1 Project Background

In late 2013, the BC Mining HR Task Force: Exploration, Mining, Stone, Sand and Gravel (the Task Force) accepted a proposal from the Canadian Centre for Women in Science, Engineering, Trades and Technology (WinSETT Centre) to partner with the Task Force, specifically the Explore for More BC – Diversity Women Subcommittee, in the development of complementary pilot workshops. These were to be:

- **Career Development Workshop** for women currently working in the mining and mineral exploration industry, providing tools and resources for women to advance their careers in the industry
- **Diversity Awareness Workshop for Managers and Leaders** within mining and exploration organizations focusing on the business case for diversity, and providing the tools for senior leaders and managers to develop or improve the diversity strategy within their organizations

Carolyn J. Emerson, Project Coordination Consultant to the WinSETT Centre (WinSETT Consultant), and Susan Hollett, National Facilitator to the WinSETT Centre (National Facilitator), worked with the Subcommittee on aspects of the promotion and development of the workshops.

1.1 Background Research

The WinSETT Consultant and National Facilitator reviewed the literature and studies pertinent to the workshop topics. Key documents were supplied by Courtnay Hughes of the Mining Industry Human Resources Council and other resources were gathered by the WinSETT Consultant.

1.2 Key Informant Interviews

As part of the background research, the National Facilitator undertook five Key Informant Interviews (KII). The interviews covered the following questions:

1) **When considering early career women with technical training (engineers, scientists, technicians, technologists, tradeswomen) in the mining and mineral exploration sector in BC,**
   
a. What strengths do they bring to leadership?
   
b. What challenges do they face as potential leaders? / What makes that a challenging workplace for technical women?
   
c. What makes it a supportive workplace for technical women?

The Canadian Centre for Women in Science, Engineering, Trades and Technology is an action-oriented, non-profit organization that aspires to recruit, retain and advance women in science, engineering, trades and technology.

[www.winsett.ca](http://www.winsett.ca)  info@winsett.ca
2) What strategies might they deploy to leverage the strengths and address the challenges?

3) How important are the following for technical women to attaining leadership within their organizations?
   a. Organizational goals (vision, values, etc.)
   b. Formal workplace policies on gender inclusion
   c. Informal workplace culture

4) When it comes to increasing the retention, support, and advancement of technical women in the mining and mineral exploration workplaces in BC,
   a. What strategic advantages can the sector use?
   b. What promising practices are being implemented?

The Key Informant Interviewees were:

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Title and Background</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Bazowski</td>
<td>BC Mining HR Task Force</td>
<td>Task Force Chair/ Mine Manager Quinsam Coal/HR</td>
</tr>
<tr>
<td>Malcolm Scoble</td>
<td>UBC</td>
<td>Professor Mining Engineering/BC Mining HR Task Force</td>
</tr>
<tr>
<td>Kerris Hougardy</td>
<td>Hays</td>
<td>Manager - Resources and Mining</td>
</tr>
<tr>
<td>Victoria Yehl</td>
<td>Teck</td>
<td>Manager Exploration - Teck Energy at Teck Resources Limited</td>
</tr>
<tr>
<td>Courtnay Hughes</td>
<td>MIHR Council</td>
<td>Project Manager, Sector Studies</td>
</tr>
</tbody>
</table>

The interviews were confidential and the results were used to inform the presentations at both the Career Development and Diversity Awareness Workshops.

2 The Workshops

Two workshops were delivered in Vancouver on June 9, 2014 (Career Development) and June 10, 2014 (Diversity Awareness) and comprehensive Final Reports for each workshop were delivered to the Diversity Women Subcommittee by late June 2014. Those reports included the background for the workshops, objectives, agenda, pre-engagement survey results, descriptions and summaries of workshop activities, post-event evaluations including efficacy surveys, and participant feedback. Copies of the kits and additional resources given to the participants were distributed to members of the Subcommittee attending the events.
The Subcommittee logistical organizer, Jeanne Liu, has the final participant lists, including their organization and contact information.

Evaluations and feedback from the two workshops were highly positive with respect to meeting the event objectives and personal outcomes.

### 2.1 Outcomes Assessment for Career Development – Becoming Leaders Workshop:

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Mean/5.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a preliminary action plan to advance your personal leadership potential</td>
<td>3.9</td>
</tr>
<tr>
<td>Gain confidence in making career and leadership development choices</td>
<td>4.0</td>
</tr>
<tr>
<td>Increase awareness of the career success factors for women in technical fields</td>
<td>4.2</td>
</tr>
<tr>
<td>Share and acquire useful tips and strategies</td>
<td>4.5</td>
</tr>
<tr>
<td>Network with other women with a variety of experiences in SETT/SETT workplaces</td>
<td>4.6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learned how to assess and strengthen your own leadership skills</td>
<td>91%</td>
</tr>
<tr>
<td>Increased your knowledge about leadership in Science and engineering for Women?</td>
<td>82%</td>
</tr>
<tr>
<td>Started a personal leadership action plan</td>
<td>82%</td>
</tr>
<tr>
<td>Been given resources on Women and Leadership in Science and Engineering</td>
<td>82%</td>
</tr>
<tr>
<td>Expanded your personal and professional networks</td>
<td>77%</td>
</tr>
<tr>
<td>More likely to take on leadership roles?</td>
<td>50%</td>
</tr>
</tbody>
</table>

### 2.2 Outcomes Assessment for the Diversity Awareness Workshop:

<table>
<thead>
<tr>
<th>Workshop Goal</th>
<th>Mean/5.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessed your current workplace conditions for women in SETT</td>
<td>3.9</td>
</tr>
<tr>
<td>Shared effective tools to measure success</td>
<td>3.9</td>
</tr>
<tr>
<td>Networked with other managers of women in SETT</td>
<td>4.3</td>
</tr>
<tr>
<td>Increased your awareness of the factors that influence the success of SETT women in your organization</td>
<td>4.4</td>
</tr>
<tr>
<td>Shared effective strategies to retain and advance talented women</td>
<td>4.5</td>
</tr>
</tbody>
</table>

All participants thought that the facilitation was highly effective and there were positive evaluations of the benefits of the graphic recording. For full outcomes, refer to the Final Reports for each workshop.
3 Communications

The communications and marketing for the events were effectively handled by the Diversity Women Subcommittee and appealing marketing collateral was distributed widely to generate interest and participation. Announcement of the events was also posted on the WinSETT Centre website, tweeted and distributed by email to relevant individuals. The Final Reports contain valuable information for articles that the Task Force may wish to produce. The WinSETT Centre is drafting a summary posting for our website.

4 Timeline

Activities of the Subcommittee and WinSETT Consultant and National Facilitator followed the timeline mutually developed by both parties. Some deadlines were tight because of new opportunities for marketing the events, changes in the guest presenters, and last minute material being incorporated into the presentations. The experience of delivering these events will assist in future planning of similar workshops.

