardless of our current job postings. If someone wants to meet and they have an interesting background and potential contributions to bring to

the company, we like to have a conversation. You never know when you may need to leverage talent. We like to keep the hopper full of potential fits.”

North Rim Director of Workforce Development

Highlights / Lessons Learned

MiHR research indicates that job applicants check the profiles of senior management and board members (e.g. mix of men and women) on mining company websites, as a way of gaining insight into corporate culture and its possible fit for them. Visibility of diverse talent at the senior level builds an employer's brand – helping them to attract talent from a range of backgrounds at all levels of the organization.

¹ Sylvia Ann-Hewlett. *Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success*. Harvard Business School Press. 2007.



Professional Access into Employment

Assisting Employers in Accessing Experienced, Skilled Immigrant Technical Professionals

Overview

The Professional Access into Employment (PAIE) Program connects employers with highly qualified engineers, geoscientists, ecologists and planners. With an average of 10 years of professional experience, and 75% holding a Master's degree, program participants' market value is further enhanced with a curriculum that enables them to update their skills for the Canadian workplace.

About the Organization

Funded by the Government of Ontario, PAIE (<http://paietraining.ca>) is an innovative bridge training program led by the Toronto and Region Conservation Authority (TRCA) that is designed to connect employers and skilled, internationally trained engineers and environmental professionals.

TRCA (<http://www.trca.on.ca>) works with its partners to ensure that "The Living City" is built on a natural foundation of healthy rivers and shorelines, greenspace and biodiversity, and sustainable communities.

Leveraging its strong connections to the TRCA network, PAIE has been successfully delivering the program since 2006.

The Challenge

For many years, TRCA has offered opportunities to volunteer within the organization. Many internationally trained professionals expressed a high level of interest in these volunteer positions, as a means to acquire experience in Canada and in their field. TRCA established the PAIE program to address the need for a dedicated program for this population.

The Solution

PAIE offers a streamlined recruitment service for businesses in the environmental sector at no cost to the employer. PAIE matches pre-screened candidates to specific employer hiring needs.

PAIE is a 12-month part-time program that accepts approximately 50 participants per cohort year.

Competition is steep; on average, 150 applicants annually vie for the 45 available spaces. The PAIE program curriculum has been developed in consultation with regulators, employers, industry experts and professional trainers.

Program participants receive the following core supports:

- Sector-specific technical and software training is delivered by industry experts. Sample topics include: local environmental legislation and technical report writing.

- Support on licensing and certification processes is provided through workshops led by representatives from Professional Engineers Ontario (PEO), the Association of Professional Geoscientists of Ontario (APGO), the Ontario Society of Professional Engineers (OSPE) and the Ontario Association of Certified Engineering Technicians and Technologists (OACETT).
- Canadian culture and communication training is also included to enhance workplace integration.
- Participants are given mentoring opportunities with professionals in their field, to expand their network and better understand career paths in their profession. This includes individual, group and distance mentoring, job shadowing and informational interviews.
- The program offers 3–12 month work experience opportunities, allowing participants to conduct work in their field that may count toward the Canadian experience requirement for licensing and certification.
- Professional job search workshops and employment skills coaching help participants to identify apply and secure suitable work opportunities in their field.
- Field trips provide insights into the Canadian workplace.

Key Stakeholders and Partners

PAIE collaborates with several stakeholder groups, including regulatory bodies, educational institutions, newcomer service agencies and sector employers.

PAIE also develops relationships with individual employers interested in hiring or offering internships to program participants.

Over 150 individual stakeholders have supported the program as mentors, instructors, employers or advisors.

Impact and Outcomes

Program accomplishments:

- More than 400 participants served since 2006;
- Over 150 stakeholders supporting the program; and
- Over 80% employment success rate overall.

Examples of program graduates with a mining background:

- An environmental professional with a geoscience background from Bulgaria graduated from the PAIE program and was hired by a consulting firm to work on a mining project in Northern Ontario.
- An exploration geologist from Kenya earned an additional degree in environmental management since coming to Canada. Through his participation in the PAIE program, he acquired a deeper understanding of the geological labour market and knowledge of professional licensure in his field.

Success Factors

As PAIE is part of the wider TRCA organization, it leverages the connections of internal staff to keep up-to-date with market needs, and to reach out to employers to connect graduates and companies seeking skilled talent.

Being able to respond and adapt to market needs has been key for PAIE's continued success. Changes in recent years include:

- To prepare participants to enter the workforce more quickly, the original program duration of 16 months was condensed into a one year model.
- When the program started, it was geared towards planners and geoscientists. Due to the amount of interest from, and demand for, engineers, the program expanded to include this and other environmental disciplines.

What's Next

Due to the success of the program, demand for access exceeds the spaces available. With the aim of involving as many internationally educated professionals as possible in the program, PAIE is exploring innovative ways to deliver training online. PAIE is also working on a video of personal stories from current and past participants, to demonstrate what the program offers to employers and applicants.

