Survey of Aboriginal Former Employees and Trainees of Argyle Diamond Mine

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Research Team

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ABBREVIATIONS

ADM  Argyle Diamond Mine
APA  Argyle Participation Agreement
CAMS  Contracts and Management Services
CDEP  Community Development and Employment Projects
CSRM  Centre for Social Responsibility in Mining
CRWR  Community Relations and Work Readiness
EK  East Kimberley
HR  Human Resources
TAFE  Technical and Further Education

GLOSSARY OF TERMS

Aboriginal/Indigenous

The words Aboriginal and Indigenous have been used interchangeably in this report and as a mark of respect we have capitalised all terms. For the purposes of this report the term ‘Aboriginal/Indigenous’ employees and apprentices and trainees refer to people of the Argyle mining lease area in the East Kimberley (EK) region.

AK1 Pit

The mineral ore body from which Argyle extracts its diamond bearing ore.

Sample Group

The term “sample group” refers to all Aboriginal former employees, apprentices and trainees recorded in Argyle’s employment and training databases who met the selection criteria for the study.

Respondents

Respondents are people who completed the survey.

Survey

A survey is a set of structured questions to collect information from a number of people. It can include closed and open-ended questions. Closed questions ask respondents to select their answer from a pre-determined set of answers. Open-ended questions ask respondents to provide their own answers.

Human capital

The stock of knowledge and skill, embodied in an individual as a result of education, training, and experience, that makes them more productive.
ACKNOWLEDGEMENTS

This research project was funded by Argyle Diamond Mine (ADM).

This report is the outcome of a joint research project between Argyle Diamond’s Community Relations and Work Readiness (CRWR) department and the Centre for Social Responsibility in Mining (CSRM), University of Queensland. We would like to thank all CRWR Support staff for their contributions to this study, plus ADM’s General Manager for Human Resources, Alan Tietzel; Manager for Community Relations and Work Readiness, Tim O’Neil; and Superintendent Community Relations and Work Readiness, Ray Chamberlain. Thanks are also due to Sokar Phillpot and Tian Zhang of CSRM for their assistance in data entry and initial data analysis for this study.
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PREAMBLE

This report documents a study of Aboriginal employees, apprentices and trainees who were formerly associated with Argyle Diamond Mine (ADM). Two main objectives of the study were to: (1) collect information about what the former employees, apprentices and trainees have been doing since leaving Argyle, and (2) use this information to assess the effectiveness of Argyle’s training program to the development of human capital in the East Kimberley region.

The findings and views expressed in this report not necessarily applicable to the existing employees, trainees and apprentices of Argyle.
EXECUTIVE SUMMARY

This report documents a study of local Aboriginal people who were formerly associated with Argyle Diamond Mine (ADM) either as apprentices or trainees. The project was a joint initiative between Argyle Diamond’s Community Relations and Work Readiness (CRWR) department, and the Centre for Social Responsibility in Mining (CSRM)\(^1\) of the University of Queensland. Funding for the study was provided by ADM.

Objectives

The specific aims of this project were to:

- collect information about what the former employees (apprentices and trainees) have been doing since leaving Argyle;
- use this information to assess the effectiveness of training programs and to track their contribution to the development of human capital in the region; and
- make recommendations, based on the findings, to assist in the design of workplace retention strategies.

How the research was conducted

Argyle’s CRWR support staff compiled from their records a list of employees and apprentices and trainees who:

- were local Aboriginal people at the time of recruitment;
- were employed and/or trained by Argyle; and
- had left Argyle on their own accord, either through resignation or ‘abandonment’, within the last three years.

A total of 110 former employees met the above criteria. Of these 110 people, 66 were successfully contacted and agreed to take part in a structured survey (Annex 1), representing a 60 percent response rate.

The survey contained questions about the respondent’s demographic details, employment experiences and working conditions at Argyle, reasons for leaving Argyle, the respondent’s post-Argyle employment record and whether they would like to return to Argyle, and what they thought might make Argyle a more attractive place to work for local Aboriginal people.

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\(^1\) A research centre within the Sustainable Minerals Institute at the University of Queensland
Key Findings

1. **Participant profile**

   Around three-quarters of the respondents (76%) were in the 18-34 years age bracket. Males accounted for 73 per cent of the respondents as compared to 27 per cent who were females.

   Of the survey respondents, 45 (68%) of them had worked as direct employees at Argyle. Another 21 (32%) of them had worked as apprentices and trainees.

   The largest native title group represented was Gija/Kija, who accounted for 21 per cent of respondents. Another 21 per cent had no identifiable native title ties.

2. **Employment at Argyle**

   Sixty-two percent of the respondents had entered the Argyle workforce by completing a recruitment workshop; the balance (38%) were recruited through direct entry (e.g., by responding to an advertisement). The most commonly held position was ‘truck driver/plant operator’ (41%).

   Forty-seven percent had worked at Argyle for 2 years or more; 23 percent had worked for 1 to 2 years; and 30 percent had worked for one year or less.

   Two thirds (68%) had worked in only one position in their time at Argyle; most of the remainder had held two positions.

   The most common area in which respondents worked was AK1 Pit (46%). All respondents had worked full-time, with sixty percent working on a ‘two weeks on and two weeks off’ (2/2) basis. Just under half of the group (44%) had worked night shifts.

3. **Argyle’s contribution to Human Capital Development**

   There is persuasive evidence that the majority of the sample had benefited from working at ADM.

   - Most (80%) thought that the skills or experience they acquired at Argyle helped them to find other work.

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² Aboriginal or Torres Strait Islander people who do not have traditional ties to the country upon which the mine is located. These people have usually moved to the region from other parts of Australia.
• Around three quarters of the sample (73%) were in regular employment at the time the survey was conducted. Of those who were employed, 41 per cent were working elsewhere in the mining industry and most of the remainder were in clerical/sales, professional and trade positions. Only 18 per cent of the respondents were on CDEP.

• Of those who had been trainees and apprentices at Argyle, 58 per cent were now in regular employment. 43 per cent of this group had workforce experience (other than CDEP) before joining Argyle, mostly in low paid, temporary positions.

• Almost all (93%) of the regular employees who had left Argyle were working in a regular job elsewhere at the time the survey was conducted. Of them 41 per cent were working in the mining sector.

4. Mobility Patterns

Of the survey participants 60 (91%) resided in towns or communities in the Kimberley region when they started work at Argyle. By the time the survey was undertaken, 16 (24%) had left the Kimberley region. The main destinations were Perth, Darwin, Port Hedland, and Kalgoorlie.

The two main reasons for moving were ‘continuing work for the mining industry’ and ‘family reasons’.

5. Positive and negative aspects of working at Argyle

Most respondents indicated that, on balance, working at Argyle had been a positive experience.

The most commonly identified positive aspects of working at the mine were: learning new skills, meeting new people, and Argyle’s on site services and facilities.

The most commonly cited negative aspects were: high commuting expenses to travel to and from work, problems with management, and workplace related tensions.

Respondents were also asked to rate various aspects of working at Argyle on a scale of one to five. ‘Recreational activities’, ‘standard of accommodation and living’, ‘working in a multicultural environment’, and ‘relationship with fellow workers’ were the most highly rated work aspects. ‘Career development planning’, ‘living away from home’, and ‘supervisors in workplace’ received the least favourable ratings.

Fifteen percent of respondents said that there was nothing they disliked about their job at Argyle.
The great majority of respondents (94%) agreed that the Community Relations and Work Readiness (CRWR) department was helpful to them during their work at Argyle.

6. **Maintaining contact with partner/family members**

Most respondents (78%) said that they had not experienced any difficulties in maintaining contact with partner/family members while they were working at Argyle. The 22 percent who reported having experienced difficulties mainly cited perceived work pressure at the mine and the lack of communication opportunities.

7. **Reasons for leaving Argyle employment**

The most commonly cited reasons for leaving Argyle were: family reasons, high commuting expenses, lack of cultural awareness by managers/other employees, personnel management issues, and lack of career development prospects.

Female respondents indicated that the roster structure, family reasons, lack of communication and discrimination were the main reasons why they left Argyle. Male respondents cited high commuting expenses, personal reasons, training, career change, family reasons and the roster structure.

Many suggestions were provided on how Argyle could improve the retention of local Aboriginal employees. The most commonly cited suggestions were:

i. implementing culturally appropriate and family friendly employment practices, such as by:
   - improving cross-cultural awareness, and
   - arranging family visits on site (e.g., during school holidays).

ii. improving on-site facilities and services, such as:
   - providing communication and management support, and
   - removing the pub from the mine area.

iii. improving human resource development practices, such as:
    - communication training for supervisors
    - changing truck driver assessment
    - more accredited training
    - speaking to school children about mining careers.

