

APPENDIX V.3

SNAP LAKE DIAMOND PROJECT CAREERS AND OPPORTUNITIES

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1.0 INTRODUCTION

This report is based on the manpower listing as shown in the pre-feasibility study completed in early 2000. It is probable that the total number of positions will change (a slight increase in most cases) as a result of the ongoing optimization study and more detailed project design.

Mine construction and development will take place over an 18-month period after receipt of permits. During that time, northerners will be hired directly through the various contractors. Upon completion of construction, these northerners will be considered for ongoing mine production positions if they desire. As well, De Beers Canada Mining Inc. (De Beers) will begin hiring for many of the positions listed below in order to have sufficient suitably-trained and knowledgeable personnel on site for the start of the mine production. De Beers will use existing training programs (such as trades training programs) and establish new programs for training in specific areas (such as underground mine operations). With a currently estimated 22 years of mine production life and the possibility of adding to the mine life through additional growth in the reserves, all jobs can be considered to be long-term positions. The goal of the training programs will be to provide long-term employment in one of the positions listed below, and also to provide the opportunity for ongoing training in order to aid future advancement.

A total of approximately 500 full-time positions are expected to be required for the planned mine production of approximately 3,000 tonnes/day. Of these, it is expected that approximately 250 persons will be on site at any given time. The majority of the jobs will be located at the mine site and will work an 11-hour or 12-hour day with some sort of regular rotation (probably two weeks in/two weeks out). A small number of positions will be based in Yellowknife and work a regular 40-hour, five-day week. Another small group will be based in Yellowknife but work at site (Yellowknife/Site), possibly leaving for site on Monday morning and coming back to Yellowknife on Thursday.

The positions expected to be available are outlined in Table V.3-1, along with basic descriptions of each position.

Table V.3-1
Expected Number of Jobs in each Position

Position	Number of Jobs
Underground operations	256
Process plant and surface operations	72
Trades	62
Camp and administration	44
Professional/technical	29
Management and supervisory	37
Total	500

The attached tables show the expected manpower for the operation of the Snap Lake Mine. The positions are listed according to the general type of experience, education, and training required for each. Note that the education/training requirements are used as a guideline only and may not necessarily be required for an individual who has sufficient practical experience in a similar position at another site. Also, in cases where individuals may be hired with less than the minimum knowledge and skill levels, they will be assessed with a respondent training strategy developed to support them to attain the minimum requirements. This may include knowledge, skill, and/or aptitude competency development.

2.0 JOB TYPES REQUIRED DURING OPERATIONS

2.1 Tradesman Assistant, Underground Assistant, and Clerical Positions

The positions shown in Table V.3-2 carry out designated tasks under the direction of a supervisor. They are normally hourly wage positions. Responsibilities include the carrying out of designated tasks in a safe and efficient manner.

These are usually entry-level positions that, through job experience, may lead to advancement into a non-trade position as listed above or through apprenticeship programs, to a trade position. These entry-level positions also provide good practical experience which, when combined with the appropriate advanced education can lead to entry into the professional/technical positions.

On-the-job training specific to the area of work will be required during the initial work periods. This training will also include site orientations, introduction to safe work practices, and proper operation of fixed or mobile equipment required in the carrying out of the work.

A demonstrated minimum level of literacy will be required for these positions, in order to ensure the ability to read and understand written instructions and signs. As well, basic writing and math skills necessary to carry out the work will be required.

Table V.3-2
Tradesman Assistant, Underground Assistant, and Clerical Positions

Area	Position	Number of People	Location
Administration and Camp	Warehouse/Stores	4	site
	Camp/Travel Administrator	2	site
	Clerical	4	site
	Janitors	4	site
	Camp Cooks	4	site
	Camp Attendants	8	site
Process Plant and Surface Facilities	Warehouse/Stores	2	site
	Maintenance Clerk	2	site
	Maintenance Assistant	8	site
Underground Mine	Nippers	16	site
	Maintenance Repair/Service Assistants	8	site
	Construction Assistants	8	site
	Underground Warehouseman	8	site
	Backfill/Concrete Assistants	16	site

2.2 Non-Trade Positions

The main requirements for non-trade positions (Table V.3-3) are on-the-job training and experience. Many of the higher-paying positions require a person to start in a lower position and work their way up, as vacancies become available, by proving competence along the way (such as scoop/truck operator, trainee miner, miner, and possibly on to supervision as a shiftboss and later as a foreman).

Again, the main education requirement is a demonstrated level of literacy including reading/writing and basic math. These are positions in which advancement to more senior positions could be speeded/slowed depending on the literacy level of the employee.

Various classroom training sessions may be required as well, including such areas as site safety programs, underground common core training, plant operations, workplace hazardous materials information system (WHMIS) training, first aid, some aspects of mobile and drilling equipment training, blasting, *etc.*

Table V.3-3
Non-Trade Positions

Area	Position	Number of People	Location
Administration	Human Resources Assistant	2	Yellowknife/site
	Community Liaison Officer	4	Yellowknife/site
Process Plant and Surface Facilities	Airport Technician	2	site
	Mobile Equipment Operators	18	site
	Fuel Farm Operators	6	site
	Plant Operators	16	site
	Mobile Equipment Operators	6	site
	Sorters	4	site
	Security Guards	8	site
Underground Mine	Development Miners	140	site
	Raise Miner	1	site
	Cover Hole Driller	1	site
	Crusher Operator	4	site
	Grader Operator	8	site
	Scoop/Truck Operator	22	site
	Underground Construction	7	site
	Paste Fill Man	14	site
	Safety Personnel	2	site

2.3 Trade or Specific Training/Experience Requirements

The group of positions shown in Table V.3-4 includes those requiring specific training/experience. These positions do not require university/college/technical school education, but may require a trade's ticket or some other non-academic training (such as an accounting designation, certified safety professional, first aid, or other medical training).

The administration positions are usually staff (salary) positions while the plant, surface, and mine positions are normally hourly paid.

Table V.3-4
Trade or Specific Training/Experience Requirements

Area	Position	Number of People	Location
Administration	Accountant	2	Yellowknife
	Environmental Technician	4	site
	Purchasing Agent	2	Yellowknife
	First Aid	4	site
Process Plant and Surface Facilities	Power Plant Operations/Maintenance	6	site
	Communications Technician	2	site
	Plant Millwrights/Welders	8	site
	Plant Electricians/Instrumentation	6	site
	Lead Mechanic	8	site
	Journeyman Mechanic	16	site
	Lead Electrician	8	site
	Journeyman Electrician	8	site

2.4 Professional/Technical Positions

Some professional positions (Table V.3-5) require a university degree and may also require registration in the Professional Engineers, Geologists, and Geophysicists of the Northwest Territories. Other positions such as mine engineer or mine geologist may be replaced with corresponding technical positions (mine technicians or technologist, surveyors) filled by people who are technical school graduates and have appropriate levels of on-the-job training.

These positions are staff positions (salary) and in some cases include management responsibilities for other professional personnel.

The positions are responsible for providing technical direction, support, and analysis to the various operations and to senior management, as well as carrying out periodic budget/forecast functions for the site activities.

Table V.3-5
Professional/Technical Positions

Area	Position	Number of People	Location
Process Plant and Surface Facilities	Plant Engineer	1	site
	Metallurgist	2	site
Underground Mine	Chief Engineer	2	site
	Mine Engineer	4	site
	Chief Geologist	2	site
	Mine Geologist	2	site
	Surveyor	8	site
	Technician	8	site

2.5 Management/Supervisory Positions

The group shown in Table V.3-6 covers a wide range of activities, responsibilities, and authority. Training and experience needs vary widely. Some positions such as managers and superintendents may require a combination of a university degree and several years of experience in similar positions at other mine sites. Others such as the purchasing supervisor and human resources manager will require specialized training and experience in their respective fields. The common factor between these positions is that they involve the supervision of others, management and co-ordination of the work of others, and the acceptance of responsibility for the safe, efficient, and cost-effective completion of the work. Initially, all positions will require a record of previous experience and accomplishment in similar positions, but in the future, personnel will be promoted to these positions from within the existing site workforce whenever possible.