Tips for Employers

Similar to many other bridging programs available across the country, PAIE offers complimentary supports to employers interested in tapping into talented program participants and alumni. These supports include the following:

- Post-employment opportunities on the PAIE website (optional);
- Pre-screen and match for soft and technical skills from a pool of pre-selected candidates ;
- Coach and prepare candidates for work opportunities;
- Offer onboarding and unlimited retention support;
- Provide access to learning opportunities tailored to employers, such as:
 - Diversity training and best practices for integrating newcomer professionals; and
 - Cross-cultural communication in Canada.

Employers can benefit from hiring internationally trained professionals. PAIE graduates, for example, offer the following advantages to an employer:

- Graduates are highly educated and have an average of 10 years of professional experience; 75% hold a Master's degree.
- Many have multilingual capacity.
- Graduates have Canadian corporate culture training and are well- prepared for applying their discipline in a Canadian context, which facilitates integration.
- On-the-job retention support is offered to both hired program graduates and the employer, to facilitate integration.

Testimonial from Manager or Beneficiary of Practice

"I greatly benefited from the PAIE Program, and I am thankful to the team. The assistance that I got was prompt and effectively targeted to my needs and situation. As a result, I quickly secured a job in the area of my profession. The program helped me improve my job searching skills, better understand Canadian environmental sector expectations from the newcomers, and strengthened my communication skills. I closely worked with my coordinator during my selection process for the position where I am working now, and her involvement and professional help throughout the process made a huge positive difference. "- Bakhtiyor PAIE Participant 2014

Links to overall research findings

The PAIE program addresses many existing barriers to the workplace integration of internationally trained professionals, as identified in MiHR research:

- Awareness of opportunities and industry careers, by providing access to mentors, networks and job search workshops;
- Gaining recognition for skills and credentials, by providing support and information about obtaining technical equivalencies and certifications;
- Need for supervised work experience required for P.Eng./P.Geo. accreditation, by offering work experience opportunities;
- Demonstrated appreciation for safety and ethical work practices, through education on the Canadian regulatory environment in the relevant field of specialization; and
- Nuanced understanding of cultural norms in a Canadian workplace, through workshops on how to work and communicate in a Canadian workplace.



S.U.C.C.E.S.S. BC

Immigrants in Trades Training Program: Providing Access to Skilled and Certified Immigrant Talent

Overview

The Immigrants in Trades Training (ITTI) program offers B.C. mining employers access to skilled immigrants who are trained and certified in up to 30 trades in the sector; and who – through supplementary language, workplace culture and essential skills training – are ready and eager to apply their skills as valuable, well-rounded employees.

About the Organization

The Industry Training Authority (ITA), funded by the B.C. Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour, leads and coordinates B.C.'s skilled trades system. ITA works with employers, employees, industry, labour, training providers and government to issue credentials, manage apprenticeships, set program standards and increase opportunities in almost 100 trades.

ITA partners with various community service providers to deliver pre-apprenticeship trades programs, including the Immigrants in Trades Training Program (ITTI). S.U.C.C.E.S.S. BC (www.succesbc.ca), a multi-service, multicultural agency, with over 20 service locations in Metro Vancouver and two overseas offices, delivered ITTI in the Lower Mainland region and conducts employer outreach across the province.

The Challenge

The majority of immigrants settling in B.C. are of working age and are well-positioned to help address labour shortages in the province. Many skilled immigrants already have technical skills from their home countries but need Canadian certification. ITA's Immigrants in Trades Training (ITTI) initiative is designed to help immigrants overcome specific financial, cultural and other challenges to establishing a career in the trades.

The Solution

From 2009–2015, the S.U.C.C.E.S.S. BC Immigrants in Trades Training (ITTI) program helped immigrants to access and select the right resources and services to help them return to, or start in, a skilled trade.

It offered a full-service program to provide skilled immigrants with a range of guidance and supports, from identifying goals to integrating into a new job. Counsellors worked with participants, as follows:

- Initial consultation to determine an individual's goals and their fit for the program;
- An intake meeting, with discussion on developing a Trades Action Plan to identify the steps, timelines and responsibilities involved in gaining Canadian trade certification or credentials, and employment; including such steps as attending a job search workshop, getting help with a résumé and developing interview skills;
- Individual participation in required training and/or challenges of certifications; and

- A case management component that includes follow-up with the client every two weeks to monitor progress.

Supports offered include the following:

- Financial assistance, including transportation expenses relating to attending courses, as well as required tools, books or work clothes;
- Safety training, English courses and referrals for Essential Skills training;
- Foundation training and pre-apprenticeship exposure to the trades;
- Workplace culture workshops; and
- Career counselling and job development, for example, outreach to employers and help with preparing for an interview.

The duration of the support depends on the individual needs of the skilled immigrant. If challenging for Red Seal, for example, support could last five-six months; if following a foundation program, it could be up to one year.