5 Recommendations

Based on workshop outcomes and participant feedback, there are several follow-up recommendations that the WinSETT Consultant and National Facilitator propose:

5.1 Career Development:
- Include in the participant kits (and reference verbally again at the end of the day) a list of local organizations / resources through which women can connect with other women and in which they can get involved and develop their leadership
- Follow up this pilot with the Effective Communication for Women in SETT and/or Negotiating for Success WinSETT Workshops. Communication was a dominant theme in the group discussions.

5.2 Diversity Awareness:
- Include some more specific examples of KPIs, measurement tools; perhaps use one company as an example from the SHIFT Project – Changing the Face of the Canadian Mining Sector (March 2013)
- Another way would be to have the guest speaker, in addition to her personal experiences and reflections, talk more concretely about what their organization is doing with respect to diversity planning and measurement
6 Next Steps

6.1 More Workshops?

Based on the success of both pilots, we hope there will be opportunities and resources to deliver more workshops. Both of these workshops, plus the two additional leadership workshops on communication and negotiation could be readily offered by the WinSETT Centre. The cost of each delivery, not including venue/catering and travel, would be at the rate of $7,500 plus GST. That fee includes customization of the workshop, pre-survey, all participation materials, facilitation, evaluation, and final report.

To minimize travel costs, the WinSETT Centre would assign one of our two Western Canada Facilitators located in Edmonton Alberta for the delivery of the leadership workshops for the early to mid-career technical women. The National Facilitator could be available for other Diversity Awareness workshop deliveries until such time as a closer facilitator is trained.

6.2 Other Models for Workshop Delivery

The BC Mining HR Task Force was successful in drawing a broad audience from a variety of companies, associations and organizations for both of these pilot workshops, and could continue to play this role in future deliveries if funding and human resources allowed. Other models for delivery and for total or partial cost recovery of the Career Development workshops, might include:

- having an individual company host and cover all delivery costs for a cohort of their technical women employees
- offering the workshops as part of a conference with a cost-recovery mechanism from the conference organization
- charging participants a registration fee; these have varied from near total cost recovery ~$290, or a lesser amount with a subsidy / sponsorship from a company or association

7 Final Comments

The WinSETT Centre was pleased to have the opportunity to work with the BC Mining HR Task Force - Diversity Women Subcommittee. We appreciate your expertise and personal time commitments in making the pilot workshops successful. We look forward to building on this project with you.
Career Development for Women in the BC Mining and Exploration Industry

Becoming Leaders Workshop, June 9, 2014
Final Report

Explore for more BRITISH COLUMBIA DIVERSITY WOMEN

Funding provided through the Canada-British Columbia Labour Market Development Agreement.
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1. Introduction

The Career Development Workshop – Becoming Leaders was developed for the BC Mining HR Task Force: Exploration, Mining, Stone, Sand and Gravel, specifically the Explore for More BC – Diversity Women Subcommittee, by the Canadian Centre for Women in Science, Engineering, Trades and Technology (WinSETT Centre).¹

This workshop was designed with the aim to increase the career advancement and retention of qualified women within the BC Exploration and Mining Industry. The workshop was organized and hosted by the BC Mining HR Task Force on June 9, 2014 in Vancouver.

2. Acknowledgements

The WinSETT Centre thanks the Diversity Women Subcommittee for their input at each stage of this project. We especially acknowledge Courtnay Hughes for supplying research documents and Jeanne Liu for professionally managing the organization of the event. The Task Force thanks the Mining Association of BC and the Association for Mineral Exploration BC for support throughout the project. The Task Force acknowledges the generous support from the Labour Market Development Agreement to develop and deliver this workshop.

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¹ http://www.winsett.ca
Twenty-three women participated in the workshop. Participants were women employed in the mining and mineral exploration sector in BC, including geoscientists, administrators, engineers, and tradespeople. Avril Orloff, Outside the Lines, was the Graphic Recorder.

The Facilitators were Susan Hollett (National Facilitator) and Carolyn Emerson (Project Consultant) both of the WinSETT Centre. The agenda for the workshop included:

- Introduction to the workshop and to each other
- Need for women’s leadership in the sector and gender factors that influence success
- Leadership competencies – overview and self-assessment
- Challenges to leadership for women in SETT: group brainstorming of strengths and challenges and means to leverage the strengths and address the challenges. Report back to the larger group
- Planning for a leadership role: elements of a plan and individual work on leadership plans
- Sharing Leadership Tips and Strategies: group interaction
- The importance of Vision, Values and Courage for Leaders (Dr. Margaret-Ann Armour, CM, via video)
- Evaluation and Wrap-up

In addition, participants were invited to participate in an online pre-session engagement survey, pre-and post-workshop self-efficacy surveys, and a post-workshop evaluation and feedback form.

Each participant received a registration kit with a participant workbook (including slides and worksheets) and one-page fact sheets. At the conclusion of the workshop, they received a copy of *Becoming Leaders: A Practical Handbook for Women in Engineering, Science, and Technology*

This report is a summary of the interactive portions of the workshop and the pre- and post-session feedback. The report was prepared by Susan Hollett, President, Hollett & Sons Inc.

---

2 Williams, F. Mary & Emerson, Carolyn J. (Published by American Society of Civil Engineers: 2008) http://www.asce.org/Product.aspx?id=2147485614
3. Pre-Workshop Engagement Survey
Participants were invited to complete an engagement survey in advance of the workshop. The purpose of the survey was to get an appreciation of their current opinions regarding leadership as well as their expectations of the workshop. Twenty-three participants completed the survey.

Participants were asked whether they completely disagreed (1) or completely agreed (5) with the following statements in the table. “Enjoying hearing about the experiences of other women in SETT” had the highest rating (4.0) and “Being a woman has not had an impact on my career/university experience” had the lowest level of agreement (2.7/5).

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being a woman has not had an impact on my career/university/college experience</td>
<td>2.7</td>
</tr>
<tr>
<td>I am a strong leader</td>
<td>3.3</td>
</tr>
<tr>
<td>I like to share my experiences as a woman in SETT</td>
<td>3.3</td>
</tr>
<tr>
<td>I try to mentor colleagues</td>
<td>3.5</td>
</tr>
<tr>
<td>If I could, I would change some of my career/educational choices</td>
<td>3.6</td>
</tr>
<tr>
<td>I understand the purpose of this workshop</td>
<td>3.6</td>
</tr>
<tr>
<td>I have benefited from mentors</td>
<td>3.7</td>
</tr>
<tr>
<td>I have a strong network of work/university/college colleagues</td>
<td>3.7</td>
</tr>
<tr>
<td>I like to hear about other women in SETT’s experiences</td>
<td>4.0</td>
</tr>
</tbody>
</table>

While all of the workshop objectives were deemed important (all were scored at least 3.9/5), the two most important objectives were: “Share and acquire useful tips and strategies” and “Gain confidence in making career and leadership development choices” (both 4.6/5) while “Network with other women with a variety of experiences in SETT” was rated the lowest of the objectives (3.9/5).