8. **Interest in returning to work at ADM**

Nearly all of the survey participants (96%) indicated that they were interested in returning to work at Argyle, subject to certain conditions being met (such as a suitable job being available and paid travel to and from work).
9. **Suggested actions**

**Monitoring and reporting**

To enable ongoing tracking and reporting of the mine’s contribution to the development of human capital in the region, ADM should consider implementing processes for recording on a routine basis:

- the pre-ADM employment status of Indigenous recruits (e.g. were they previously on CDEP or were they already in regular employment?)
- where Indigenous employees go to when they leave ADM (this could be done via exit surveys or by making follow-up contacts).

Consideration should also be given to repeating this survey on a regular basis: say, every two years.

**Increasing Retention**

Based on the findings of the survey, actions that ADM could take to increase retention of Indigenous employees include:

1. *Address the issue of some employees from some communities needing to travel to and from Argyle at their own expense.* (It is understood that some action has already been taken on this front.)

2. *Investigate opportunities to implement more ‘family friendly’ working arrangements.* Personal and family reasons were the most common reason that people gave for ceasing employment at ADM. While some of these factors (e.g. death or illness) are beyond the control of management, there may be ways of ameliorating their impact. These include:
   - Shorter rosters
   - allowing leave of absence for employees experiencing family difficulties
   - improving communication facilities at the mine (e.g. provision for video conferencing with family members)
   - facilitating family visits to the mine site during school holidays

3. *Ensure that supervisors and managers are trained in cross-cultural communication skills and effective supervision.* ‘Problems with management’ and ‘workplace related tensions’ were the most frequently identified negative aspects of working at Argyle. ¾

4. *Provide appropriate support for career development and planning.* Several respondents cited the lack of career development and prospects as the
main reason why they had left Argyle. The CRWR department and HR department could assist in this regard by organising career development and planning workshops/seminars and providing effective mentoring support.

5. **Seek out opportunities to re-hire former employees.** The high level of interest amongst respondents in coming back to work at Argyle (96%) indicates that former employees can potentially form a useful labour pool for Argyle. The challenge for Argyle is to find better ways of accessing this pool. This could involve, for example, encouraging suitable former employees to reapply for positions and providing certificates of appreciation when employees leave. 10 re-hired

6. **Follow up on respondents’ suggestions to improve retention rates.** Many respondents provided suggestions as to how Argyle could improve the retention rates of local Aboriginal employees. While not all of these suggestions may be practical, they should be seen as valuable data.

**Building skills and employability of trainees and apprentices**

In partnership with other regional institutions, such as TAFE, Argyle could arrange nationally accredited in-house training for its trainees and apprentices to help them develop skills and employability. Possible areas of focus could include:

- training in effective communication skills
- training in internet and computer skills
INTRODUCTION

Argyle Diamond Mine (ADM) is located in the remote East Kimberley region of Western Australia, upstream from Lake Argyle (see Figure 1). The company currently employs approximately 773 people, of whom 187 (24\%) are Indigenous\(^3\). Argyle commenced mining its main ore body in 1985, and has since produced more than 600 million carats of diamonds, ranging from gem quality to near gem and industrial diamonds. More than 90 per cent of Argyle's diamonds are destined for the jewellery industry.

Figure 1: Location of Argyle Diamond Mine

This generalized sketch map shows the locations of kimberlites, lamproites, and diamond occurrences in the Kimberley craton region of Western Australia. The Argyle mine is situated east of the Kimberley craton, near the eastern margin of the Halls Creek Mobile Zone. The first Australian diamonds were found by gold prospectors in alluvial deposits near Nullagine (see inset) in 1895.

Source: Argyle Diamonds (www.argylediamonds.com.au)

Argyle has a strong emphasis on regional sustainability, creating local employment and training opportunities in the East Kimberley region. Argyle, through its sustainability mandate, is engaged in many activities across the East Kimberley and elsewhere to develop the region both as a workforce, and as a way to leave in-perpetuity assets (Hammond et al., 2005). The company is well placed, as a major player in the region, to help build a robust economy and community that will endure well beyond the life of the mine (Argyle Diamonds – Communities & Environment 2005).

To do this, Argyle is building regional partnerships with businesses and organisations throughout the region, helping to develop their capacity to

\(^3\) Personal communication to Alan Tietzel, Manager for Community Relations and Work Readiness department of Argyle Diamond Mine (September 2007)
effect change over time. Argyle also has a policy of “Operating Locally” and, through its localisation policy, is working to improve the skills of the workforce and increasing the participation of Aboriginal people in the regional economy.

A recent key development is the Argyle Participation Agreement (APA) which was registered as an Indigenous Land Use Agreement (ILUA) under the Native Title Act in April 2005. This agreement between Local Aboriginal Traditional Land Owners and Argyle Diamonds maps out a shared vision of regional development. The agreement also recognises the need to create opportunities for Indigenous people in the areas of education, employment, training and business development.

Identifying what has happened to Indigenous employees and Apprentices and Trainees after they leave ADM – and understanding why they leave - is important for the following reasons:

- In order for ADM to show that it is contributing to the development of human capital amongst Indigenous people living in the Kimberley, there needs to be evidence that people who obtain employment at ADM acquire new skills and are able to transfer these skills to other work contexts.

- A landmark agreement with the Department of Employment and Workplace Relations has seen Argyle host 150 Apprenticeships and Traineeships for East Kimberley Indigenous people over the last five years. To continue to achieve the goals and objectives of this endeavour, it is important for Argyle to better understand the effectiveness of its existing training programs.

- It will not be possible to achieve sustained growth in Indigenous employment at ADM without effectively managing employee retention.

- Identifying and addressing the factors that may contribute to employee turnover will also help to make Argyle a more attractive place for local Aboriginal people to work, which in turn, would facilitate further Aboriginal recruitment.

In recognition of the importance of these issues, Argyle commissioned CSRM to conduct a survey of Indigenous former employees of ADM (including, but not restricted to, trainees and apprentices).

A key aspect of this project was that a Traineeship Supervisor of Argyle Diamond’s Community Relations and Work Readiness (CRWR) department
was actively involved in collecting field data, interpreting results of this survey and report writing for this project.

CSRM has already completed a similar study for Century Mine (see, Barker and Brereton 2005), although the focus of that study was primarily on former employees rather than trainees. With the exception of this study, little research has been undertaken to understand retention issues, or the long-term employment outcomes of both Indigenous employees and Apprentices and Trainees in the minerals industry. Given the increasing focus in the minerals industry on improving Indigenous employment, the results of this study should also have broader application within the industry.

Aims of the Study

Specific project aims were to:

- collect information about what the former employees (apprentices and trainees) have been doing since leaving Argyle;
- use this information to assess the effectiveness of training programs and to track their contribution to the development of human capital in the region; and
- make recommendations, based on the findings, to assist in the design of workplace retention strategies.

Structure of the Report

This report is set out in three sections. The first section discusses the methodology, the way in which people were chosen for the study (participant selection), how they were surveyed and how their answers were brought together. The second section describes the outcomes from the survey and interviews, and reports the outcomes. A selection of respondents’ remarks has also been included to provide context. The third section summarises the main findings of the surveys, discusses the implications for policy and practice and makes recommendations where appropriate. Issues requiring further research are also identified.
SECTION 1: HOW THE STUDY WAS CONDUCTED

This section of the report describes the study participants, how they were selected, and the design, implementation and analysis of the survey.

Participants in the Study

Past employees were selected from the Argyle employment and training databases on the basis that they:

- were former employees of Argyle
- were employed by either Argyle/Kimberley Group Training or one of the contractors, or were apprentices/trainees; and
- had ceased employment at Argyle on their own accord, either through resignation or ‘abandonment’ some time between 01/01/2004 and 31/10/2006.

Information Sources

Information was obtained from the following two sources:

1. Argyle HR and Training databases: The information extracted from the database included:
   - employee/trainee name
   - Indigenous status
   - town of residence, ‘moved to’, ‘move date’
   - Native Title status
   - gender
   - previous employer
   - host employer
   - reporting department
   - previous position, type and classification
   - start and finish date for previous positions
   - length of service.

2. Survey responses: The survey contained both closed and open-ended questions. The people who met the selection criteria and who agreed to complete the survey are referred to as ‘respondents’ in the report.

Survey Design

CSRM drafted a survey containing a number of closed and open-ended questions. The closed questions required respondents to select their answer from a pre-determined set of options and open-ended questions allowed
respondents to provide their own answers. The final survey (refer to Annex 1) consisted of five distinct sections:

- **Part 1: General Information**
  To obtain a demographic profile, respondents were asked their gender, age group, Native Title group, marital status, and family status. In order to assess their movement patterns while employed at Argyle, respondents were also asked about their current place of residence and the communities where they had lived at the start and end of their employment period.

- **Part 2: Employment at Argyle**
  To identify variations in employment, respondents were asked about the number of jobs they had held at Argyle and what their length of service was. In addition, information was sought about their last position at Argyle, and their reasons for leaving work.