Staff personnel are paid a monthly salary. Some positions may be based in Yellowknife and work a regular 40-hour week and will make periodic visits to the site as required by their work. Due to the lack of a cross-shift, some people will be required to reside in Yellowknife or other communities, and will spend several days each week on site, returning home for the weekend. These positions are designated by a location of Yellowknife/Site. Some positions will work the same rotation as the other work crews (possibly two weeks in/two weeks out) and are designated as site positions.

Table V.3-6
Management/Supervisory Positions

Area	Position	Number of People	Location
Administration	General Manager	1	Yellowknife/site
	Chief Accountant	1	Yellowknife
	Environmental Manager	1	Yellowknife
	Purchasing/Warehouse Supervisor	1	Yellowknife/site
	Safety/Training Officer	2	Yellowknife/site
	Human Resources Manager	1	Yellowknife
Process Plant and Surface Facilities	Plant Superintendent	1	Yellowknife/site
	Operating Foreman	4	site
	Security Chief	1	site
	Mechanical Foreman	2	site
	Electrical Foreman	2	site
	Surface Maintenance General Foreman	2	site
	Surface Maintenance Supervisor	8	site
Underground Mine	General Foreman	2	site
	Shift Boss	8	site

3.0 OUTLINE OF JOB RESPONSIBILITIES/REQUIREMENTS

Note: The experience requirements as listed here are for the initial person who will fill the position during start-up. In the future, it is preferable that people who are already on site and have demonstrated an ability to fulfil the job requirements will be promoted into positions as they become vacant. A limited number of positions (for example the chief engineer, chief geologist and journeyman trades) have education/technical certification requirements that are absolutely essential to the position.

3.1 Underground Workers (General)

All underground workers must have previous underground experience or go through a familiarization and training program. Training will occur in stages, with the first stage being familiarization with the underground environment, normal practices and procedures, and underground hazards. It will include issues such as emergency procedures, awareness of ground conditions, awareness of underground mobile equipment and how to act around it, *etc.* This training must be completed successfully in order to work at any underground job.

Other stages of the training program will train people in ground control methods and practices, in ventilation, piping, services installations and mine construction, in the operation of underground mobile equipment and mucking, and finally in drilling/blasting practices.

It is expected that employees will spend some time working at each level to gain experience before moving on to training at the next level.

3.2 Process Plant and Security Workers (General)

All process plant workers and security personnel will need to submit to a police background check and fingerprinting prior to hiring. During the course of the work, routine security searches of all personnel who access the plant area will be carried out.

3.3 Assistant/Clerical Positions (General)

In general, these are entry-level positions for people who do not have previous experience or familiarity with an active mine-site. A demonstrated minimum level of literacy will be required for these positions, in order to ensure the ability to read and understand written instructions and signs. Site familiarization training (including an introduction to the underground environment if applicable) will be provided prior to the start of work for all positions on site. Over time, people who demonstrate the ability and the desire for additional responsibilities will be eligible for further training and promotion into more

senior positions (for example underground labour, underground construction crew, scoop/truck operator, underground miners, mine shift boss, mine foreman, or maintenance helper, mechanic's assistant, apprentice, journeyman mechanic, and mechanical foreman). When a vacancy in the mine work force occurs, preference will first be given to promotion of qualified people from within the existing work force on site.

3.3.1 Warehouse/Stores/ Underground Warehouseman

This job includes receiving materials into inventory (recording receipt, storing in the proper location in the warehouse or yard), dispensing materials to workers upon request (written request form, record of delivery), maintaining required inventory levels in the warehouse (periodic inventory of materials in stock, ordering of replacement items).

The minimum skills and abilities required for this position are as follows:

- ability to respond to worker's inquiries, maintain good customer relations and solve problems;
- a basic knowledge of clerical procedures such as record keeping;
- ability to operate equipment such as a forklift; and,
- warehousing experience.

The completion of grade 12 is required for this position. However, the associated knowledge, skills and attributes could be acquired through the completion of General Equivalency Diploma (GED). The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

This position also requires the successful completion of the relevant site familiarity training programs.

3.3.2 Travel Assistant

This person is responsible for maintaining all records of personnel in camp, arriving on site, and departure from site. All new requests for travel to/from site are received, passed on for approval, and the flight manifests updated accordingly.

The minimum skills and abilities required for this position are as follows:

- ability to communicate effectively with co-workers, respond to inquiries and solve problems;
- effective organizational skills;

- a basic knowledge of clerical procedures such as record keeping;
- ability to operate office equipment such as a computer, telephone, copier, facsimile, *etc.*;
- ability to work with minimal supervision; and,
- clerical experience.

The completion of grade 12 is required for this position. However, the associated knowledge, skills and attributes could be acquired through the completion of GED. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

3.3.3 Clerical

Clerical activities include office management, filing, reporting, telephone answering, ordering of office supplies, assisting others through word processing, data collection and presentation, circulating information, chasing information, *etc.*

Clerical positions report to the manager of the department where they are located (such as the general manager, the purchasing/warehouse supervisor, the maintenance general foreman, or the mine general foreman).

The minimum skills and abilities required for this position are as follows:

- ability to communicate effectively with co-workers, employees and the public in a professional manner;
- effective office organizational skills;
- knowledge and skill to perform clerical duties such as word-processing, filing, faxing and photocopying; and,
- ability to maintain confidentiality.

The completion of grade 12 is required for this position. However, the associated knowledge, skills and attributes could be acquired through the completion of GED. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

3.3.4 Camp Cook

The position requires the provision of meals on a commercial scale.

This is a specialized position that requires previous experience (normally provided through contracts to catering companies).

The minimum skills and abilities required to perform this job are as follows:

- one-year experience in full-service, commercial food service;
- ability to handle and lift heavy supplies and equipment;
- good physical health;
- neat and clean personal appearance; and,
- some supervisory experience is preferred.

The completion of grade 12 is required for this position. However, the associated knowledge, skills, and attributes could be acquired through the completion of GED. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

3.3.5 Janitor

Janitorial duties include maintaining an accepted level of cleanliness and neatness in the assigned area.

The minimum skills and abilities required to perform this job are as follows:

- a demonstrated ability to read/comprehend instructions; and,
- previous cleaning and maintenance experience.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

This position also requires the successful completion of the relevant site familiarity training programs (including such topics as WHMIS).

3.3.6 Accommodation Personnel

This person's duties include janitorial duties related primarily to the sleeping quarters. It includes cleaning of individual rooms, changing of linen, *etc.*

These positions are normally filled through contact to an established catering company.

The minimum skills and abilities required to perform this job are as follows:

- a demonstrated ability to read and comprehend instructions; and,
- physical ability to lift and perform physical labour.

Completion of grade 8 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

This position also requires the successful completion of the relevant site familiarity training programs (including such topics as WHMIS).

3.3.7 Maintenance Clerk

The maintenance clerk keeps the equipment records up to date, files information, maintains the records database, and assists the maintenance department personnel in all clerical duties.

The minimum skills and abilities required for this position are as follows:

- ability to communicate effectively;
- a demonstrated ability to comprehend routine written and verbal instructions;
- knowledge and skill to perform clerical duties such as filing, word-processing and photocopying;
- effective office organizational skills; and,
- clerical experience.

The completion of grade 12 is required for this position. However, the associated knowledge, skills, and attributes could be acquired through the completion of GED. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

3.3.8 Maintenance Helper/ Maintenance Repair/Service Assistant

These positions involve assisting maintenance personnel in completion of their work. They are an ideal entry-level position for people with minimal experience who wish to progress in the maintenance/trades areas.

The minimum skills and abilities required for this position are as follows:

- a demonstrated ability to comprehend routine written and verbal instructions;
- a demonstrated ability to read and comprehend instructions; and,
- physical ability to lift and perform physical labour.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. The

hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

This position also requires the successful completion of the relevant site familiarity training programs.