Key Stakeholders

Participation is open to skilled immigrants who are unemployed or underemployed – including both individuals with prior trades experience outside of Canada who need Canadian credentials and individuals looking to start in a career in a particular trade.

Participating employers gain access to skilled immigrant apprentices and program graduates who have recently successfully acquired the required certification for their trade, and are eager to start or continue their career in Canada.

Impact and Outcomes

- More than 1,300 skilled immigrants have completed training or introductory training courses through Immigrants in Trades Training since the initiative first started in 2008–2009.
- 48 of the over 100 trades covered are Red Seal; 30 are relevant for the mining sector.
- At S.U.C.C.E.S.S. BC, 100 clients took part each year – 30% for foundation programs; 30% for apprenticeships or trades-related jobs (e.g. industrial electrician, heavy-duty equipment operator or mechanic); and the remaining 40% received support to get local certification or to submit challenge applications at the local level.



- An example of a recent client was a construction electrician from the Philippines with 15 years' experience. SUCCESS BC helped him submit a successful challenge application to the ITA, supported him to get his Red Seal ticket and promoted his abilities to a local company, who were impressed with his skills and experience and hired him.

Success factors

S.U.C.C.E.S.S. BC employed two key measures to promote integration and retention of program graduates in the workplace:

- For skilled immigrants: Referral to Language Instruction for Newcomers to Canada (LINC) English as a Second Language training, and to the Canadian workplace culture training S.U.C.C.E.S.S. BC offers;
- For employers who may be new to employing skilled immigrants: Referral to the Immigrant Employment Council of B.C., which offers free HR tools, resources, workshops and webinars to provide support in sourcing, hiring and retaining new Canadian professionals and skilled tradespeople –See: <http://northernbcjobs.com/content/employer-resources>

Tips for Employers

Employers interested in tapping into the program by offering an apprenticeship to a skilled immigrant or employing a qualified and certified tradesperson can benefit from the following supports from an ITTI service provider:

- A meeting to talk about the employer's needs and suitable candidates currently or recently in the program;
- Distribution of job ads, including to other agencies working with skilled immigrants in the region;
- Pre-screening and matching of qualified clients; and
- Three months of on-the-job support and coaching for both the new hire and the employer.

If apprentices are registered with ITA, employers may be eligible for B.C. training tax credits and completion credits for Red Seal and B.C.-registered trades training programs. If a company employs first-year or second-year apprentices registered in the Red Seal trades, it may be able to claim a federal apprenticeship job-creation tax credit of up to \$2,000 per eligible apprentice. Additional information can be provided by ITA.

Testimonial from Manager or Beneficiary of Practice

Skilled immigrants are responsible, offer a high level of maturity, are flexible, and bring a strong work ethic to any company. To get to Canada, they have to be best of the best – employers can benefit greatly from considering skilled immigrants in their search for talent.

Cormac O' Reilly, former Job Developer, S.U.C.C.E.S.S. BC

Teck Resources Limited

Recognizing the Many Benefits of Enhancing Diversity To Build a Strong Company

Overview

Although Teck Resources Limited first set out to determine how best to attract and retain women as a key labour pool for talent, the company's individual sites quickly recognized the benefits of a more inclusive workplace. Efforts have culminated in an adaptation of recruitment and succession planning practices, "Respectful Workplace" and "Unconscious Bias" training, and the development of a new coaching and mentoring pilot program for women. These actions are enhancing workplace culture for all employees at Teck.

About the Organization

Teck is Canada's largest diversified resource company, committed to responsible mining and mineral development. The company produces materials essential to the quality of life of people around the world – copper, steelmaking coal, zinc and energy.

With approximately 10,000 employees worldwide, Teck has expertise across a wide range of activities related to mining and minerals processing, including exploration, development, smelting, refining, safety, environmental protection, product stewardship, recycling and research.

Headquartered in Vancouver, Canada, Teck owns, or has an interest in, 12 mines in Canada, the United States, Chile and Peru that produce copper, zinc and steel-making coal. It also operates a large metallurgical complex, is a partner in a wind power facility, and is a significant producer of specialty metals, such as germanium and indium. Teck also actively explores for copper, zinc and gold in the Americas, Asia Pacific, Europe and Africa.

The Challenge

Diversity and inclusion is a focus for Teck. In recent years, this has included a focus on gender diversity and hiring Aboriginal peoples who reside in communities where it operates.

In 2010, with a pending demographic shift due to an overall aging workforce in Canada and the U.S., Teck began to focus on attracting more women into its labour force. It also increased its focus on successfully integrating and retaining women.

As part of this work, Teck set out to determine if current practices supported diversity and inclusion and would attract more women to work at Teck.

The Solution

The Groundwork

The organization first conducted a scan of evidence-based research on challenges, opportunities and best practices related to women in mining. Articles from as far back as the 1970s identified some of the same issues that arise today, indicating the need for a new approach to increase female participation in the workforce. To supplement these findings, senior executives from other industries were consulted on their practices and lessons learned.