- **Part 3: Working Conditions**
  To determine the working conditions of respondents in their last job at Argyle, questions were asked about their roster pattern and shift lengths. This section also included some questions about levels of satisfaction with a range of work aspects. Respondents were asked to indicate their answer on a 5-point scale of facial expressions ranging from very unhappy to very happy:

  ![Facial Expressions](image)

  Sad or smiling faces were used as they are universally understood and therefore generalisable across cultures (Ekman, 1971).

- **Part 4: Post-Argyle Employment**
  To obtain information on the long-term employment outcomes of former local Aboriginal employees, respondents were asked if they were currently working, what work experience they had had since leaving Argyle, whether they thought their employment experience at Argyle was helpful in obtaining other work, and whether they would be interested in coming back to work at Argyle.

- **Part 5: Additional Comments**
  This section was open ended to provide respondents with an opportunity to provide suggestions on how Argyle could improve retention of local Aboriginal employees.

**Administering the Survey**

The survey was administered by Grant Bobongie, ADM’s Traineeship Supervisor for the Community Relations and Work Readiness department.
CSRM developed a survey which outlined the procedures for contacting potential participants, arranging interviews and ensuring informed consent. This survey also included guidelines for asking questions, reporting answers (including the need to maintain the anonymity of respondents) and returning surveys.

**Data Analysis**

Completed surveys were returned to ADM’s Community Relations and Work Readiness Office in sealed envelopes and stored in a secure area until forwarded to CSRM for analysis.

Closed responses were entered into SPSS (Statistical Package for the Social Sciences v13). Data were analysed to obtain basic frequencies, compare responses between groups and explore relationships between variables. Open-ended responses were entered into Microsoft Word and grouped according to themes, in consultation with Grant Bobongie, ADM’s Traineeship Supervisor. A selection of respondents’ remarks was extracted from the survey forms to give context to the results. Slight modifications have been made to retain anonymity where necessary, and these are denoted by a ‘[ ]’ or ‘…’.

There were some methodological limitations which emerged through the project and these need to be considered when interpreting the results:

- The respondents were chosen on the basis of availability. This may mean that the answers provided by these respondents may not have been fully representative of the total population.
- It is possible that people who were unhappy with how they had been treated at Argyle were less inclined to participate in the study, in which case the survey may have overstated the extent to which people were positive about their employment experience at Argyle.
- Some of the answers to the open-ended questions were not clear, especially for the self-administered surveys, suggesting that some respondents may have misunderstood certain questions, or found it difficult to express their views clearly.

Notwithstanding these limitations, we consider that the survey findings are likely to be broadly reflective of the views and experiences of those people who participated in the study and that this group, in turn, was reasonably representative of Aboriginal former employees employed at Argyle.
SECTION 2: RESULTS

Participant Profile
Of the 110 people who met the selection criteria for this study, 66 completed the survey, representing a response rate of 60 percent. A summary of sample participants’ descriptive data is shown in Table 1.

Table 1: Summary of sample participants’ (n=66) descriptive data

<table>
<thead>
<tr>
<th></th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Males</td>
<td>48</td>
<td>72.7</td>
</tr>
<tr>
<td>Females</td>
<td>18</td>
<td>27.3</td>
</tr>
<tr>
<td>Age (Years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-24</td>
<td>21</td>
<td>31.8</td>
</tr>
<tr>
<td>25-34</td>
<td>29</td>
<td>43.9</td>
</tr>
<tr>
<td>35-44</td>
<td>11</td>
<td>16.7</td>
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<tr>
<td>45-54</td>
<td>4</td>
<td>6.1</td>
</tr>
<tr>
<td>55-64</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td>Marital status when commenced work at Argyle</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>22</td>
<td>33.3</td>
</tr>
<tr>
<td>Partnered or married</td>
<td>44</td>
<td>66.7</td>
</tr>
<tr>
<td>Do you have dependent children?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>38</td>
<td>57.6</td>
</tr>
<tr>
<td>No</td>
<td>28</td>
<td>42.4</td>
</tr>
<tr>
<td>Types of employment at Argyle?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct employees</td>
<td>45</td>
<td>68.2</td>
</tr>
<tr>
<td>Apprentices</td>
<td>2</td>
<td>3.0</td>
</tr>
<tr>
<td>Trainees</td>
<td>19</td>
<td>28.8</td>
</tr>
<tr>
<td>What Language group do you belong to?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gija/Kija</td>
<td>14</td>
<td>21.2</td>
</tr>
<tr>
<td>Non-native title ties</td>
<td>14</td>
<td>21.2</td>
</tr>
<tr>
<td>Jaru</td>
<td>8</td>
<td>12.1</td>
</tr>
<tr>
<td>Wongi</td>
<td>3</td>
<td>4.5</td>
</tr>
<tr>
<td>Yawuru</td>
<td>3</td>
<td>4.5</td>
</tr>
<tr>
<td>Gooniyandi</td>
<td>3</td>
<td>4.5</td>
</tr>
<tr>
<td>Bardi</td>
<td>2</td>
<td>3.0</td>
</tr>
<tr>
<td>Bunuba</td>
<td>2</td>
<td>3.0</td>
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<tr>
<td>Queensland</td>
<td>2</td>
<td>3.0</td>
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<tr>
<td>Unknown</td>
<td>3</td>
<td>4.5</td>
</tr>
<tr>
<td>Other(^4)</td>
<td>11</td>
<td>16.7</td>
</tr>
</tbody>
</table>

\(^4\) Other language groups included: Mirriuwung, Gajerrong, Dundun, and Ngyina.
Three-quarters of the respondents (76%) were aged between 18 and 34 years, reflecting the fact that a lot of the emerging workforce in the East Kimberley region is fairly young.

Males accounted for 73 per cent of the respondents as compared to 27 per cent who were females.\(^5\)

Two-thirds of the respondents were married or partnered and one third were single. Slightly more than half of the respondents (58%) had dependent children.

Of the survey respondents, 45 (68%) of them had worked at Argyle as employees. Another 21 (32%) of them had worked as apprentices and trainees.

The largest native title group represented was Gija/Kija, who accounted for 21 per cent of respondents. Another 21 per cent of respondents had no identifiable native title ties.

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\(^5\)The level of female representation in this group was well above the participation range found in a recent study commissioned by the Mineral Council of Australia (see, Kemp and Pattenden 2005). In this study, female participation ranged between 5.1 per cent and 14 per cent across the four sites. Female Indigenous participation as a percentage of the total workforce ranged between 1.2 per cent and 4.2 per cent for the three metalliferous sites. There were no female indigenous employees at the coal site (p.144).
Place of residence and mobility patterns

Of the survey respondents, 91 per cent resided in towns or communities within the Kimberley region when they started work at Argyle, primarily at Kununurra and Wyndham (Table 2).

Table 2: Mobility patterns

<table>
<thead>
<tr>
<th>What Town or Community did you live when you started work at Argyle?</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kununurra</td>
<td>18</td>
<td>27.3</td>
</tr>
<tr>
<td>Wyndham</td>
<td>16</td>
<td>24.2</td>
</tr>
<tr>
<td>Broome</td>
<td>10</td>
<td>15.2</td>
</tr>
<tr>
<td>Halls Creek</td>
<td>9</td>
<td>13.6</td>
</tr>
<tr>
<td>Derby</td>
<td>7</td>
<td>10.6</td>
</tr>
<tr>
<td>Perth</td>
<td>2</td>
<td>3.0</td>
</tr>
<tr>
<td>Darwin</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
<td>4.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What Town or Community were you living when you stopped work at Argyle?</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kununurra</td>
<td>20</td>
<td>30.3</td>
</tr>
<tr>
<td>Wyndham</td>
<td>11</td>
<td>16.7</td>
</tr>
<tr>
<td>Broome</td>
<td>10</td>
<td>15.2</td>
</tr>
<tr>
<td>Derby</td>
<td>9</td>
<td>13.6</td>
</tr>
<tr>
<td>Halls Creek</td>
<td>7</td>
<td>10.6</td>
</tr>
<tr>
<td>Fitzroy Crossing</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td>Perth</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td>Darwin</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td>Other</td>
<td>6</td>
<td>9.1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What town or community do you currently live in?</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wyndham</td>
<td>11</td>
<td>16.7</td>
</tr>
<tr>
<td>Kununurra</td>
<td>8</td>
<td>12.1</td>
</tr>
<tr>
<td>Broome</td>
<td>8</td>
<td>12.1</td>
</tr>
<tr>
<td>Halls Creek</td>
<td>7</td>
<td>10.6</td>
</tr>
<tr>
<td>Perth</td>
<td>7</td>
<td>10.6</td>
</tr>
<tr>
<td>Derby</td>
<td>5</td>
<td>7.6</td>
</tr>
<tr>
<td>Darwin</td>
<td>3</td>
<td>4.5</td>
</tr>
<tr>
<td>Fitzroy Crossing</td>
<td>2</td>
<td>3.0</td>
</tr>
<tr>
<td>Port Headland</td>
<td>2</td>
<td>3.0</td>
</tr>
<tr>
<td>Kalgoorlie</td>
<td>2</td>
<td>3.0</td>
</tr>
<tr>
<td>Other&lt;sup&gt;6&lt;/sup&gt;</td>
<td>11</td>
<td>16.7</td>
</tr>
</tbody>
</table>

<sup>6</sup> Other town or community included: Bell Springs, Bedunburru, Beagle Bay, Katherine, Oombulgurri, Waggabun, Canada, Parraburdo and Mackay.
At the time the respondents stopped working at Argyle, only 4.5 per cent had moved elsewhere. However, by the time the survey was undertaken, 24 per cent had moved to a different town or community. The main destinations were Perth, Darwin, Port Hedland and Kalgoorlie (Figure 2).

