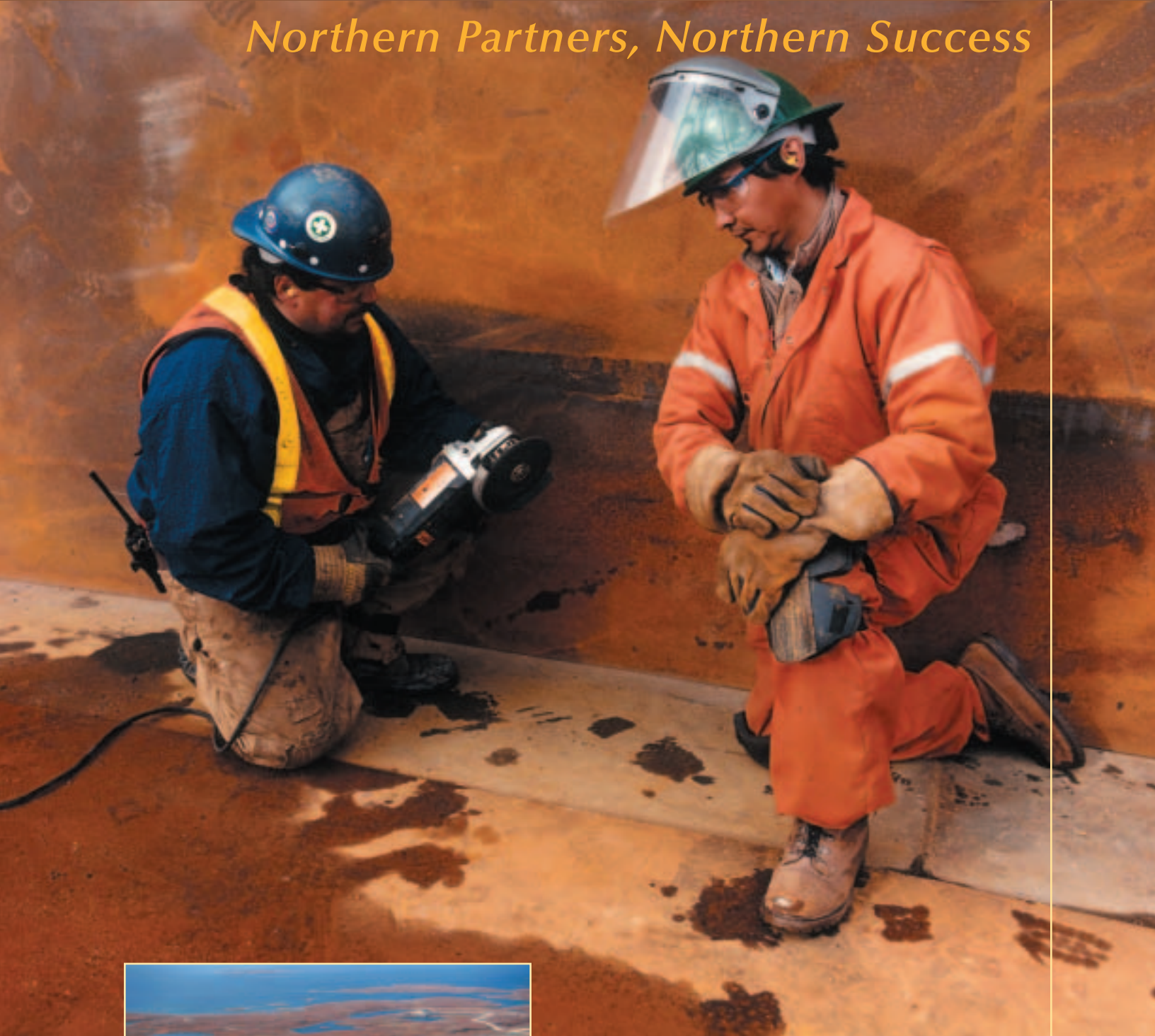


# Diavik's Training Partnerships

*Northern Partners, Northern Success*



# Diavik Commitments

## *Diavik's Northern Training Commitment*

*For centuries,*

*people of the North have used the resources wisely.*

*....Diavik is continuing this tradition.*

Within Diavik we strive to conduct our affairs in ways that will contribute to sustainable development of Canada's North working in partnership with communities and institutions of public government to build financial and human resource capacity which will allow future generations to achieve their development goals.

In the considered view of many in our society, there can be no higher purpose among human endeavours than those associated with the improved self-esteem, self-confidence and social well-being that accompanies training and knowledge acquisition that ultimately leads to gainful employment. The community based training programs undertaken by Diavik and its partners over the past three years have proved fertile ground for improved opportunities for many northern residents of Aboriginal and non-Aboriginal descent alike.

We at Diavik hope that in reading the pages that follow, you, the reader will come to appreciate what has been accomplished with Diavik Joint Venture training participants these past three years and the sense of pride and accomplishment many graduates have come to realize as a result of these training programs. In the pages that follow, the long-term benefits of our efforts are there to see; the improved skill levels among northerners, new or improved physical infrastructure in many of our communities, and most importantly, increased employment and social well-being. Through our combined efforts, truly, I believe we are fashioning a significant contribution to sustainable development in our northern home.

It goes without saying that Diavik did not conduct these training programs on its own nor would it have had the expertise or resources to do so. Much of the credit for what has been accomplished goes to our partners; Aurora College,



corporate, community, government and individual program providers who worked timelessly to make our training programs a success. Together with our partners, I would like to recognize our Training Manager Glenn Zelinski and team members Bob Dawe, Greg Hopf, Jackson Lafferty and Sarah Archer, as well as Sean Willy (now our senior industrial relations coordinator), and Marion Storm who coordinates our Learning Resource Centre, and the many others who have, and continue to, mentor our Diavik trainees.

Our northern training partnerships have established a solid foundation over the past three years upon which we plan to build for the future. Together with our partners, we remain committed to programs that will allow northerners to acquire knowledge and skills to meet Diavik's evolving human resource requirements and to contribute to sustainable development of the North.

Stephen Prest

President  
Diavik Diamond Mines Inc.

# Diavik Diamond Mines Inc.

## *The Diavik Diamond Mine*

The Diavik Diamonds Project is playing a significant role in contributing to local, regional and national economics through training, job creation, and business.

The Diavik Diamond Mine is located on a 20 square kilometre island known as East Island, in Lac de Gras, approximately 300 kilometres by air northeast of Yellowknife, Northwest Territories, Canada.

Diavik Diamond Mines Inc., based in Yellowknife and responsible for construction and operation of the Diavik Diamond Mine, plans to mine four diamond ore bodies called kimberlite pipes. All are located beneath the waters of Lac de Gras just offshore of East Island. The pipes are small compared to world average but contain a higher than average grade of attractive, high quality and readily marketable diamonds.

The four pipes, called A154 North, A154 South, A418, and A21, will be mined by open pit mining methods. In addition, two of the richer pipes, A154 South and A418, will support underground mining once open pit mining is completed. To allow open pit mining, Diavik will construct three water diversion structures, known as dikes, to allow the overlying waters to be removed temporarily for mining. In 2002, Diavik completed the first dike that encircles the A154 North and A154 South pipes, and removed the water behind the dike preparing the pit area for mining.

The ore will be mined over a 20-year mine life. Diamond production is expected in early 2003. The physical plant to support the Diavik Diamond Mine includes a kimberlite processing plant, permanent accommodation complex, maintenance shop, three 18-million litre fuel storage tanks, boiler house, water treatment plant, sewage treatment plant, powerhouse, and explosives storage and mixing facilities. Elevated arctic corridors carrying services and providing enclosed walkways connect all buildings.



## *Benefits Through Sustainable Development*

Diavik recognizes that mining can play a significant role in creating new and long-term business opportunities that can lead to increased capacity for small, medium and larger enterprises located in the Northwest Territories and West Kitikmeot Region of Nunavut.

The Diavik Diamond Mine provides significant opportunities to northern business. By early 2002 virtually all contracts associated with mine construction had been issued. Of the approximately \$1 billion in construction contracts, approximately 73 per cent is with northern firms. A substantial portion of the northern contracts, approximately \$500 million, is with Aboriginal joint ventures.

### *Diavik at a Glance*

*Project capital cost – C\$1.3 billion*

*Estimated diluted mineable reserves –  
27.1 million tonnes at 3.9 carats/tonne*

*Average diamond value –  
US\$62 per carat (2000 valuation)*

*Ore production –  
1.5 million tonnes annually*

*Annual diamond production –  
peaks at over six million carats*

*Workforce – approximately 450*



# Diavik Commitments

## *Community Involvement*

Diavik is committed to actively involving neighbouring communities in all aspects of the project.

To create an environment where communities could actively participate, a Communities Advisory Board was created through our Socio-Economic Monitoring Agreement which affirms Diavik's commitments to provide training, employment, and business opportunities.

Diavik also sought to involve northern communities by concluding private Participation Agreements with each of the five neighbouring Aboriginal groups. These cooperative agreements require both parties to work together to address training, employment, and business opportunities for that Aboriginal group. The cooperative relationships are enhanced through the creation of joint implementation committees with representatives from Diavik and the Aboriginal groups.

## *Employment Commitments*

Diavik is developing a northern mining operation with a predominantly northern workforce. To support its employment commitments, Diavik has established hiring practices that place first consideration on Aboriginal people, with special emphasis on residents from neighbouring communities, followed by residents of the Northwest Territories and West Kitikmeot Region of Nunavut, other northerners, other Canadians, and lastly, other candidates.