Armed with data in possible areas to explore, the seven-member Building Strength Through Diversity internal working committee was formed. A diverse group was assembled, reflecting gender, experience, role and worksite.

To gather knowledge within Teck, a survey was distributed to all women in Canadian operations and technical roles. Female employees were eager to share. Almost 400 responses were received, containing positive and constructive ideas on how to enhance the way Teck attracts, develops and retains female employees.



The Findings

The survey results showed that women were generally engaged, but some areas for improvement were identified:

- Female facilities and infrastructure could be enhanced: e.g. washrooms, lockers, dry rooms and personal protective equipment (PPE).
- Job titles could be made gender-neutral: e.g. “man” to “person”, “operator” or “attendant”, etc.
- Differing perceptions/standards of performance: e.g. many women felt they had to work harder than men, that their mistakes were more noticeable and that they needed to act more like men to fit in.
- Differing communications styles: e.g. women may not speak up for what they need or want (such as when applying for a promotion); there needs to be another way to allow them to voice their aspirations.

Positive practices were also identified: e.g. younger and older women who were informally mentored.

Results from the survey were segmented by site and distributed to senior management at each location, along with recommended actions that each site could tailor to its own circumstances.

Key Actions

Teck took the following key actions to address the survey findings and has continued to build on its diversity and inclusivity strategy since 2011:

- **Site Facilities:** Additional female facilities and PPE were added at sites.
- **Respectful Workplace Training:** Each site had the option to customize the core training to its needs. Some conducted interactive sessions that went beyond legal aspects to include typical scenarios of disrespectful or unintentional behavior, and included tools to mitigate conflict before a situation is able to escalate.
- **Career Paths:** Management began to more actively monitor the career paths of women, including succession planning discussions, and offering leadership and other professional development opportunities. Teck aims to have the representation of women in the leadership and business education programs reflective of women in the employee population as a whole.
- **Building the Pipeline:** Promote career opportunities in mining –including outside the dominant jobs – at elementary and high schools, as well as the post-secondary level. A partnership was built with a local college to provide a three-week mining course for women.
- **Unconscious Bias Awareness Sessions:** A learning program addressing unconscious bias in relation to wider diversity and inclusion was designed and rolled out to senior management, with a view to extending this training at the sites.
- **Recognition:** For International Women's Day annually, one woman from each site or office location is profiled in a booklet that is distributed throughout the company. The candidates are selected by the site and range from equipment operators to senior managers. Each woman has a unique story to be shared.
- **Mentoring:** A 30-month coaching and mentorship program for women was piloted. The intention is to role this out to additional locations.

Key Stakeholders and Partners

The seven-member internal working group included a female human resources representative (chair); a female senior site supervisor (20 years' experience); a female equipment operator (hourly worker with 10 years' experience); a female junior equipment operator; a male engineer; a female senior geologist; and a male general manager.

Employees at all levels contributed to the realization and success of the initiative – from individual contributors through the survey, to site and team leadership implementing the recommendations, and since 2011, continuous support to enhance diversity and inclusion initiatives.

Impact and Outcomes

- The percentage increase year-over-year of women in the overall Teck population has grown by almost 5% from 2010–2015.

- The number of women in entry-level site roles (equipment operators, labourers) has increased by over 75% from 2010–2015.
- The number of female engineers has doubled from 2010–2015.
- From 2013–2015, the aggregate average length of service has increased for females in all hourly and banded jobs up to age 49.
- 52% of all female staff in 2015 are working in technical or operational roles (37% in 2010).
- Female leadership positions in technical and operational roles have increased by 170% from 2010–2015.
- As with any culture change, it took time to achieve a consistent appreciation across the organization of why a gender-diverse workforce was beneficial, but now each site is proactively working on its site-specific diversity goals.
- While the percentage increases are moving in the right direction, Teck recognizes that this is a journey and there is much more to do. When the number of women in mining is low, small shifts can change overall percentages.

Success factors

With consistent messaging, support and leadership from Teck's senior management, the sites embraced the business case for gender diversity. A key message used was, "Would you want your daughter, wife, sister, mother to work at Teck? If not, we have work to do."

Teck's diversity and inclusion initiatives have received public recognition in several forums:

- The Mining Association of BC and the BC Mining HR Task Force awarded the 2014 BC Mining HR Diversity Award to Teck. The award recognized the company's collaborative and proactive approach to developing and implementing new and innovative tools to enhance workforce diversity.
- As part of the Simon Fraser University 2014 Nancy McKinstry Awards for Leadership in Diversity, the 2014 Exemplary Initiative Diversity Award was won by Teck. This award recognized Teck's "Building Strength through Diversity" working group, through which the organization took a leading role in promoting opportunities for women in a traditionally male-dominated industry.