Figure 2: Mobility patterns

![Graph showing mobility patterns](image)

Reasons for moving

‘Continuing work in the mining industry’ and ‘family reasons’ were the two main reasons that respondents gave for changing their town or community of residence (Table 3).

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Examples of responses</th>
<th>Number of times mentioned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work</td>
<td>Continuing work in the mining industry</td>
<td>16</td>
</tr>
<tr>
<td>Family reasons</td>
<td>Original place of residence (family ties)</td>
<td>11</td>
</tr>
<tr>
<td>Children’s future</td>
<td>Kids future, their education and sporting activities</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>Cultural reasons, cost of living, and lifestyle change etc.</td>
<td>7</td>
</tr>
</tbody>
</table>

Maintaining contact with partner/family members

Twenty-two percent of respondents reported that they faced some difficulties keeping in contact with their partner or family members while they were working at Argyle. This was primarily because of the perceived work
pressure and lack of opportunities and facilities at the mine to maintain contact with family or friends. However, 78 per cent of the respondents reported no difficulties in this regard (Figure 3).

**Figure 3: Difficulties in keeping contact with partner/family members**

<table>
<thead>
<tr>
<th>Difficulty Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all difficult</td>
<td>78%</td>
</tr>
<tr>
<td>Somewhat difficult</td>
<td>22%</td>
</tr>
</tbody>
</table>

**Employment at Argyle**

**Recruitment**

The majority of the respondents (62%) had entered into the Argyle job by completing a recruitment workshop; the remaining 38 per cent of them being recruited through direct entry (e.g., by advertisement).

**Work length**

Just under half of the respondents (47%) had worked for two years or more at Argyle and a further 23 percent had worked there for at least one year (Table 4). Only 4.5 percent of respondents had worked at the mine for six months or less.

**Table 4: Work length**

<table>
<thead>
<tr>
<th>How long did you work at Argyle?</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 months or less</td>
<td>3</td>
<td>4.5</td>
</tr>
<tr>
<td>&gt;6 months - 1 year</td>
<td>17</td>
<td>25.8</td>
</tr>
<tr>
<td>&gt;1 year - 2 years</td>
<td>15</td>
<td>22.7</td>
</tr>
<tr>
<td>&gt; 2 years</td>
<td>31</td>
<td>47.0</td>
</tr>
<tr>
<td>Total</td>
<td>66</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Number of positions

Around two-thirds (68%) of the respondents had worked in only one position at Argyle; 27 per cent had worked in two positions, and only 4.5 per cent had worked in three positions or more. This indicates that the respondents predominantly did not change roles, but stayed in the same job while they were employed at Argyle (Table 5).

Table 5: Number of positions

<table>
<thead>
<tr>
<th>How many positions did you hold at Argyle?</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>45</td>
<td>68.2</td>
</tr>
<tr>
<td>2</td>
<td>18</td>
<td>27.3</td>
</tr>
<tr>
<td>3 or more</td>
<td>3</td>
<td>4.5</td>
</tr>
<tr>
<td>Total</td>
<td>66</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Details of last position held at Argyle

At the time of leaving Argyle the majority of respondents either held the position of truck driver/plant operator (41%), or trainee (26%) (Table 6). Very few had been employed in management or administrative positions.

Table 6: Details of last position held at Argyle

<table>
<thead>
<tr>
<th>Types of work</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Truck driver/plant operator</td>
<td>27</td>
<td>40.9</td>
</tr>
<tr>
<td>Traineeship</td>
<td>17</td>
<td>25.8</td>
</tr>
<tr>
<td>Administration</td>
<td>4</td>
<td>6.1</td>
</tr>
<tr>
<td>Apprenticeship</td>
<td>4</td>
<td>6.1</td>
</tr>
<tr>
<td>Community relations</td>
<td>2</td>
<td>3.0</td>
</tr>
<tr>
<td>Management</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td>Trade person</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td>Other7</td>
<td>10</td>
<td>15.2</td>
</tr>
</tbody>
</table>

Working conditions and roster pattern

All respondents were working on a full-time basis. The most common roster was two weeks on and two weeks off – 2/2 (61%) (Table 7). About 44 per cent of respondents had worked night shifts. Most respondents (97%) worked in 12 hour shifts.

7 Other types of work included: included Rio Tinto Protection Group (RPG) or Security; Contract and Management Services (CAMS); Training officer CAMS; and Recovery operator.
Table 7: Roster pattern

<table>
<thead>
<tr>
<th>Roster pattern</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 days on &amp; 3 days off - 4/3</td>
<td>9</td>
<td>14</td>
</tr>
<tr>
<td>8 days on &amp; 6 days off - 8/6</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td>1 week on &amp; 1 week off - 7/7</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td>2 weeks on &amp; 2 weeks off - 2/2</td>
<td>40</td>
<td>61</td>
</tr>
<tr>
<td>2 weeks on &amp; 1 week off - 2/1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Other$^8$</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

Company in which the respondents worked for during their working time at Argyle

The vast majority of respondents (96%) worked for Argyle/Kimberley Group Training. The remaining 4 per cent of the respondents worked for other companies at the mine site.

Operational areas at Argyle in which the respondents spend most of their working time

Just under half of the respondents (46%) worked in AK1 Pit$^9$ (Table 7). Very few had been employed in the underground (4.5%).

Table 8: Operational areas at Argyle in which the respondents spend most of their working time

<table>
<thead>
<tr>
<th>Operational Area</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>AK1 Pit</td>
<td>30</td>
<td>45.5</td>
</tr>
<tr>
<td>Process</td>
<td>8</td>
<td>12.1</td>
</tr>
<tr>
<td>Administration</td>
<td>5</td>
<td>7.6</td>
</tr>
<tr>
<td>Mine workshop</td>
<td>4</td>
<td>6.1</td>
</tr>
<tr>
<td>Civil road works</td>
<td>3</td>
<td>4.5</td>
</tr>
<tr>
<td>Underground</td>
<td>3</td>
<td>4.5</td>
</tr>
<tr>
<td>Facilities maintenance</td>
<td>1</td>
<td>3.0</td>
</tr>
<tr>
<td>Logistics</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td>Village and Wanderrie accommodation</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td>Other$^{10}$</td>
<td>9</td>
<td>13.6</td>
</tr>
</tbody>
</table>

---

$^8$ Other included: 5 days on & 2 days off - 5/2.

$^9$ AK1 Pit is the name of the mineral ore body from which Argyle gets its diamond bearing ore. Most of the truck drivers and plant operators on the mine work in this area.

$^{10}$ ‘Other’ included: security roles, Wandarrie Boomgate, Contract and Management Services (CAMS) Operators etc.
Post-Argyle Employment

Employment history since leaving Argyle

Table 9 provides details of the employment history of past employees from the time they left Argyle until the survey was conducted. The table indicates the number of employment positions held during the survey period, not the number of respondents who were working, as some respondents reported multiple answers.

