

# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	1.0	Corporate Policy
<b>Sub Program:</b>	1.1	Building Commitment to Corporate Aboriginal Policies
<b>Template:</b>	1.1.2	Aboriginal and Local Development Program
<b>Sponsor(s):</b>		<i>Flint Energy Services Ltd</i>

## 1. Objective

To support development and sustain opportunities for Aboriginal and local people and businesses in the vicinity of Flint's operations.

## 2. Description

Flint has developed an on-going, proactive Aboriginal and Local Development Program to address the growing need, common to our clients and our company, to provide meaningful local employment and business opportunities. It is intended to:

- Support government and industry in the advancement of Aboriginal and local employment and business opportunities
- Provide and sustain meaningful work opportunities for Aboriginal and local people and businesses
- Foster individual skill development and job commitment with performance expectations set at the same level as for all other Flint employees and subcontractors

The Aboriginal and Local Development Program is targeted to First Nations, Métis, Inuit and individuals located within 100 kms of Flint's shop facilities and temporary work areas. This distance is deemed to be a reasonable commuting distance.

This policy acknowledges and respects a wide diversity of considerations for Aboriginal and local communities wherever our company has permanent operations centres or temporary work projects. The purpose of the policy is to have a manageable and consistent interface with all Aboriginal and local communities.

In order to achieve ongoing employment and business development opportunities for Aboriginal and local communities, Flint:

- Encourages Aboriginal and local individuals and employment agencies to maintain contact with local operating centres, our corporate human resource personnel and the Flint website for current job openings
- Conducts job interviews at the Aboriginal community sites where appropriate
- Meets with Band, Settlement, local councils, economic development officers, human resources staff, and community-owned and private contracting companies to discuss and plan where Flint can support their initiatives

- Attends career days at secondary and post-secondary institutions
- Trains and develops workers. Flint works interdependently with Aboriginal and local groups and other organizations to leverage our resources and meet objectives that fit the short- and long-term results required by all stakeholders.
- Participates in employment and training initiatives targeted towards the oil industry including classroom support, job shadowing and work experience programs
- Develops customized best practices with each community in self-development, human resources recruiting, training, environment, business development, mentoring/consulting and safety

### 3. Implementation

A number of components are specific to Aboriginal communities:

- **Demonstrating value.** Flint promotes opportunities for Aboriginal peoples that assist in establishing sustainable self-sufficiency through employment, education, business and community involvement.
- **Employment opportunities.** (a) Flint strives to achieve a workforce that includes skilled and qualified Aboriginal people in all areas of the company; (b) Flint may provide summer employment opportunities in both field and office locations; (c) Flint may provide mentoring partnership opportunities; and (d) Flint promotes and encourages our sub-contractors and suppliers to recruit Aboriginal and local workforce wherever possible.
- **Business opportunities.** (a) Flint promotes involvement and seeks to provide sub-contract opportunities with Aboriginal service providers in the areas in which Flint does business; (b) all sub-contractors must meet Flint's pre-qualification requirements; and (c) Flint is dedicated to the highest standards of quality, safety and execution.
- **Education.** (a) Flint seeks synergies by working with industry and government participants to leverage educational programs; (b) Flint, in partnership with NAIT, provides four Aboriginal Entrance Awards (each valued at \$2,500 per yr.); and (c) Flint, in partnership with Keyano College, provides annual scholarships for Aboriginal students attending or planning to attend Keyano College.
- **Aboriginal awareness.** (a) Flint respects the diverse cultures, spirituality and strong ties to the land held by Aboriginal peoples; (b) Flint offers and provides Aboriginal awareness training enrolment to management and front-line key employees; (c) Flint continues to learn about Aboriginal culture (e.g., history, languages, values, beliefs, customs and political structures) and applies this learning in the form of recognition and respect when interacting with Aboriginal people; and (d) Flint promotes an operating culture that demonstrates our commitment to, and inclusion of, Aboriginal people in our business activities.
- **Community involvement.** (a) Flint maintains good corporate citizenship with all Aboriginal communities; (b) Flint strives to inform and educate the Aboriginal community about the company; and (c) Flint fosters mutual understanding by participating in Aboriginal community events and by encouraging Aboriginal participation in company-sponsored events.

From an operational perspective, Flint visits each Aboriginal community within the project area on a regular basis and reviews apprenticeship opportunities, Flint's hiring process and employment requirements, and Aboriginal small business opportunities. As well, each community is contacted on an annual basis for an update of current skills and availability of labour. Flint utilizes the data to ensure qualified candidates are considered when opportunities become available. A listing of Aboriginal small businesses is also maintained.

#### **4. Time Frame for Results**

The Aboriginal and Local Development Program was developed in 1997. Many of the initial goals and objectives of the program related to community and local business interface were achieved in relatively short order. Maintenance of all components of the program is an on-going commitment and process. Success is driven by marketplace and workforce influences.

#### **5. Measurable Criteria**

In the case of workforce participation, current human rights legislation eliminates the possibility of tracking employees for certain specific criteria unless voluntarily self-disclosed. Flint does maintain records for its clients needs within the context of the current legislative environment.

In the case of Aboriginal and local subcontractors, the company maintains records and data associated with the use of all subcontractors.

#### **6. Budget**

The policy provides direction for building relationships with Aboriginal peoples. It is incorporated into the Flint's standard operating procedures. Budget allocations depend on the specific initiatives undertaken in the area of operations, as deemed appropriate.

#### **7. Sponsors and Partners**

Flint Energy Services Ltd. is the sole sponsor.

#### **8. Experience with the Program**

There have been a number of identifiable successes and challenges to the operation of this program since its inception in 1997.

Increasing awareness of the importance of an appropriate and responsible interface with Aboriginal and local communities and businesses has led to continuous improvement in our interactions with Aboriginal and local communities. Adherence to the policy and procedures developed for the program has contributed to increasing consistency of approach on the part of Flint personnel.

The program is particularly suited to relatively stable situations where Flint expects to have a longer-term presence. In these situations, we have been very successful in building on-going relationships with Aboriginal and local communities. It is difficult to apply in short-term contracts as the timeframe is not sufficient to allow relationships to develop. In these cases, the emphasis is on providing short-term jobs and business opportunities where possible.

Flint has received a number of awards for its Aboriginal Development Program including:

- Inter-Provincial Association on Native Employment - 2000 National Ivan Ahenakew Award for employment and business development in Aboriginal communities

(nominated by TransCanada Pipelines)

- Alberta Chamber of Commerce - 2001 Aboriginal Relations Best Practices Award of Distinction for business development, employment and training in Aboriginal communities (sponsored by Indian and Northern Affairs Canada - AWPI)

## **9. Experience with the Program**

This program may be applicable to companies in the resource and supplier industries that are interested in developing positive and sustainable relationships with Aboriginal communities in proximity to a company's area of operations.

## **10. Additional Information or Support**

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