

Local Employment

The project's contributions to its host country economies in the first half of 2011 included wages paid to Chadians and Cameroonians of 35 billion FCFA (\$75 million).

- Almost 6200 nationals had jobs with EEPCL, COTCO, TOTCO and their contractors at the midpoint of 2011, over 86% of the total workforce.
- Over two-thirds of the Chadians and Cameroonians working for the project hold well-paying jobs in the semi-skilled, skilled or supervisory job categories.

Nationalization Program: Jobs & Promotions at the Marine Terminal

A proactive employee development program has brought major increases in national employment at the marine terminal's Floating Storage and Offloading vessel (FSO), in addition to training some individuals to move into top jobs once held by expats. Since production began eight years ago, the project has nearly tripled employment of Cameroonians at the FSO, from less than 30% to more than 80%.



Recently promoted Operations Supervisor Christian Lontsi (left, foreground) gives directions to a colleague while supervising vessel operations from the FSO's control room. Meanwhile, newly elevated Engine Room Operations Lead Roland Tamufor (right, foreground) lays out a maintenance plan for several members of his team. Both men are in jobs once held by expats.

Nationalization Program: Three Top Jobs at the Marine Terminal

The steps to nationalize jobs at the FSO have particular significance for two reasons. First, the jobs on the FSO include high skill jobs with some of the highest wage classifications. Second, the nationalization achievement at the FSO demonstrates the power of the project's work force nationalization program. The program includes intensive classroom training, post training mentoring on-the-job and international assignments to broaden experience. The three Cameroonians on this page have recently been promoted to high-level managerial positions on the vessel and have themselves become mentors for those following in their footsteps. The three positions once held by expats include Operations Supervisor, Engine Room Operations Lead and Mooring Master.



Christian Lontsi, Operations Supervisor: *"I started in 2001 as a new hire. COTCO paid for my university and also for on the job training in the United States. Then I came back here for more on-the-job training under the direction of a mentor here on the FSO. I have had ten years of education and training, all paid for by COTCO. Now I know tanker operations, and here I also manage our continuous inspections program that also maintains the integrity of the vessel. This has been a big achievement – the commitment by COTCO to nationalize, and then the opportunity for me to achieve this new job. This experience has changed my life and my income."*

Roland Tamufor, Engine Room Operation Lead: *"COTCO trained me both here in Cameroon and abroad, including California, Seattle, Alaska, England and Scotland. In fact, my mentor just left the country and, after years of training, I am ready to take over his responsibilities. The whole system of mentoring raises the level of Cameroonians in general. I myself was able to mentor and train the person who took my job. I really appreciate this opportunity that COTCO has given me – we have no school for this in Cameroon. It's a milestone, not only for myself, but for all Cameroonians."*



Bertrand Mendugena Ndi, FSO Mooring Master: *"When I was in secondary school, by chance I happened to walk through the Douala harbor for the first time. When I saw those Cameroonian ships and sailors I knew then that I wanted to be a captain. Working on the FSO gives me [the best of both worlds] - a chance to be at sea while remaining close to my family. COTCO provided me with significant training and mentorship, and I appreciate the thorough training process here because it ensures that everybody meets the company's high standards. COTCO and I worked together to achieve our shared goals for nationalization, and I believe the company is doing a good job, especially because things are being done such that Cameroonians are being positioned for success."*

Nationalization Program: World Class Chadian Welders

People who can do gas tungsten arc welding rank as some of the world's most technically sophisticated welders in the world. Now Chad has a whole team of these experts, trained as part of the project's National Welder Training Program. So far, seven welders have been certified in the very difficult art of this special type of welding, in addition to being qualified in other welding techniques for specialty materials and situations. The Project's National Welder Training Program includes eight welding theory modules, practical training exercises and formal certification testing.



Some members of the Chadian specialty welding team are shown here (top) applying their skills at the Komé "hot shop," a fabrication facility where they help assemble customized parts for the Central Treating Facility or in the oilfields. Proud team members (right) took a moment to pose around some of the equipment they have learned to use.

As George Lang, EEPIC Construction Superintendent put it: *"This is a success story for nationalization. The program was developed because of a need for additional qualified welders from the national workforce. A competent national local workforce is the legacy of every successful Construction project. I consider this program one of the highlights of my tenure as Construction Superintendent."*



Nationalization Program: Mentoring Pays Off

Mentoring plays a major role in the success of the project's nationalization program. Once a trainee has completed classroom work, they receive months and sometimes even years of on-the-job experience under the tutelage of an experienced mentor. In many cases, expat mentors have been given the assignment of working themselves out of a job by training a national employee replacement. In others cases, national employees who have risen through the ranks are now qualified enough to be mentors to their countrymen.