Diavik has introduced measures to assist in the recruitment, retention and development of northern employees, including:

- Actively promoting and encouraging careers in the diamond mining industry to northern youth
- Identifying opportunities and encouraging northern students to gain summer employment experience in the industry while continuing their education
- While in commercial production, Diavik will employ and provide training for 8-18 apprenticeships



- Reducing employment barriers through the establishment and application of minimum acceptable standards for trainable positions
- A northern cost of living allowance
- Active scholarships and stay in school programs

To encourage and enable Aboriginal workers to reside in their home communities, Diavik has developed retention practices that include:

- Providing employees from the neighbouring communities with free round-trip transportation from their home community (point-of-pickup) to the mine site in accordance with their work schedule
- Expanding the point-of-pickup communities when logistically, safely and economically possible, within the NWT and/or West Kitikmeot Region
- Providing an employee and family assistance program for family wellness

Diavik is committed to the development and continuous learning of its employees. In support of this, training policies and practices have been established to assist employees in enhancing their performance. Through such measures, Diavik expects that it will meet, and hopefully exceed, its employment commitments embodied in its Socio-Economic Monitoring Agreement. Subject to the availability of workers who possess the required skills, training, and experience, we expect over two-thirds of the Diavik operations workforce to be northern and a reflection of northern demographics.

# Diavik Diamond Mines Inc.

## *Training for Construction*

Overall, Diavik's construction training courses have produced 234 graduates, a 77 per cent success rate. "Of the 234 graduates, 70 per cent would move on to employment at Diavik, with the mine's contractors, at other mine sites, or for local community government, according to our October 2002 survey of community human resources individuals," said Diavik Contractors Training Development Coordinator Jackson Lafferty. Diavik was able to exceed its commitment of 40 per cent northern employment during this phase of the project. "Diavik's site contractors played a key role by telling us the skills they required. Many of our training courses utilized site contractor experience," said Diavik Training Manager Glenn Zelinski.

"Of the 234 graduates, 70 per cent would move on to employment at Diavik, with the mine's contractors, at other mine sites, or for local community government, according to our October 2002 survey of community human resources individuals."

Diavik Contractors Training Development Coordinator  
Jackson Lafferty

Common to Diavik's Construction training courses were:

- Hands-on training through journeyman trainers
- Basic academic and personal skill development facilitated by qualified adult educators
- Trades skill development that led to increased employment potential
- Writing of trades entrance exams
- Confidence and initiative development supporting effective career planning

## *Success Through Partnerships*

To help maximize construction employment opportunities for northerners, Diavik established construction training courses that included various partners.

One key to the success of the Diavik training initiative was the large investment made by the many partners. This

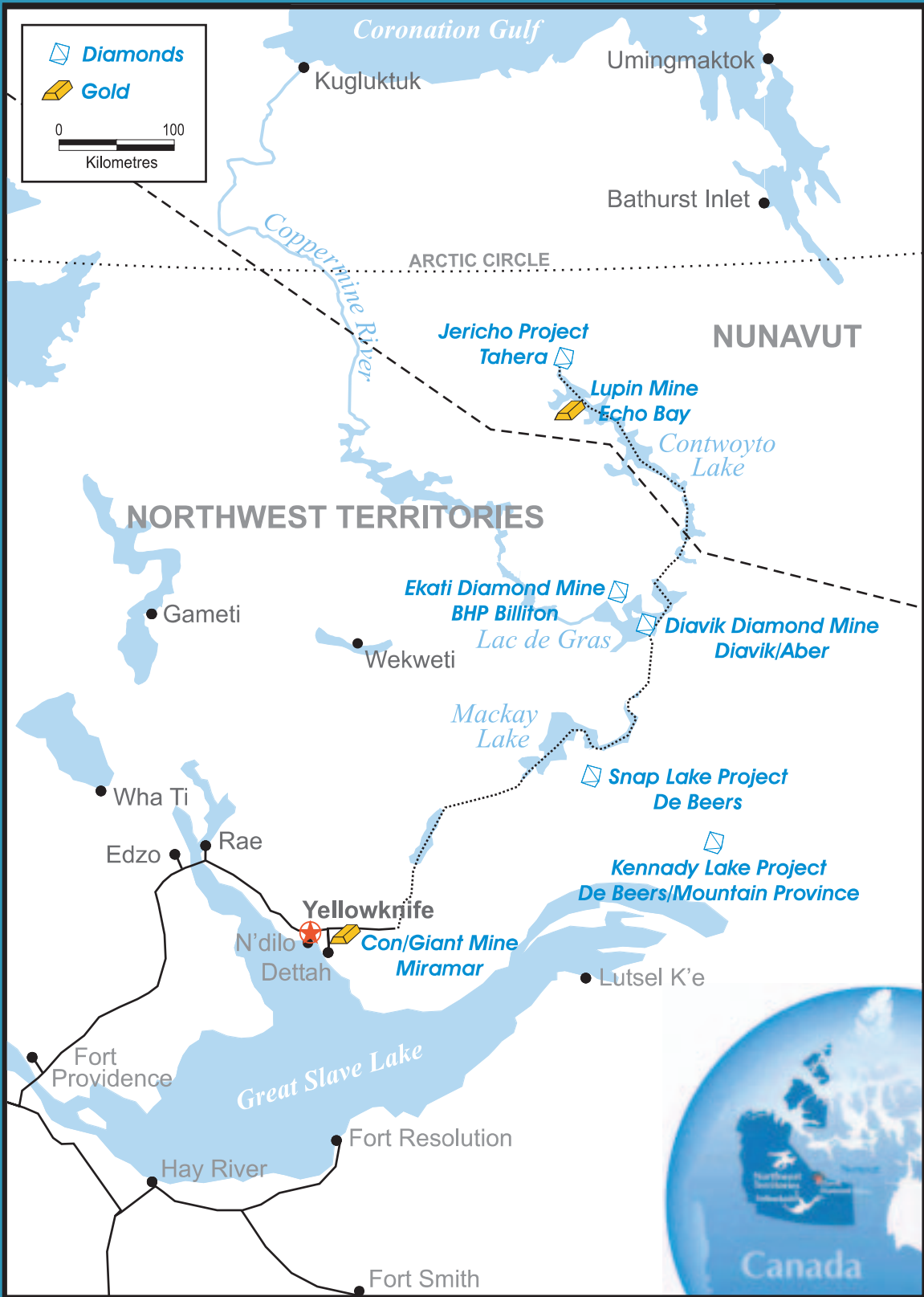
initiative would not have been possible without the support of communities, governments, the NWT and Nunavut Chamber of Mines, the NWT Mine Training Committee, Aurora College, course instructors, and the many northern construction businesses who provided their skill and expertise. "The partners were able to go beyond traditional training programs. The window of opportunity was small, so as a group, we had to take a creative approach," said Diavik Training Manager Glenn Zelinski.

## *Communicating Training Needs*

With diamond mining shining on the horizon, the Government of the Northwest Territories, through the Department of Education, Culture and Employment, recognized training for northerners was among the many benefits the new industry had to offer.

To ensure the lines of communication between the new diamond industry and government were open, Charles Dent, then Education, Culture and Employment Minister, initiated the NWT Mine Training Committee in 1997. "I felt it would be useful to have industry provide us with information on what they needed," Dent said. Subsequent ECE ministers Michael Miltenberger and Jake Oores continued to support the NWT Mine Training Committee. Funded by the territorial government, the committee would grow to include service company and community representation. The North's Aurora College and the federal Department of Indian Affairs and Northern Development are also members.

"The committee provides recommendations and advice to government on training needs related to the mining industry," said NWT Mine Training Committee Co-chair Darrell Beaulieu. "The NWT Mine Training Committee recognizes there is a shortage of trades people in the North and promotes the concept of work-site training."



# Diavik Diamond Mines Inc.

## *Community-based Training*

The majority of Diavik's construction training courses were delivered in the participants' communities where trainees raised not only their skill levels, but improved community services or infrastructure.

According to Diavik Training Manager Glenn Zelinski, communities played a major role in the success of these courses. "Communities had to, and did, take ownership of these courses. Initially, we went to the community and ran the program, but over time, communities came to us and said, 'we have the funding, can Diavik help us set up a course'," he said. "The community came to us with funding. I don't think that has ever happened before."

For example, for the first course in Rae-Edzo in 2000, Diavik took the lead in coordinating and executing the course. Subsequently, the community identified funding, selected projects, and enlisted Diavik. In another example, Diavik led a house renovation project in Kugluktuk. The community would later approach Diavik to incorporate training with a proposed arena upgrade. "They already had the funding and looked to Diavik for course delivery. That's community ownership. They drove the program," Zelinski concluded.

"Education, Culture and Employment has been pleased to be able to work closely with Diavik to provide Northern residents with the training necessary for employment. Diavik's positive and creative approach to training has made the company a natural partner with our department," Government of the Northwest Territories Minister of Education, Culture and Employment Jake Ootes said. "We believe in northerners trained and working in the North, and this program has been very successful in this commitment," he added.

## *Training for Mine Operations*

As the Diavik Diamonds Project evolves from construction to operations, training is focusing on mine-site training, where northerners will be trained for safe and productive employment on Diavik's specialized equipment. Diavik's

operational training initiative began with the Process Plant Training Course conducted at Aurora College in Fort Smith, NWT. Diavik will also support community-based training that follows the Diavik training model.

### *DIAVIK CONSTRUCTION TRAINING PARTNERSHIPS 2000-2002*

*Heavy Equipment Operation - Arizona*

*Crusher/Conveyor System - Rae-Edzo*

*Warehouse/Walkway - Rae-Edzo*

*Aluminum Boat Welding - Lutsel K'e*

*Diavik South Camp - ATCO, Alberta*

*House Renovation/Camp Services - Kugluktuk*

*Arbour Renovation - Wekweti*

*Bridge/Church/Airstrip - Rae-Edzo*

*Heavy Equipment Operation/Road  
Construction - Lutsel K'e*

*Aurora College Welding - Yellowknife*

*Arena Upgrade/Camp Services - Kugluktuk*

*Side Door Youth Centre - Yellowknife*

*Diavik Diamond Mine Accommodation  
Modules - Travco, Alberta*

*Building Renovation/Addition - Wha Ti*

*Heavy Equipment Operation - Diavik site*

*Process Plant Operation - Fort Smith*



- 
- ▲ Early in the project, Diavik assisted northerner Tim Townsend in becoming a diamond marketer. He would go on to become executive sales analyst with Rio Tinto Diamonds, the company responsible for marketing diamonds from the Diavik and Argyle diamond mines.
  - ▲ Diavik offered northerners like Tony Dryneck an opportunity to gain geotechnical skills through a course at the Diavik site in 1997.



