



# Experience and strategies for Competency Development

How to approach this for Oil & Gas, Utility and Project Engineering companies

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Implementation



# How Oil & Gas, Project Engineering and Utilities companies look at skills and talent

## Characteristics of the Industry

- Project Engineering companies are characterized by complex technical projects requiring specialized skills
- Utility industries similarly require highly specialized skills to work in core areas such as maintenance of power lines
- Project performance is adversely impacted by resource availability
- End consumer experience is directly dependent on availability & quality of utilities (water, electricity) which depend on availability of the right technical skills at right time

## Differentiating features of the competency framework

- People with deep technical know how
- Strict certification regime, often requires third party or government certification to keep skills current – Licensed to operate roles
- Scarcity of skills in the job market
- Holding cost of skills is high
- Availability of alternate career paths – technical resources moving into commercial or project management roles

# Building a scalable competency framework



## Definition of Job Families

What are the broad classifications of similar roles. E.g. Technical, Project Management, Commercial, Management



## Definition of a unique role

What are the unique roles? How many unique roles? What are the benchmarks



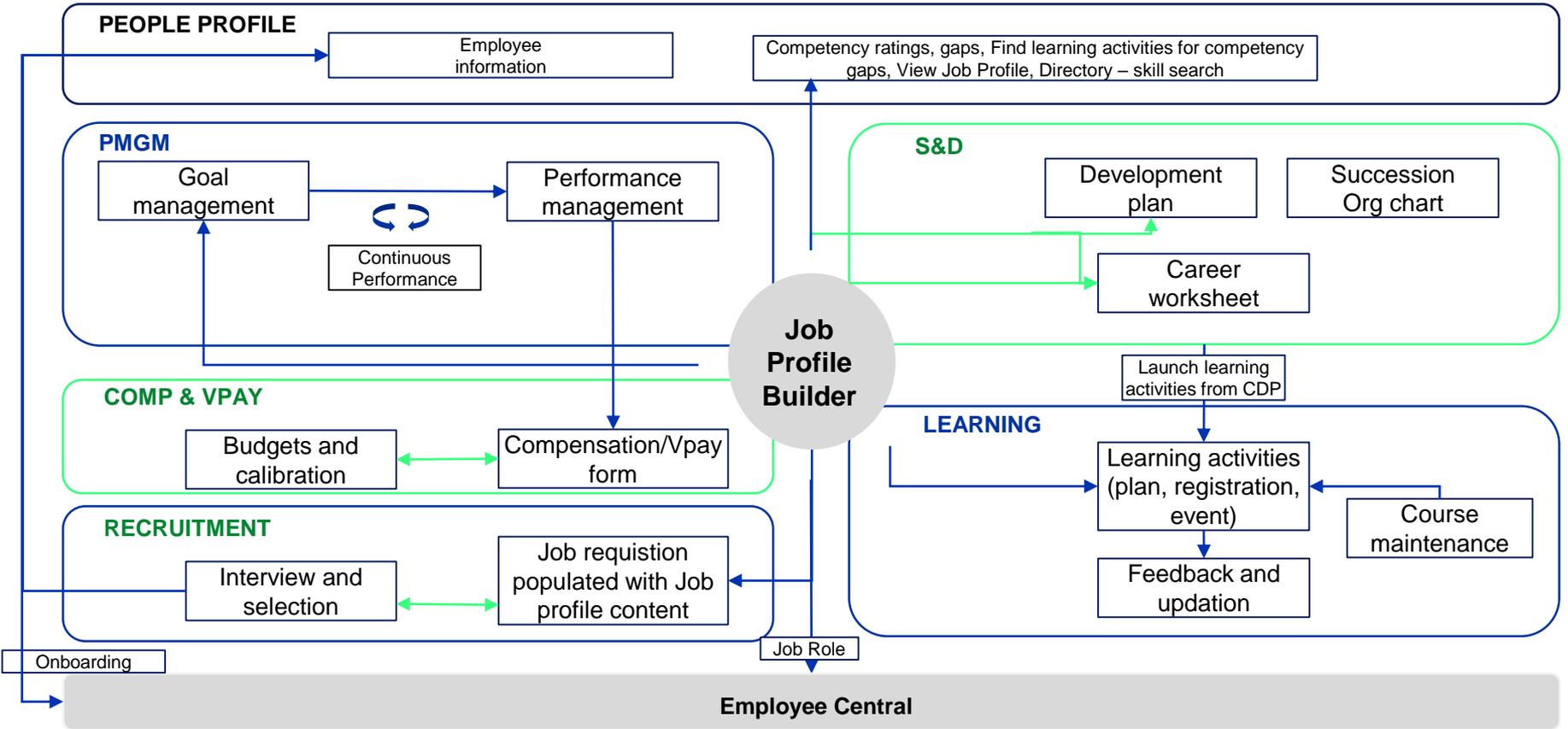
## Classification of skills and competencies