Moundjim Saradinangar, Welding Foreman: *"When I graduated from secondary school, it was hard to find a job in Chad, even with a university degree. I looked at my options, decided to start training to become a welder, and was hired by the project after my training. While working on the project, I also had a lot of on the job training and became the first Chadian on the project certified in stainless steel, carbon steel, and pipe welding. Since then, as part of the project's nationalization effort, I have been teaching these specialized skills to other Chadian project welders. We now have a whole team of highly skilled certified welders and a proven process to continue expanding the team. This job helps me support my extended family, and allowed me to send my brother to school as well."*

Romeo Hernandez, Fabrication Shop Supervisor: *"I'm proud to say that we now have these qualified and certified Chadian welders working for the project. It's very difficult to work on specialty materials such as stainless steel, carbon steel and pipe, but I believe that our Chadian welders could do this successfully anywhere in the world. It's great to see them doing this difficult job so effectively. The project and I are both committed to making sure that they succeed. I enjoy teaching and mentoring them because, personally, I believe we should pass along what we know. Sometimes, I even learn a thing or two from them!"*



Willie Ebona, Welding Supervisor: *"I trained and mentored all the Chadian welders in our program in carbon steel, stainless steel and pipe welding. These are difficult specialized skills, but they were all very quick learners. As their teacher, I guarantee they have the skills to weld anywhere in the world. In fact, some of our welders actually left for other opportunities to apply their skills elsewhere in Chad. The mentoring we did was important for the success of our program and the Chadian welders. I also believe that this mentoring and training philosophy is critical for young Chadians to grow up to have a successful future."*

Jobs in the Villages: Maintaining Pipeline Integrity

Hundreds of village residents have jobs with the project as part of the project's Pipeline Right of Way Integrity Program, nicknamed ROWIP. Beginning this year, all along the 1,070 kilometer length of the pipeline, villagers have been trained to inspect for potential issues with the pipeline. A pilot program that began in the highlands of Cameroon around Dompta, was expanded to Chad and now has been put in place all the way from Komé to Kribi. For more information on the ROWIP, see the chapter *Environmental Monitoring & Management Program*.



These villagers in Cameroon were selected for the part time pipeline inspection jobs using a lottery system that rotates the jobs among village residents, giving everyone a fair chance at the work. In this case, they walked their assigned zone of the right of way and found a washed out depression in the soil that will be filled based on their report, preventing a potential future erosion problem.



Kidik Nazaire, Pipeline right of way monitor (left): *"I love this job. As a Cameroonian, I can always use the extra money, which helps me buy kerosene for light, soap, medicine and food for my family that includes four children and two grandchildren."*

Local
Employment
Statistics

Wages

- Wage payments to Chadian workers for the first quarter of 2011 totaled an estimated 14.6 billion FCFA (\$30.3 million). For the second quarter, wages were estimated at 15.2 billion FCFA (\$33.6 million).
- Wage payments to Cameroonian workers for the first quarter of 2011 totaled an estimated 2.5 billion FCFA (\$5.3 million). For the second quarter, wages were estimated at 2.6 billion FCFA (\$5.7 million).
- Total Project Workforce Quarter by Quarter (in Full Time Equivalents)

	<i>End 3rd Qtr 2010</i>	<i>End 4th Qtr 2010</i>	<i>End 1st Qtr 2011</i>	<i>End 2nd Qtr 2011</i>
Chad				
Nationals	5,557	5,525	5,288	5,159
Expatriates	1,120	1,048	932	922
Total Chad	6,677	6,573	6,220	6,080
Cameroon				
Nationals	1,012	1,004	1,082	1,040
Expatriates	63	64	69	66
Total Cameroon	1,075	1,068	1,151	1,106
Project Total	7,752	7,641	7,371	7,186

Estimates of wages and project workforce have been based on the latest available information and may be adjusted in future reports.

Skill Categories

◀ National Workers Employment Skill Levels

Over 71% of the Chadians and Cameroonians working for the project held skilled or semi-skilled positions through the end of 2010. More than 6% held supervisory positions. Skilled jobs include such positions as control room operators, technicians for oilfields, construction, machinery, electrical and instrumentation; EMP monitors and welders. Examples of semi-skilled jobs include food service assistants, security guards and welder helpers.