# Diavik's Early Training

## *Seeking Northerners from the Start*

Early in the development of the Diavik Diamonds Project, even before its future as a mine was assured, Diavik sought training opportunities. Training northerners meant they, and local communities, would ultimately gain benefits from the project, specifically in the area of employment.

This early approach of preparing northerners to work on the project has continued into the construction phase and remains an integral part of Diavik.

**“The diamond separating plant was 100 per cent northern and about half the staff were Aboriginal.”**

**Sean Willy**  
Diavik Senior Industrial Relations Coordinator

Among Diavik's earliest training efforts was the operation of a bulk sample processing plant built to liberate diamonds from drill core and bulk samples taken from kimberlite pipes on the Diavik claim block. The plant ran in the mid to late 1990s on an as needed basis in Yellowknife. Under the direction of Harry Ryans, Diavik Processing Plant Manager, Jeff Giesbrecht, Diavik Recovery Plant Supervisor, and Richard Weishaupt, now with BHP Billiton, the plant could process about ten tonnes of kimberlite ore per day and included dense media separation, x-ray, drying, and sorting rooms.

Sean Willy was among 20 people who learned how to operate the dense media separation plant. “The diamond separating plant was 100 per cent northern and about half the staff were Aboriginal,” Willy said. As workforce development coordinator, Willy would later assemble a community construction skill database consisting of approximately 900 names and 3,000 skill sets.

Diavik also coordinated a geotechnical training program in connection with engineering feasibility studies. In the 1997/98 drill season, 12 northerners were taken to the Diavik site to learn the practical applications of geological science by logging core samples produced by ten drill rigs.

Some trainees went on to assist the geology team with rock quality designation, core logging and specific gravity determinations.

Diavik Environmental Manager Erik Madsen noted Diavik hired northerners David Giroux and Bobby Drybones to assist with collection of baseline data in the mid 1990s. “They worked alongside biologists. They conducted wildlife surveys learning how to collect and record data,” Madsen said. “Diavik also trained several northerners to operate the on-site water treatment plant used during the project's bulk sampling program.”

Yet another area of early training focused on northerner community liaison. Diavik needed to give community residents information about the project and sought northerners from the communities to assist. “They had to learn about the project and take that knowledge back to their communities,” Madsen said. Madsen cited Steve Nitah of Lutsel K'e, now a Northwest Territories MLA, and Jackson Lafferty, now with Diavik's training team, as examples.

Nitah's introduction to Diavik was through a three-week heritage resource study. Nitah would go on to be a Diavik employee working in community consultation. Lafferty is currently Diavik's Contractors Training Development Coordinator.

By the late 1990s, Diavik had expanded as a company to a point where training was required for the growing number of employees working at the corporate office. Accounting was one example. Diavik employees like Liz MacPherson and Lena Tiriraniaq were among the first accounting staff at Diavik to gain training by completing accounts payable training in 1999, according to Nancy Hanks, Diavik Accounting Controller and Manager. “In the mid to late 1990s, time for training was limited. We weren't even a project,” she noted. “But now, as Diavik has grown, development of our staff, which includes training, is one of our core values.”



- ▲ A heavy equipment operator course prepared northerners for jobs constructing the Diavik Diamond Mine. Vic Crapeau, Alfred Liske, David Drybones, James Sayine, George Betsina, between coordinator Sean Willy and trainer Ivan Fogerty, were among course participants.
- ▲ Steve Bolt, who completed the early heavy equipment course, would join Diavik as a full-time heavy equipment operator through Aboriginal-owned I & D Management Services Ltd.

# Turning Triple Sevens

## Construction Training Begins with Heavy Equipment Course

In summer 2000, in anticipation of a construction decision, Diavik sent 13 northern equipment operators to Arizona for an off-highway mine truck-training course.

The 13 northern equipment operators successfully finished a comprehensive training session at Caterpillar's world-class training centre located at an old mine site near Tucson. The purpose of the training was to get each individual trained professionally on the Caterpillar off-highway trucks, in preparation for employment with Diavik construction contractors.

*"This course helped change hiring practices."*

*Doug Willy, former Diavik Vice President*

Each trainee spent his first day in the classroom, learning safe and proper use of controls, correct symbol identification, production techniques, and emergency procedures. They were then taken to Caterpillar's training pit and put behind the wheels of a variety of trucks including the 769, 771, 773, 775 models, and finally the 777.

Each trainee was taught and shown how to conduct a proper vehicle inspection, and where to check for preventive maintenance. They were then provided several days of hauling actual loads. Initial runs were with the instructor. Once each trainee had shown proficiency, they operated the truck solo with a full load of rock. Actual, hands-on-the-wheel experience provided them with the opportunity to become more comfortable driving the large 777 trucks.

All trainees successfully passed the course and received certificates from Caterpillar. Not only did they pass, they so impressed Caterpillar Training Coordinator Ivan Fogerty that he was phoning the company's head office about his new NWT trainees, stating that these operators operated and respected the machines more than many 10-year veterans he had trained around the world.

Graduates of Diavik's Caterpillar course included John P. Mantla, Leon Williah, Francis Gon, and David Drybones from Rae-Edzo, Alfred Liske, Victor Crapeau, and George Betsina from Dettah and N'dilo, Charlie Quitte from Wha Ti, Marvin Abel, and James Sayine from Lutsel K'e, and, Kevin Klengenber, Steve Bolt, Allen Kudlak from Kugluktuk. Sean Willy coordinated and assisted in the training program on behalf of Diavik.

Doug Willy, a former Diavik Vice President who set up the 777 course, said "prior to sending people on this course contractors in the North were reluctant to hire northern Aboriginals to operate these big expensive pieces of equipment." He added that: "The success of the course and the recommendations of Finning got these guys jobs. This course helped change hiring practices." Willy also said Finning played a big role in this venture. "They paid half the cost."

*Finning of Canada  
Caterpillar  
Diavik Diamond Mines Inc.*

Partners





- ▲ Diavik's community-based construction training program commenced with a course in Rae-Edzo.
- ▲ After completing a welding and crusher system course in Rae-Edzo, William Apples went to work for contractors building the Diavik Diamond Mine.



# Turning to Trades

## Rae-Edzo Trainees Build Crusher System, Learn Welding Skills

Diavik completed its first community-based trades helper course on July 14, 2000 with a graduation ceremony for fourteen students from the NWT communities of Rae-Edzo, Gameti, Fort Smith, Lutsel K'e, Dettah, and Yellowknife. The training course, designed to prepare northern and Aboriginal students for employment with contractors working on the Diavik Diamonds Project, familiarized the students with working safely at an industrial worksite, provided basic skills to make them an immediate asset to the project, and generally raised their confidence.

*"The most important thing I learned was teamwork, respect and patience towards co-workers."*

Lloyd Wedzin, Course Graduate

The graduation marked the conclusion of 30 days of hands-on training and classroom instruction at the Chief Jimmy Bruneau Regional High School in Rae-Edzo. The trades related training program focused on conveyance and crusher operations and repair, and oxygen/acetylene and arc welding. In addition, students learned about trades math, and trades literacy, safety in the work place, rigging and hoisting, Workplace Hazardous Material Information System (WHMIS), First Aid/CPR, and site environmental regulations. Supporting these was instruction on professionalism in the work place, job shadowing, and resumes.

In a great show of team spirit, the students quickly pulled themselves into a working unit, which they named Norvik 8-11 – Nor for northern workforce, vik for Diavik, and 8-11 to reflect their association with Aboriginal Treaties 8 and 11.

Linda LeBlanc, who has taught adult education in Rae-Edzo for the past ten years, provided the classroom instruction. Doug Philips, Welding Instructor at Aurora College in Fort Smith, taught welding and conveyance fabrication.

Bruce Chocolate of Rae-Edzo, a member of Treaty 11 and a graduate of Chief Jimmy Bruneau Regional School, enjoyed the challenges associated with welding and found the instructors very supportive. "Both Linda LeBlanc, and Doug Philips are there when you need them. They are good at explaining and showing how to do things," Chocolate said. Previous to the training program, he was employed with the Department of

Transportation in a seasonal position. Chocolate says he is "interested in something more permanent, and this program offers me an opportunity to hopefully get on with Diavik one day."

Course graduates included Freddy Tinqu, Lloyd Wedzin, Robert Lafferty, Chris Frankie, Johnny Wetrade, William Apples, Richard Rabesca, Fred Marlowe, Larry Rabesca, Doug Bye, Gary Apples, Bruce Chocolate, Steve Itsi, and George Tatsiechele.

"The most important thing I learned was teamwork, respect and patience towards co-workers," said graduate Lloyd Wedzin. "Before we started practical work in the field we reminded each other to wear proper safety equipment. We put a conveyer together and took it apart. Now we are all familiar with conveyers. From what we learned from this small conveyer we could work with any conveyer," Robert Lafferty added. Wedzin and Lafferty would go on to welding and electrical apprenticeship programs respectively.

A unique part of the Rae-Edzo course is the fact that Philips brought a custom-designed mobile welding shop to the students. This trailer unit was later used for welding courses at the Weledeh Catholic School in Yellowknife and in Gameti. According to Diavik Training Manager Glenn Zelinski, schools no longer offer trades courses. This mobile welding unit is an example of how a trades training module could provide an attractive alternative to expensive shops in schools, he said.