Table 9: Post-Argyle employment

<table>
<thead>
<tr>
<th>Types of employment</th>
<th>Number of times mentioned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mining</td>
<td>24</td>
</tr>
<tr>
<td>CDEP</td>
<td>7</td>
</tr>
<tr>
<td>Professional</td>
<td>7</td>
</tr>
<tr>
<td>Community works</td>
<td>4</td>
</tr>
<tr>
<td>Labouring</td>
<td>3</td>
</tr>
<tr>
<td>Sports development</td>
<td>2</td>
</tr>
<tr>
<td>Security work</td>
<td>2</td>
</tr>
<tr>
<td>Apprenticeships</td>
<td>2</td>
</tr>
<tr>
<td>Vacation work/part-time job</td>
<td>1</td>
</tr>
<tr>
<td>Transport worker</td>
<td>1</td>
</tr>
<tr>
<td>Training officer</td>
<td>1</td>
</tr>
<tr>
<td>Traineeship</td>
<td>1</td>
</tr>
<tr>
<td>Retails</td>
<td>1</td>
</tr>
<tr>
<td>Police</td>
<td>1</td>
</tr>
<tr>
<td>Pearling</td>
<td>1</td>
</tr>
<tr>
<td>Nursing</td>
<td>1</td>
</tr>
<tr>
<td>Local government</td>
<td>1</td>
</tr>
<tr>
<td>Judicial</td>
<td>1</td>
</tr>
<tr>
<td>Indigenous youth worker</td>
<td>1</td>
</tr>
<tr>
<td>Indigenous health worker</td>
<td>1</td>
</tr>
<tr>
<td>Indigenous business development</td>
<td>1</td>
</tr>
<tr>
<td>Pastoral</td>
<td>1</td>
</tr>
<tr>
<td>Utility</td>
<td>1</td>
</tr>
<tr>
<td>None</td>
<td>3</td>
</tr>
</tbody>
</table>

Current employment status: trainees and employees

The vast majority of survey respondents (91%) were working at the time the survey was conducted. Of them 31 per cent were employed in mining related jobs (Table 10).

Table 10: Current employment status: trainees and employees (n = 66)

<table>
<thead>
<tr>
<th>Type or work/sector</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mining</td>
<td>21</td>
<td>31</td>
</tr>
<tr>
<td>Management</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>Community relations</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Administrative</td>
<td>3</td>
<td>5</td>
</tr>
</tbody>
</table>
Trainees and apprentices at Argyle

Of the survey respondents, 21 (32%) of them had worked as trainees and apprentices at Argyle. Length of traineeship and apprenticeship of the trainees and apprentices varied from 6 months to more than two years (Table 11).

Table 11: Length of traineeship and apprenticeship (n = 21)

<table>
<thead>
<tr>
<th>Length of traineeship and apprenticeship</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 months</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>&gt; 6 months - 1 year</td>
<td>9</td>
<td>43</td>
</tr>
<tr>
<td>&gt;1 - 2 year</td>
<td>8</td>
<td>38</td>
</tr>
<tr>
<td>&gt; 2 year</td>
<td>3</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>21</td>
<td>100</td>
</tr>
</tbody>
</table>

Pre-Argyle employment: trainees and apprentices

Of the 21 trainees and apprentices in the sample, 42 per cent had been exposed to previous work experience prior to joining at Argyle. The range of jobs included mining, construction work, painting, sales, teaching assistant, and service station work. A further 29 per cent had been exposed to CDEP only and an equivalent number had not had any prior work experience (Table 12).

Table 12: Pre-Argyle employment: trainees and apprentices

<table>
<thead>
<tr>
<th>Pre-Argyle employment</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mining</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Other employment</td>
<td>8</td>
<td>37</td>
</tr>
<tr>
<td>CDEP</td>
<td>6</td>
<td>29</td>
</tr>
<tr>
<td>None</td>
<td>6</td>
<td>29</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>21</td>
<td>100</td>
</tr>
</tbody>
</table>
**Post-Argyle employment and training experience: trainees and apprentices**

Of the 21 trainees and apprentices in the sample, 57 per cent had been exposed to post-Argyle employment. The range of jobs included mining, sales, local government, construction work, high school and Aboriginal health worker. A further 29 per cent had been exposed to CDEP only and 14 per cent had not been exposed to any kind of employment (Table 13).

Table 13: Post-Argyle employment: trainees and apprentices

<table>
<thead>
<tr>
<th>Post-Argyle employment</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mining</td>
<td>3</td>
<td>14</td>
</tr>
<tr>
<td>Other employment</td>
<td>9</td>
<td>43</td>
</tr>
<tr>
<td>CDEP</td>
<td>6</td>
<td>29</td>
</tr>
<tr>
<td>None</td>
<td>3</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>21</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Did traineeship and apprenticeship program at Argyle help former trainees and apprentices find new jobs?**

An analysis was carried out to assess whether Argyle’s traineeship and apprenticeship program had helped trainees and apprentices to find new job opportunities after leaving Argyle. The results are presented in Figure 4.

Figure 4: Pre and post-Argyle employment: trainees and apprentices

As can be seen in Figure 4, employment in mining sector had increased from 5 per cent to 14 per cent.
29 per cent of the trainees and apprentices were not in the workforce before they were recruited by Argyle. At the time when the survey was conducted, only 14 per cent of them were unemployed. This is an indication that Argyle’s traineeship and apprenticeship program had helped to find new jobs both in mining and elsewhere.

The analysis also revealed that there is a strong and positive association between the length of time a trainee/apprentice worked at Argyle and the likelihood of them finding a new job elsewhere.

Regular employees at Argyle

Of the survey respondents, 45 (68%) had worked as regular employees at Argyle. Length of employment varied between six months to more than two years. Most (60%) of the regular employees in the sample had worked for more than two years (Table 14).

Table 14: Length of employment at Argyle: regular employees (n = 45)

<table>
<thead>
<tr>
<th>Length of employment at Argyle</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 months</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>&gt; 6 months - 1 year</td>
<td>7</td>
<td>16</td>
</tr>
<tr>
<td>&gt;1 - 2 year</td>
<td>9</td>
<td>20</td>
</tr>
<tr>
<td>&gt; 2 year</td>
<td>27</td>
<td>60</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Types of work done at Argyle: regular employees

Of the 41 regular employees in the sample, 60 per cent worked as truck drivers at Argyle. Other types of jobs included administration (9%), process (7%), CAMS (9%), security (7%), community relations (4%) and HR & management (4%) (Table 15).

Table 15: Types of work done at Argyle: regular employees (n = 45)

<table>
<thead>
<tr>
<th>Types of work</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Truck driving</td>
<td>27</td>
<td>60</td>
</tr>
<tr>
<td>Administration</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>CAMS</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Security</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Process/operator (mining)</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Community relations</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>HR and Management</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Current work: former regular employees

Of the 45 regular employees in the sample, 41 per cent were working in the mining related jobs at the time when the survey was conducted (Table 16).
Table 16: Current work: regular employees (n = 45)

<table>
<thead>
<tr>
<th>Types of work currently doing</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mining sector</td>
<td>18</td>
<td>41</td>
</tr>
<tr>
<td>HR and management</td>
<td>12</td>
<td>26</td>
</tr>
<tr>
<td>Community relations</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Administrative</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Police/security</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Education</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Judicial</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Sales</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>None</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Did employment at Argyle help regular employees to find jobs elsewhere?

Similar analysis was carried out for former regular employees to assess whether employment at Argyle had helped them to continue work in mining or to find employment in other spheres. The results are presented in Figure 5.

Figure 5: Work at Argyle vs. current work: regular employees (n=45)

The vast majority of former regular employees (93%) were working at the time the survey was conducted. Only 3 (7%) of them were unemployed.

Sixty per cent of the former employees had worked as truck driver/loader at Argyle. At the time when the survey was conducted, most of this group had gone onto other mainstream mining jobs (e.g., as mining operator or trainee supervisor).
Reasons for leaving Argyle

Most of the respondents (84%) provided a single reason for leaving work at Argyle. The most commonly cited factors were family reasons, high commuting expenses for travel to and from work, lack of cultural awareness, personnel management issues, and lack of career development prospect (Table 17).

Table 17: Main reasons for leaving Argyle

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Number of times mentioned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal and family reasons(^{11})</td>
<td>27</td>
</tr>
<tr>
<td>Personnel management issues(^{12})</td>
<td>10</td>
</tr>
<tr>
<td>Discrimination/ cultural reasons</td>
<td>10</td>
</tr>
<tr>
<td>High commuting expenses</td>
<td>10</td>
</tr>
<tr>
<td>Lack of career development prospects</td>
<td>8</td>
</tr>
<tr>
<td>Roster</td>
<td>6</td>
</tr>
<tr>
<td>Career change</td>
<td>4</td>
</tr>
<tr>
<td>Medical reasons</td>
<td>4</td>
</tr>
<tr>
<td>Study</td>
<td>3</td>
</tr>
<tr>
<td>Inadequate training</td>
<td>2</td>
</tr>
<tr>
<td>Other(^{13})</td>
<td>9</td>
</tr>
</tbody>
</table>

Reasons for leaving Argyle: gender differences

Male and female workers were compared to ascertain if there were any differences in the reasons for leaving Argyle. Female respondents mostly indicated that roster, lack of communication, medical, further study and discrimination were the main reasons for leaving Argyle. In contrast, male respondents indicated personal reasons, inadequate training, need for a career change, family and high commuting expenses to travel to and from work were the main reasons for leaving Argyle (Figure 6).

Figure 6: Main reasons for leaving Argyle: gender differences

\(^{11}\) Family and family reasons included: relationship issues such as jealousy/infidelity and family cohesiveness such as helping to raise the kids.