What's Next

While Teck has made some progress relating to diversity, it recognizes it has a lot more work to do and is taking steps to continue improving in this area:

- An Executive Diversity Committee was formed at the end of 2014 to set the direction of a new diversity strategy and establish short- and long-term goals; each site will develop local solutions for local issues.
- Job postings are being rewritten to be more gender-neutral and to include language that is more appealing to women.
- Unconscious bias awareness sessions are being held to guide senior personnel and hiring managers. The topic is important to address as its impacts are wide-ranging: i.e. on résumé review, the selection of interview candidates, the interview process, hiring

decisions, employee development, promotions, assignments, succession planning, retention and effective communication with employees. Sessions aim to build awareness that we all have biases, and to provide mechanisms for identifying and mitigating them.

- A more inclusive interview process is under consideration. Having a male and female interview the candidate together could ensure a consistent approach and lessen unconscious bias.
- The inclusion of at least one female candidate on interview shortlists for all roles is being reviewed. Where women are not applying, the job posting and other messaging is being reviewed to determine why females aren't attracted to the role.
- The issue of childcare facilities where Teck sites are located (primarily rural areas) is being considered. Local communities, with Teck's support, are looking into longer-term solutions.
- Teck Trail Operations and The Greater Trail Community Skills Centre have partnered to develop a 30-month coaching and mentorship program for women. Teck is providing in-kind support and is working in conjunction with the Skills Centre to produce a sustainable mentorship program that will assist in attracting, developing and retaining women at Teck.

Employer tips

- Gathering baseline data is a key foundation for any initiative, as is regular measurement; quarterly reviews are carried out at Teck.
- It is essential to have senior management support and authentic buy-in, as their messaging resonates with the site employees.
- Diversity and inclusion have to be part of your company values and be integrated into the way you do business.
- Ensure that succession planning discussions have a specific focus on women who are high performers.
- Look at your practices through a different lens. You may not need to alter your recruitment strategies, but merely modify your hiring and interviewing process. For instance, previous industrial or mining experience may not necessarily be key criteria for a good candidate.
- Explaining the business case for diversity and inclusion is important; it needs to resonate with your stakeholders. Data on the return on investment (ROI) of diversity and inclusion is valuable when working with engineers or technical people, for example:
 - Leveraging a diverse group helps with collaboration, innovation, problem-solving and productivity.
 - Anecdotal evidence points to women's approach to operating equipment as leading to fewer maintenance issues. Women may be less likely to over-exert the equipment – and more likely to follow the rules and report back when machinery isn't operating properly.
 - Employing women is good for the local economy; mining pays competitive wages.

Testimonial

Shortly after hearing Don Lindsay speak about the importance of workplace diversity and his support for women in mining, a management position opened up in our Internal Audit department. Having had the opportunity to meet successful women leaders at Teck such as Marcia Smith, Anne Chalmers and Karen Dunfee, and knowing that I had the support and encouragement of my supervisor, I applied for the position. Three years later, I feel that I am making a positive contribution to Teck while continuing to receive opportunities to further develop my career. I am inspired and motivated by the achievements of women such as Marcia, in particular her positive experience as the General Manager of Line Creek Operations – the first time a female has held a GM position in the Elk Valley.

Zoneeta Sinuff, Manager, Internal Audit

UBC's eng.cite

Maximizing Personal Connections and Early Career Engagement to Change the Face of Engineering

Overview

eng•cite is the working name of the Goldcorp Professorship for Women in Engineering at the University of British Columbia (UBC). It aims to broaden the current talent pool by reaching out to high school students, parents and counsellors to encourage students with aptitude in science and math to pursue a career in engineering. The program has successfully leveraged the power of personal connections – through providing access to young female role models and coaching key influencers, such as parents and counsellors – to influence the early career decisions of young women.

About the Organization

The Goldcorp Professorship (<http://engcite.engineering.ubc.ca/>) is a five-year program created within the UBC Faculty of Applied Science that focuses on promoting engineering as a creative and rewarding career to young women. UBC's goal is to increase female enrollment in engineering to 50% and to become the national leader for gender diversity in engineering.

UBC offers engineering studies in six departments and five non-departmental programs, and is the largest engineering school in the province. Close to 35% of registered engineers working in B.C. received their education at UBC.

Currently, close to 5,000 and 1,300 students are enrolled in the undergraduate and graduate programs, respectively. Approximately 900 students graduate with Bachelor of Applied Science degrees each year and enter the workforce as Engineers in Training, or EITs, on their way to their designation as Professional Engineers. During their time at UBC, 35% of engineering students undertake paid co-op work terms.

The Challenge

Engineers Canada predicts a skills shortage of approximately 100,000 engineers by 2020. Women are a potential source to meet labour force needs but are under-represented.

Research shows that girls often make career decisions before they enter university. Yet, the information and role models traditionally promoted to this group have not been inclusive enough to attract large numbers to the science, technology, engineering and math (STEM) professions. To meet this need, the Professorship was established in 2014.