<table>
<thead>
<tr>
<th>Workshop Objective</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network with other women with a variety of experiences in SETT</td>
<td>3.9</td>
</tr>
<tr>
<td>Develop a preliminary action plan to advance your personal leadership potential</td>
<td>4.3</td>
</tr>
<tr>
<td>Increase your awareness of factors that influence leadership success</td>
<td>4.5</td>
</tr>
<tr>
<td>Gain confidence in making career and leadership development choices</td>
<td>4.6</td>
</tr>
<tr>
<td>Share and acquire useful tips and strategies</td>
<td>4.6</td>
</tr>
</tbody>
</table>
All participants but two had some leadership experience, most at Work (87%).

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have never been a leader</td>
<td>9%</td>
</tr>
<tr>
<td>Yes, at university</td>
<td>48%</td>
</tr>
<tr>
<td>Yes, at work</td>
<td>87%</td>
</tr>
<tr>
<td>Yes, as a volunteer</td>
<td>48%</td>
</tr>
</tbody>
</table>

Most participants in the survey had 6-10 years of experience (30%).

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than a year</td>
<td>17%</td>
</tr>
<tr>
<td>1-5 years</td>
<td>26%</td>
</tr>
<tr>
<td>6-10 years</td>
<td>30%</td>
</tr>
<tr>
<td>Over 10 Years</td>
<td>26%</td>
</tr>
</tbody>
</table>

82% of the group said they were interested in becoming leaders. Three people indicated they were “Unsure” and one person indicated she was not interested.

Finally, participants were asked what they hoped to gain from the workshop. These included (if mentioned more than once, total times is in parenthesis):

- To learn tools for leadership (x16)
  - Are there better ways to be firm/strong (i.e. in negotiating, having to say no) without being seen as a bitch
  - Acquire skills and advice to aid in developing my leadership potential
  - Gain tangible leadership skills
  - I would like to get ideas for more skills on how to assert myself in the working world
  - Learn strategies for moving forward with career choices confidently
  - Tools to better assert myself in meetings where I am less knowledgeable about the subject matter but still have questions or comments
  - Learn strategies that can be applied in the daily operational job function to improve leadership qualities
  - Negotiation skills (salary, promotion)
- Network and Hear about other’s experiences in the sector (x11)
  - I would like to connect with people who are interested in developing leadership skills in industry members of all levels of experience, expertise and role
- Networking and learning from a like-minded group of professional individuals
- To hear from others who share similar experiences in the workforce
- To learn of networks or professionals in the field

- Increase my understanding and plan to develop leadership requirements in SETT (x7)
  - Become more conscious of leadership
  - Develop a platform for career development for women in the larger environment
  - I would like to be better able to envision myself working long-term in the mining and exploration industry

- Learn more about the factors that influence career and leadership success; Gain confidence in leadership skills (x6)
  - Become more confident in my leadership abilities
  - Gain confidence in making career and leadership development choices
  - Gain confidence in myself as a Woman in typically Male industry
  - Gain confidence leading a team

- Other (x3)
  - Possible mentorship
  - Learn more about the mining industry
  - More ideas and information for non field-based careers in geoscience
### 4. Leadership Competencies

Participants individually scored themselves on the different leadership competencies listed in the participant workbook (the highest possible score in each category was 25).

<table>
<thead>
<tr>
<th>Competency Area</th>
<th>Group 1</th>
<th>Group 2</th>
<th>Group 3</th>
<th>Group 4</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Thinking</td>
<td>20</td>
<td>17</td>
<td>19</td>
<td>25</td>
<td>20</td>
</tr>
<tr>
<td>Skilled in Managing</td>
<td>19</td>
<td>18</td>
<td>17</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Leading Others</td>
<td>18</td>
<td>18</td>
<td>17</td>
<td>17</td>
<td>18</td>
</tr>
<tr>
<td>Personal Values and Ethics</td>
<td>20</td>
<td>21</td>
<td>19</td>
<td>21</td>
<td>20</td>
</tr>
<tr>
<td><strong>Overall Average</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>19</strong></td>
</tr>
</tbody>
</table>
5. Strengths & Challenges and How to Address Them

The group was divided into smaller groups (randomly assigned) to brainstorm the strengths women bring to and challenges they face in SETT leadership. Once all the strengths and challenges identified by the groups were posted, the items were organized into themes by the group, with the assistance of the facilitator.

The groups were then constituted differently, took one theme each and developed ways to leverage the strengths and address the challenges. The following is a synopsis of the themes processed in the workshop, as well as a list of those not processed.

5.1 Work-Life Balance

[Diagram showing strategies and challenges for work-life balance]
5.2 Lack of Confidence

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not direct</td>
<td>Talk to and support other women</td>
</tr>
<tr>
<td>Self-critical</td>
<td>Develop awareness and analysis</td>
</tr>
<tr>
<td>Over-sensitive / take things personally</td>
<td>Fake it till you make it</td>
</tr>
<tr>
<td>Undervalue skills</td>
<td>Ask for and embrace feedback</td>
</tr>
<tr>
<td>Apologetic</td>
<td>Stats about benefits of women in orgs</td>
</tr>
<tr>
<td>Passive</td>
<td>Promote positive role models</td>
</tr>
<tr>
<td>Less assertive</td>
<td>Believe in your ability</td>
</tr>
<tr>
<td>Less likely to take credit</td>
<td>Take compliments</td>
</tr>
<tr>
<td></td>
<td>Speak up and ask questions</td>
</tr>
<tr>
<td></td>
<td>Be intentional and clear</td>
</tr>
<tr>
<td></td>
<td>Self-promotion</td>
</tr>
<tr>
<td></td>
<td>Include men as part of solution</td>
</tr>
<tr>
<td></td>
<td>Make action plans, set goals</td>
</tr>
<tr>
<td></td>
<td>Invest in yourself</td>
</tr>
<tr>
<td></td>
<td>Own your mistakes and move on</td>
</tr>
<tr>
<td></td>
<td>Let it go</td>
</tr>
</tbody>
</table>

5.3 Dealing with Gender Stereotypes

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glass ceiling</td>
<td>Be professional</td>
</tr>
<tr>
<td>Lack of credit/respect/voice</td>
<td>Show empathy</td>
</tr>
<tr>
<td>Less positional power</td>
<td>Don’t take things personally</td>
</tr>
<tr>
<td>Physical challenges (strength)</td>
<td>Use emotional intelligence</td>
</tr>
<tr>
<td>“Mean girls”</td>
<td>Assert yourself</td>
</tr>
<tr>
<td>Traditional tasks/roles</td>
<td>Don’t shut down or be deterred by others’ behaviour</td>
</tr>
<tr>
<td>Assumed position</td>
<td>Stop negative self-talk</td>
</tr>
<tr>
<td>Different perspective</td>
<td>Control what you can control, influence what you can influence, and know the difference</td>
</tr>
<tr>
<td>“Assertive” vs. “Bitch”</td>
<td></td>
</tr>
<tr>
<td>Harassment</td>
<td></td>
</tr>
<tr>
<td>Old white males – exclusion from “Boys’ Club”</td>
<td></td>
</tr>
<tr>
<td>Lack of other women</td>
<td></td>
</tr>
<tr>
<td>Lack of female role models</td>
<td></td>
</tr>
</tbody>
</table>

