



FIRST NATIONS Engagement Strategy

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Background

IRWIN'S Safety operates its businesses near and throughout First Nations land in Canada. As such, it is our responsibility to improve the amount of economic value generated by industry in these communities that stays within the community. We endeavour to do so by leveraging our core competencies to train, hire, and mentor local workforce.

Pillars Of Success

Our approach to each community is necessarily different, as each community has its own values, beliefs, and needs. Despite this, our core competencies can be leveraged to deliver results set around three pillars of success.

Community Development

As a risk mitigation business, we work with communities to assess their areas of greatest risk and use our capacity to train and develop community members to address these. For example, in many cases we use our capacity to train emergency responders – such as firefighters, medical professionals, and rescue technicians – this provides desperately needed talent to communities that have the least amount of infrastructure in the event of a catastrophic incident. Providing these skills are essential to make these communities safer and take action due to climate related emergencies that have becoming more and more frequent.



Workforce Development

Workforce development is centred around industry training relevant to the community. By training workforce relevant to local industry, we improve employability of community members close to home. In many instances, this is training for our clients for the services we offer. We employ local community members directly where possible, and team them up with industry veterans, offering job shadowing and mentorship to newly trained workers. This is a model that decreases reliance outside the community over time, as mentees become mentors to a new group of local workers. Industry Opportunity: First Nations communities local to industry have a value proposition caught in that statement – “local”. By offering training and opportunities to community members, we ensure communities can leverage this value proposition to deliver services that have a lower overall cost via reduced travel costs.

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Our Approach

Our commitment to First Nations communities begins with our training capabilities, which allows us to offer opportunities for employment to members of First Nations in remote communities currently. This ability to offer training for the services we provide allows us to identify students showing promise and directly offer them project employment. Be it entry-level worker, emergency services, or safety advisory, our trainers bring the students who shine to us and recommend them for direct employment.

By employing these tactics, we are able to achieve positive outcomes for the Nation, our clients, and our business - which are mutually exclusive but also synergistic:

1. Industry Opportunity

- a. Reduced Response Time
- b. Supporting local communities
- c. Reduced cost

2. Community Development

- a. Lasting goodwill
- b. Building self-sustaining capabilities in the community

3. Workforce Development

- a. Early talent identification (Training)
- b. Consistent Practice schedule
- c. Ongoing mentorship

Industry Opportunity

Reduced Response Time

By building emergency response capabilities in local communities, our clients see ever-improving response time. There is nearly always a Nation closer to facilities than the nearest city. This cycle of trainingmentorship-leadership takes time to be capable of fully staffing jobs with the local nation, it is a continuous cycle, and once established will not lose steam.

Supporting Local Communities

As a service provider focused on establishing relationships and directly employing local First Nations communities, we believe this reputation will improve the owner client's relationship with First Nations around it's facilities. Our clients know that their money is staying inside the community where possible, strengthening their bonds with these communities by giving them the reputation of bringing employment.

Reduced Cost

Our model, which relies on staffing work locally where possible, results in tangible ROI for our clients. Money that would be spent on accommodations and travel can be redirected back into the maintenance budget, to other areas, in need, or to community initiatives.



Community Development

Goodwill

Our focus on delivering employment opportunities through this model allows us to build lasting goodwill in the communities we work within. The continuous cycle of training-mentorship-leadership we employ allows us to demonstrate career progression, ensuring that the workers who earn it are rewarded with leadership roles.

Medical Skills

Our emergency services suites are tailored toward providing the most work opportunities to the members of the Nations we work with. This means that when we design course suites, we offer students the opportunities to become multi-faceted. Medical (OFA3, EMR, EMT, PCP) and wildfire are often also included in these suites to improve job opportunities and have the added benefit of allowing these students additional skills to give back to their communities. In remote areas, provincial services can have extended response times, and this difference can often mean irreparable damage in the form of human or property casualties. When a wildfire starts, or when a medical emergency arises, having members with these capabilities in the area can mean the difference between life and death.

Workforce Development

Mentorship

Our model for bringing these "newer" human resources into the workforce is to provide them with strong, experienced leadership. Each project will include an experienced lead, relevant to the type of work being performed. This individual is someone we have identified strong teaching skills in. Our active teams will regularly perform drills and hone their techniques to ensure workers are receiving ongoing training. The mentorship model we use allows these students to turn into veterans themselves, becoming leadership and eventually taking over a mentorship role. This continuous cycle leads to a self-sustaining model for providing emergency services.

Early Talent Identification

Our delivery of training to First Nations communities not only builds employment opportunities and improves medical skills and emergency response capabilities within each Nation, but also offers us the opportunity to identify talent early on. By using a team of trusted instructors, often with involvement in other areas of our business, we can identify those students showing the most promise and offer them employment on local projects. This is especially applicable to more involved training, such as NFPA rescue training, where students spend up to 2 weeks with an instructor and are each individually assessed on their techniques and skills in performing rescue work. Trainers will also assess soft skills during this period to determine fit for different types of roles.

Practice Schedule

Our ongoing involvement in these communities and access to training resources allows us to establish a consistent practice schedule with the workers we select from these training sessions.