The Solution

Dr. Sheryl Staub-French, who holds the Professorship, leads eng•cite in working with teachers, counsellors, parents and high school students to promote engineering education, and provide mentorship and role models for young women who might not otherwise consider or pursue engineering education and careers.

The eng•cite name stems from various words that define the program's objectives. In shedding light on the engineering profession, eng•cite aims to engage and excite girls about engineering. Engineering is promoted as a service profession, focused on solving complex, real-world problems in a creative way through the application of math and science.

The program is delivered primarily through events designed for girls in Grades 8–10, with programming matched to the curriculum students are currently going through in school. At each event, girls can explore the opportunities engineering offers through fun, hands-on problem-solving activities led by current university students; have a tour of a research lab; and chat over lunch with engineering students and early career professional women mentors. Components designed for teachers, counsellors and parents are also included.

Key programs include the following:

Engineering Explorations (EE)

For Grade 8 students, a one-day event is held each year. Hosted by a school, up to 75 girls from across the district are invited.

For Grade 9 students, a one-day event is hosted by UBC in October each year in conjunction with the Go Eng Girl program in Ontario, which takes place at several universities on the same day. A similar event is run for Grade 10 students in the spring. These EE 9–10 events include a concurrent session for parents, which covers not only what engineering is and the opportunities available, but also builds awareness around what is happening cognitively with girls in this age group. For example, girls' confidence in their math and science abilities drops significantly from elementary to high school. Parents are also informed about implicit bias and how it may affect perceptions about math and science abilities, and how it can lead parents to unintentionally exclude or discourage girls from pursuing engineering careers.

Luncheon for Grade 10-12 Girls

As part of the UBC Engineering Open House, Grades 10–12 girls interested in science and math are invited to attend the annual eng•cite lunch, for an opportunity to talk to and hear presentations by a panel of women who are currently studying engineering or by young alumnae who are working in the industry.

Engineering Your Classroom

This one-day session held at UBC in October each year aims to help Grade 6 and 7 teachers be better equipped to talk about engineering and science in the classroom. It covers not only engineering exercises, but also builds awareness about self-efficacy in girls of this age and about potential biases when discussing possible careers. Teachers are also given a box of supplies so that they are ready to start using the engineering exercises back in the classroom.

An event for counsellors is also held at UBC, which covers what engineering is, bias and self-efficacy, and information on the range of opportunities offered in engineering.

Key Stakeholders

The program has been operating with great success, thanks to the contributions of several key stakeholder groups:

- The Westcoast Women in Engineering, Science & Technology (WWEST) program – led by Dr. Elizabeth Croft, Associate Dean and NSERC Chair for Women in Science and Engineering of UBC (2015) – provided the foundation for the development of the eng•cite program and has been a critical supporter during its first year of operation.
- Schools, including teachers and counsellors, work to promote the events and support student participation. For Engineering Explorations 8, the event is hosted at the school with the help and support of the school's math and physics teacher.
- The active community of women students from UBC plays a key role as mentors to the Grade 8–10 girls.



Impact and Outcomes

Building on the success of the WWEST program, eng•cite is striving for increased enrollment for women in engineering at UBC. Numbers are on the rise, from 18% in 2010 when WWEST started to 29% in 2014. First-year enrollment was expected to reach over 30% in 2015.

In the 2014-15 school year, the eng•cite program reached:

- 250 grade 8-10 female students;
- 80 teachers;
- 80 post-secondary female student mentors; and
- 25 female industry mentors.

Feedback from the event participants is very positive:

- Engineering Explorations 10 is a great event that opened up my knowledge about engineering as a career. (EE10 Participant)
- Both the activities and the BIG IDEAS will be very useful in my classroom, especially the way in which they will inform the way I continue to encourage my girls especially, to pursue science. (Engineering your Classroom Participant)

- My daughter's light was turned on, so to speak, and I think she could really picture herself doing the job. The mentors did a great job answering her questions and putting a real face on the 'engineer' title. (Parent of EE10 Participant)

As the program progresses and develops, the aim is to gather data on the longer-term impact of taking part: e.g., did Grade 8 girls take Grade 9–11 math or science as a result of taking part in this program?

Success Factors

- eng•cite has benefitted immensely from the work conducted by WWEST in its five years of operation. It has given the Professorship a head-start and helped build the program quickly, while also facilitating access to key stakeholders and contacts who participate and offer support.
- Having young role models from UBC's Women in Engineering (WiE) group and participation from early-career professional women have been key success factors. These highly-talented, well-rounded individuals are the best face of mining to present to program participants, as young high school students can relate to them. They advocate for the profession, act as ambassadors for the program and serve as role models for the young female participants.
- Including a component to train teachers, who are key influencers of young girls, is essential.
- Having a range of stakeholder groups involved helps amplify what the program has been able to achieve, especially in terms of promoting and communicating the program.

