

**ROUNDTABLE DISCUSSION SUMMARY ON
TRAINING AND MAINTENANCE**

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Key Points

1. Old equipment was simple and easy to repair and training was minimal.
2. New equipment is more complicated.
 - technology is different
 - requires different and more developed skill sets
3. When obtaining new equipment it should involve operating department and purchasing together.
 - purchasing contracts should include training as part of the purchasing package
 - the supplier should provide long term benefits (refresher training, updates etc.)
 - could use the same equipment manufacturer to ensure consistency
 - refresher training is delayed too long after warranty runs out

Discussions re Maintenance / Training issues:

-generally training is poor quality and not complete or up to date
-equipment is more complicated (computerized, electronics, detailed, complicated ‘thick’ manuals)
-older workforce is retiring producing shortage of trained and qualified mechanics

- workers are missing the fundamentals of repair (they rely on the computer to diagnose problems rather than using actual skills and experience)
- cost of components is very high (electronic modules, etc)
- transient workforce is an issue; not only mechanics, but all occupations (mgmt, operations, vendor knowledgeable people)
- lack of specialists to **mentor** new workers in maintenance practices
- technology is complicated (exhaust treatments, DPM filters, engine configurations, injectors etc.)
- geographical difference (remote locations) creates availability problems. Can't get information (service) / training within reasonable time frames or quick fixes
- large companies vs small companies (Gypsum / Limestone, aggregates, sand and gravel sites). Resources are limited / non existent in smaller companies.
- should **cascade worker training** so it filters down from more experienced to new workers
- more emphasis on the training aspect of new and existing equipment and maintenance procedures for updating
- focus on 'on site' maintenance vs equipment manufacturer's. specialist (don't know/understand the local issues or unable to diagnose over phone)
- new technology requires upgraded maintenance programs and training for workers
- industry/market restrictions can reduce effective training and limit upgrading (includes suppliers)
- when industry gets into tough times, the first thing to go is the training dept. / courses

- basic general training is readily available in Colleges, Trade Schools etc.), but specific equipment training is not so readily available
- companies should build training components into the operations cycle
- organizations should develop a training matrix to determine. **What** training is needed and **Who** needs to be trained in specific topics. **When** -time frames need to also be established as to when the training will be completed and records kept of all training given.
- Economics play an important role in the process:
 - must justify program to management
 - must consider 'new generation' of workers (less qualified, more mobile)
- Technology is driving the skill levels required in industry. All phases are deficient in important skills and knowledge
- Companies need to promote the 'buy in' concept for workers and training programs. Utilize their needs and organizational needs to develop programs

Employee Procurement and Development

- recruitment is an important and necessary process to obtain qualified / skilled people
- screening of potential employees is crucial to getting the right people
- develop future training and skill programs to ensure continuous improvement
- incorporate 'perks' and specific 'remuneration' for skilled workforce
- 'how do we keep skilled workers?' programs should be incorporated

- regular evaluation of skills and training programs is necessary to ensure focus and applicability
- good 'cultural climate' of the organization is fundamental and crucial to establishing credibility and loyalty in the workplace
- 'do what you promise to do' – keep commitments to employees
- potential use of employment contracts is an option