*Aurora College*

*Government of the  
Northwest Territories  
Department of Education,  
Culture and Employment*

*NWT Mine Training Committee*

*NSR Employment Solutions*

*Diavik Diamond Mines Inc.*

Partners



- ▲ Graduates of the warehouse and walkway course in Rae-Edzo included David Lafferty, Gilbert Quitte, Lawrence Mackenzie, Richard Wedzin, Edward J. Rabesca, and Russell Drybones from Rae-Edzo, and Julian Jeremick'ca and George John Nitsiza from Wha Ti.
- ▲ Trainees gained concrete, carpentry, and surveying skills.

# Building in Rae-Edzo

## *Trainees Complete Warehouse and Walkway*

During summer 2000, eight students from Wha Ti and Rae-Edzo successfully completed a six-week construction training course in Rae-Edzo. The course followed a similar curriculum to the successful welding course completed earlier that summer in Rae-Edzo.

Course graduates included David Lafferty, Gilbert Quitte, Lawrence Mackenzie, Richard Wedzin, Edward J. Rabesca, and Russell Drybones from Rae-Edzo, and Julian Jeremick'ca and George John Nitsiza from Wha Ti.

*“The whole group was right into the course. We were in it for the learning experience and to get our foot in the door with Diavik.”*

*Julian Jeremick'ca, Course Graduate*

The course revolved around the construction of a cold storage warehouse for the GNWT Department of Transportation at their Rae-Edzo highway camp. Yellowknife-based contractor Nahanni Construction Ltd. taught the students concrete, carpentry, and surveying skills. Under Nahanni Construction Ltd.'s supervision, students surveyed the layout, compacted the ground, and prepared a concrete foundation and floor before constructing and wiring a wood frame metal clad building.

The Diavik trades helper training course was designed to prepare northern and Aboriginal students for employment with contractors working on the Diavik Diamonds Project. Nahanni Construction Ltd. Site Foreman Mike Pilon was very pleased with the enthusiasm and the skills shown by all students. Nahanni Construction Ltd. decided to take all eight students onto their payroll at the Diavik site. The first of the students would leave for the Diavik site following the course.

The courses familiarized the students with working safely at an industrial worksite, provided basic skills to make them an immediate asset to the project and generally raised student confidence. Adult Educator Linda LeBlanc delivered classroom instruction.

The training also increased the probability of long-term employment and provided them with enhanced opportunities for future skill upgrading.

“The class was good because we used computer technology and our teacher was always there to help us. It was challenging for me because I hadn't been in school for a while so it was hard to get back into it,” said graduate Julian Jeremick'ca. “The whole group was right into the course. We were in it for the learning experience and to get our foot in the door with Diavik.”

*Aurora College*

*Government of the  
Northwest Territories*

- *Department of Education,  
Culture and Employment*
- *Department of Transportation*

*Rae-Edzo Community Services Board*

*NSR Employment Solutions*

*Nahanni Construction Ltd.*

*Diavik Diamond Mines Inc.*

Partners





- ▲ All community-based training courses concluded with a graduation ceremony in the participating community.
- ▲ In Lutsel K'e, Diavik representatives Darryl Bohnet, Glenn Zelinski, and Sean Willy with certificates for course graduates.



# Trainees Learn Aluminum Welding

## *Boats Repaired in Lutsel K'e*

Diavik's Lutsel K'e welding and industrial maintenance training successfully produced trades helpers for contractors building the Diavik Diamond Mine. Four of the graduates found employment immediately upon graduation with one of the contractors working on the Diavik Diamonds Project. Some of the students expressed interest in continuing their education in trades training to eventually become certified trades practitioners.

*"People appreciated the fact that Diavik came to the community."*

*Dwayne Catholique, Course Graduate*

Doug Philips, Welding Instructor with Aurora College, provided hands on welding and conveyance maintenance training. Students primarily gained experience in aluminum welding and repaired two boats used locally.

Diavik Training Manager Glenn Zelinski noted that these kinds of skills are useful in remote northern communities like Lutsel K'e, located 180 kilometres east of Yellowknife on the East Arm of Great Slave Lake. Trainees now have the skills and knowledge to make aluminum repairs within the community. Having skilled local individuals makes more sense, as opposed to flying tradespeople in from Yellowknife to complete repairs like the ones needed on these aluminum boats, Zelinski said. "People appreciated the fact that Diavik came to the community," said course graduate Dwayne Catholique.

As well as aluminum welding, students learned about conveyor systems. Catholique said the mechanical part of the course helped participants learn about team building. "We disassembled a conveyor system as a group. Working with conveyors is one type of work you might have to do at a mine. The hands-on training was important." Catholique said the Diavik training course helped him decide that he wanted to work in the North's growing mining industry. When it comes to getting a job at the mines, he added, "it helps to have a certificate."

Aurora College Adult Educator John Lapp gave the students classroom instruction in trades math, team building and communication skills. The six-week course was completed in December 2000.

Course graduates included Raymond Marlowe, Gabe Enzoe, Michael Sanderson, Joseph Catholique, Dwayne Catholique, Jessie Catholique, Alvin Catholique, Aaron Catholique, Paul Catholique, Ron Fatte and Fred Nitah from Lutsel K'e, and Stanley Beck, Larry Beaulieu, Harry Rymer, and James Sanderson Jr. from Fort Resolution.

*Aurora College*  
*Government of Canada*  
*Department of Indian Affairs and*  
*Northern Development*  
*Government of the*  
*Northwest Territories*  
*Department of Education,*  
*Culture and Employment*  
*Community of Lutsel K'e*  
*Diavik Diamond Mines Inc.*

Partners



- ▲ Diavik's training team would build on the success of the Lutsel K'e welding course offering some graduates an opportunity to add to their trades skills at ATCO Structures.
- ▲ James Sanderson Jr., Dwayne Catholique, Larry Beaulieu, and Alvin Catholique, left to right, at the ATCO Structures plant in Alberta. Participants would prepare modules that would become Diavik's temporary south construction camp.

# Taking Trades at ATCO

## *Dogrib Joint Venture Offers Training Experience*

Following the Lutsel K'e-based industrial welding course, some course graduates gained additional trades experience with the Dogrib joint venture constructing Diavik's temporary south construction accommodations at the ATCO Structures prefabrication plant in Spruce Grove, Alberta. ATCO Structures, with its partner, Tli Cho Logistics, had successfully bid to supply Diavik's second construction camp at Lac de Gras. Tli Cho Logistics is a Dogrib economic development company. ATCO Structures is part of Alberta-based ATCO Group.

*"I'd have no problem rehiring our northern trainees."*

*Ryan Corbett, ATCO Structures Field Supervisor*

Joseph Catholique, Dwayne Catholique, and Alvin Catholique from Lutsel K'e, Stanley Beck, Larry Beaulieu and James Sanderson Jr. from Fort Resolution, as well as Chris Ipakohak of Kugluktuk, would assist with preparation and installation of the accommodation modules that would become Diavik's south construction camp.

The training program began in November 2000 with the group working at site in winter 2001. The temporary south construction camp, which houses up to 700 workers, included 17 dormitory complexes, kitchen and dining facilities, and a recreation area. The Dogrib joint venture supplied the camp under an \$8.5 million contract.

Participants in this trades training program gained plumbing, electrical and carpentry trades experience while at ATCO. "They gained a wide range of experience by working on our production line. They also worked in our service area doing roof repairs and renovations work," ATCO Structures Field Supervisor Ryan Corbett said.

"As soon as the ice road opened for eight weeks in winter, we were at the site and they went with us," he said. Once they finished working on the camp installation, the five all went to work for contractors at the Diavik site. Corbett added that

the program worked well for ATCO because it helped the company fulfill northern employment requirements. "When your office is here it can be difficult trying to find and hire northerners." He also said: "I'd have no problem rehiring our northern trainees."

The ATCO trainees were among the first northerners associated with Diavik's construction training initiative to write trades entrance exams with James Sanderson Jr. successfully passing the exam, noted Bob Dawe, Diavik Training Superintendent.







- ▲ Kugluktuk trainees would renovate a house and complete a camp cooking course. CPR training was part of the group's classroom work.
- ▲ Trainees Beatrice Nivingalok, Mary Algona and Irene Allupik preparing the community meal to be served at the training course graduation ceremony.



# House Work and Camp Cooking

## *Kugluktuk Trainees Complete Two Courses*

The Kugluktuk house renovation training course was designed to introduce participants to basic carpentry, electrical and plumbing skills by doing a complete retrofit on a residence owned by the Kugluktuk Housing Association.

In support of the 12 construction trades trainees, eight students completed a camp cook helper course. The Kugluktuk Housing Association donated a house and a retrofit package to facilitate the construction trades course. This provided an environment that gave students hands-on and classroom training on a daily basis. In addition, the community donated a hostel, equipped with a commercial kitchen.

*“This was the first thing I ever graduated from. It made me feel that I could go out there and be someone. This course helped me to achieve my goal, to work at Diavik.”*

*Sara Carpenter, Course Graduate*

Adult Educator Patrick McBride delivered classroom instruction. Qualified trades personnel directed and taught students through each stage of the rebuilding process. The camp cook helper course was run in conjunction with the trades course. Students in the course prepared meals for participants in both courses, as well as food for various community events, including the graduation festivities. The courses were conducted over a six-week period.

Approximately two hundred and fifty community residents and guests turned out at the Kugluktuk Community Centre to celebrate the graduation and enjoy a meal prepared by the cooking graduates.

“The graduation was fun. The community was there to witness our achievements,” said graduate Sara Carpenter. “This was the first thing I ever graduated from. It made me feel that I could go out there and be someone. This course helped me to achieve my goal, to work at Diavik,” she said. “I can’t believe I made it through the course; it was challenging but we pulled together as a team to help each other. I was a

quiet person and this course taught me to grow out of my shyness, to open up and make friends.” Carpenter works at Diavik for Ek’ati Services.