Experience cube
Driven by bias & experience
FEELINGS
NEEDS
THOUGHTS
FACTS/ Observation
Start

drive behaviours
5.4 Other Challenges not processed

**CHALLENGE: COMMUNICATION**

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passion perceived as emotion</td>
<td>Good at public communication</td>
</tr>
<tr>
<td>Difficult to self-promote</td>
<td>Naturally collaborative</td>
</tr>
<tr>
<td>Workplace engagement</td>
<td>Good writing skills</td>
</tr>
<tr>
<td>Seen as over-collaborative</td>
<td>Mentoring</td>
</tr>
<tr>
<td>Requesting feedback</td>
<td>Empathy</td>
</tr>
</tbody>
</table>

**CHALLENGE: MULTI-TASKING**

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inability to delegate / ask for help</td>
<td>Good at multi-tasking</td>
</tr>
<tr>
<td>High expectations</td>
<td></td>
</tr>
<tr>
<td>Over-achieving</td>
<td></td>
</tr>
</tbody>
</table>

**CHALLENGE: PEOPLE SKILLS**

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judgmental</td>
<td>Gracious</td>
</tr>
<tr>
<td></td>
<td>Adaptive management style</td>
</tr>
<tr>
<td></td>
<td>Emotional intelligence (EQ)</td>
</tr>
<tr>
<td></td>
<td>Thoughtful</td>
</tr>
<tr>
<td></td>
<td>Approachable</td>
</tr>
<tr>
<td></td>
<td>Self-aware</td>
</tr>
<tr>
<td></td>
<td>Build relationships</td>
</tr>
<tr>
<td></td>
<td>Culturally sensitive</td>
</tr>
<tr>
<td></td>
<td>Spread the wealth</td>
</tr>
<tr>
<td></td>
<td>Social</td>
</tr>
<tr>
<td></td>
<td>Respectful</td>
</tr>
<tr>
<td></td>
<td>Team players</td>
</tr>
<tr>
<td></td>
<td>Caring / empathetic</td>
</tr>
</tbody>
</table>
5.5 Other Strengths not processed
6. Guest Speakers
Two Guest Speakers shared their experiences and vision for Women in SETT leadership. The following pictures capture the notes of Lyn Anglin and Kendra Johnston.

6.1 ‘Lyn Anglin

'Lyn Anglin, PGeo, is a Consultant, Anglin & Associates, and Past President and CEO of Geoscience BC.
6.2 Kendra Johnston

Kendra Johnston, PGeo, is a Project Geologist with Independence Gold Corp.

7. Values of a Leader

7.1 Pre-session Survey

From the pre-session survey, the group identified the following traits of a leader (number of multiple responses in parentheses). Each person could provide up to three answers.

- Emotionally Intelligent (x9)
  - Interpersonal competency
  - Empathy
  - Approachability
  - Context Awareness
  - People skills - high emotional intelligence and stability
  - Experience with and broad understanding of employee types/personalities
  - Engagement
• Demonstrates Integrity (x8)
  o Ethical and principled
  o Fairness and listening
  o Honesty
  o Consistent treatment of all staff
  o Leading by example and creating a fostering environment
  o Openness
• Ability to influence others to achieve goals and manage organizational transformation and change (x7)
  o Ability to gain commitment and drive motivation in others
  o Recognizing individual characteristics and potential.
  o Sharing knowledge
  o The ability to inspire and the desire to mentor others
  o Vision and the ability to align a team/group towards a common goal, whilst giving meaningful feedback
• Good communication skills(x5)
• Confident (x5)
• Listen to understand(x5)
  o To take on-board feedback of others (listen and to respect all peers) making a team like relationship
  o Willing to listen and create team environment
• Decisive, but fair and knowledgeable (x4)
  o Ability to make good informed decisions when needed
  o Being clear in direction
  o To respond with authority when all facts are weighed
• A good leader has experience and knowledge in their field

7.2 Workshop
As part of the discussion at the workshop, the group identified the following as values of leaders:

- Reliable
- Respect
- Accountable
- Integrity
- Effective
- Honesty
- Innovative
- Teamwork
- Adaptable
- People-focused
- Balanced
- Approachable
- Shows humility
- Fair

They then developed a list of their personal values as well as their behaviours that demonstrate those values.
8. Workshop Impact
There were two feedback components to the workshop. At the end of the day, each participant was asked to identify one thing they would do differently as a result of the workshop. They were also asked to complete a written evaluation.

8.1 Workshop Immediate Impact
Participants were asked to share what the immediate impact of the workshop was: “Name one thing you will do differently as a result of today”. The responses showed their enhanced self-awareness of their leadership skills and where and how they can build their skills. Many indicated working on their confidence and thinking more about vision and values. The following is a compilation of their responses:

- Be courageous and confident (x7)
  - Ask for it more
  - Promote myself to other areas of the company
  - Start taking credit
  - Not sell myself short
  - Increase confidence in my strengths
  - Be more confident in dealing with Managers

- Dive deeper into Culture, Vision and Values (x6)
  - Get to know the values of my employer
  - Establish our vision and values at work
  - Move forward with my values
  - Promote integrity of geologists (especially in the venture capital world)
  - Create a culture supportive of women

- Keep working on my Leadership Plan (x3)
  - Import my Leadership planning to my workplace
  - Finish my career Leadership plan

- Get more involved in Women in Mining activities (x3)
  - Be part of solutions
  - Keep informed on women in the industry

- Spend time reflecting on what I’ve learned
- Develop as a mentor
- Take a public speaking course to improve my skills

8.2 Evaluation
The workshop was evaluated by participants completing a written evaluation at the end of the session (respondents = 22).

Quantitative results are presented as counts (vs. percentages) with the mean and are organized in tables from highest to lowest mean. Qualitative results have been stripped of any identifying
information and paraphrased. They are then organized and aggregated into themes. The number in parenthesis after each theme represents the number of mentions of that theme. If there is no number, there were no other similar results.

