

A young woman with brown hair, smiling, wearing a yellow hard hat, clear safety glasses, and yellow earplugs around her neck. She is wearing a high-visibility yellow safety vest over a black and white plaid shirt. The background is a blurred outdoor setting, likely a mining site.

HOW TO PROMOTE DIVERSE HIRING PRACTICES IN THE MINING INDUSTRY

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CONTENTS

- 4 BUILD DIVERSITY INTO YOUR HIRING STRATEGY
- 5 ENSURE THE MINING JOB POSTING SPEAKS TO A DIVERSE AUDIENCE
- 7 CONDUCT INCLUSIVE INTERVIEWS
- 8 MAKE A COMPELLING JOB OFFER
- 9 ENSURE YOUR ONBOARDING PROCESS SUPPORTS DIVERSITY AND INCLUSION

It's no secret that global events, including COVID-19, have had a profound effect on the labor industry. This has caused myriad challenges when it comes to attracting and retaining the best talent, particularly in mining.

Energy Information Administration (EIA) projections show that by 2029, more than half the current US mining workforce will be retired (approximately 221,000 workers) creating a significant skill and knowledge gap.

In addition, the mining industry is contending with continuing diversity and inclusion challenges, with women making up only 15.7% of the workforce as of 2019.

Company values are also increasingly important to potential employees, with 59% of employees either changing or looking to change jobs to work with a company whose values are similar to their own.

There is a clear need to incorporate diversity and inclusion measures throughout all aspects of a business. Here are some steps you can take to promote more diverse hiring

Build Diversity Into Your Hiring Strategy

A good hiring campaign requires much more than simply posting a job ad and hoping for the best. To attract the talent your mining organization needs, it must be a strategic process.

The first step is to outline your hiring goals.

This includes nailing down details like:

- How many people do you need to hire?
- What types of positions are you hiring for? (For example, skilled contractors for a specific project.)
- How many applicants do you want before moving onto the screening stage?
- How many candidates would you like to bring in for formal interviews?
- What type of candidates are you looking for (in terms of education, skills, etc.)?
- Is your hiring strategy optimized to include the most diverse pool of candidates?

With your hiring goals established, create a hiring action plan. This plan will outline things like how best to reach candidates (such as niche job boards, social media, and employee referrals, especially from team members who belong to a minority group). You'll also set up a recruitment schedule, setting time frames for application collection, applicant screening, candidate interviews and making a hiring decision.



Throughout this whole process, having a strong employer brand also is important for showcasing diversity. Take a look at the photos and language used on your company's website, social media, and other online channels. Do they reflect the true diversity of your team, or the diversity you wish to achieve? If not, it's likely time for an update.

Your organization's reputation, values, culture and so on can be a powerful recruiting tool, assuming that they are genuine and positive, and integrated into your hiring strategy at all levels.

Keep in mind that if you're exploring new candidate pools, you may need to put in a little extra effort to educate potential job candidates on why your organization is a great place to work, and how you support a diverse and inclusive culture. This is especially true for "older" industries such as mining, where the general perception may still differ from the efforts being made.

Ensure the Mining Job Posting Speaks to a Diverse Audience

On the surface, writing a job ad for a mining position is a seemingly simple task. It's just a job description accompanied by a rundown of duties and a list of desired skills for the role, right? You should certainly include that nuts-and-bolts information in your ad. But if that's all you're including, you may be stifling your recruiting efforts.

A job ad is a marketing tool. In addition to being informational, it needs to be compelling. It needs to speak to the candidates you're looking to attract and make them want to join your team. It needs to tell a story – and it needs to do it quickly.

To encourage [diversity in hiring](#), be mindful about how the language on your job ad can turn off some candidates. For example, research shows that words like “aggressive” and “decisive” that are associated with masculine stereotypes reduce the number of female applicants. This is especially important to consider in the mining industry, where there may be a perception that positions in this space are geared more towards male applicants.





Here are a few more tips for creating a job posting

Have a deep understanding of the role

Before drafting the job ad, talk to someone who has knowledge about the position for which you're hiring, such as the person who previously held the role (if they're available) or the person who will oversee the role. Their input will help you accurately describe the position and its associated tasks, and the skills most crucial to success.

Create excitement around your company

Tell candidates who you are, what you do and why you do it. Tell them what makes the company a great place to work. Touch on your mission, culture and values. Showcase the diversity of your organization. Talk about the problems you solve and the people you help. Get the candidate excited about the prospect of working for your organization.