\(^{12}\) Personnel management issues included: workplace tensions, such as problems with supervisor, and lack of communication with Team Leader or Superintendent.

\(^{13}\) Other’ included: work pressure; work opportunity at another mine; inequality of pay/allowance; not being able to transfer to a desired place (e.g., Perth); possibility of transfer etc.
Interaction with the Community Relations and Work Readiness department

The respondents were asked whether the Community Relations and Work Readiness department was helpful to them during the period they worked for Argyle. The vast majority of respondents (94%) indicated that the Community Relations and Work Readiness department was helpful to them during their work at Argyle. The commonly cited ways were HR support (34%), general help (24%), good conduct (18%), moral, emotional and personal support (15%) and other (9%) (Figure 7).

**Figure 7: Ways in which Community Relations and Work Readiness department was helpful to respondents**
**Work likes and dislikes**

**Likes**
Respondents were asked to indicate what they liked most about their work at Argyle. Those open ended responses were coded by CSRM researchers. The vast majority of respondents (91%) gave multiple reasons. The most commonly cited reasons were training and skills, meeting with new people, on site services and facilities, types of work, roster and pay (Table 18).

Table 18: Positive aspects of working at Argyle

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Number of times mentioned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training/learning new skills</td>
<td>69</td>
</tr>
<tr>
<td>Meeting with new people/ friends</td>
<td>57</td>
</tr>
<tr>
<td>Services and facilities</td>
<td>40</td>
</tr>
<tr>
<td>Types of work</td>
<td>20</td>
</tr>
<tr>
<td>Roster</td>
<td>18</td>
</tr>
<tr>
<td>Pay</td>
<td>18</td>
</tr>
<tr>
<td>Working environment</td>
<td>13</td>
</tr>
<tr>
<td>Other (lifestyle, career opportunities</td>
<td>6</td>
</tr>
<tr>
<td>etc.)</td>
<td></td>
</tr>
</tbody>
</table>

**Dislikes**
In response to questions about what respondents liked least about work at Argyle, 59 percent provided multiple answers. The commonly cited negative aspects of Argyle were high commuting expenses to travel to and from work, problems with management and workplace related tensions. Twenty percent of respondents said that there was nothing they disliked about their job at Argyle (Table 19).

Table 19: Negative aspects of working at Argyle

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Number of times mentioned</th>
</tr>
</thead>
<tbody>
<tr>
<td>High commuting expenses to travel to and from work</td>
<td>16</td>
</tr>
<tr>
<td>Problems with management</td>
<td>10</td>
</tr>
<tr>
<td>Workplace related tensions</td>
<td>9</td>
</tr>
<tr>
<td>Roster</td>
<td>7</td>
</tr>
<tr>
<td>Away from family</td>
<td>7</td>
</tr>
<tr>
<td>Lack of cultural awareness</td>
<td>7</td>
</tr>
<tr>
<td>Lack of training opportunities</td>
<td>7</td>
</tr>
<tr>
<td>Salary</td>
<td>4</td>
</tr>
<tr>
<td>Other(^\text{14})</td>
<td>6</td>
</tr>
</tbody>
</table>

\(^\text{14}\) ‘Other’ included: jealousy from other community members, needed more support from Community Relations and Work Readiness department, alcohol too cheap and that it was too easy to drink onsite.
Satisfaction levels with work aspects at Argyle

Overall, most respondents were quite positive about the different work aspects at Argyle. Most either gave a happy or very happy rating for all of the 16 work aspects they were asked to rate on a five point face scale (ranging from a frown face to a smiling face). For comparative purposes, the average satisfaction ratings for each work aspect item have been ranked in descending order in Table 20.

Table 20: Ranking of work aspects items

<table>
<thead>
<tr>
<th>Work Aspect</th>
<th>Average Satisfaction level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreational activities</td>
<td>4.06</td>
</tr>
<tr>
<td>Standard of accommodation</td>
<td>4.03</td>
</tr>
<tr>
<td>Living and working in a multi-cultural environment</td>
<td>3.98</td>
</tr>
<tr>
<td>Relationship with fellow workers</td>
<td>3.92</td>
</tr>
<tr>
<td>Induction training</td>
<td>3.92</td>
</tr>
<tr>
<td>Social activities</td>
<td>3.91</td>
</tr>
<tr>
<td>Type of work</td>
<td>3.82</td>
</tr>
<tr>
<td>Roster pattern</td>
<td>3.82</td>
</tr>
<tr>
<td>Flexibility of leave arrangements</td>
<td>3.74</td>
</tr>
<tr>
<td>Level of support received from CRWR Department</td>
<td>3.73</td>
</tr>
<tr>
<td>Pay</td>
<td>3.64</td>
</tr>
<tr>
<td>Flying in and out of work</td>
<td>3.50</td>
</tr>
<tr>
<td>Level of on-the-job training</td>
<td>3.48</td>
</tr>
<tr>
<td>Supervisors in workplace</td>
<td>3.35</td>
</tr>
<tr>
<td>Living away from home</td>
<td>3.34</td>
</tr>
<tr>
<td>Career development training</td>
<td>3.03</td>
</tr>
</tbody>
</table>

* Average satisfaction levels were obtained by dividing the total score for each work aspect by the number of respondents who answered that particular question. As a guide, the following ratings correspond to the following satisfaction levels: 3 – Neutral; 4 – Happy / Satisfied; 5 – Very Happy / Very Satisfied.

The data show that most respondents were happy with on site recreational facilities and standard of accommodation. In contrast, respondents were least happy with career development training, living away from home, supervisors in workplace, and level of on-the-job training. Although most respondents were happy with the different work related aspects at Argyle, some negative comments on various aspects were recorded. Selections of the responses are presented below:

Type of work

- ‘First couple of months happy…the last couple of months not so happy’

Pay:

- ‘Happy with amount, sad with monthly pay date’
- ‘No East Kimberley allowance’

15 Care must be taken when interpreting the raw scores for these items, as respondents may have been reluctant to utilise the negative end of the scale. However, the table provides a good indication of relative levels of satisfaction with different aspects of work at Argyle.
‘Existing pay is good if you didn’t have to pay for commute’
‘Not happy …due to traineeships wage’

Relationship with fellow workers:
‘Good with other trainees and supervisors, not so good with some workers’

Social activities:
‘Not a lot of choice’

On the job training:
‘Too much reading’
‘West Kimberley didn’t get training’

Roster pattern:
‘2 weeks off too long’
‘1/1 not good for West Kimberley, but okay for Wyndham’
‘Happy with roster, but for apprentice too long off better 2/1’
‘2/1 away too long for family’
‘But on traineeship would have preferred 2/1’
‘1/1 better from town’

Travelling to and from of work
‘Had to find own way – 9 hours’
‘Had to pay own way from WK, Perth not pay.’

Level of support from CRWR department
‘Could have been better’

Supervisors
‘Some good…some not so good, but happy with available workers’
‘Happy with most supervisors…not happy with one’
‘Generally happy’
‘Some good…some bad’

Induction
‘Good with other trainees and supervisors, not so good with some workers’
‘But a bit long for West Kimberley people’

Skills/experience at Argyle
Around 80 percent of respondents thought that the skills or experience they acquired at Argyle helped them to find other work. Although most respondents provided straight yes or no answers, some of them elaborated:

16 It is apparent that these views were expressed by the participants who were originally from West Kimberley region. Argyle’s main focus is in East Kimberley region.
Positive

- ‘Yes, helped decide to go to uni’
- ‘Yes, developed good work experience plus confidence and skills’
- ‘Yes, helped to broaden experience’
- ‘Yes, experience and referee for future jobs’
- ‘Yes, the experience of being out at the mine and working has helped’
- ‘Yes, on machinery side’
- ‘Yes, given confidence and skills to do other jobs’
- ‘Yes, broadened my experience (e.g. mining, computer package)’
- ‘Yes, gave me operator skills, safety awareness’
- ‘Yes, mining/operating experience and learning to work and communicate with other team members’
- ‘Yes very much helped with confidence to deal with western society’
- ‘Yes, mining experience and induction training’
- ‘Yes, gave me communication skills, which have used in other jobs’
- ‘Definitely helped to get other work in mining, community experience’
- ‘Yes, the mining experience broadened my outlook’

Negative

- ‘Not really, already had working skills’
- ‘Not at mine long enough’

Interest in returning to work at Argyle

Almost all respondents (96%) indicated that they were interested in returning to work at the mine, although most also indicated that this would depend on some preconditions. The most commonly cited aspects were: the types of position they will be offered, job availability, and better travel arrangements (especially paid travel to and from work) (Table 21).