When asked whether the workshop accomplished its goals (1 being no and 5 being yes), most participants identified “Network with other women with a variety of experiences in SETT/SETT workplaces” (4.6/5) as the highest ranked. “Develop a preliminary action plan to advance your personal leadership potential” was the least successful (3.9/5), although all can be deemed to be successful with average ratings being 3.9/5.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a preliminary action plan to advance your personal leadership potential</td>
<td>3.9</td>
</tr>
<tr>
<td>Gain confidence in making career and leadership development choices</td>
<td>4.0</td>
</tr>
<tr>
<td>Increase awareness of the career success factors for women in technical fields</td>
<td>4.2</td>
</tr>
<tr>
<td>Share and acquire useful tips and strategies</td>
<td>4.5</td>
</tr>
<tr>
<td>Network with other women with a variety of experiences in SETT/SETT workplaces</td>
<td>4.6</td>
</tr>
</tbody>
</table>

**Personal Outcomes**

When respondents were asked to answer whether the workshop had accomplished each outcome with a possible answer of “yes” or “no” the lowest outcome achievement area was “More likely to take on leadership roles?” (50% = Yes).

The highest outcome area was “Learned how to assess and strengthen your own leadership skills” (91% = Yes).

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learned how to assess and strengthen your own leadership skills</td>
<td>91%</td>
</tr>
<tr>
<td>Increased your knowledge about leadership in Science and engineering for Women?</td>
<td>82%</td>
</tr>
<tr>
<td>Started a personal leadership action plan</td>
<td>82%</td>
</tr>
<tr>
<td>Been given resources on Women and Leadership in Science and Engineering</td>
<td>82%</td>
</tr>
<tr>
<td>Expanded your personal and professional networks</td>
<td>77%</td>
</tr>
<tr>
<td>More likely to take on leadership roles?</td>
<td>50%</td>
</tr>
</tbody>
</table>
Was the Facilitation Effective?

96% of participants thought the facilitators were effective in the delivery of the workshop (one respondent indicated “Somewhat”). A few respondents shared comments about the workshop:

- **Favourable Comments (6):**
  - Great workshop - loved all breaks - Really helped to keep us fresh. Thank you!
  - I thought the workshop was extremely well run with a wide variety of activities. I have a few great ideas that I plan to share/implement in my own company. I don’t have any suggestions for improvement right now. I was very happy with the workshop.
  - None-Folks were great! Very enjoyable.
  - The facilitators were great. Susan and Carolyn provided great information and felt safe sharing with the whole group.
  - They were awesome!

- **Suggestions for Improvement (3):**
  - Should have a microphone to hear all speakers, because when it’s hard to hear, there’s a chance to lose focus.
  - More on achieving leadership goals discussion would be helpful.
  - Add in more on resources (through support organizations-E.G. WIMBC, AMEBC, DAWEGS, SETT etc.) that are available for women to gain skills

Most Useful Aspects of the Workshop

The most useful aspects of the workshop for participants were:

- **Sharing Experiences in the Group Work (x9)**
  - Discussing strengths, challenges and developing strategies for addressing the challenges. Excellent to hear other women's stories of success in the industry.
  - Group work was powerful.
  - All the exercises with the groups were incredibly valuable. Share ideas and hearing other women's strategies that were successful.
  - Really enjoyed brainstorming strengths and challenges.

- **Removing Isolation (x7)**
  - The stats were helpful in knowing I am not alone in my questions and uncertainties.
  - Interacting with women in the industry and finding out that everyone experiences many of the same issues.
  - Learning about the infrastructure which has been developed.
  - That other women in the industry have the same fears and habits as I do.

- **Guest Speakers (x6)**
  - I loved hearing the 3 speakers - valuable to have role models
  - Lyn Anglin was inspirational. I love to hear about meandering career paths
  - The presentation by Lyn made me realize how much was possible.
• Materials (x3)
  o Appreciate having a handbook for reference
  o Workbooks
  o Some of the templates will be very helpful in creating an action path and evaluating my own values.

• Workshop was multi-faceted and used several different approaches (x3)
  o I stayed engaged with the topics.
  o The format of the workshop with guest speakers and group learning was very effective.
  o There was an amazing amount of content packed into the day and discussions were well facilitated.

• Planning and Self-Evaluating Exercises (x3)
  o Self-reflection in values and leadership plan/goal.
  o Talking with peers at the table - Especially when I was honest

Least Useful Aspects of the Workshop

When asked about the least useful aspects of the workshop, thirteen participants added comments. These included:

• All good, nothing stood out as being not useful (4)
  o I found it all great useful
  o It’s hard to say at this moment possibly because I am tired. I feel I like can’t think of any specific strategies that I am excited to start trying. With reflection I may come up with this.

• Materials & Workshop (3)
  o Shorter list of resources in workbook. Just the absolute gems would be better.
  o The "fortune cookies" [Tips and Strategies] seemed too similar to what had already been discussed.
  o Very difficult to stand up for the intro at the beginning of the workshop. It’s always mortifying for me for some reason.

• Timing (2)
  o At time moved a little slowly
  o Sometimes there wasn’t a lot of time for reflection but the take away information and package will be a great reference.

• The guest speakers (3)
  o I liked Kendra’s tips but felt that she didn’t explain her thought process in how she operates.
  o I however don’t think the great speakers were effective. Very nice but both were geologists.

• The lunch sandwiches – blech
Finally, participants were asked what other topics they would like to have included (or emphasized more). Their responses focused on wanting more specific strategies discussed and developed. Most participants did not respond to this question.

- **More Hands-on Skill Development (5)**
  - Maybe trying a challenge with you and how to tackle it
  - More about leadership skills development and career path development
  - More opportunities for participants to try out leading activities/discussions

- **More Directive/Prescriptive/Advanced Strategies (5)**
  - I still don’t feel like there is a solution for long term (marriage or common law) relationships with or without children especially for exploration geologists.
  - I was looking for more of a ‘how to deal with discrimination in the work place’. We are treated so differently that is hard to know how to get through to same people and how to compensate for the fact you’re a women in a man’s world. Strategies of this sort were lacking.
  - I am starting to realize there were specific strategies, just that I already use many of them. Maybe more advanced strategies.
  - Strategies - Proven ones, not just ones we brainstormed - from studies.
  - Working through the leadership action plan.

- **Communication Skills (2)**
  - Perhaps more on communicating with people who hold gender biases. How can we get our messages across when there are times we are viewed as important.
  - Talk more about how we can help the workplace accept our goals in being a leader. What we can say and communicate.

- **More about Building Confidence for women in the industry (2)**
  - Confidence- some sort of exercise that shows you how skilled you actually are

- **List of organizations focused on developing women in BC, what they do and why**

- **Although both women were great speakers (the guests), I don’t think they conveyed their leadership skills particularly well. Other than network and be open to opportunities. Would prefer more strategies from power women (for example: Eira Thomas)**

Participants were asked to share their comments on the Graphic Recording. Most were very positive.

**Participant Thoughts on the Graphic Recorder**

- **Positive (12)**
  - Excellent way to show what we talked about. Very dynamic! It shows the progress as we go. I would use it again.
  - Graphic recording is fabulous. She is great at catching the highlights.
  - Graphic recording was great! I kind of want her job!
  - Love the Graphic Recording. In today's world the infographic changes how you digest info. These will be great remainders on the messages of the day.
Fascinating way to capture some of what we spoke about-looking forward to receiving them later.