What's Next

With a solid curriculum in hand, the focus will now be on the following:

- Growing the program's geographic reach across the province;
- Better coordinating the great network that is in place to enhance program impact: i.e. to involve and collaborate with similar programming bodies that operate across the country; and
- Institutionalizing and optimizing what they are doing so the program can run in a consistent manner by partnering with more high schools, sharing best practices from past experiences, and enhancing connections with teachers and counsellors.

Tips for Employers

- Attrition coupled with a looming skills shortage are key challenges for employers in mining. eng•cite aims to contribute to a solution by helping to build the numbers going into the pipeline and supporting women transitioning into the industry. Employers need to be sure they can benefit from the enhanced supply of talent.
- Employers interested in contributing to eng•cite's further success are invited to participate as mentors or to provide speakers at events.
- Companies that get involved can also benefit from gaining insights into how to create an inclusive workplace that supports retention – not only for women – but for everyone.

Employers can also learn from such a program through the following:

- Conducting outreach in their local communities: e.g. by offering talks or presentations at high school or university events or by arranging site visits for high school students;
- Building on and creating partnerships with programs already in place that have a track record of success, and networks and information to share: e.g. UBC, GoEngGirl or Skills Canada programs; and
- Identifying what appeals to women job seekers, and branding materials in a more inclusive way: e.g. mining engineering as a problem-solving career and a career that benefits society by providing the building blocks for human development.

Testimonial from Manager or Beneficiary of Practice

Eng•cite connects professional engineers, engineering students and schools, and creates hands-on activities that help young people understand what engineering actually is... and I believe if everyone understood what we do, equal numbers of young men and women would aspire to careers in engineering. This belief is confirmed at every one of our events where we see these amazing young high school girls engaged and excited to use their “engineering” skills to solve real problems. ... And the smart, strong, and capable engineering students graduating from UBC give me so much hope for the future. (Dr. Sheryl Staub-French, eng•cite Director)

Vale Manitoba Operations — Thompson, Manitoba

Northern Employment Strategy: Building A Sustainable, Predictable Labour Supply

Overview

Critical shortages in key labour positions, and a realization that there was a lack of awareness of opportunities at its operations in the local community, prompted Vale Manitoba to launch its Northern Employment Strategy. With a focus on youth, Aboriginal peoples and women, the Strategy aims to build the pipeline and improve retention through developing and hiring local talent.

About the Organization

Known as “the Hub of the North,” Thompson is home to Vale’s Manitoba Operations, consisting of the Thompson and Birchtree underground mines, along with a mill, smelter and refinery. The operations employ about 1,500 people, from a local community of about 13,000 residents, and cover some 250 acres.

Thompson and Vale’s history are closely intertwined; the city was named after John F. Thompson, chairman of Inco (the former name of the company), when the ore body was discovered in 1956.

The Challenge

Around 2012, the labour shortage was a serious issue for Vale Manitoba. Being unable to fill up to 150 positions in its workforce plan at any one time was affecting its ability to meet production targets and control costs. Looking at its hiring data, the company noticed that roughly 80% of new hires came from outside the Thompson region. Data also showed that 50% of all new hires were leaving within the first two years; over a four year period, the figure rose to 75%. The key reason cited for moving on was that the location was far from many employees’ homes and families.

The Solution

With the goal of achieving a sustainable, predictable labour supply, Vale’s Northern Employment Strategy includes a range of initiatives to enable it to “grow our own”. Several of these initiatives target women and girls in the local community.

Building the Pipeline Early

Vale sponsors events for youth – starting in elementary school – that help develop their understanding of the world around them and expand their awareness of job opportunities in the local community:

- Kid-Netic Energy is a summer day camp specializing in science and engineering activities for students ages 9–12, delivered in Thompson and other communities in the region. Each day of camp has a science or engineering theme with related hands-on activities and games. Programming emphasis is on exploring, experimenting, designing and inventing.

- In 2013, Vale delivered Mining Matters, an initiative of the Prospectors and Developers Association of Canada (PDAC), for students K–12, to 550 youth in Thompson and Nisichawayasihk Cree Nation (NCN), as well as to educators. This was the largest delivered to date in Canada. The program uses hands-on activities and games to teach the full life cycle of mining – from finding resources to refining those resources for market.
- The Mineral Sciences Program at R. D. Parker Collegiate in Thompson offers students in Grades 9 through 12 courses in mining-related topics. Programming also includes field visits to Vale drilling sites and classroom talks from Vale employees, who provide real-life lessons in geology.