3.3.9 Nipper

This position is responsible for the movement of supplies from surface to the appropriate underground storage locations and for movement of materials from the underground storage locations to the work site.

The minimum skills and abilities required for this position are as follows:

- ability to comprehend routine written and verbal instructions;
- ability to tolerate physically demanding work;
- the ability to work both independently and as an active team member; and,
- ability to work with minimal supervision.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. Previous experience as a mine labourer or in other mine occupations would be acceptable.

This position also requires the successful completion of the relevant site familiarity training programs. As well, successful completion of training in the operation of mobile service equipment (hiab truck, flat-deck truck) and rigging to safely transfer loads will be required.

3.3.10 Construction/Backfill/Concrete Assistant

These underground positions assist the construction and the paste fill crews (see job descriptions in previous section). These are entry-level positions for underground operations.

The minimum skills and abilities required for this position are as follows:

- ability to comprehend routine written and verbal instructions;
- the ability to work both independently and as an active team member;
- ability to operate mobile service equipment (hiab truck, scissor lift truck, flat-deck truck);
- ability to secure loads on vehicles; and,
- ability to work with minimal supervision

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. Previous experience as a mine labourer or in other mine occupations would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

3.4 Non-Trade Positions

3.4.1 Human Resources Assistant

This position will be responsible for maintaining all personnel records and correspondence files, as well as addressing personnel issues (such as job classifications, compensation, conditions of hire, employee assistance issues, moving expenses, holidays, *etc.*) according to De Beers's policies and standard practices. Depending on the level of experience and qualifications, a higher level of responsibility including areas of human resources planning, job descriptions and pay structures, hiring/terminations may be assigned by the human resources manager.

The minimum skills and abilities required for this position are as follows:

- knowledge of human resource practices and procedures such as benefit and entitlements, employee assistance plans, leave management system, performance management system and the wage and salary system;
- knowledge of and skill in using computer software including database, spreadsheet/word-processing software;
- skill in operating office equipment, such as a personal computer, facsimile, photocopier, *etc.*;
- ability to communicate effectively with employees, co-workers and contacts in a professional manner;
- ability to work with minimal supervision; and,
- ability to maintain confidentiality.

Completion of a college or university program in administration (preferably human resources or related) is required, however knowledge and skill of human resources functions gained through previous experience in the human resources field would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

3.4.2 Community Liaison Officer

The main responsibility for this person will be to keep communication open between De Beers Snap Lake Project and the various local communities. This includes making sure communities are aware of job/business opportunities, provided with periodic updates of activities on site, and that De Beers is made aware of issues which may be of concern to the communities. As well, this individual will be a resource to employees on site with respect to their concerns and issues (both work related, and to do with training/support programs, and personal issues).

The main requirement of this individual is to have a good understanding of the issues/concerns of all local community groups and to be accepted by the local communities. As well, the individual must have a firm understanding of why the mine is there and how a mine operates.

The minimum skills and abilities required to perform this job are as follows:

- ability to travel;
- skill and ability to effectively communicate with workers, and members of the public in a professional manner;
- excellent interpersonal skills;
- excellent coordination and organizational skills;
- strong understanding and ability to work cross culturally and to be effective in a community setting; and,
- ability to work with minimal supervision.

The completion of grade 12 is required for this position. However, the associated knowledge, skills, and attributes could be acquired through the completion of GED. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy. Formal training in a college or university setting in the human services field would be preferred. Experience living and working in a northern community would be an asset.

3.4.3 Airport Technician

This position will be responsible for all communication between inbound/outbound aircraft and the Snap Lake airport. Work will include providing updated weather observations at the airstrip, controlling aircraft traffic as well as vehicle/pedestrian traffic on the airstrip and apron, carrying out airstrip inspections and maintenance (or ensuring appropriate inspections and maintenance are carried out by others), and directing the movement of materials/passengers arriving or leaving the site while at the airstrip.

The minimum skills and abilities required to perform this job are as follows:

- ability to work conscientiously and pay attention to details;
- ability to read and write to follow instructions and understand manuals;
- ability to communicate effectively with workers and management; and,
- ability to successfully complete airport operation practices training.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. Technical training in maintenance would be an asset. Previous experience would also be preferred. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

3.4.4 Site Mobile Equipment Operator

These will be qualified heavy-equipment operators who may be called upon to operate equipment such as a loader, grader, dozer, vibrating-drum packer, backhoe, rock truck, water/fuel truck, mobile crane, *etc.*

The minimum skills and abilities required to perform this job are as follows:

- a demonstrated ability to read and comprehend instructions and signage;
- physical ability to lift and perform physical labour;
- ability to work as part of a team;
- ability to work conscientiously and pay attention to details;
- aptitude for mechanics and able to handle machinery;
- ability to record details accurately;
- the ability to think and act decisively; and,
- ability to work with minimal supervision.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. Previous experience as a heavy-equipment operator would be an asset. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

Each operator will go through a program of qualification on a piece of equipment before they are allowed to operate it. The program will include safe operation of the equipment, and proper operator maintenance and inspections.

3.4.5 Fuel Attendants

The fuel attendant is responsible for the transfer of fuel to and within the fuel farm, and the distribution of fuel throughout the site. This includes the monitoring of the system for leaks, the recording of fuel additions and removals, carrying out periodic fuel inventories, ensuring a clean and tidy fuel farm site, *etc.* All activities must be carried out in strict accordance with a fuel farm-operating plan. It is critical that all activities are carried out in strict accordance with the procedures contained in this plan.

The minimum skills and abilities required to perform this job are as follows:

- a demonstrated ability to read and comprehend instructions and signage;
- physical ability to lift and perform physical labour;
- ability to work conscientiously and pay attention to details;
- ability to effectively communicate with co-workers; and,
- ability to safely handle dangerous materials.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

The attendant will go through a training program that will cover the fuel farm and fuel distribution systems design, the fuel farm operating plant, spill response, and hazardous materials handling.

3.4.6 Plant Operator

The process plant operators look after the day-to-day equipment operation. This involves continuous monitoring of the plant operations, adding reagents as required, recording plant performance, carrying out minor adjustments to refine the performance, maintaining the cleanliness of the plant, assisting the millwrights in plant maintenance, carrying out routine plant maintenance such as replacement of worn screen panels, *etc.* It may involve operation of fixed equipment consisting primarily of crushers, pumps, thickeners, screens, storage bins, conveyor belts, belt filters, cyclones, x-ray sorters, and cement mixer/cement pumps. Some operators will be trained in the operation of plant mobile equipment including loaders/bobcat/forklift for the movement of supplies.

The skills and abilities required for this position are as follows:

- ability to comprehend routine written and verbal instructions;
- ability to tolerate physically demanding work;

- the ability to work both independently and as an active team member;
- the ability to think and act decisively;
- ability to work conscientiously and pay attention to details;
- ability to apply themselves to a variety of work situations;
- ability to work with minimal supervision; and,
- aptitude for mechanical equipment operation.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy

Previous experience in a mineral processing plant would be an asset. New plant operators will receive training in the specific design and required operation of the process plant, initially working alongside experienced operators.

3.4.7 Sorter

Materials recovered by the x-ray machines include diamonds mixed with other materials. The first step is to remove magnetic materials (which is done by machine), but the remaining waste material must be separated from the diamonds visually. Sorters are required to be able to identify diamonds from the other rock particles and remove them. The products must also be cleaned, graded, and packaged. This work is done under constant video camera monitoring using a 'glove box' so that the sorter's hands do not come into direct contact with the diamonds.

The minimum skills and abilities required to perform this job are as follows:

- ability to work conscientiously and pay attention to details; and,
- willingness to accept the close security scrutiny and constant monitoring of activities.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

Previous experience in sorting of diamonds would be a definite asset. New employees will work closely with experienced personnel until fully trained.

