Challenges for Mining and Human Resources

• **Industry Reputation/Knowledge**
  - Dangerous – Health and Safety
  - Physically labor intensive – not “high” tech
  - “Blue collar” industry only
  - Unstable industry for future career growth - layoffs

• **Corporate Culture**
  - Right Resources – Internal / External
  - Commitment – throughout the organization
  - Strategic Planning – 5 to 10 year forecasting
  - HRO – RPO – Human Resources Outsourcing?
    - Recruitment Process Outsourcing
Challenges for Mining and Human Resources

• Aging Workforce
  – Retirement rates
  – Physical limitations
  – Ratio of experienced workers vs. inexperienced workers
  – Inexperienced pool has an “extreme” cultural perspective

• HR Department Staffing Needs
  – Dedicated staff for recruitment efforts or RPO
  – Hiring process map
  – Data collection and auditing of process
Challenges for Mining and Human Resources

- Shortage of Skilled Labor
  - Competition across all industries
  - Technology increases faster than training can be completed
  - Not enough Vocational Technical programs available
  - How to handle OJT components for new hires
Strategies for Success

• **Industry Reputation/Knowledge**
  - Advertising Campaigns - locally and nationally
  - Tours of operations for general public knowledge and awareness
  - Education (K-12) Programs
  - National and State Mining Association assistance
  - Capitalize on opportunities to emphasize “new” technology

• **Corporate Culture**
  - Hiring for Safety – Utilization of Testing
  - Branding
  - Hiring/Recruitment - Department and senior level manager goals
  - Planning to include current and future state for new hires (additions) as well as detailed succession planning and career path coaching and organizational development training plan
  - Consideration of outsourcing – RPO (Recruitment Process Outsourcing)
Strategies for Success

• Aging Workforce
  – Average age of employees – 50+ years (National averages for coal miners)
  – Matching physical capabilities and jobs assigned – supervisor vs. worker, trainer, etc.
  – Training programs in place to support movement to different roles – crew trainer, mentor etc.
  – Consideration of incentive programs to retain “experience” to mentor new hires
  – Communication – Career Path Assistance/Training
    – Future Needs
    – How employees can contribute
Strategies for Success

• HR Department
  – Dedicated staff or RPO
  – Hiring Process Map
  – Strategic Planning
  – Retention Strategy
  – Utilizing Performance Review Process to facilitate succession planning and career path training plan
  – Communication and involvement
    – Employee Referral Programs
    – Hiring Bonuses
    – Relocation/Moving Assistance
Strategies for Success

• Skilled Trades
  – Remedial Training
  – Apprenticeship Programs – Balance new with experienced for maximum benefit
  – OJT plan
  – Scholarship programs for Vo-Tech
  – Full on Recruitment Program
  – High School Mentoring
  – Internships
  – Alliances with local Community Colleges/Vo-Tech for emphasis on Mining Technology