At a ceremony held in the community, graduates received congratulations from Kugluktuk Mayor Stanley Anablak, Vicki Bobinski representing the Nunavut Minister of Education, Diavik Vice President of Community Affairs Darryl Bohnet, and Diavik Training Manager Glenn Zelinski. Kugluktuk drum dancers performed traditional drumming for the celebration.

Course graduates included Christine Meyok, Johnny Keadjuk, Dale Maniyogena, Sara Carpenter, Ron Klengenberg, Paul Avadluk, Patricia Algona, Matilda Alonga, Mary Algona, Margaret Hanak, John Angnaluk, Irene Allukpik, Gary Ayayigale, David Nivingalok, Darren Ihumatak, Carl Katiak, Beatrice Nivingalok, Arnold Angivrana, and Aaron Meyok.

*Government of Nunavut  
Department of Education*

*Hamlet of Kugluktuk*

*Kugluktuk Housing Association*

*Aurora College*

*NWT Mine Training Committee*

*Diavik Diamond Mines Inc.*

Partners



- ▲ Renovating and winterizing Wekweti's arbour allowed Diavik to coordinate two separate construction trades courses.
- ▲ Eric Wetrade working on the Wekweti arbour, which would host the Dogrib Treaty 11 Council Assembly.

# Adding All the Angles

## *Trainees Turn Wekweti Arbour into Year-round Centre*

In the spring and summer of 2001, Diavik's community-based construction tradeshelper training program would concentrate on a significant upgrade for the Wekweti arbour, a large octagonal structure. Diavik and partners would successfully complete two trade's helper training courses in the Dogrib community, located north of Yellowknife.

The 12 weeks of training in Wekweti involved 30 participants from the Dogrib communities of Wekweti, Wha Ti and Gameti. The project was large enough to allow the course to be split into two six-week portions allowing two groups of students to participate.

*"I learned a lot about teamwork."*

Gary Nitsiza, Course Graduate

One of the key elements of Diavik's community-based training programs was to train students on a project that would benefit the community. In Wekweti, participants helped convert what was once an open-air community arbour into an all-weather structure. The arbour was completed by the end of July, allowing the community to host the annual Dogrib Treaty 11 Council Assembly.

The participants carried out hands-on work under direction of experienced journeymen who taught basic carpentry, plumbing, electrical, and mechanical skills. "I learned a lot about teamwork," Gary Nitsiza of Wha Ti said.

"It was extremely rewarding to see trainees grow as individuals. From the first day, when you met them, to the day they completed the course, you could see the change. In just six weeks, their confidence levels had improved greatly. I see that raised confidence when I see them working on site," said Diavik Training Coordinator Greg Hopf.

In addition to hands-on training, Adult Educators Carolyn Simpson and Patrick McBride provided students with classroom training to advance their academic skills as well as promote personal development, career planning and team building skills. At the end of the program, every participant was given the opportunity to write the trades entrance exam.

Participants also received training and certification in first aid, WHMIS, and Transport of Dangerous Goods. Graduates acquired basic trades skills to help them gain employment as trades helpers with construction contractors building the Diavik Diamond Mine.

Graduates in the first course included: Justin Washie, Justin Wedawin, Kevin Mantla, Reggie Nitsiza, Gerry Nitsiza, Matthew Jeremick'ca, Gary Zoe Beaulieu, Joni Tsatchia, Maurice Betsidea, Roy Judas, Casey Eyakfwo, Beverly Tsatchia, George Arrowmaker, Pamela Lamouelle, Elvis Lafferty, Carol Arrowmaker, and Gary Simpson. Graduates of the second course included: Brian Kodzin, Robert Judas, Kevin Kodzin, Tony Williah, Eric Wetrade, Pamela Lamouelle, Juanita Judas, Joni Tsatchia, Lawrence Tailbone, Adam Eyakfwo, Larry Wedawin, Raymond Gon, and John Steinwand.

Dogrib Elder Joseph Pea'a came and watched the students, added Hopf. "He would watch them all day. You could see he was proud of the young people and what they were accomplishing."

*Dechi Laot'i Development Corporation*

*Dechi Laot'i First Nations*

*Government of the  
Northwest Territories  
Department of Education,  
Culture and Employment*

*Aurora College*

*Independent Electrical Services Ltd.*

*Nahanni Construction Ltd.*

*JSL Mechanical Ltd.*

*Diavik Diamond Mines Inc.*

Partners





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- ▲ Diavik's community-based training courses are built around local infrastructure needs. Rae-Edzo would tie a training program into construction of its new airstrip. In September 2002, aircraft landed for the first time at the Rae-Edzo Airport.
  - ▲ Rae-Edzo also linked bridge and church projects with Diavik's community-based training programs.

# Bridge, Church, Airstrip Upgrade

## *Trainees Tackle Trio of Rae-Edzo Projects*

During the summer of 2001, the Diavik training program would return to the Dogrib community of Rae-Edzo to deliver community-based training courses focusing on three projects. Trainees would learn various skills by refitting the Catholic church, building a new bridge, and completing the community's airstrip. The courses were triggered by the community of Rae-Edzo.

*"I used skills I learned during the course when I worked on building a six-plex in our community."*

*Dorothy Lamouelle, Course Graduate*

Graduates gained hands-on heavy equipment operation, concrete, and carpentry experience generating employment opportunities during construction of the Diavik Diamond Mine. Trainees also gained academic upgrading focusing on English, Math and Science as well as literacy upgrading and life skills development. Academic work was designed to prepare trainees to write the trades entrance exam.

At the church, trainees installed a new foundation and new skirting. Work associated with construction of a new bridge offered concrete training while the airstrip component of the course was an opportunity to gain surveying and soil gradation skills. The three projects, all part of one course, saw participants working full days on the job and alternating every second day with classroom based adult education/personal development and career planning. Workplace Hazardous Materials Information System (WHMIS), workplace safety and First Aid were also a part of the course.

Previous Diavik community-based training course graduates visited the project. These individuals had gained employment with contractors constructing the Diavik Diamond Mine. These peer visits were especially helpful to those in this project as they saw them as practical examples of where they could be in the future, according to Adult Educator Linda LeBlanc. LeBlanc also said the regular classroom visits by Ron Maksymowich, Apprenticeship Training Officer with the Government of the Northwest Territories, were essential.

Maksymowich not only provided students with important career information, he "raised trainee self-esteem and self-confidence," she said. Students were encouraged when they knew there was such support, LeBlanc added.

Graduate Dorothy Lamouelle said this course was her first exposure to trades work. "I said a woman can do a man's job. I had fun," she said. Though she did not ultimately go to work at the Diavik Diamond Mine construction site, she did put her training to use in the community. "I used skills I learned during the course when I worked on building a six-plex in our community," she said.

Some 18 northerners graduated including Hart Apples, Nora Beaverho, Daniel Drybones, Leeroy Drybones, David Dryneck, Jordon Ekendia, Gary Football, David Lafferty, Elvis Lafferty, Leona Lafferty, Dorothy Lamouelle, Jason LeBlanc, Walter Naedzo, Charles Rabesca, George Rabesca, Kimberly Sarasin, Frankie Tlokka, and Scott Zoe. Four graduates passed the trades entrance exam.

*Dogrib Rae Band*

*NSR Employment Solutions*

*Government of the  
Northwest Territories  
Department of Education,  
Culture and Employment*

*Aurora College*

*Rowe's Construction Ltd.*

*Nahanni Construction Ltd.*

*NWT Mine Training Committee*

*Diavik Diamond Mines Inc.*

Partners



- 
- ▲ Near Lutsel K'e, participants in a heavy equipment operator course built a temporary camp prior to rebuilding a local road. Frank Basil was among the course graduates.
  - ▲ Bernard Michel at work on equipment used to rebuild Austin Road near Lutsel K'e.



# On the Road at Lutsel K'e

## *Trainees Gain Heavy Equipment Skills*

Trainees in the heavy equipment operator course at Lutsel K'e improved local infrastructure by upgrading a local road.

By repairing the Austin Lake Road, trainees learned hands-on basics of operating heavy equipment, practical road building techniques, communication, goal-setting, teamwork and commitment, safety, and planning.

***“We were able to get some good road built, and with some coaching, the students learned to work well as a team.”***

**John Tees, Diavik Community Liaison Officer**

Trainees, interviewed and selected by a Lutsel K'e Dene Band selection committee, gained experience operating Caterpillar heavy equipment, a single-axle Freightliner dump truck with air brakes, and a Moxy haul truck.

To prepare for the road construction project, Diavik staff marshalled equipment and gear in Yellowknife and barged it across Great Slave Lake to Lutsel K'e. Other supplies were acquired in the community.

Before road work and classroom study could begin, participants constructed a temporary base camp. The trainees were divided into two groups rotating between classroom study and practical work on the road. Classroom work included basic upgrading under the instruction of adult educator Ray Griffith, as well as study of Motor Vehicle Class 3 licensing, airbrakes and operating manuals.

Shortage of road construction materials in existing pits and the condition of the existing road meant progress was slow. As the first part of the road would deteriorate, it would mean having to go back and rebuild it. This experience was helpful in giving students an understanding of surface and sub road surface construction. Through Instructor Rick Reynolds, they observed how decisions are made during field construction. The group also learned about the logistical challenges including geo-technical/civil planning, weather, poor existing road base, high moisture content of surrounding area, and the lack of accessible road-building materials. The students were taught how to properly maintain, repair and operate equipment.

“We were able to get some good road built, and with some coaching, the students learned to work well as a team,” said John Tees, a Diavik Community Liaison Officer.