Vale partners with Skills Canada Manitoba (<http://www.skillsmanitoba.ca>) – a not-for-profit that works to reposition skilled trades and technology careers as a first-choice career option for Manitoba youth – on several initiatives:

- Northern In-School Program: A Liaison Officer from Skills Canada Manitoba visits junior high schools and presents young people with the whole menu of trade and technology occupations available, including the courses to take to get there. This is also replicated in Vale's Sudbury and Newfoundland operations.
- Young Women's Conference: This is a one-day event hosted in Thompson and in high schools in other northern communities that highlights skilled trades and technology occupations. Young participants meet female mentors working in the trades or technology fields, participate in team-building and hands-on activities, and receive information on employment opportunities and career planning. This conference is intended to pair female role models in various roles – such as journeyperson, engineer or geologist – with young women, and to assist them in planning their future career. The conference also provides guidance to advisors (or parents) that accompany the young women on career planning, in a “break-out” session. A Trades and Technology Conference has now been implemented for young men as well.

Supporting Training and Education

Vale Manitoba's Process Operator in Training Program (POinT) was launched in 2012. It is a seven-week, paid, pre-employment program that aims to educate local people about careers in the industry and provide a pathway to a job as a process operator in the company. Applicants are pre-screened and candidates tend to lack industrial experience, but are otherwise qualified.

The Vale Post-secondary Scholarship for Mining Related Disciplines provides up to three scholarships at the bachelor degree or diploma level for students from Northern Manitoba who are interested in pursuing mining-related programs.

Making Opportunities More Accessible

Vale Manitoba revisited its hiring criteria for entry-level employees across both smelter and refinery operations, to confirm if the standards in place were ruling out potential talent sources. Through this exercise, Vale determined that the previous standard was outdated and not reflective of all jobs across operations. After adapting the standard to better match the reality of

each job, a by-product was improving the eligibility of female applicants and northerners. Vale Manitoba sees this change as “not lowering the bar, but widening the door.”

Key Stakeholders

The Northern Employment Strategy is part of Vale Manitoba's wider leadership in, and support for, the Thompson Economic Diversification Working Group (TEDWG) – an organization created to spur economic development and diversification in Thompson and the surrounding area.

In 2015, Vale's Manitoba Operations won a Mining Association of Canada (MAC) Community Engagement Award for its work with, and support of, the TEDWG. The company was also a finalist for this award in 2014.

Vale Manitoba has also previously received a performance award for achieving the highest possible rating for Aboriginal and Community Outreach from the Mining Association of Canada (MAC).

Impact and Outcomes

- First faced with a situation where it did not have enough applications from the region to fill jobs, Vale now has 100% of its hiring for the most hired-for positions of processor and lab operator coming from the local community.
- Retention rates have improved. Of the nearly 70 graduates of the POinT program, nearly 80% are still employed and overall retention rates since the launch of the Northern Employment Strategy are approximately 80% as well.
- 68% of Skills Canada Manitoba program participants say that they will now consider a career in the skilled trades. Feedback also indicates that most students will continue to take the awareness programs throughout their school years, eventually advancing to the Manitoba Skills Competition as both secondary and a post-secondary competitors.

Success factors

- Vale's four days on-off schedule is popular with workers looking to balance work and life/family/community commitments.
- The most critical time to influence students is when they are in Grade 8, as they will be making course selections for Grade 9 that will help determine their career choices.
- “Relationships first, partnerships second:” Meaningful, local relationships and broadly inclusive project management teams are key.
- “Employment first:” This means maintaining the focus on the goal of getting candidates a new or better job, while supporting and tracking their incremental progression towards employment.
- Focus on holistic employment readiness – physical, cognitive, social, spiritual and cultural.

What's Next

- After stabilizing its labour supply for labourer/production positions, Vale will now focus efforts on doing the same for trades and technical roles.
- Vale recently launched a Manitoba operations scholarship program for university and college study, targeted at high-demand careers, with eligibility tied to academic standing, links to the Northern Employment Strategy catchment area and a willingness to work for Vale in the summer.
- The company will support the implementation of the Master Plan for an Industrial Skills and Trades Training Centre for Thompson and the region.
- Vale plans to implement a “gateway to the trades” Small Engines Program at the school in Nisichawayasihk Cree Nation.
- The company recently piloted a training program for leadership to build awareness of micro-inequities and bias, to help break down any unconscious barriers to equity and promote more inclusive communication.



Employer tips

- When promoting careers, include inclusive imagery reflective of the wide array of talent in the local population.
- When hosting an open house, ensure that employees who are selected to speak with potential job seekers come from a range of backgrounds, including women.
- When presenting in regional communities, invite employees from the community to speak.
- Invite students and community partners to tour the facility so they understand the workplace and its demands.

Testimonial

I enjoyed the positive vibes with the young ladies present....carpentry sessions were the best.

Grade 8 student and participant in the Young Women's Conference, R.D. Parker Collegiate, Thompson

I loved learning new things like the trades.

Grade 8 student and participant in the Young Women's Conference, University College of the North, The Pas

It's awesome seeing the kids do this, and be able to be a part of it, and part of their future planning. Their minds are growing, and they're at such an impressionable age, It's really cool to see them getting ideas of what they want to do.

Alyssa Harman, northern in-school program officer for Skills Canada Manitoba.