- I really enjoyed the graphics. Very useful visual aid that could be used more effectively.
- Really like the graphic recording. Very good idea! First time I have seen that!!
- Amazing and innovative. People seldom read into notes and these are some that I am looking forward to. Pictures help you remember.
- The graphic recording was very unique and colorful.

- Not as Positive (1)
  - The artist was amazing, but didn’t try really do anything for me other than give me that marker smell headache.

When asked for closing comments, participants indicated they felt this workshop was beneficial, inspiring, and confidence-building. They were thankful for the opportunity to participate:

- Positive (6)
  - This was the most valuable and engaging workshop I have ever attended. It was fun, interesting and felt engaged the whole time, brief breaks were useful.
  - Despite what my evaluation numbers may suggest, I think this is a very good intro course to give some strategies. I just think I’m a tough case (very low self-confidence) that a lot of the strategies are difficult to implement. I have a LONG way to go. This was a great first step.
  - I will recommend this workshop and would attend another session on a different topic.
  - Over all really, well done!
  - Refreshing and encouraging

- Other (2)
  - There was only one female engineer. Surely more representation would be possible.
  - Can you share the emails of our co-participants?

### 8.3 Pre & Post Efficacy Impact

Participants were asked to assess themselves on a Self-Efficacy Form of eight questions in the morning before the workshop began and again in the afternoon once it was completed. The first six questions were adapted from an Occupational Self-Efficacy Scale\(^3\), and the last two questions were added to assess specifics around careers in the mining industry. The rating was a five point scale from 1 (Completely Disagree) to 5 (Completely Agree).

---

The eight questions were:

a) I can remain calm when facing difficulties in my job because I can rely on my abilities
b) When I am confronted with a problem in my job, I can usually find several solutions
c) Whatever comes my way in my job, I can usually handle it
d) My past experiences in my job have prepared me well for my occupational future
e) I meet the goals that I set for myself in my job
f) I feel prepared for most of the demands in my job
g) I have access to career advancement opportunities
h) I feel satisfied in my job and intend to remain in the industry.

For the majority of every question, there was no change. The one which shows the most change (12.5% scored lower; 50% scored the same; 38% scored higher) was a) remaining calm when facing difficulties. The least change was c) whatever comes my way in my job I can usually handle it, with 83.3% staying the same and 8.3% moving one point up and one point down respectively. The final two questions on career advancement and job satisfaction in the industry showed some positive change.

The following graph shows all the changes from the pre to the post.
Diversity Awareness for Managers and Senior Leaders in the Mineral Exploration and Mining Sector

June 10, 2014 Workshop
Final Report

Explore for more BRITISH COLUMBIA
DIVERSITY WOMEN
Winsett Centre

Funding provided through the Canada-British Columbia Labour Market Development Agreement.
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1. Introduction

The Diversity Awareness for Managers and Senior Leaders Workshop was developed for the BC Mining HR Task Force: Exploration, Mining, Stone, Sand and Gravel, specifically the Explore for More BC – Diversity Women Subcommittee, by the Canadian Centre for Women in Science, Engineering, Trades and Technology (WinSETT Centre).¹

This workshop was designed with the aim to provide diversity awareness information to managers and leaders to support the career advancement and retention of qualified women within the BC Exploration and Mining Industry. The workshop was organized and hosted by the BC Mining HR Task Force on June 10, 2014 in Vancouver.

2. Acknowledgements

The WinSETT Centre thanks the Diversity Women Subcommittee for their input at each stage of this project. We especially acknowledge Courtney Hughes for supplying research documents and Jeanne Liu for professionally managing the organization of the event. The Task Force thanks the Mining Association of BC and the Association for Mineral Exploration BC for support throughout the project. The Task Force acknowledges the generous support from the Labour Market Development Agreement to develop and deliver this workshop.

¹ http://www.winsett.ca
Sixteen managers participated in the four hour workshop. Susan Hollett and Carolyn Emerson were the WinSETT Centre Facilitators and Avril Orloff, *Outside the Lines*, was the Graphic Recorder.

Participants were from a variety of backgrounds – some were employers of women in SETT in the Mining Industry and others worked with employers of women in SETT in various contractual capacities.

The agenda for the workshop included (all agenda items were led by the WinSETT Centre facilitators Susan Hollett and Carolyn Emerson unless otherwise noted in parentheses):

- Welcome from and Introduction to the Task Force (Lisa Blackham):
  - Overview of the Task Force including focus, purpose, partners, organizational structure and sources of funding.
  - Task Force goals for this workshop.
- Introduction to the WinSETT Centre and overview of workshop objectives
- Participants introduced themselves to the group, including: name, current position and organization, and what they hope to achieve in the workshop.
- Why the need for a Workshop on Gender Inclusive Workplaces? Overview of the business case for increasing the number of SETT women in leadership, including in the mining sector in BC; and Introduction to Gender Bias.
- Guest Speaker (Marcia Smith, Senior Vice President, Sustainability & External Affairs, Teck Resources Limited)
- Strategy Development for Retention and Advancement of Women
- Characteristics of an Inclusive Workplace
- Effective Tools to Measure Success
- Participants’ personal commitments, evaluation
- Next Steps (Task Force)
- Concluding comments

Each participant received a registration kit which included a participant workbook with slides and worksheets, WinSETT Centre information, the Business Case brochure, and two additional resources:

*Mining for Diversity – An Employer’s Guide to Attract, Recruit, and Retain a Diverse Workforce Kit*\(^2\); and *Welcoming Women into Science, Engineering, Trades and Technology Workplaces – A Checklist of Strategies*\(^3\).

This report is a summary of the interactive portions of the workshop, the pre-workshop survey and the workshop evaluation. The report was prepared by Susan Hollett, President, Hollett & Sons Inc.

\(^2\) Mining Industry Human Resources Council (2009)

3. Results of the Pre-Workshop Engagement Survey

Participants were invited to complete an engagement survey in advance of the workshop. The purpose of the survey was to get an appreciation of their current opinions regarding diversity initiatives at their organizations and women in SETT leadership, as well as their expectations of the workshop. Nine participants completed the survey.