Speak to the candidate

Use the second person point of view – “you” – in your job description to speak directly to candidates. This fosters a connection between the job opportunity and candidates and helps them visualize themselves in the role.

Limit your qualifications list

A lengthy list of qualifications and “nice-to-haves” can deter potentially great candidates from applying. Boil down your qualifications to a handful of key competencies required to succeed in the job.

Use keywords

Identify what keywords your ideal candidate will use while searching for job opportunities and use them in your ad.

Make the ad scannable

Use paragraph breaks, strategic bolding of keywords, subheadings and bulleted lists that will allow candidates to give the ad a quick once-over. It's much like how an employer looks at resumes. If the right information stands out during a scan, you're much more likely to dig in and give it a thorough read.

Conduct Inclusive Interviews

Job interviews are the most crucial step in the hiring process. A poorly run interview process can prompt your favored candidate to say *thanks, but no thanks* upon getting a job offer. Worse yet, it can result in a bad hire, which carries all kinds of costly consequences. A successful and strategic interview process can mitigate this.

Here are some job interview quick tips.

Make it a structured conversation

You've taken a strategic approach to hiring thus far. The job interview is not the time to start flying by the seat of your pants. Research shows that organizations that don't use a standardized interview process are five times more likely to make a bad hire. Every interview will not be identical, of course, but the structure, flow, questions and post-interview evaluation rubric should be the same (or, at least, very similar) for each candidate.

Come to the interview prepared

Before the interview, review the candidate's resume so you can ask informed questions. Likewise, make sure you have a strong grasp on what the role is – its duties, goals, impact on the organization, etc.

Also, be ready to talk about your company, its culture and why it's a great place to work. This is a perfect opportunity to showcase your organization's commitment to diversity and inclusion. In addition, be prepared to honestly answer questions from the candidate about the work environment, or even diversity efforts being made. The best candidates weigh these things along with salary and benefits when deciding to take an offer.

Use a variety of questions, and be mindful of the language

Some of the questions you ask during the job interview will be similar to your phone screen questions. But the interview is also a time to bring out the behavioral and culture fit interview questions. With these questions, you're looking for real-world examples about how a candidate has handled different work challenges and tasks – and whether their approach aligns with your organization's culture and values.



Just as job postings require more mindful language to appeal to a more diverse candidate pool, the same applies to interview questions. Keep in mind that not all applicants will have had similar life experiences, so you'll want to take this into consideration when creating interview questions and evaluating responses.

It's important to know that there are plenty of illegal interview questions – such as those about nationality, religion, marital status and many more – so be sure to stay focused on topics relevant to the job.

Make a Compelling Job Offer

When it comes to making a job offer, the way you make the offer is important. Here are some best practices.

Put together a competitive package

Exceptional candidates understand their value. The compensation and benefits package that you pitch when you make an offer needs to reflect that value. Even candidates who are motivated by mission, culture and values care about what's in it for them, so you'll want to aim to be the best of both worlds.

Don't delay

Once you've selected your top candidate (or candidates, if hiring multiple people for a role or project), make the offer as soon as possible. To the candidate, an offer soon after the interview shows enthusiasm on your part. On the company side, any undue delay could result in you losing the candidate to a competitor.

Call the candidate

Make the initial job offer via a phone call. Tell them why they shined brightest among a crowded field of applicants. Be prepared to provide details about title and duties, compensation, a potential start date, etc. Ask if they have any questions for you.

Give them time to think

The candidate may request a bit of time to think about the offer. That's OK. Still, provide them with a hiring timeline. (For example: "We're hoping to fill the role within the next three days.")

Follow up in writing

Soon after the job offer call, put all of the details into an email and send it to the candidate. This will give them a chance to review the offer.





Ensure Your Onboarding Process Supports Diversity and Inclusion

Retention starts on day one. And a strong [employee onboarding program](#) is crucial to setting the stage for success. That entails more than just having a new employee fill out paperwork and review the company handbook.

A good onboarding program brings a new employee into the fold. It communicates a diverse and inclusive company culture and values. It lays the groundwork for professional and social connections between the new employee and the existing team. And it sets short-term and longer-term goals for the employee.

Are you hiring for positions in the mining industry?

TPD provides a Total Workforce Solution that supports organizations like yours with flexible, scalable, diverse talent options aimed at optimizing your return on investment and reducing your liability. We have deep expertise in the mining industry, and extensive experience with diversity and inclusion initiatives.

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