3.4.8 Security Guard

Primarily the security guards will be responsible for ensuring that personnel and materials movement into and out of the process plant is controlled, recorded, and inspected as required. As well, security personnel by means of video cameras constantly monitor all activities within the plant. Security may also provide escort for products being moved from the plant to a point where responsibility is taken over by the transporting security company (*e.g.*, Brinks). Security may also be called upon to monitor the movement of general site personnel and materials (including luggage) into and out of the site, and to enforce site accommodation rules.

The minimum skills and abilities required to perform this job are as follows:

- ability to communicate professionally with workers and members of the public;
- knowledge of safety and security operations, rules, regulations, precautions, prevention, and the protection of people, data, and property;
- ability to work conscientiously and pay attention to details;
- ability to use communication equipment;
- ability to pay strict attention to detail; and,
- excellent reporting skills.

The completion of grade 12 is required for this position plus the successful completion of a formal security-training program. However, the associated knowledge, skills, and attributes could be acquired through the completion of GED. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

3.4.9 Development and Production Miners

Development miners are required to be able to safely and efficiently carry out all underground mining tasks, including scaling and ground control (operate scissor lift, work with jackleg and stoper drills, shotcrete machine operation), mucking (operate scooptram and haulage truck), drilling/loading and blasting (operate jumbo drill and jackleg/stoper drills, understand drill patterns and proper loading/blasting practices).

The minimum skills and abilities required to perform this job are as follows:

- ability to comprehend routine written and verbal instructions;
- ability to work both independently and well with others;
- ability to work with minimal supervision;
- ability to tolerate physically demanding work; and,
- aptitude for mechanical equipment operation.

The completion of grade 12 is required for this position. However, the associated knowledge, skills, and attributes could be acquired through the completion of GED. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

Previous experience as an underground miner is essential in order to be hired into this position directly, but employees may be promoted to this position from other underground positions as experience and ability dictate.

3.4.10 Raise Miner

A raise miner is a development miner who has specialized in driving inclined or vertical raises. These raises may be accessed by ladders or by means of an alimak raise climber (similar to a small elevator). Raises are generally driven using hand-held stoper drills and are considered to be more labour intensive and dangerous than other development primarily due to the exposure to a fall.

The minimum skills and abilities required to perform this job are as follows:

- ability to comprehend routine written and verbal instructions;
- ability to work with minimal supervision;
- the ability to work both independently and as an active team member; and,
- ability to tolerate physically demanding work.

Completion of grade 12 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

Previous experience in raise development would be a requirement for a direct hire into this position. On-the-job training of a qualified development miner by an experienced raise miner may be considered.

3.4.11 Diamond Driller

This position is responsible for the drilling of a diamond drill hole ahead of primary development into a new area of the mine. This is done to ensure that there will be no unexpected inflow of water encountered by the development. The driller is responsible for drilling the hole, recovering the core and storing it in properly labelled core boxes, and monitoring the water flows from the hole. In the event that excessive water flows are encountered, the driller may be required to pressure grout the hole with cement.

The minimum skills and abilities required to perform this job are as follows:

- ability to comprehend routine written and verbal instructions;
- ability to work with minimal supervision;
- the ability to work both independently and as an active team member;
- ability to tolerate physically demanding work; and,
- aptitude for mechanics and able to handle machinery.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

Previous experience as a diamond driller or drill helper is preferred, although on-the-job training by an experienced driller may be arranged.

3.4.12 Crusher Operator

The underground crusher operator is responsible for the operation of the underground crusher. This involves working closely with mine labourers who may be operating a rockbreaker in front of the crusher and beltmen who clear scrap and ensure the belts carrying the crushed ore to the process plant are running smoothly. The work includes controlling the feed of ore to the crusher so as not to plug the equipment, keeping an eye on the feed to identify and remove any scrap material which may damage or plug the crusher, carrying out routine operating maintenance on the crusher, and ensuring that the other equipment such as dust suppression and ventilation equipment are operating properly.

The minimum skills and abilities required to perform this job are as follows:

- ability to comprehend routine written and verbal instructions;
- ability to work with minimal supervision;
- the ability to work both independently and as an active team member;
- ability to be attentive in the operation of the underground crusher;
- ability to tolerate physically demanding work;
- aptitude for mechanics and able to handle machinery; and,
- ability to record details accurately.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

Previous experience as a crusher operator (on surface or underground) would be accepted.

Other site personnel may be trained on-the-job to fill this position in the future.

3.4.13 Underground Grader Operator

The underground haulage ramps and drifts require grading on an on-going basis. This is one of the most difficult underground equipment operator tasks to do well as it requires constant attention at all times due to the restricted work space, possibility of obstructions, and variability of the surfaces.

The minimum skills and abilities required to perform this job are as follows:

- a demonstrated ability to read and comprehend instructions and signage;
- physical ability to lift and perform physical labour;
- aptitude for mechanics and able to handle machinery;
- the ability to think and act decisively;
- ability to work conscientiously and pay attention to details;
- the ability to operate machinery in close confined spaces;
- the ability to work as part of a team and communicate with ground crews, usually using hand signals and voice communication; and,
- ability to work with minimal supervision.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

The grader operator must be an experienced underground equipment operator. Underground equipment operators who demonstrate the desire and ability to do this work may receive on-the-job training from an experienced grader operator.

3.4.14 Scoop/Truck Operator

The main portion of the work will consist of mucking and hauling ore and waste from development and production headings to a dump at the underground crusher or to a surface storage area. The operators are responsible for the carrying out and documenting of pre-use checks and operator maintenance items on their assigned equipment, as well as the safe and efficient operation of their equipment at all times. At times, scoop and truck operators may be called upon to carry out scaling, services installations/repair, and other mine tasks as required.

The minimum skills and abilities required to perform this job are as follows:

- a demonstrated ability to read and comprehend instructions and signage;
- physical ability to lift and perform physical labour;
- ability to work as part of a team;
- ability to work conscientiously and pay attention to details;
- aptitude for mechanics and able to handle machinery;
- ability to record details accurately;
- ability to think and act decisively; and,
- ability to work with minimal supervision.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

Previous experience in equipment operation, preferably in an underground mine operations would be preferred. Successful completion of the initial mine training programs to provide familiarity and basic mine tasks training, and subsequent training on the operation of underground mobile equipment is required.

3.4.15 Underground Construction

The underground construction crew is required to carry out various mine support construction work such as carpentry, bulkhead construction, ventilation fan installations, sump construction, general concrete work, pipeline installations, chute installations, dump installations, platforms/manways, *etc.*

The minimum skills and abilities required to perform this job are as follows:

- ability to comprehend routine written and verbal instructions;
- ability to tolerate physically demanding work;
- ability to work as part of a team;
- aptitude for mechanics and able to handle machinery; and,
- ability to work with minimal supervision.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

Previous experience in construction (carpentry, piping, concrete work) would be an asset. Unless previous underground experience is documented, the employee will be required to successfully complete the underground mine familiarization portions of the training program. This will also include working at heights, rigging, raise work and mobile service equipment use (such as hiab and scissor lift trucks).

3.4.16 Paste Fill Man

The paste fill crew is responsible for preparing areas of the mine to be filled with processed kimberlite (construction of backfill fences, installation of paste fill pipelines to the pour site), monitoring the paste fill operations (communicating with the surface paste fill plant, inspecting the distribution system for leaks, relocating pour points as required, monitoring fill fences for leakage), and clean-up upon completion of the work (removal of pipelines, clean-up of spills).

The minimum skills and abilities required to perform this job are as follows:

- ability to comprehend routine written and verbal instructions;
- ability to tolerate physically demanding work;
- ability to work as part of a team;
- aptitude for mechanics and able to handle machinery; and,
- ability to work with minimal supervision.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

Previous experience in construction (carpentry, piping, concrete work) would be an asset. Unless previous underground experience is documented, the employee will be required to successfully complete the underground mine familiarization portions of the training program. This will also include working at heights, rigging, raise work and mobile service equipment use (such as hiab and scissor lift trucks).