“Instructor Rick Reynolds was pleased at the progress that the students were making towards the end of the course and let the crew know in the evening after the work was done,” he added. “There was also a visit by Tom Medac from Denesoline Western which is the band’s joint venture partner contracted to provide explosives to the Diavik mine. Tom stayed at the camp and through a presentation, he outlined some of the types of work they will eventually be doing at the mine. The presentation interested a number of the students as it provided some potential opportunities for future employment.” Visits by Lutsel K'e Chief Archie Catholique underlined the support the community and Council had for the success of participants. Fourteen students started with seven graduating included Brenda Michel, Adam Casaway, Andrew Catholique, Bernard Michel, Patrick Enzoe, Arthur Rabesca, and Frank Basil.

*Lutsel K'e Dene Band*

*Government of the  
Northwest Territories*

- *Department of Municipal  
And Community Affairs*
- *Department of Transportation*
- *Department of Resources, Wildlife,  
and Economic Development*
- *Department of Education,  
Culture and Employment*

*NWT Mine Training Committee*

*Diavik Diamond Mines Inc.*

Partners



- ▲ Welding course graduate Bert Timbre with Diavik Corporate Affairs Vice President Pierre Leblanc, Northwest Territories Minister of Education, Culture and Employment Jake Ootes, Aurora College President Maurice Evans, and Bob Ward, Aurora College Industrial and Mine Training Coordinator.
- ▲ Noni Paulette and Bert Timbre during Aurora College's welding course.

# Partnering with Aurora College

## Group of Seven Gain Welding Skills

Not only has Aurora College partnered on numerous Diavik community-based construction training courses, the educational institution also offers its own pre-employment welding course. During the construction phase of the Diavik Diamond Mine the college chose to offer the welding course routinely offered in Fort Smith, in Yellowknife.

*“This course was supported and encouraged by Diavik who assisted by supplying some of the equipment for the course.”*

*Bob Ward, Aurora College Industrial and Mine Training Coordinator*

“This course was supported and encouraged by Diavik who assisted by supplying some of the equipment for the course,” said Bob Ward, Aurora College Industrial and Mine Training Coordinator. “Overall, the course went well,” he added. Aurora College would offer the 17-week course again commencing in summer 2002.

Participants each gained over 450 hours credit towards their first year apprenticeships gaining hands-on experience in all welding types including shielded metal arc welding, gas metal arc welding, oxygen/acetylene welding and cutting, plasma cutting, and carbon arc welding. They also learned fabrication and industrial tool operations skills as well as some equipment operation.

The course was arranged with half-days dedicated to practical work and half-days on theory in the classroom. Colin Bradbury delivered welding instruction while the math instructor for the course was Vince Halushka.

The course was conducted at a facility on Yellowknife’s Old Airport Road equipped with eight welding stations. Diavik Training Manager Glenn Zelinski spoke with the graduates about employment opportunities with contractors constructing the Diavik Diamond Mine.

Course graduates included Robert Beaulieu, Jeremy Chatman, David Echinelle, Noni Paulette, Kurt Stewart, Bert Timbre, and Jonathan Wilson. After successfully completing the trades entrance exam and the Aurora College welding exam, four of the seven graduates challenged the Alberta/NWT first year apprenticeship exam with three passing the exam.

*Aurora College*

*NWT Mine Training Committee*

*Government of the Northwest Territories  
Department of Education,  
Culture and Employment*

*Northwest Territories and Nunavut  
Chamber of Mines*

*Diavik Diamond Mines Inc.*

Partners





- ▲ Graduates of the Kugluktuk arena upgrade and camp cooking courses celebrate at a community gathering.
- ▲ Diavik Community Training Coordinator Greg Hopf with Cathy Maria Gendron, camp cooking/housekeeping course instructor, and course graduate Colleen Nivingalok, in Kugluktuk.

# Adding Skills in the Arena

## *Kugluktuk Trainees Complete Pair of Courses*

Like an earlier construction training course in Kugluktuk, Diavik and partners would again run two courses concurrently in the West Kitikmeot community of Kugluktuk.

In February 2002, seventeen trainees successfully graduated from the two community-based training courses and trainees from both courses were presented certificates at a community gathering. The 10-week courses included a construction trades course and a cooking/housekeeping course. As part of Diavik's community-based training program, all participants were given the opportunity to write the trades entrance exam. Nine of the 17 trainees passed the exam opening additional career opportunities.

*"The training brought out leadership abilities."*

*Colleen Nivingalok, Course Graduate*

"I am pleased to see people learning and growing within this program. The benefits will be felt in Kugluktuk for years to come," said Ted Dupont of Mulco Ltd., the contractor partner on the construction course.

The construction trades course, completed by 11 trainees, prepared the Kugluktuk Recreation Complex for the installation of an artificial ice surface. Course trainees gained hands-on experience removing, replacing and compacting granular material for the foundation, and installing thermal barriers. They also gained heavy equipment operator experience and successfully earned their Class 3 licenses. Participants also received classroom training in adult basic upgrading/career planning and personal development. A number of the graduates would be given the opportunity to participate in the more intensive Diavik process plant operations training course which would be held in Fort Smith in summer 2002.

Construction trades course graduates included: Harold Himiak, Darren Ihumatak, David John Novoligak, David Nivingalok, Roy Havioyak, Wesley Kamakyok, Ronald Angohiatok, George Haniliak, Tony Akoluk, Margaret Hanak, and Quenton Panegyuk.

Cooking/Housekeeping course graduates include: Mary Ann Angnahiak, Colleen Nivingalok, Millie Hatogina, Alice Kokak, Jean Akana, and Anne Angnahiak. Trainees who successfully completed the cooking/housekeeping course, delivered by Cathy Maria Gendron, learned basic camp cooking skills and basic housekeeping skills. The participants developed their skills by operating a kitchen and cooking for the construction trades trainees, and by maintaining living areas and dormitory rooms in the Kugluktuk training facility.

Helen Brown of Ek'ati Services, the company that provides camp management and food services to the Diavik Diamond Mine, offered employment opportunities for all the cooking/housekeeping trainees.

"The training brought out leadership abilities," Colleen Nivingalok said. "Thanks to Academics Instructor Patrick McBride for teaching us learning has no limits."

*Hamlet of Kugluktuk*

*Aurora College*

*Mulco Ltd.*

*Government of Nunavut*

- *Department of Community Government and Transportation*

- *Department of Education*

*Nahanni Construction Ltd.*

*Diavik Diamond Mines Inc.*

Partners



- ▲ Trainees at work at the Side Door Youth Centre. Safety is a key part of all Diavik training courses.
- ▲ Graduates of the Side Door training program renovated Yellowknife's old mine rescue training centre. It now serves as a centre for youth.



# An Old Door Reopened

## *Trainees Build Side Door Youth Centre in Yellowknife*

What was the Northwest Territories Mine Rescue Service building in downtown Yellowknife, is now the new Side Door Youth Centre.

Under a construction trades training course, students renovated and expanded the vacant building. The large size of the project allowed training to be broken into two separate six-week programs with over 30 participants. Diavik was directly involved with the first course while the Side Door coordinated management of the second course.

*“This project has provided me with an opportunity to learn new skills in the trades areas and the possibility of employment.”*

*Derek Edjericon, Course Graduate*

The group worked with experienced trades journeymen, and received hands-on carpentry, electrical, and plumbing training. Classroom studies promoted personal development, and team building skills. Participants also received first aid training, WHMIS, and Transportation of Dangerous Goods certificates.

Upon completion of the program, graduates had acquired skills to help them gain employment as trades helpers with construction contractors building the Diavik Diamond Mine. Nine graduates would pass the trades entrance exam.

Renovating the Side Door Youth Centre, a facility offering youth assistance and guidance, provided students with excellent opportunities to gain new skills, according to graduate Travis Kolausok of Yellowknife. Kolausok added that his goal is to become a mechanic and he is looking at apprenticeship opportunities. “I have a few more certificates now and the knowledge to keep moving towards my goals as a mechanic and business owner in the future.” Kolausok participated in the project as a trainee and wrote an article about the project for the Diavik web site.

Mike Pilon of Nahanni Construction Ltd. said students gained hands-on carpentry training. “If they want to further their education, we provide avenues for them to consider going back to school or the possibility of working as an apprentice,” he added. Derek Edjericon, a course graduate said: “This project has provided me

with an opportunity to learn new skills in the trades areas and the possibility of employment. My main interest is to become an electrician and I hope to further my skills in this area.” Graduate Trevor Bourque added that this project gave him an “awareness of the diverse skills required for trades professionals. This opportunity has made a big difference in my life as I was having some problems before I began this project. Now I know that there are opportunities out there that I can work to achieve.”

Kevin Laframboise, Side Door Executive Director, said the new facility has meant the centre can reach out to more youth at risk and offer them more assistance. “Because of this building we’re going to be offering services to homeless youth. We are on the verge of opening our doors as an emergency safe house,” he said in summer 2002. Course graduates included Shaun Roblin, Derek Edjericon, Keith Poitras, John Wilson, Julian Morse, Trevor Bourque, Travis Kolausok, Michael Christensen, and Joey Curry. Adult educators for the two courses were Patrick McBride, David Speakman and A.J. Sanders.

*Side Door Youth Centre*

*City of Yellowknife*

*Aurora College*

*Human Resources Development  
Canada*

*Nahanni Construction Ltd.*

*Independent Electrical Services Ltd.*

*JSL Mechanical Installations Ltd.*

*NWT Mine Training Committee*

*Diavik Diamond Mines Inc.*

Partners



- ▲ Ek'ati Services/Travco program trainees helped build and install Diavik's permanent dormitory wings.
- ▲ Sean Roblin was one of eight northerners who worked for one year at Travco's Alberta plant.

# Building the Accommodations

## Trades Course Works with Ek’ati / Travco Joint Venture

One of Diavik’s largest training courses would turn to one of the many Aboriginal joint ventures building infrastructure for the Diavik Diamond Mine. Under the Ek’ati Services/ Travco trades apprenticeship training course, nine northerners would work for a year at Travco Industrial Housing Ltd.’s Alberta plant where they would help construct the Diavik Diamond Mine permanent accommodation modules. Ek’ati Services is a joint venture between Travco and Deton’Cho Investments North Ltd., a company owned by the Yellowknives Dene First Nation.