Table 21: Conditions under which respondent would be willing to return to Argyle

<table>
<thead>
<tr>
<th>Conditions</th>
<th>Number of times mentioned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Types of position</td>
<td>17</td>
</tr>
<tr>
<td>Job availability</td>
<td>15</td>
</tr>
<tr>
<td>Paid travel arrangements</td>
<td>13</td>
</tr>
<tr>
<td>Family/ children</td>
<td>6</td>
</tr>
<tr>
<td>Personal situation</td>
<td>6</td>
</tr>
<tr>
<td>Scope to work in another department</td>
<td>5</td>
</tr>
<tr>
<td>Equal allowances</td>
<td>5</td>
</tr>
<tr>
<td>Better hours</td>
<td>3</td>
</tr>
<tr>
<td>Medical</td>
<td>3</td>
</tr>
<tr>
<td>Training/career development</td>
<td>3</td>
</tr>
<tr>
<td>support</td>
<td></td>
</tr>
<tr>
<td>Resolving workplace issues</td>
<td>2</td>
</tr>
<tr>
<td>Other(^{17})</td>
<td>6</td>
</tr>
</tbody>
</table>

\(^{17}\) Other included: continued support for Indigenous programs, short term breaks, direct employment at Argyle etc.

24
Designing a workforce retention strategy at Argyle

What suggestions do you have about what Argyle could be doing to keep local Aboriginal employees?

Almost all respondents (97%) provided suggestions on how Argyle could improve the retention of local Aboriginal employees. Improving cross cultural awareness, providing paid travel arrangements, career planning and development were the most commonly cited factors (Table 22).

Table 22: Suggestions about what Argyle could be doing to keep local Aboriginal employees

<table>
<thead>
<tr>
<th>Suggestions</th>
<th>Number of times mentioned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cross Cultural awareness</td>
<td>18</td>
</tr>
<tr>
<td>Better travel arrangements</td>
<td>18</td>
</tr>
<tr>
<td>Career planning/ development</td>
<td>16</td>
</tr>
<tr>
<td>Better support and communication, especially management</td>
<td>10</td>
</tr>
<tr>
<td>Confidence training</td>
<td>5</td>
</tr>
<tr>
<td>Employ more Aboriginal people</td>
<td>4</td>
</tr>
<tr>
<td>Improved roster</td>
<td>4</td>
</tr>
<tr>
<td>Employ more Aboriginal women</td>
<td>3</td>
</tr>
<tr>
<td>Other</td>
<td>11</td>
</tr>
</tbody>
</table>

Other suggestions included:

- ‘Increase more accredited training’
- ‘Remove the pub from the mine area’
- ‘Speak to school children about mining career’
- ‘provide national accredited tickets’
- ‘provide literacy and numeracy training’
- ‘Arrange family visits at mine site during school holidays or if the family members could stay on site on their break’
- ‘provide communication training for supervisors’
- ‘Change truck driver assessment’
- ‘Arranging budgeting workshop’
- ‘Provide financial management advice’
- ‘Providing external mentoring services’
SECTION 3: SUMMARY AND DISCUSSION

This concluding section summarises the main findings of the survey, discusses the implications for policy and practice, and makes recommendations where appropriate. Issues requiring further research are also identified.

Working at Argyle

Overall, working at Argyle was a positive experience for the employees and trainees. Most respondents:

- thought that the skills or experience they acquired at Argyle helped them to find other work
- expressed satisfaction with recreational facilities, standard of accommodation and living and working in a multi-cultural work environment
- said that they were happy with the relationship with fellow workers and induction training
- indicated that they were interested in returning to work at the mine if they find a suitable job.

However, some specific aspects of workforce management practices attracted criticism, most notably the cost of commuting to and from the mine site (for those respondents who lived in communities where ADM does not provide this service). Some respondents also commented negatively about training opportunities, rosters and, problems with management and supervisors.

Why did people leave Argyle?

The most commonly cited reasons for leaving were: family reasons, high commuting expenses, lack of cultural awareness by managers/other employees, personnel management issues, and lack of career development prospects.

Female respondents indicated that the roster structure, family reasons, lack of communication and discrimination were the main reasons why they left Argyle. Male respondents cited high commuting expenses, personal reasons, training, career change, family reasons and the roster structure.

Argyle’s contribution to human capital development in the East Kimberley region

One of the specific objectives of this study was to assess the effectiveness of the training programs to the development of human capital in the region. As indicated, 79 percent of respondents thought that the skills and experience they acquired at Argyle helped them to find other work.
Almost all of the regular employees who left Argyle were working in another job at the time the survey was conducted. For the trainees and apprentices the equivalent figure was 91 percent. The longer a trainee had spent at Argyle the more likely s/he was to take-up another job after leaving Argyle.

Some possible actions that Argyle could take to further contribute to the employability of former trainees and apprentices are:

1. **Nationally accredited training**

   In partnership with other regional institutions/TAFE, Argyle can arrange nationally accredited in house training for its trainees and apprentices to help them to find new jobs. The following areas could be chosen:

   **Effective communication skills**

   Communication skills help new employees to express more effectively and help to boost confidence in front of others. This training should be designed through a highly practical and interactive course where the trainees and apprentices work both individually and in small groups on a variety of vocal and practical exercises and interactive discussions. Such training could help trainees and apprentices to improve their communication skills needed to work in a team at mine as well as in other jobs.

   **Internet and computer skills**

   It is necessary for trainees and apprentices to have computer skills in order to keep up with these rapid changes and to be able to quickly merge with the broader workforce outside mine. Argyle could provide training in internet and computer skills (e.g., computer packages), which will help trainees and apprentices to find new works when they leave Argyle.

2. **Increasing direct mining related work for the trainees and apprentices**

   One third (33%) of respondents went on to work in the mining sector elsewhere after they left Argyle. However, about 20 per cent of them reported that they did not have enough mining related job experience (e.g., operation, machinery, safety etc) during the time they worked at Argyle.

**Implications for designing a sustainable employee retention strategy at Argyle**

Designing a sustainable employee retention strategy at Argyle is important in driving the region’s economy and promoting skills development for local Aboriginal people. Some possible actions that management could take to address this issue are to:
1. **Follow up on respondents’ suggestions to improve retention rates.**

Many respondents provided suggestions as to how Argyle could improve the retention rates of local Aboriginal employees. While not all of these suggestions may be practical, they should be seen as valuable data. Retention and recruitment strategies that address the issues identified by respondents are much more likely to be successful than responses that do not take account of these views.

2. **Investigate opportunities to implement more flexible working arrangements.**

Several respondents cited the lack of communication facilities as the main reason why they had left Argyle. Respondents who cited ‘family reasons’ often also talked about the problems that were caused by being absent from home for extended periods. In addition, ‘problems with management’ and ‘workplace related tensions’ were the most frequently identified negative aspects of working at Argyle. These findings suggest that the introduction of more flexible and less onerous working time arrangements could make a significant contribution to improving retention rates for Aboriginal employees at the mine. Other initiatives that warrant consideration include: the introduction of family trips during school holidays at mine site; and improving the communication facilities (e.g., phone) to contact with family and friends.

3. **Appropriate support for career development and planning**

Several respondents cited the lack of career development and prospects as the main reason why they had left Argyle. The Community Relations and Work Readiness department and HR department could assist by organising career development and planning workshop/seminars and by providing effective mentoring services.

4. **Seek out opportunities to re-hire former employees.**

The high level of interest amongst respondents in coming back to work at Argyle (96%) indicates that former employees can potentially form a useful labour pool for Argyle. The challenge for Argyle is to find better ways of accessing this pool. This could involve, for example, encouraging suitable former employees to reapply for positions and providing certificates of appreciation when employees leave.

**Suggested actions for Argyle**

**Monitoring and reporting**
To enable ongoing tracking and reporting of the mine’s contribution to the development of human capital in the region, ADM should consider implementing processes for recording on a routine basis:

- the pre-ADM employment status of Indigenous recruits (e.g. were they previously on CDEP or were they already in regular employment?)
- where Indigenous employees go to when they leave ADM (this could be done via exit surveys or by making follow-up contacts).

**Increasing Retention**

Based on the findings of the survey, actions that ADM could take to increase retention of Indigenous employees include:

- **Address the issue of some employees from some communities needing to travel to and from Argyle at their own expense.** (It is understood that some action may already have been taken on this front.)

- **Investigate opportunities to implement more ‘family friendly’ working arrangements.** Personal and family reasons were the most common reason that people gave for ceasing employment at ADM. While some of these factors (e.g. death or illness) are beyond the control of management, there may be ways of ameliorating their impact. These include:
  
  i. shorter rosters  
  ii. allowing leave of absence for employees experiencing family difficulties  
  iii. improving communication facilities at the mine (e.g. provision for video conferencing with family members)  
  iv. facilitating family visits to the mine site during school holidays  

- **Ensure that supervisors and managers are trained in cross-cultural communication skills and effective supervision.** ‘Problems with management’ and ‘workplace related tensions’ were the most frequently identified negative aspects of working at Argyle.

