

# TMG

MINING PROJECTS MANAGEMENT

BUSINESS GUIDE

## Managing the Mining Industry Talent Stream

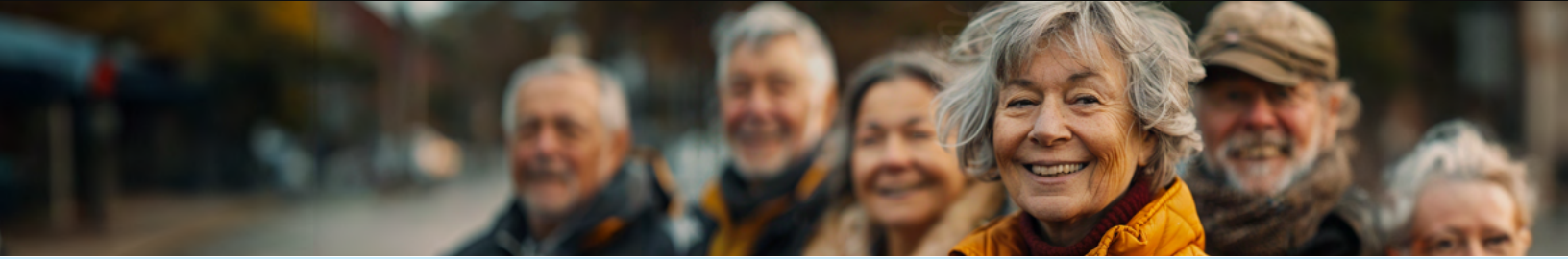
Solving for the Impending & Potentially Disastrous Talent Gap

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### **Lack of Access to Talent When Needed**

The mining industry is grappling with a significant challenge: a shortage of skilled workers when they are most needed. With many experienced professionals nearing retirement—often called the “Gray Tsunami”—and not enough new talent coming in and being retained, the industry faces a critical talent gap. This problem is made worse by the market’s cyclical nature, which leads to repeated and severe shortages. The industry needs innovative solutions to overcome these obstacles and keep productivity and growth on track.





## The Gray Tsunami

One of the main challenges in the mining industry is the so-called "Gray Tsunami." This term refers to the wave of retirements among older, experienced professionals who have spent decades in management positions within the industry. As these seasoned workers leave, they create a significant gap in leadership and expertise. This loss is especially troubling for an industry that depends on its deep knowledge and experience to effectively manage complex operations and projects.

## Declining Interest Among Younger Generations

Adding to the problem is the declining interest in mining careers among younger generations. Often seen as less glamorous and more physically demanding than other career paths while offering less stability and life balance—the mining industry struggles to attract new talent. This lack of interest has created a widening gap between the need for skilled professionals and the available supply, making it increasingly difficult for companies to maintain a workforce capable of sustaining operations and driving innovation.

Several factors contribute to this decline in interest. First, many young people are deterred by the hardships of remote living and fly-in/fly-out based positions. The remote locations and transient nature of mining jobs make them less appealing to those seeking stability and a balanced lifestyle. Second, the growing emphasis on technology and digital skills in other industries has diverted talent away from traditional sectors like mining.

## Cyclical Market Pressures

The talent shortage in the mining industry is made even more challenging by the market's cyclical nature. When prices are high and growth activities surge, the demand for experienced personnel skyrockets, leading to fierce competition among companies. This drives up wages and makes it even harder to secure the necessary talent. On the flip side, companies often lay off newly trained workers during market downturns to cut costs, creating a revolving door effect where talent is continuously lost and rarely retained long-term.

This cycle of hiring and firing not only disrupts individuals' career progression but also weakens the industry's overall talent pool. The instability caused by these market fluctuations discourages long-term career commitments, making the mining sector even less attractive to potential new entrants. Since most of the technical skills gained in a mining setting are transferrable to many other heavy industrial fields, the personnel who leave the sector rarely return and seek to make their careers in a more stable and equally lucrative sector.



## Strategies for Addressing the Talent Shortage

The most successful mining companies increasingly adopt innovative strategies to tackle these challenges. One popular approach—based on quantifiable outcomes—is using external mining project management experts who can provide critical support and expertise. This model enables companies to access top-tier talent and the required bodies to execute the scope without the overhead costs of maintaining a large, permanent workforce. It also offers the flexibility to adjust staffing levels in response to market conditions, enhancing efficiency and reducing financial risk.