3.4.17 Safety Person

The safety person is responsible for monitoring the adherence of workers to safe work standards and methods through site inspections, planned job observations, *etc.* as well as for safety-related training. The safety person is not responsible for enforcing safety directly but through the worker's supervisors. The safety person will work closely with the site occupational health and safety committee. Recording of inspection observations, records of infractions/investigations, attending/assisting with crew safety meetings,

follow-up on implementation of recommendations from safety meetings or occupational health and safety committee meetings as well as investigations and inspector's reports, recording of employee training, and dealing with the mines inspector during visits to site are important parts of the safety persons role.

The minimum skills and abilities required to perform this job are as follows:

- previous experience as a safety person, preferably in an underground mine environment;
- ability to work conscientiously and pay attention to details;
- knowledge in the area of safety is necessary; underground mine related experience is preferred; and,
- constant safety awareness combined with an ability to recognize, and a refusal to accept, unsafe practices are prime requirements.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

Formal training as a safety professional would be an asset.

3.5 Trade or Specific Training Positions

3.5.1 Accountant

The accountant maintains the financial records related to the operation of the property. He/she is responsible for keeping the books up to date, paying bills, collecting information and reporting on the property financial status (usually monthly), finalizing the operating budgets, as well as enforcing proper cost code reporting and adherence to accepted accounting practices.

The minimum skills and abilities required to perform this job are as follows:

- proven intermediate level accounting skills with hands-on experience;
- administration ability;
- office procedures and practices within a computerized accounting system;
- computer literacy with current financial and accounting packages;
- analytical tools including spreadsheet and word-processing applications; and,
- related mine management experience preferred.

A Bachelor's degree in accounting or a designation as a certified accountant (CA) or certified general accountant (CGA) is required. An equivalent combination of education and experience from which comparable knowledge and abilities can be acquired may be accepted.

Current enrolment in a recognized accounting designation program at the 4th or 5th level would also be considered.

The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

3.5.2 Environmental Technician

The environmental technician will complete various site-monitoring tasks as required by the site permits. As well, the environmental technician will complete periodic site inspections to investigate for spill preparedness, potential spill hazards, actual spills, and review of site emergency response plans and preparedness. The environmental technician will complete the monthly environmental reports for filing with the regulators.

The skills and abilities that will be required to perform this job are as follows:

- organizational abilities;
- conscientious recording and reporting;
- knowledge of environmental regulations; and,
- ability to develop management plans.

These skills and abilities are most usually obtained by completion of a college or university program in the related field. Previous experience in the field would be an asset.

The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

3.5.3 Purchasing Agent

The purchasing agent is responsible for getting competitive bids on purchases, issuing purchase orders, expediting purchases with suppliers as requested, monitoring the performance of the expeditor as trucker/aircraft carrier in getting materials from Yellowknife to the site, and ensuring materials are properly received and stored on site or forwarded to the person originally requesting the materials. Much of the material

purchases will be routine purchases based on inventory levels. The setting up of the warehousing system, monitoring of the system, addition/deletion of inventory items, and changing of reorder levels and/or suppliers is the responsibility of the purchaser.

The minimum skills and abilities required to successfully perform this job are as follows:

- good organizational skills;
- excellent communication skills both verbal and written;
- computer skills; and,
- knowledge of warehousing and inventory control.

The completion of grade 12 is required for this position. However, the associated knowledge, skills, and attributes could be acquired through the completion of GED. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

A good record of previous experience in purchasing, preferably at a remote mine site, is required.

3.5.4 First Aid

The first aid attendant is primarily responsible for providing emergency first aid services on site. Any other duties that may be assigned (for example, periodic hygiene inspections of the camp facilities) must be of a nature that the assistant can still respond immediately in the event of an emergency.

The minimum skills and abilities required to perform this job are as follows:

- ability to coordinate and provide direct patient care;
- ability to work with minimal supervision;
- good organizational skills;
- excellent communication skills both verbal and written; and,
- ability to provide education to workers on health related matters.

The first aid attendant will have qualifications similar to a paramedic, registered nurse, nurse practitioner or 'physician assistant'- an ex-armed forces trained medical attendant. All applicable licenses and certification must be current.

3.5.5 Power Plant Operations/Maintenance

The power plant operators are responsible for the operation and maintenance of the power plant that includes the electrical generators, air compressors, boilers, and the

associated heat recovery systems within the plant. This also includes maintaining the power plant in a suitable state of cleanliness and neatness.

The minimum skills and abilities required to perform this job are as follows:

- skilled in the methods and practices of plant and industrial maintenance and mechanical repair;
- skilled in the use of industrial tools, electric arc and oxy-acetylene welding, and lifting equipment, such as chain hoists, forklifts, and small cranes;
- good physical strength and physical coordination, with sufficient strength and stamina to do heavy lifting on a regular basis; and,
- physical health adequate for mine environment.

The completion of grade 12 is required for this position. However, the associated knowledge, skills, and attributes could be acquired through the completion of GED. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

Requirements for the power plant operators also include an appropriate level steam ticket as well as a heavy-duty mechanic or electrical ticket.

3.5.6 Communications Technician

This position is responsible for the operation and maintenance of the off-site communications system (satellite system) components located on site, the site telephone system, the underground communications systems (leaky feeder, ethernet, *etc.*), and site radio communications systems.

The minimum skills and abilities required to perform this job are as follows:

- excellent communication skills;
- ability to work with minimal supervision;
- ability to prepare accurate records and reports;
- ability to identify, analyze, and solve problems;
- familiarity with several communications systems;
- good physical strength and physical coordination, with sufficient strength and stamina to do heavy lifting on a regular basis; and,
- physical health adequate for mine environment.

The completion of grade 12 is required for this position. However, the associated knowledge, skills, and attributes could be acquired through the completion of GED. The

hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

This individual must also have an instrumentation or electrical background and will require some specialized training from the equipment provider (*e.g.*, NorthwestTel).

3.5.7 Plant Millwright/Welder

These positions will be primarily located in the process plant and be responsible for maintaining the operating plant mechanical and piping systems. As well, they will be called on to do similar work in other areas of the operation such as building services for the camp and offices/dry/warehouse complex, as well as working on mobile equipment and performing other welding services out of a site welding shop.

The positions require journeyman tickets, combined with previous experience in a heavy industrial plant, preferably a mineral processing plant. For work in the plant, the millwrights will report to the plant superintendent.

The minimum skills and abilities required to perform this job are as follows:

- skilled in the methods and practices of plant and industrial maintenance and mechanical repair;
- skilled in the installation and repair of heavy rotating equipment, precision coupling alignments, overhaul of pumps, turbine, fans, *etc.*;
- skilled in the use of industrial tools, electric arc and oxy-acetylene welding, and lifting equipment, such as chain hoists, forklifts, and small cranes;
- good physical strength and physical coordination, with sufficient strength and stamina to do heavy lifting on a regular basis; and,
- physical health adequate for mine environment.

The completion of grade 12 is required for this position. However, the associated knowledge, skills, and attributes could be acquired through the completion of GED. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

Several years of general mechanical nature with sufficient experience to qualify as a journeyman millwright, including apprentice or vocational training.

Experience in a heavy industrial setting with priority given to direct power plant maintenance experience.

3.5.8 Plant Electrician/Instrumentation

The plant electrician/instrumentation will be responsible for the operation and maintenance of electrical systems and equipment within the process plant and the operation/maintenance/calibration of all electronic instrumentation and recording devices. Site electrical/instrumentation will have similar responsibilities for the remainder of the surface facilities and the underground mine operations.

The minimum skills and abilities required to perform this job are as follows:

- ability to work with minimal supervision; and,
- the ability to work both independently and as an active team member.

The positions require related journeyman tickets, combined with previous experience in a heavy industrial plant, preferably a mineral processing plant.

3.5.9 Site Lead Mechanic

This is a 'working supervisor' position. As well as leading the actual work, it is expected that the lead mechanic will direct the day-to-day work of a group of mechanics (either in the surface shop facilities, or the underground mine).