*“These northerners who had successfully passed the trades entrance exam were offered apprenticeships with Travco.”*

*Glenn Zelinski, Diavik Training Manager*

The northerners gained carpentry, electrical and plumbing trades experience by assisting with construction of the Diavik permanent accommodation complex dormitory modules.

The 156 prefabricated modules, which make up the 264-room permanent camp’s four dormitory wings, were transported up the 2002 winter road and installed on prepared foundations at the Diavik Diamond Mine construction site.

The Ek’ati crew, including some program participants, assisted in completing exterior and interior finishing work on the camp modules to integrate them into the completed accommodation structure.

“This partnership was perfect – training in the South for jobs in the North. Partnerships create opportunity, wealth and jobs. When we put people to work, that’s not an expense, that’s an investment,” said Dan O’Neill, Executive Secretary of the NWT Mine Training Committee. David Gilday, with NWT Apprenticeships Division of the Government of the Northwest Territories added that Ek’ati Services has played an important role in increasing the number of apprentices in the North.

President Jim Cebuliak of Ek’ati’s partner Travco said that they have been offering training services for several years, but Diavik – with its northern partners – was the first company to take advantage of the opportunity.

Ek’ati’s relationship with Diavik dates back to the mid 1990s when Ek’ati Services supplied Diavik’s original 75-person project camp at Lac de Gras and its subsequent expansion to the 440 person Diavik North Construction Camp.

Course graduates included Terrence Nahanni, Derek Edjericon, Neil Bonnetrouge, Rodney Bonnetrouge, David Jorstead, Joseph Marrai, Shaun Roblin, Delmar Bonnetrouge, and Thomas Brennan. “These northerners, who had successfully passed the trades entrance exam, were offered apprenticeships with Travco,” noted Diavik Training Manager Glenn Zelinski.

*Travco Industrial Housing Ltd.*

*Ek’ati Services*

*Government of Canada  
Department of Indian Affairs and  
Northern Development*

*Government of the  
Northwest Territories  
Department of Education,  
Culture and Employment*

*NWT Mine Training Committee*

*Diavik Diamond Mines Inc.*

Partners





- ▲ Wha Ti construction tradeshelper course graduates.
- ▲ Diavik Contractors Training Development Coordinator Jackson Lafferty congratulates course graduate Maurice Zoe Fish.

# Completed Community Hall

## *Wha Ti Team Renovates Building, Adds Addition*

Just as a Diavik community-based training course would construct a venue for the Dogrib Treaty Council 11 Assembly in Wekweti in 2001, a similar Diavik course would prepare a community hall in Wha Ti for the 2002 assembly. The Wha Ti Diavik construction training course participants not only renovated an existing building, they also built a brand new addition to the structure. The six-week course concluded in August with a ceremony inside the very hall.

*"I learned proper equipment procedures."*

Jeffrey Nayally, Course Graduate

The new Wha Ti Community Hall hosted the Dogrib Treaty 11 Council Assembly in September 2002. "Like all our community-based construction training courses, the Wha Ti course contributed to the community's infrastructure," said Diavik Training Manager Glenn Zelinski.

With the hands-on construction trades component, the course also included classroom studies. The classroom component focused on upgrading in pre-trades math, science, and workplace skills and prepared participants to write the trades entrance exam.

Just like a mining camp, participants put in long hours. The participants were divided into two groups alternating between the construction site for half day and the classroom under the instruction of Adult Educator Carolyn Simpson. Trainees were even given the option of participating on weekends as well with many of them taking advantage of the offer.

"We wanted this training program to have a similar work schedule to the Diavik site. It meant ten to 12 hour days. The course ran six days a week for six weeks," said Jackson Lafferty of Diavik's training team. "It was a challenge for trainees to adapt to a daily routine that started at seven a.m. and finished at six or seven p.m. What kept them together was the team approach. If an individual was late or absent, then another trainee was there to assist with encouragement."

Team building is one goal of Diavik's training courses, and this focus helped make the course successful, according to Lafferty. "Skills learned are useful at the community level and in the mining industry," he added.

Course graduates included Maurice Zoe Fish, George Mantla, Mary Louise Football, Brendan Nitsiza, Larry Flunkie, Suzanne Wedawin, Jeffrey Nayally, Roger Flunkie, Leslie Simpson, and Fredrick Naedzo. Fourteen residents of Wha Ti registered for the training course with eleven graduating.

"In this course, we learned carpentry, drywalling, flooring, siding, levelling," said trainee Roger Flunkie. "I enjoyed the carpentry experience. That's what I want to do. I plan to write my trades entrance exam later this year. If I pass, I'll go into carpentry," he added. "I learned proper equipment procedures," noted trainee Jeffrey Nayally. Nayally added that he is first looking to graduate from high school then possibly pursuing a career in carpentry.

*Aurora College*

*Tli Cho Logistics*

*NSR Employment Solutions*

*Community of Wha Ti*

*Nahanni Construction Ltd.*

*Independent Electrical Services Ltd.*

*Central Mechanical Ltd.*

*Diavik Diamond Mines Inc.*

Partners



- ▲ Heavy equipment operator course trainees gained hands-on experience operating the excavator pictured as well as various other heavy equipment.
- ▲ Harvey Mandeville of Fort Resolution, pictured behind the wheel of a 777 haul truck, was among the heavy equipment course participants.



# Gearing Up During Construction

## Workers Gain Equipment Operation Skills

To identify and prepare Diavik Diamond Mine construction workers with heavy equipment operating experience, the mine site served as an excellent location for a heavy-equipment training course. In late 2001, 11 Diavik Diamond Mine construction workers completed the ten-day course.

*“Safety is the first thing they teach you.”*

*Harvey Mandeville, Course Graduate*

The northerners – from Rae, Wha Ti, Fort Resolution, Rankin Inlet, and Yellowknife – gained hands-on experience operating mining equipment including shovel, dozer, loader, grader, backhoe, and haul truck. The training also included classroom work on equipment operating procedures and safety. “Safety is the first thing they teach you. If you feel something isn’t safe you don’t do it,” said Harvey Mandeville from Fort Resolution.

The group also learned about equipment performance and operations in a cold climate. According to course instructor Barry Philpott, efficiency is not only about how quickly a shovel operator can fill a haul truck, it’s also about not wearing down equipment. When operating in extreme cold, where steel can become brittle and wear more easily, “It’s a slow, cautious dig.”

According to John Drzimotta of Lac de Gras Constructors, many in the group were initially nervous but comfort levels rose after discussion and video instruction. Participants were then “gradually moved into the driver’s seat.”

The course concluded with presentations during which Diavik Assistant Construction Manager Denton Henkelman said: “There was a tremendous effort by all the trainees. We hope to see you during operations.”

Course Graduate Harvey Mandeville said he is now looking at heavy equipment operation as a future job. “I learned how

to drive a triple seven haul truck. They look so big when you stand on the ground. But actually, once you get behind the wheel, they are much like any other vehicle.”

Archie Beaverho from Wha Ti, who has been working at the Diavik site for almost two years, added that after taking his first training course, he was interested in taking more.

Course graduates included Ron Beaulieu, Harvey Mandeville, Art Yew, Brad Landry, and Barney Norn from Fort Resolution, Charlie Tatsiza and Frank Michel from Rae, Simon Fraser and Adam Mercredi from Yellowknife, Archie Beaverho from Wha Ti, and Jake Brown from Rankin Inlet.

With this investment in training and their previous experience on the Diavik Project, these individuals were well-positioned to make the transition to long term operations employment.

*Lac de Gras Constructors*  
*Christian Labour Association*  
*of Canada*  
*Diavik Diamond Mines Inc.*



- ▲ During the process plant training course, trainees would visit the Diavik site. These northerners were among the first to participate in Diavik site-based training.
- ▲ Some 25 northerners, among them Peter Huskey, seated, completed Diavik's process plant training course.

# Site-based Training Shifts Gears

## Group Completes Process Plant Course

Early in the project's development stage, Diavik committed to training process plant operators well in advance of production. In July 2002, some 25 northerners successfully completed the Diavik process plant training course conducted at Aurora College's Thebacha Campus in Fort Smith, NWT.

*"Participants took ownership of the program and were very proud of what they were doing."*

*Bob Dawe, Diavik Training Superintendent*

The course, which reflected the shift from construction to operations training, prepared individuals from the NWT and West Kitikmeot Region of Nunavut for employment at the Diavik Diamond Mine. Over six weeks, each graduate received over 400 hours of instruction using computer-based multi-media training related to process plant operations and maintenance, textbook and shop studies, as well as hands-on training. Participants also visited the mine site to familiarize themselves with Diavik's diamond processing equipment and the working conditions.

"I spoke with Diavik's Glenn Zelinski and said 'I want to be a millwright, that's my goal.' Glenn told me about this course and I only had to think about it for a few seconds," said graduate J.J. Marinic.

To deliver the course Diavik's training team utilized the Northern Alberta Institute of Technology (NAIT) and mining consultant Performance Associates. The Diavik course not only adapted a NAIT industrial skills program but also utilized NAIT instructors. Performance Associates delivered the computer-based instruction component. Course coordinator was Dwayne DeGagne who is responsible for Diavik process plant central control room operations.

"This was a very successful program. We had trainees from six northern communities complete the course. They now have employment opportunities at Diavik," said Bob Dawe of Diavik's training team. "One of the most interesting features of this program was the way the group worked together. Participants took ownership of the program and were very proud of what they were doing," he added.