Perspectives on Themselves and their Companies

Participants were asked whether they completely disagreed (1) or completely agreed (5) with the following statements. The statement with the highest level of agreement (mean score of 4.6/5) was “I like to hear about others' experiences on the workshop topic”. The statement with the lowest level of agreement (mean score of 1.9/5) was “My organization has formal policies and programs for retention and promotion of women in SETT”.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization has formal policies and programs for retention and promotion of women in SETT</td>
<td>1.9</td>
</tr>
<tr>
<td>I am knowledgeable about strategies for retention and promotion of women in SETT</td>
<td>2.2</td>
</tr>
<tr>
<td>My organization strongly supports the retention and promotion of women in SETT</td>
<td>2.8</td>
</tr>
<tr>
<td>I like to share my experiences on the workshop topic</td>
<td>3.4</td>
</tr>
<tr>
<td>There is a strong business case for the retention and promotion of women in SETT</td>
<td>4.0</td>
</tr>
<tr>
<td>Actions at my organizational level can make a difference to our retention and promotion of women in SETT</td>
<td>4.2</td>
</tr>
<tr>
<td>I like to hear about others' experiences on the workshop topic</td>
<td>4.6</td>
</tr>
</tbody>
</table>

Aspirations for the Workshop from the Survey

When asked what they hoped to get out of the workshop, respondents were interested in the following (multiple respondents in parentheses):

- Learn more about Retention and Promotion Strategies for women in SETT (x7)
  - Identify organizational strategies that can support the retention and career development of women in SETT
  - Increase understanding of issues being faced for retention and development of women in SETT organizations
  - To learn what general company standards are for gender and diversity hiring policies
  - To understand how the strategies for retention and promotion of women in SETT can be applied in a small company
• Share knowledge with others in the industry (x3)
  o I also want to be able to listen to others’ experience on the topic
  o Become more familiar with the terms and conditions of employment of women in SETT
• Better understand Diversity in the Workplace (x2)
  o Tools to engage the workforce to see that diversity, in any form, is beneficial

Importance of Workshop Objectives

While all of the workshop objectives were deemed important (all were scored at least 3.8/5), the most important objective was: “Increase awareness of the factors that influence the success of SETT women in their organisations” (4.7/5) while “Network with other managers of women in SETT” was rated the lowest of the objectives (3.8/5).

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network with other managers of women in SETT</td>
<td>3.8</td>
</tr>
<tr>
<td>Assess current workplace conditions for women in SETT</td>
<td>4.1</td>
</tr>
<tr>
<td>Share effective strategies to attract, retain, and advance talented women</td>
<td>4.3</td>
</tr>
<tr>
<td>Share effective tools to measure success</td>
<td>4.4</td>
</tr>
<tr>
<td>Increase awareness of the factors that influence the success of SETT women in their organisations</td>
<td>4.7</td>
</tr>
</tbody>
</table>

Programs/policies/activities of their organization (relating to Diversity)

Participants were asked to identify ways their organizations encouraged diversity:

• Career Planning support
  o Career advisor/career owner program
  o Career map and formal promotion cycle annually
  o Women are a separate discussion in succession planning to ensure that those that are identified as high performers have a career development plan
  o Traffic lighting assessments
• None/ Not Sure
  o We do not have gender specific policies or programs at this time
  o I'm really not sure what we do, although I'm sure we have lots.
• Other:
  o We measure our progress quarterly and share the stats with senior management and HR
  o Develop women in mining policies that will improve their careers
  o Offer GDBA/MBA courses, leadership courses - measure to ensure that the number of women in these courses is reflective of the overall female population
About Respondents

- 1 male and 8 females
- 3 in Exploration, 3 in Mining and 3 in Other
- 2 worked in orgs with fewer than <10 employees; 2 with 10 – 50 employees and 5 with 50+ employees
- There were a wide range of the number of women in SETT working in their organizations – from 0 – 700. (responses included: 700, 10, 0, 4, 4, 75, 0)

4. Participant Aspirations for the Workshop

At the Workshop (as part of their Introduction) participants were asked what they hoped to get out of the workshop. This is a summary of their responses (if mentioned more than once, total times is in parenthesis and the illustrative comments included in sub-bullets):

- Increase awareness of diversity initiatives of women in SETT (x7)
  - Learn more about attracting and retaining women
  - Better understand “Diversity”
  - What are the difficulties
  - Examine “Diversity”
  - Recognizing ALL the talent
  - Understand need for Measurement
- Learn about policies of other companies (x3)
  - Engage and hear new ideas
  - Increase practical ideas
- Learn more about women in the Mining Sector (x2)
  - Learn stats of the industry
- Network (x2)
  - Industry Connections
5. The Business Case for Gender Diversity and Introduction to Gender Bias

The Graphic Recorder captured the highlights of the presentation
As part of this discussion, participants were challenged to describe the challenges women face staying in SETT organizations.
6. Guest Speaker
Marcia Smith, Senior Vice President, Sustainability & External Affairs, Teck Resources Limited addressed the group. The Graphic Recorder captured the highlights of the presentation –

Carolyn Emerson, Susan Hollett, Guest Speaker Marcia Smith, Lynn McIlwee
7. Strategy Development for Retention and Advancement of Women

Participants were asked to consider the reasons women leave the industry and to develop strategies to address these reasons, focusing on the question: “what will it take to make a difference in retention and promotion?” The top reasons women leave the SETT workplace were aggregated into three separate working tables:

**Group 1 Work/Family Balance Challenges**
- Difficulty accommodating work and home life
- Work in the field

**Group 2 Career Progression Challenges**
- Insufficient professional /career development and advancement opportunities
- Absence of mentors and role models in senior roles
- Exclusion from important informal networks

**Group 3 Unsupportive Workplace Culture**
- Informal culture, particularly in the field
- Implicit bias; perceptions; stereotypes
- Wage gap with male counterparts
- Employer doesn’t recognize the barriers

Participants were asked to join the group discussion that interested them the most. No one selected “Group 1 Work/Family Balance Challenges”. The following is a summary of their strategies in the two groups.

**Career Progression Challenges**
- Evaluating how we “recognize” individuals
- Education on awareness and inclusion
- Being aware of my culture and your culture
- Mentorship program within the organization
- Senior women inspiring
- More research resulting in strategies (where women go, etc.)

**Unsupportive Workplace Cultures**
- Skilling managers
- Diversity Training
- Identify “flight risks”
- Values (accountability)
- Exit Interviews
- Approachable management (field)
8. Workshop Impact

8.1 One Thing Participants Will do Different as a Result of the Workshop

Participants were asked to share what the immediate impact of the workshop was: “Name one thing you will do differently as a result of today”:

- Encourage and develop change at their organization (x8)
  - Be a role model
  - Offer more management training on Diversity and Inclusiveness
  - Start to orient project managers and salespeople on women in SETT
  - Will be part of changes in policy at our company
  - Encourage women to do the perceived “boy” jobs
  - Look at our Key Performance Indicators and set targets
  - Add accountability to our processes at work
  - Help women build their confidence

- Better understand Gender Inclusiveness (x4)
  - Read/watch references provided by the workshop
  - Better understanding of the impact of diversity
  - Increase my understanding of how women approach challenges
  - Help people understand Gender Bias

- Challenge my assumptions and biases (x2)
  - Increase awareness of my biases (unconscious)
  - Do Harvard Implicit Assumption Test

- Change Recruitment processes (x2)
  - Stop writing “Ideal” candidate on job ads
  - Include “collaborative” on applications

8.2 Workshop Evaluation

The evaluation was completed by participants at the end of the workshop. 15 evaluations were received.