The minimum skills and abilities required to perform this job are as follows:

- successful experience supervising workers;
- strong understanding and ability to work cross culturally;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports;
- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;
- experience in coordinating the activities of others;
- physical ability to lift and perform physical labour; and,
- familiarity with the *Mine Safety Act*.

The positions require related journeyman tickets, combined with previous experience in a heavy industrial operation, preferably an operating underground mine.

3.5.10 Journeyman Mechanic

The journeyman mechanics will be primarily working out of the surface mechanics shops or the underground shop facilities. Work will primarily consist of mobile equipment maintenance and fixed camp/support facilities equipment maintenance. Periodic

maintenance/rebuild of the site generators will also be required. (A separate crew will maintain the process plant.)

The minimum skills and abilities required to perform this job are as follows:

- ability to work with minimal supervision;
- the ability to work both independently and as an active team member; and,
- physical ability to lift and perform physical labour.

The positions require related journeyman tickets, combined with previous experience in a heavy industrial operation, preferably an operating underground mine.

3.5.11 Site Lead Electrician

This is a ‘working supervisor’ position. As well as leading the actual work, it is expected that the lead electrician will direct the day-to-day work of a group of electricians (either in the surface shop facilities, or the underground mine).

The minimum skills and abilities required to perform this job are as follows:

- successful experience supervising workers;
- strong understanding and ability to work cross culturally;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports;
- ability to identify, analyze and solve problems; and,
- ability to communicate well, both orally and in writing:
 - experience in coordinating the activities of others;
 - physical ability to lift and perform physical labour; and,
 - familiarity with the *Mine Safety Act*.

The positions require related journeyman tickets, combined with previous experience in a heavy industrial operation, preferably an underground mine.

3.5.12 Journeyman Electrician

The journeyman electricians/instrumentation technicians will be primarily working out of the surface electrical shops or the underground shop facilities. Work will primarily consist of maintenance of the site electrical distribution systems and fixed camp/support facilities equipment maintenance. Maintenance of electrical systems for mobile equipment is included. Periodic maintenance/rebuild of the site generators will also be required. (A separate crew will maintain the process plant.)

The minimum skills and abilities required to perform this job are as follows:

- ability to work with minimal supervision;
- the ability to work both independently and as an active team member; and,
- physical ability to lift and perform physical labour.

The positions require journeyman tickets, combined with previous experience in a heavy industrial operation, preferably an operating underground mine.

3.6 Professional/Technical Positions

3.6.1 Plant Engineer

The plant engineer will provide maintenance and engineering support to the process plant and to the maintenance/services group (mechanical/electrical maintenance, underground maintenance, shops, power house, *etc.*). This work will involve designing and monitoring maintenance programs, design of additional facilities of installations, planning major plant maintenance and upgrade programs, maintenance budgeting, planning maintenance shut-downs, *etc.*

The minimum skills and abilities required to perform this job are as follows:

- ability to work both independently and as an active team member;
- ability to work with minimal supervision;
- ability to prepare accurate records and reports;
- ability to identify, analyze and solve problems;
- ability to communicate well orally, in writing and graphically;
- ability to accept responsibility;
- computer literate with basic skills (*i.e.*, spread sheet, word processing);
- the adaptability required to apply themselves to a variety of work situations;
- ability to think and act decisively;
- physical ability to lift and perform physical labour; and,
- related mine industry experience preferred.

The minimum qualifications for this position include a mechanical engineering degree and experience in heavy industry (preferably including experience with mobile equipment, process plants/crushers/cyclones) in a mine setting.

3.6.2 Plant Metallurgist

The plant metallurgist is a technical support to the process plant superintendent. Usually the metallurgist will fill in when the process plant superintendent is off site. Normally the work involves sampling/analysis and recording as required to monitor the ongoing

plant performance, and recommending/making adjustments as necessary to optimize the plant performance.

The minimum skills and abilities required to perform this job are as follows:

- ability to work both independently and as an active team member;
- ability to work with minimal supervision;
- ability to prepare accurate records and reports;
- ability to identify, analyze and solve problems;
- ability to communicate well orally, in writing and graphically;
- ability to accept responsibility;
- computer literate with basic skills (*i.e.*, spread sheet, word processing);
- the adaptability required to apply themselves to a variety of work situations;
- ability to think and act decisively; and,
- related mine industry experience preferred.

This position will require a degree in metallurgy or a geological degree, combined with previous process plant experience.

3.6.3 Chief Engineer

The chief engineer is responsible for all site-engineering functions. This primarily includes the underground mine design and on-going operations, but may also include facilities expansions or modifications. This position is also primarily responsible for pulling together the operating budgets and schedules. Supervision of other site engineers, surveyors, and technicians (22 people) is included.

The minimum skills and abilities required to perform this job are as follows:

- successful experience supervising workers;
- successful progressive experience in mining in a professional capacity;
- strong understanding and ability to work cross culturally;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports;
- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;
- experience in organization;
- experience in coordinating the activities of others; and,
- familiarity with the *Mine Safety Act*.

A bachelor's degree in mining engineering or in an appropriate related engineering discipline is required. Mine Engineers must also be eligible for registration with the

professional engineer's association in the Northwest Territories (NWT). Previous experience in other operating underground mines is an asset.

3.6.4 Mine Engineer

The mine engineers may carry out several tasks including mining design, mobile equipment selection and maintenance, monthly mine reporting functions, budgeting/scheduling, looking after the mine ventilation systems, monitoring the cement and paste fill system operations, monitoring/evaluating ground conditions, looking after site construction projects (by outside contractors), and providing design services as required to other site operations groups.

The minimum skills and abilities required to perform this job are as follows:

- ability to apply basic principles and techniques of supervision;
- experience in coordinating the activities of others;
- ability to prepare accurate records and reports;
- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;
- experience in organization;
- aptitude for computing and design;
- ability to accept responsibility; and,
- ability to act and think decisively.

A bachelor's degree in mining engineering or in an appropriate related engineering discipline is required. Mine engineers must also be eligible for registration with the professional engineer's association in the NWT. Previous experience in other operating underground mines is an asset.

3.6.5 Surveyor

The lead surveyor is responsible for providing survey control as required throughout the mine site. This may include surface construction projects, but will primarily consist of underground development and diamond drilling controls. The position may also include the collection of mine development and production data for reporting and for bonus calculations.

The minimum skills and abilities required to perform this job are as follows:

- possess strong analytical, organizational and interpersonal skills;
- ability to use instruments and equipment in a precise and accurate manner;
- ability to prepare accurate records and reports;

- ability to work with minimal supervision;
- ability to communicate well, both orally and in writing;
- accurate/good mathematical ability;
- good manual skills, eye-hand coordination, and sight and hearing work to work with instruments and to communicate in the field using voice or hand signals; and,
- the ability to visualize objects, distances, sizes and other abstract forms and plot surface features of a region on maps and field sheets.

The surveyor requires a technical school diploma with previous surface and underground survey experience, preferably gained at an operating mine. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

3.6.6 Surveyor's Helper

Surveyor's helpers assist the surveyor in the completion of his duties. This is often an entry-level position and may be a first step in obtaining a surveyor position in the future.

The minimum skills and abilities required to perform this job are as follows:

- ability to comprehend routine written and verbal instructions;
- ability to understand and use words to express ideas and information;
- the ability to work both independently and as an active team member; and,
- ability to work with minimal supervision.

Completion of grade 10 is required for this position, however a demonstrated ability to read and comprehend instructions, and related experience would be acceptable. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

3.6.7 Mine Engineering Technician

Depending on the technical knowledge requirements and job responsibilities, some of the jobs done by an engineer on one site may be done by a technician on another site. This could include positions such as the 'ventilation engineer/technician' described above, mine planner positions, the surveyor or survey helper as described above, the 'bonus technician' who calculates the bonus due to the miners each month based on activities completed, production scheduling, *etc.* The type of work assigned will depend primarily on the experience and qualifications of the technician.