Graduates included: Dale Maniyogena, Mary Ann Angnahiak, Chris Ipakohak, Margaret Hanak, Anne Angnahiak, and Floyd Kaitak of Kugluktuk, Scott MacPherson, Ron Payne, Tsatsiy

Catholique, Vern Edjericon, Reece Bulmer, Einar Dautel, Michael Paul, Graham Jarvis, and J.J. Marinic of Yellowknife, Gary Drybones, Daryle Blackduck, Mary Louise Nitsiza, Peter Huskey, Daniel Mantla, and Peter Eyakfwo of Rae-Edzo, Leroy Betsina and Cheyenne Koyina of Ndilo, A. J. Catholique of Lutsel K'e, and Richard Simon of Fort Resolution.

Instructors included Dwayne DeGagne, now a Process Plant Operator with Diavik, Dan Balko of Performance Associates, and Warren Hall and Erich Wohlmuth of NAIT.

*Government of Canada  
Department of Indian Affairs and  
Northern Development*

*Government of the  
Northwest Territories*

- *Department of Resources, Wildlife and Economic Development*
- *Department of Education, Culture and Employment*

*Northwest Territories and Nunavut  
Chamber of Mines*

*NWT Mine Training Committee*

*Aurora College*

*Dogrib Rae Band*

*Hamlet of Kugluktuk*

*Kitikmeot Inuit Association*

*Kitikmeot Inuit Development Fund*

*Diavik Diamond Mines Inc.*

Partners





- ▲ In May 2002, the community of Gameti identified a training opportunity and based the course on the Diavik model. Under a community-based, community-led effort, trainees converted a local building into a welding shop.
- ▲ Forklift trainer Bill Fair, working with Gary Drybones at the Diavik site.

# Diavik Training – The Future

## *Learning Opportunities for the Life of the Project*

As 2012 nears its end, construction is nearing completion and Diavik's training and development initiatives are going beyond the project's construction phase. Diavik is focusing increasingly on operations training. The operations phase of the project will present northerners with new training and development opportunities.

***“In the accounting department, we encourage staff to pursue professional designations and assist them financially.”***

***Nancy Hanks, Diavik Controller and Accounting Manager***

The goal of these future initiatives will be to help create a work environment that supports learning and to achieve excellence for both the employee and Diavik. Site-based efforts will focus on employee upgrading, general training, as well as process plant operations and maintenance, services operations, and mine operations and maintenance.

As well, Diavik employees are being encouraged to work with their managers on training and development plans to identify their training and development needs and the resources required. Where several individuals identify similar training and development requirements, it may be possible to coordinate group sessions. Overall, Diavik is a learning organization that recognizes the importance of growth and development opportunities that allow all employees to grow professionally in ways that are consistent with the goals and direction of the company.

Future training will be an important part of the Diavik corporate office environment, according to Diavik Controller and Accounting Manager Nancy Hanks. “In the accounting department, we encourage staff to pursue professional designations and assist them financially,” she said. Jonathan Metcalfe and Susan Reddick are examples, she added. Jocelyn Tonge, part of the Diavik accounting team, recently completed her Uniform Final Exam and received her CGA accounting designation.

So from early training, construction training, mine-site training, and corporate office training, training is becoming embedded in the way Diavik works. Ultimately, even the eventual closure of the Diavik Diamond Mine will potentially offer training opportunities. The skills learned by northerners will be a part of the Diavik Project's overall contribution to sustainable development. The knowledge and new capacities developed will go beyond the life of the Diavik Diamond Mine and will continue to contribute to the economy and the people of the North.

*Continued...*

### *Training with Contractors*

Diavik is partnering with its contractors who are providing services for the mine operations. Standards for mine operations contractors will mirror those of Diavik Diamond Mines Inc. employees. Security was the first contract awarded and, notes Diavik Security Director Steve Goudie, the contract includes a security coordinator who will identify training opportunities and deliver training programs. Diavik's security team will initially receive approximately 250 hours of training. “Our security training program is custom built and includes the best training practices,” said Harley Crowshoe, Diavik Manager, Site Security, responsible for designing the security training program. This training is designed in themes, such as team building, incident management, verbal resolution and computer training, and can be delivered in modules and updated over time, he explained. “The security team will have the best training possible. We'll look at on-line and other training and mentoring,” added Diavik Security Training Officer Chris Bergman.



- ▲ During operations, training at Diavik will include site-based initiatives. Pictured is Diavik Metallurgist Serge Benoit with process plant trainees inside the Diavik process plant.
- ▲ Learning Resource Centre Coordinator Marion Storm with Diavik Environmental Assistant Mariah Maring in the Learning Resource Centre at the Diavik Diamond Mine site.



# Diavik Training – The Future

## Continued...

Despite the new focus on operations training, community-based training remains part of the Diavik training landscape, according to Diavik Training Manager Glenn Zelinski. The first example has already occurred. In 2002, the Dogrib community of Gameti delivered a community-based training course using the Diavik model. Some 15 trainees successfully completed a welding course in Gameti converting a shop to a trades centre.

**“By training northerners, we are building capacity in the North.”**

**Glenn Zelinski, Diavik Training Manager**

This was the first training course in which Diavik passed full administration and operating responsibility to the community. At the graduation, Gameti First Nation Sub-Chief William Chocolate said the trainees received tremendous community support, especially from the elders who want to see new opportunities for youth. “We see elders among us. This encourages the youth, it’s good to see the elders’ support.”

Graduates included: Johnny Alexis, Clifford Nitsiza, Joe Louis Moosenose, Jason Beaverho, and Maurice Zoe Fish of Wha Ti, Gary Zoe, Nelson Zoe, Raymond Gon, Jason Wetrade, Gary Simpson, George Naedzo and Jimmy Black of Gameti as well as Gilbert Boline of Wekweti and George M. Lafferty and Wayne Sabourin of Rae-Edzo.

“Our training story goes beyond Diavik. We see northerners like Robert Lafferty and Lloyd Wedzin who took Diavik training courses now working on their trades apprenticeships. By training northerners, we are building capacity in the North,” concluded Diavik Training Manager Glenn Zelinski.

## *Diavik’s Learning Centre*

While at the site, Diavik Diamond Mine workers have the opportunity to advance their training through the Diavik Learning Resource Centre.

“We design an education plan specific for each learner,” according to Marion Storm, Learning Resource Centre Coordinator. Through the centre, located at the mine site, workers can upgrade math, science, and computer skills. They can also write Grade Equivalency Diploma (GED), trade apprenticeship exams, and college and university exams on site. The centre also assists with workplace literacy and provides access to on-line courses through several computer workstations.

“We work in partnership with Aurora College and southern trades colleges to deliver pre-trades education and trades apprenticeship courses,” Storm added. “We also work with the college’s community adult educators to enhance learning for a seamless portable education.”

The Diavik Learning Resource Centre also offers an arts and culture program to promote cultural and community awareness, as well as literacy, through the making of art. People can work individually or in groups to learn and create traditional and/or contemporary art. As well, there is a literacy component revolving around art vocabulary to enhance reading and writing skills in a meaningful way.

Incorporated into the centre’s approach to learning is ongoing contact with workers’ communities. With workers on a two week in / two out rotation, this will help ensure that learning can continue on site or while the employee is at home in his or her community, said Storm. “We can supply any individual with a range of state of the art technology and resources so they can reach their dream.”

# Diavik Training – *The Way We Work*

## *Additional Learning Opportunities*

In addition to a core training group focusing on construction and operations, Diavik Diamond Mines Inc. employees are participating in many professional development initiatives. One way for staff to pursue education opportunities is the Diavik Employee Educational Assistance Program.

“Diavik has provided me with the opportunity to take courses to obtain a bachelors degree majoring in Human Resources. I have taken human resources management, industrial relations and a number of compensation and benefits related courses through the company,” said Diavik Human Resources Compensation and Benefits Officer Darcy Chattell. “Diavik supports employee growth and development, an approach that is valuable to the organization and to the North,” she said.

“Many members of our department are pursuing certifications and diplomas,” adds Diavik Human Resources Manager Debbi Ross. “As well, the human resources team has fostered a close working relationship with northern community employment officers by holding regular workshops with community employment officers,” she added.

Community visits, site tours and trade fair attendance by virtually all departments are among other examples of where knowledge is exchanged.

Yet another example of the company’s commitment to learning is through its summer student program where Diavik staff work with and mentor young northerners.

“In the Public Affairs Department, we’ve found bringing summer students on board can be very rewarding for both parties. We’re able to mentor the students in our communications work, and they’re able to make meaningful contributions to our communications program,” said Diavik Manager of Public and Government Affairs Tom Hofer.

Diavik employees also have an educational opportunity through the Rio Tinto EarthWatch Fellowship, a program in which DDMI’s parent, Rio Tinto plc, partners with the



international environmental group EarthWatch. Under the program, Rio Tinto and subsidiary company employees have the opportunity to participate in various EarthWatch initiatives around the world where they gain hands-on experience assisting scientists in their study of our planet.

“The Rio Tinto EarthWatch fellowship gave me the opportunity to live in a village with local people and work with a team of botanists in the rainforest in Cameroon,” said Diavik Senior Human Resources Advisor Bronwyn Baker. “It was an amazing experience and one which opened my eyes to some of the excellent environmental work being done all over the world and also to the vast amount of work still necessary,” she added. “This sort of experience really broadens your outlook and I think it is excellent that the company supports this program for employees.”

The Diavik Diamonds Project is an unincorporated joint venture between Diavik Diamond Mines Inc. (DDMI 60%) and Aber Diamond Mines Ltd. (40%). DDMI is headquartered in Yellowknife, Northwest Territories, and is a wholly owned subsidiary of Rio Tinto plc of London, England (RTP-NYSE). Aber Diamond Mines Ltd. (ABZ-TSE; ABER-NASDAQ) is a wholly owned subsidiary of Aber Diamond Corporation (formerly Aber Resources Ltd.) of Toronto, Ontario.



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*Cover photo:*

Robert Lafferty, right, was among over 200 northerners to complete a Diavik and partners community-based training course. Lafferty would go on to an electrical apprenticeship.