Quantitative results are presented as counts (vs. percentages) with the mean and are organized in tables from lowest to highest mean. Qualitative results have been stripped of any identifying information and paraphrased. They are then organized and aggregated into themes. The
number in parenthesis after each theme represents the number of mentions of that theme. If there is no number, there were no other similar results.

Workshop Goals

When asked whether the workshop accomplished its goals (1 being no and 5 being yes), most participants identified “Shared effective strategies to retain and advance talented women” as the highest (4.5/5 mean score). “Assessed your current workplace conditions for women in SETT” and “Shared effective tools to measure success” were rated the lowest (although still high) at (3.9/5).

<table>
<thead>
<tr>
<th>Workshop Goal</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessed your current workplace conditions for women in SETT</td>
<td>3.9</td>
</tr>
<tr>
<td>Shared effective tools to measure success</td>
<td>3.9</td>
</tr>
<tr>
<td>Networked with other managers of women in SETT</td>
<td>4.3</td>
</tr>
<tr>
<td>Increased your awareness of the factors that influence the success of SETT women in your organization</td>
<td>4.4</td>
</tr>
<tr>
<td>Shared effective strategies to retain and advance talented women</td>
<td>4.5</td>
</tr>
</tbody>
</table>

Was the Facilitation Effective?

100% of participants thought the facilitators were effective in the delivery of the workshop.

Most Useful Aspects of the Workshop

The most useful aspects of the workshop for participants were:

- Great speaker (8)
  - Marcia was inspirational.
  - Marcia gave a fantastic presentation.
  - The guest speaker was awesome and her messaging complemented and engaged the points made throughout the workshop.
- Group breakouts and sharing (6)
  - Group work discussions, it’s been really great hearing about others’ stories, advice, etc.
  - The opportunity to engage and meet new people in the mining sector.
- Content & Materials (5)
  - Review the status and statistics about the systemic biases that are in place like the job postings and recruitment process in place that exclude women
  - Resources and workbook
  - Being shown the statistics of the value of the women in the workplace and upper management.
Moving towards shared solutions
- The tools and resources provided and the stats
- Facilitator (2)
  - Susan did an amazing job on keeping us on track! I can see that a less effective facilitator would have lost the schedule.
  - Female lead
- Realize the plans of our company may need work
- All of it

**Least Useful Aspects of the Workshop**

When asked about the least useful aspects of the workshop, seven participants added comments. These included:

- All good and helpful (4)
- Measurement Tools (2)
  - Hoped to get more specific on KPIs and why measure.
  - The measurement tools, workshop seemed rushed at the end.
- Chairs without wheels (I am serious) were very uncomfortable.

Participants were asked what other topics they would like to have included (or emphasized more). Their responses focused on wanting more specific strategies discussed and developed. Most participants did not respond to this question.

- More time on developing strategies (4)
  - Perhaps more detail on “how to”
  - More on retention - what are companies actually doing (Marcia's ideas and comments were excellent).
  - Setting of KPIs for own organization
  - More work on developing strategies
- No Suggested Improvements (2)
  - No, well done and organized
  - None I can think of
- Perhaps a presentation or discussion regarding male perspectives on some of the issues, to help break down barriers
- Probably just more time, a lot of ground to cover
- Career Development Workshop included topics of values and vision which had a huge impact on me. I think it could have been included in the Diversity Awareness Workshop as it feeds into inclusion and diversity awareness.
As final comments, participants were asked to comment on the Workshop overall, the Impact of the Graphic Recorder and the length of time of the Workshop.

**Workshop Overall**

- Facilitators were engaging, allowed for input and questions.
- Great to network, meet HR people in industry.
- The workshop exceeded my expectation and it will be very helpful to build my career in the mining industry.
- May be some more activities to recognize what some of the systemic biases that are in the organization and what we can do to make our guidelines or processes infusive.
- Connect to “Success @ YWCA”

**Impact of Graphic Recorder**

- Positive (12)
  - It was amazing to see how she captured the major points of the workshop. It is a different approach to leave the place with information in our mind.
  - She is amazing! Loved it!
  - A great summary and reminder of what was covered during the session.
  - It’s awesome! Wish there were more like her.
  - Great! Very impressive. Enjoyed it very much. Great idea.
  - Look forward to having more time to look over them.
  - Loved artistic work, fantastic method for exec summary.
  - I look forward for seeing the creative and energetic visual summary of the workshop.
- Less positive (1)
  - Nice but not at all in my learning style, I know I will never refer to it (but it was fun to watch).

**Length of Workshop (Timing)**

- ½ day is the appropriate timing (6)
  - The timing and flow of workshop was perfect.
  - Not everyone can commit due to busy schedules.
  - Regarding timing, it was good and the networking afterwards will encourage networking and sharing.
  - Half day is good as it accommodates the busy schedule!
- More Time would have been desirable (3)
  - Really engaged, could have included more time to develop strategies.
o I would have liked the workshop to be a full day. There was a lot more, I could have discussed with this particular group of individuals.
o Full day with more time for group discussion, small discussion, networking.

8.3 Pre & Post Self-Assessments of Diversity Awareness
Participants were asked to assess themselves on eight statements in the morning, before the workshop began and again in the afternoon once it was completed. The rating was a ten point scale from 1 (Completely Disagree) to 10 (Completely Agree).

The eight statements were:
1. I have a high level of awareness of the components of Gender Diversity in the Mining Sector.
2. The experiences of women becoming leaders in the mining sector are different than those of men.
3. There are financial benefits to having more women in leadership positions in a company.
4. There are organizational benefits to having more women in leadership positions in a company.
5. There are governance benefits to having more women in leadership positions in a company.
6. Gender diversity makes an organization more innovative.
7. The impact of gender diversity can be measured.
8. Metrics are a necessary element to validate that a gender diversity strategy contributes to an organizational competitive advantage.

For four statements, the majority of participants showed no change in their assessment before and after the workshop. These questions were:
- There are financial benefits to having more women in leadership positions in a company.
- There are organizational benefits to having more women in leadership positions in a company.
- There are governance benefits to having more women in leadership positions in a company.
- Gender diversity makes an organization more innovative.

Moderate change was recorded in these statements:
- The experiences of women becoming leaders in the mining sector are different than those of men.
- The impact of gender diversity can be measured.
The most change was recorded in these statements:

- I have a high level of awareness of the components of Gender Diversity in the Mining Sector.
- Metrics are a necessary element to validate that a gender diversity strategy contributes to an organizational competitive advantage.

Results of Pre- and Post-Assessments of Diversity Awareness
(Number of Responses on the Y axis and Amount of Change on the X)

Task Force Members Lisa Blackham, Lynn McIlwee, Courtnay Hughes