The minimum skills and abilities required to perform this job are as follows:

- successful experience working on ventilation, surveying, planning and geotechnical work projects in underground mines;
- ability to work with minimal supervision;
- the ability to work both independently and as an active team member;
- working knowledge of applications such as Gemcom, AutoCAD and Microsoft Office Suite;
- experience in organization;
- aptitude for computing and design;
- ability to accept responsibility;
- ability to act and think decisively; and,
- ability to communicate well, both orally and in writing.

Technical school graduates will fill these positions. However, people with a grade 12 and a good record of practical experience in other operating mines may be considered.

The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

3.6.8 Chief Geologist

The chief geologist is responsible for maintaining the mine geological model, for monitoring grade and dilution control during mining and providing input to operations to reduce dilution, maintain and update the mine ore reserves, work with the mine geotechnical engineers in the areas of mine design/ground control/production scheduling and forecasting, and supervise the site geologists. If there is any regional exploration to be done around the site, the chief geologist will set up the program and administer it with the help of an exploration geologist.

The minimum skills and abilities required to perform this job are as follows:

- progressive experience in underground mining in a professional capacity;
- successful experience supervising workers;
- experience with kimberlite geology and diamond production;
- knowledge of underground support design, permafrost drilling procedures and safety;
- strong understanding and ability to work cross culturally;
- experience in underground mapping, resource reconciliation, and geotechnical systems;
- working knowledge of applications such as Gemcom, AutoCAD and Microsoft Office Suite;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports; and,

- ability to communicate well, both orally and in writing.

This position requires a degree in geology or geological engineering plus previous successful experience at a similar level in other mining operations. The chief geologist must also be eligible for registration with the professional engineer or geologist association in the NWT.

3.6.9 Mine Geologist

The mine geologist will assist the chief geologist. This will include layout/monitoring of diamond drill programs and logging of core, maintaining the site geological model, updating the site ore reserves, mapping the underground development faces, monitoring production and dilution, and working with the site engineers on mine design, production schedules, ground control, *etc.*

The minimum skills and abilities required to perform this job are as follows:

- experience with kimberlite geology and diamond production;
- knowledge of underground support design, permafrost drilling procedures and safety;
- experience in underground mapping, resource reconciliation and geotechnical systems;
- working knowledge of applications such as Gemcom, AutoCAD and Microsoft Office Suite;
- the ability to work both independently and as an active team member;
- ability to work with minimal supervision;
- ability to prepare accurate records and reports;
- ability to identify, analyze and solve problems; and,
- ability to communicate well, both orally and in writing.

The mine geologist position requires a university degree in geology or be a technical school graduate with certification in a related area. The mine geologist must also be eligible for registration with the professional engineering or geologist association in NWT.

3.7 Management/Supervisory Positions

3.7.1 General Manager

The general manager is in overall charge of the site and has responsibility for the full site operations. This position ensures that the work gets done in a timely, safe, efficient manner and that costs and schedule targets are met. This position ensures that all

regulatory requirements are met or exceeded during the course of the work, and is responsible to the regulatory authorities for this compliance.

The person filling this role will play a major part in setting the overall work and general atmosphere for the site. As such, they will need to demonstrate leadership traits that suitably reflects the De Beers corporate philosophy of how the property is to be operated.

The minimum skills and abilities required to perform this job are as follows:

- successful experience supervising workers;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports;
- strong understanding and ability to work cross-culturally;
- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;
- experience in organization; and,
- experience in coordinating the activities of others.

The position will require a professional designation (engineering or geology), but more importantly will have a track record of successfully filling similar positions in other operations.

3.7.2 Financial/Logistics Manager

The Financial/Logistics Manager will be responsible for all financial activities related to the operation of the mine. This will include enforcement of conformity to De Beer's standard accounting practices and procedures.

Normally, the person filling this position will be an accredited accountant (CA, CGA, or similar) with a prior track record of achievement in similar positions. This position will include the supervision of accountants and accounting/payroll clerks on site or in Yellowknife.

The minimum skills and abilities required to perform this job are as follows:

- successful experience supervising workers;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports;
- strong understanding and ability to work cross-culturally;
- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;
- experience in organization;

- experience in coordinating the activities of others.

A bachelor's degree in accounting or an equivalent combination of education and experience from which comparable knowledge and abilities can be acquired is necessary.

3.7.3 Environmental Manager

The environmental manager will be responsible for the monitoring of the site environment to ensure compliance with license requirements. As well, the environmental manager will take a pro-active approach to finding ways to gain additional knowledge as to the effects of the activities on the surrounding environment, minimize or eliminate negative impacts, ensure training and education of all site employees in the control and minimizing of impacts, and take a lead in the response to any environmental emergencies. As part of the job, the environmental manager will be the lead contact between the mine site and the regulators with respect to environmental compliance issues, regulator concerns, and regular site reporting.

This position will include day-to-day dealings with the various site operations supervisors. It will also require regular correspondence with regulatory personnel and other interested parties.

The minimum skills and abilities required to perform this job are as follows:

- successful experience supervising workers;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports;
- strong understanding and ability to work cross-culturally;
- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;
- experience in organization; and,
- experience in coordinating the activities of others.

A university degree or college diploma in a related discipline is required plus successful experience and background related to environmental issues and concerns. Prior experience at other properties in a similar position will be an asset.

3.7.4 Purchasing/Warehouse Supervisor

This position is responsible for the purchasing of all supplies and equipment and delivery to the site. This includes initial purchase, expediting, receiving in Yellowknife, shipping to site, receiving on site, transport to storage areas or warehouse, and controlled issue of materials and equipment to operations. As well, the position is responsible for the set-up

and operation of the on-site warehouse facilities and the supervision of the warehouse personnel. It is also responsible for the tendering and issue of all contracts from Yellowknife or the site.

This position will initially be filled by an individual with significant experience in contracts, purchasing, and expediting, and a proven track record in similar work at other sites.

The minimum skills and abilities required to perform this job are as follows:

- successful experience supervising workers;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports;
- strong understanding and ability to work cross-culturally;
- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;
- experience in organization; and,
- experience in coordinating the activities of others.

Post Secondary education in administration or a related area, or an equivalent combination of education and experience from which comparable knowledge and abilities can be acquired is necessary.

Experience in warehouse/storeroom operations, with managerial experience is preferred.

3.7.5 Safety/Training Officer

The person in this position will be required to set up and administer the site safety, loss control, and training programs. The position is not responsible for the actual enforcement of safety, but rather to audit the performance of the supervisors and individuals as to their compliance with safety standards. Responsibilities will include the supervision of safety and training staff. The person will also be (along with the general manager) one of the lead contacts between the mine and the Workers Compensation Board (WCB) regulatory personnel, ensuring that all concerns are adequately and promptly addressed, and that all reports and investigations are complete and filed appropriately. The person will also take the lead in the establishment, training, and maintenance of site emergency response teams and equipment.

The minimum skills and abilities required for this position are as follows:

- knowledge and ability to plan, direct and coordinate the safety training activities of the mine;

- the ability to demonstrate proper safety awareness;
- the ability to deal with the documentation requirement of the safety and training programs; and,
- the ability to consistently enforce safety in a proactive manner without alienating the workforce is essential.

The position requires safety professional certification (Canadian Registered Safety Professional or similar) and suitable experience in a similar position at other underground mines and/or heavy industrial sites.

3.7.6 Human Resources/Public Relations Manager

This person will be responsible for implementing strategies related to hiring of all site personnel, setting up and ensuring conformance to personnel policies and procedures, providing direction with respect to promotion of hiring from northern communities, reviews and resolution of personnel issues, *etc.* The position will also provide supervision for 2 assistants and 4 community liaison officers.

The primary requirement for this position will be a proven track record in human resources management, and an approach to human resources management that corresponds to what is envisaged by senior De Beers management.