- **Provide appropriate support for career development and planning.** Several respondents cited the lack of career development and prospects as the main reason why they had left Argyle. The CRWR Department could assist in this regard by organising career development and planning workshops/seminars and providing effective mentoring support.
Seek out opportunities to re-hire former employees. The high level of interest amongst respondents in coming back to work at Argyle (96%) indicates that former employees can potentially form a useful labour pool for Argyle. The challenge for Argyle is to find better ways of accessing this pool. This could involve, for example, encouraging suitable former employees to reapply for positions and providing certificates of appreciation when employees leave.

Follow up on respondents’ suggestions to improve retention rates. Many respondents provided suggestions as to how Argyle could improve the retention rates of local Aboriginal employees. While not all of these suggestions may be practical, they should be seen as valuable data.

Building skills and employability of trainees and apprentices

In partnership with other regional institutions, such as TAFE, Argyle could arrange nationally accredited in-house training for its trainees and apprentices to help them develop skills and employability. Possible areas of focus could include:

- training in effective communication skills
- training in internet and computer skills

Undertaking more comprehensive study on existing employees

Consideration should also be given to undertake a more comprehensive study on employees who are currently working at Argyle.
REFERENCES

Argyle Diamond Mine, Communities & Environment: Aboriginal Partnerships, <see http://www.argylediamonds.com.au/comm_aboriginal_text.html, last accessed on 27/08/07>


Annex 1: Survey

Argyle Diamonds Former Indigenous Employees Survey

(Interviewer: Before starting the interview, check that you’ve given the information sheet (first page) to the participant and that you’ve kept the signed informed consent form (second page).

Part 1: General Information

1. Your gender? (Interviewer: please tick the appropriate box)

- Female
- Male

(Interviewer: Please read aloud the following questions and tick the appropriate boxes)

2. Your age? (Interviewer: please tick the appropriate box)

- 18 - 24 years
- 25 - 34 years
- 35 - 44 years
- 45 - 54 years
- 55 - 64 years

3. What language group do you belong to? (Interviewer: please tick the appropriate box)

- Mandangala
- Balaburr
- Bilbidjing
- Tiltuwum
- Dundun
- Neminuwarlin
- Yunurr/Yalangga
- Non-Native Title ties
- Unknown
- Other (please specify)_____________________

4. What Town or community did you live in when you started work at Argyle? (Interviewer: please tick the appropriate box)

- Warmun
- Bow River
- Mandangala
- Doon Doon
- Kununurra
- Wyndham
- Halls Creek
- Broome
- Derby
- Fitzroy Crossing
- Other (please specify)_____________________

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5. What town or community were you living in when you stopped work at Argyle? *(Interviewer: please tick the appropriate box)*
   - Warmun
   - Bow River
   - Mandangala
   - Doon Doon
   - Kununurra
   - Wyndham
   - Halls Creek
   - Broome
   - Derby
   - Fitzroy Crossing
   - Other *(please specify)*

6. What town or community do you currently live in? *(Interviewer: please tick the appropriate box)*
   - Warmun
   - Bow River
   - Mandangala
   - Doon Doon
   - Kununurra
   - Wyndham
   - Halls Creek
   - Broome
   - Derby
   - Fitzroy Crossing
   - Other *(please specify)*

7. If you are now living somewhere different from when you originally started work at Argyle, what was the main reason for moving?
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

8. When you started working at Argyle were you:
   - Single?
   - Partnered or married?
   - Separated or divorced?

9. Did you have dependent children?
   - Yes
   - No

10. How difficult was it for you to keep in contact with your partner / family members while you were working on-site at Argyle?
    - Not at all difficult
    - Somewhat difficult
    - Very difficult
Part 2: Employment at Argyle

11. How long did you work at Argyle?
   - 6 months
   - more than 6 months - 1 year
   - more than 1 year - 2 years
   - more than 2 years

12. How many positions did you hold at Argyle?
   - 1
   - 2
   - 3 or more

(Interviewer: Mention that the following set of questions (13 through to 21) relate to the persons LAST POSITION at Argyle, if they had more than one)

13 a). What type of work did you do?
   - Administration
   - Apprenticeship (please specify type)______________
   - Community Relations
   - Labouring
   - Management
   - Professional (e.g. technician, engineering)
   - Trade person (e.g. electrician, carpenter)
   - Traineeship (please specify type)______________
   - Truck driving or other plant operator
   - Utility person (e.g. kitchen hand, cleaning)
   - Other (please specify)_____________________

b) If Apprentice or Trainee did you have any other employment and training experience before working at Argyle? (Includes working on CDEP)
___________________________________________________________________
___________________________________________________________________

___

c). In which operational area of Argyle did you spend most of your working time?
   - Administration
   - Civil road works
   - Process
   - Logistics
   - Facilities Maintenance
   - AK1 Pit
   - Mine Workshop
   - Underground
   - Village and Wandarrie Accommodation
   - Other (please specify)____________________

c). Which company did you work for?
   - Argyle/Kimberley Group Training
   - ROCHE Mining
   - Mine Site Sodexho
   - Kimberley Industries
   - Other (please specify)____________________

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d). How did you come to get the job?
- Direct entry (e.g. by advertisement)
- By completing a Recruitment Workshop
- After completing a traineeship
- After completing a apprenticeship
- Re-hire

e). Can you tell me the main reasons why you left work at Argyle?
___________________________________________________________________
___________________________________________________________________
___________________________________________________________________

Part 3: Working Conditions

14. Were you working?
- Full-time
- Part-time
- Casual

15. What was your roster pattern?
- 4 days on & 3 days off - 4/3
- 8 days on & 6 days off - 8/6
- 1 week on & 1 week off - 7/7
- 2 weeks on & 2 weeks off - 2/2
- 2 weeks on & 1 week off - 2/1
- Other (please specify)____________________

16. Did you work night shifts?
- Yes
- No

17. How long were the shifts?
- 7.5 hours
- 10 hours
- 12 hours

18. In which way were the Community Relations and Work Readiness Department helpful to you in your time at Argyle?
___________________________________________________________________
___________________________________________________________________
___________________________________________________________________
___________________________________________________________________

19. What did you most like about work at Argyle?
___________________________________________________________________
___________________________________________________________________
___________________________________________________________________
___________________________________________________________________

20. What did you like least about work at Argyle?
21. We would now like to ask you about particular work aspects at Argyle. How happy were you with the following?

(Interviewer: Please ask how happy the participant was with each of the following and show their level of satisfaction by ticking the appropriate face. Please also note down any reasons why they were happy or unhappy).

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<th>Notes</th>
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<tbody>
<tr>
<td>a)</td>
<td>Type of work you were doing</td>
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<td>☐</td>
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<td>b)</td>
<td>What you were being paid</td>
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<td>c)</td>
<td>The roster pattern</td>
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<td>d)</td>
<td>Flexibility of leave arrangement (e.g. compassionate leave)</td>
<td>☒</td>
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<td>e)</td>
<td>Travelling in and out of work</td>
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<td>f)</td>
<td>Living away from home</td>
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<td>g)</td>
<td>The supervisors in your workplace</td>
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<td>h)</td>
<td>Relationship with fellow workers</td>
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<td>i)</td>
<td>Level of support received from the Community Relations &amp; Work Readiness department</td>
<td>☒</td>
<td>☐</td>
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<td>j)</td>
<td>Living and working in a multi-cultural environment</td>
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<td>k)</td>
<td>Induction training</td>
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<td>l)</td>
<td>Level of on-the-job training received</td>
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<td>m)</td>
<td>Career development training</td>
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<td>n)</td>
<td>The standard of accommodation</td>
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<td>o)</td>
<td>The recreational activities available</td>
<td>☒</td>
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<td>p)</td>
<td>The social activities available (e.g. raffles, barbecues)</td>
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</table>

Part 4: Post-Argyle Employment
22.  a) Are you currently working?
   - Yes
   - No

   b) If yes; what type of work are you doing?
   ________________________________________________
   ________________________________________________
   ________________________________________________
   ________________________________________________
   ________________________________________________

23. What have you done since you left Argyle (e.g. what kind of jobs have you had)?
   ________________________________________________
   ________________________________________________
   ________________________________________________
   ________________________________________________
   ________________________________________________

24. Has the skills / experience acquired at Argyle helped you to find other work?
   ________________________________________________
   ________________________________________________
   ________________________________________________
   ________________________________________________
   ________________________________________________

25.  a) Would you be interested in coming back to work at Argyle?
   - Yes
   - No

   b) If yes, what would this depend on?
   ________________________________________________
   ________________________________________________
   ________________________________________________

Part 5: Additional Comments

26. What suggestions do you have about what Argyle could be doing to keep local Aboriginal employees?
   ________________________________________________
   ________________________________________________
   ________________________________________________
   ________________________________________________

THANK YOU!

(Interviewer: Place the completed survey in the envelope provided in front of the participant and seal. Return to [X] onsite)