## How TMG is Solving the Talent Challenge for Mining Companies

In response to these industry challenges, TMG has launched its "Mining Talent Solutions" initiative, offering a comprehensive approach to address mining companies' immediate and long-term needs. This initiative includes services designed to mitigate the talent shortage and ensure project success. TMG's expertise covers project execution support, risk management, engineering integration, and effective governance, all tailored specifically for the mining industry.

More so, TMG provides end-to-end support from project initiation to completion, ensuring mine owners receive comprehensive assistance throughout the project's lifecycle. With experienced experts on board, TMG offers solutions to common capital project challenges, enhancing efficiency and project controls.

The company brings a wealth of knowledge from diverse projects, enabling precise navigation through the complexities of the mining industry—excelling in managing project uncertainties by proactively identifying issues and implementing mitigation strategies. This strategic approach unifies consultants, suppliers, and contractors, maintaining consistent standards and achieving project goals.

With a strong emphasis on governance, TMG ensures team alignment and seamless communication for mine owners and executives. Their support in project recovery and revitalization focuses on successful execution, ensuring projects are completed on time and within budget.



## Solving Unique Challenges: Addressing the How & Why

TMG's services are crafted to support executive teams throughout every project phase, ensuring smooth operations and successful outcomes. With expertise in project controls monitoring and reporting, TMG quickly identifies and resolves schedule or cost issues, keeping projects on track. Their advanced tracking tools streamline performance monitoring for on-site and off-site teams, while regular project audits ensure alignment with goals at each stage.

Innovative technology and mining strategies are at the heart of TMG's approach, ensuring projects remain cutting-edge. Technical reviews guarantee that designs meet rigorous standards, and engineering oversight maintains consistent quality across all disciplines. Steering committees are established to protect owners' interests, providing essential governance throughout the project's lifespan. On-site construction activities are closely monitored to ensure quality and progress.

To bolster the Owner's Team, TMG supplies technical experts who oversee comprehensive project management. They develop clear project organization charts and define roles and responsibilities to ensure seamless execution. Effective communication between on-site and off-site teams is prioritized, and integrated schedules manage project scope efficiently. Collaborating with Owner's Accounting, TMG also implements robust cost control measures, tracking progress through Earned Value Management.

Regarding engineering oversight, TMG offers technical assistance to align consultant work with project objectives. TMG optimizes design within acceptable risk levels by evaluating project threats and opportunities. They verify CAPEX and OPEX items through thorough benchmarking and supporting data and conduct site visits for firsthand assessments of progress and risks.

During the construction phase, TMG ensures projects meet high-quality and safety standards while adhering to the original design intent. They conduct constructability reviews, optimize design, and evaluate construction readiness, including contractor planning and safety programs. Execution plans and reporting standards are tailored to site needs, and comprehensive health and safety programs are developed. TMG also manages logistics and material preservation, provides quality management services, and oversees contractor performance.

TMG's support extends to operational readiness and commissioning, ensuring a smooth transition from project completion through to ongoing operations. They conduct operational readiness assessments, tailor commissioning execution plans and startup sequencing, embed subject matter experts to bridge communication gaps, and execute all aspects of the plans on behalf of the Owner. Effective contractor resourcing and pre-operational verification are essential, along with thorough management of punch lists and system turnover.

TMG fosters a culture of continuous improvement through its specialized programs and all ongoing sustaining capital projects on site. They define scopes for enhancements in mining, process recovery, and mine-to-mill integration and geo-metallurgy programs, conduct site assessments, and engage with site operations to brainstorm and implement improvement initiatives. This comprehensive approach ensures ongoing operational success and innovation.

## The Path Forward

It's evident that the impending "Gray Tsunami," paired with the declining ability to attract and retain younger generations, is already leading to repeated and severe talent shortages, as seen during the last super-cycle. As such, the mining sector is adopting solutions to navigate these challenges and sustain productivity and growth.

Overall, TMG stands out as the company capable of efficiently solving these challenges. With its comprehensive suite of services and expertise, TMG has made its reputation at the forefront for supporting the vast majority of major mining companies across the globe. By leveraging its innovative strategies and deep industry knowledge, TMG ensures that mining operations continue to thrive, overcome obstacles, and drive forward with resilience and innovation.

### Engage with a TMG Professional Today

Don't let talent shortages hold your mining operations back. Connect with a TMG professional today to discover how our tailored solutions can address your unique challenges and propel your projects toward success. Reach out now and secure the expertise you need to stay ahead in the mining industry.

**SPEAK WITH AN EXPERT**