The minimum skills and abilities required to perform this job are as follows:

- successful experience supervising workers;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports;
- strong understanding and ability to work cross-culturally;
- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;
- experience in organization;
- experience in coordinating the activities of others;
- knowledge and experience in personnel administration is necessary;
- knowledge and experience in payroll administration and staff benefits administration is preferred;
- demonstrated managerial experience; and,
- successful supervisory experience.

A bachelor's degree in human resources or a related area, or an equivalent combination of education and experience from which comparable knowledge and abilities can be acquired is necessary.

3.7.7 Process Plant Superintendent

The process plant manager will be responsible for the process plant operation and performance, and for the supervision of all plant personnel (through the plant operating and maintenance foremen). They will be responsible for achieving plant production targets in a safe, efficient, and cost-effective manner. Along with the operating foremen, they will be responsible for enforcing discipline and promoting a sense of teamwork and harmony among the crew.

The requirements for this position will initially include a degree in metallurgy or mineral processing, extensive previous experience with diamond processing plants, and previous experience at a superintendent or managerial level.

The minimum skills and abilities required to perform this job are as follows:

- successful experience supervising workers;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports;
- strong understanding and ability to work cross-culturally;
- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;
- experience in organization;
- experience in coordinating the activities of others; and,
- familiarity with Occupational Health and Safety Programs.

3.7.8 Process Plant Operating Foreman

The process plant-operating foreman will have direct supervision of the plant operators on their shift. They will be responsible for the safe operation of the plant and the achievement of designated production targets. They will be responsible to ensure the plant is operated in a professional manner with hazards guarded against, the plant kept clean and neat, and the equipment in proper operation and repair condition.

The minimum skills and abilities required for this position are as follows:

- successful experience supervising workers;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports;
- strong understanding and ability to work cross-culturally;
- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;
- experience in organization; and,

- experience in coordinating the activities of others.

The completion of grade 12 is required for this position. However, the associated knowledge, skills, and attributes could be acquired through the completion of GED. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

The position also requires that the incumbent has successful supervisory experience in diamond processing plants (preferably). Experience in other processing plants may be considered.

3.7.9 Security Superintendent

The security superintendent is responsible for the enforcement of overall site security. This includes supervision of a team of security officers. Security issues are primarily focused on monitoring of the plant operations by means of remote cameras, completing background checks on new plant personnel, and carrying out close inspections of anything or anyone entering or leaving the plant. As well, the security function include monitoring the movement of people and materials to and from the site, and ensuring conformity with the site rules throughout the site, especially in the area of the accommodations.

The minimum skills and abilities required to perform this job are as follows:

- successful experience supervising workers;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports;
- strong understanding and ability to work cross-culturally;
- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;
- experience in organization;
- experience in coordinating the activities of others; and,
- familiarity with Occupational Health and Safety Programs.

A bachelor's degree in management is required for this position. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

The security superintendent must have formal security training combined with a good record of previous experience in a similar position.

3.7.10 Process Plant Mechanical Foreman/Process Plant Electrical Foreman

The mechanical and electrical foremen for the process plant are responsible for ensuring the proper mechanical/electrical operation and maintenance of the plant. They will have plant availability targets to meet and maintain, as well as planning for periodic plant shutdowns and preventive maintenance programs. They will directly supervise the plant millwrights/welders (eight men) and the plant electricians/instrument technicians (six men). Due to the security aspects of the plant operation, these individuals will need to be able to address essentially all aspects of the day-to-day plant maintenance with minimal input from the site general maintenance foreman.

The minimum skills and abilities required to perform this job are as follows:

- successful experience supervising workers;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports;
- strong understanding and ability to work cross-culturally;
- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;
- experience in organization;
- experience in coordinating the activities of others; and,
- familiarity with Occupational Health and Safety Programs.

Requirements include previous successful experience at a maintenance foreman level in other process plant facilities. A related journeyman ticket will be required.

3.7.11 Site Surface General Maintenance Foreman

This is the senior maintenance person on site. This position includes supervision and overall responsibility for all maintenance personnel and functions (site general, process plant, and underground). This is primarily an administrative position, responsible for organizing the workload, identifying needs and assigning resources, monitoring performance, crew discipline and harmony, ensuring proper records are kept on equipment, budgeting, recommending replacement equipment and mechanical/maintenance upgrades, *etc.*

The minimum skills and abilities required to perform this job are as follows:

- successful experience supervising workers;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports;
- strong understanding and ability to work cross-culturally;

- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;
- experience in organization;
- experience in coordinating the activities of others; and,
- familiarity with Occupational Health and Safety Programs.

This position will require a record of previous successful experience at a similar level, preferably from a mining operation. Related journeyman ticket is required.

3.7.12 Site Surface Maintenance Supervisor

The maintenance supervisors (8 total) will supervise the on-site maintenance crews (other than the plant crews). This includes the powerhouse operators, the mechanics, the electricians, the instrumentation technicians, and the underground servicemen. As well, one supervisor on each rotation will be assigned as the site services supervisor to look after the site service crews, the airstrip operation, materials handling (*e.g.*, freight and cement) and storage, fuel farm operation, water supply system operation, camp operation (including sewage), site carpenters, *etc.*)

The minimum skills and abilities required to perform this job are as follows:

- successful experience supervising workers;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports;
- strong understanding and ability to work cross-culturally;
- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;
- experience in organization;
- experience in coordinating the activities of others; and,
- familiarity with Occupational Health and Safety Programs.

An initial requirement for these positions will be a record of previous successful experience at a similar level on other heavy industrial sites. A related journeyman ticket is required.

3.7.13 General Foreman

This position is responsible for the safe and efficient operation of the underground mine. As such, it is responsible for the overall supervision and direction of a workforce of approximately 180 men (half of the total manpower on site). This is done with the assistance of 8-mine shift bosses. The mine general foreman has the direct responsibility for the promotion of a safe working environment and safe work attitudes, the meeting of

mine production targets, identifying the needs for additional personnel/equipment, discipline, the setting of mine budgets and schedules, and monitoring of expenditures to ensure conformance with the mine budgets.

The minimum skills and abilities required for this position are as follows:

- successful experience supervising workers;
- successful experience working in mine operations, preferably underground;
- ability to apply basic principles and techniques of supervision;
- strong understanding and ability to work cross culturally;
- ability to prepare accurate records and reports;
- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;
- experience in coordinating the activities of others;
- familiarity with the *Mine Safety Act*;
- familiarity with Occupational Health and Safety Programs; and,
- computer literate with basis skills (*i.e.*, spread sheet, word processing).

The main requirements for this position include extensive mine operations experience, experience in a similar management position at other mines, and demonstrated overall management/leadership skills. Post-secondary certification in a related discipline is required. An engineering degree would be an asset but is not essential. The hiring of individuals without the minimum education requirements will be conditional upon their completion of an individually designed training and development strategy.

3.7.14 Underground Mine Shift Boss

The underground shift boss position is responsible for the direct supervision of a crew of miners and support personnel (about 30 men according to the numbers shown). The primary responsibilities include the organization of the work, ensuring the crew has the resources available to complete the work, enforcement of safe working practices and procedures, recording of time and activities for the shift, and providing continuity with the following shift through notes and discussions with the other shift boss.

The minimum skills and abilities required to perform this job are as follows:

- successful experience supervising workers;
- ability to apply basic principles and techniques of supervision;
- ability to prepare accurate records and reports;
- strong understanding and ability to work cross-culturally;
- ability to identify, analyze and solve problems;
- ability to communicate well, both orally and in writing;

- experience in organization;
- experience in coordinating the activities of others; and,
- familiarity with Occupational Health and Safety Programs.

The main requirement for this position is extensive first-hand underground experience, a proper safety attitude, good organizational skills, good people skills, and (initially) previous supervisory experience. This is a position to which miners and other underground workers who demonstrate supervisory abilities may be promoted over time.

4.0 ACRONYMS

CA	certified accountant
CGA	certified general accountant
De Beers	De Beers Canada Mining Inc.
GED	General Equivalency Diploma
NWT	Northwest Territories
WHMIS	workplace hazardous materials information system
WCB	Workers Compensation Board