What is the difference between skill and competencies? Do you track behaviors as sub set of competencies?

### Talent Management best practices

- **Standardize job profile templates for faster recruitment turnaround**
- **Best practices for design of an appraisal template for a holistic goal and competency assessment**
- **Managing courses to ensure timely completion and calling out compliance risks if any**
- **Regular salary benchmarking of roles to the industry**
- **Building a robust position management framework**

# End to end process view in SuccessFactors



# Job profile builder - overview

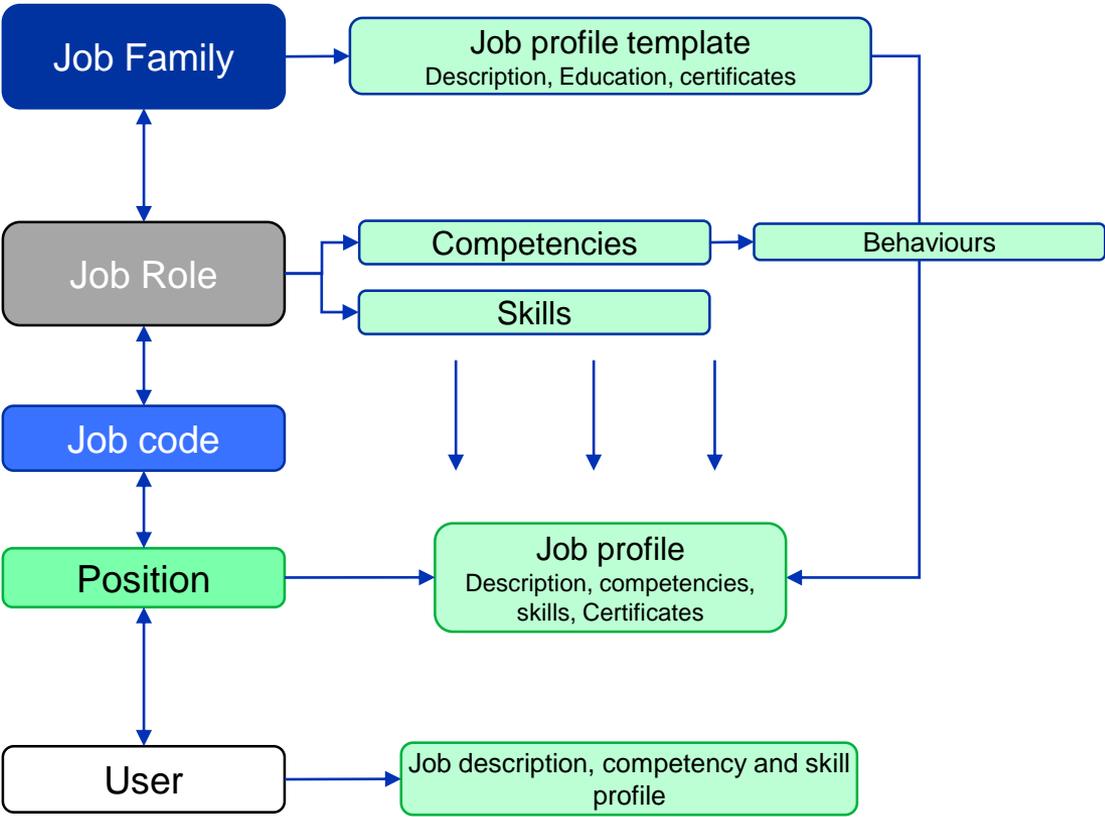
Common functions or streams, can be grouped together to create job families. Such job families would have common attributes – technical and behavioral  
E.g. Finance, HR, Operations, Procurement

Job roles imply unique roles viz., combination of competencies and skills which are unique, which means that any other role will have some variation to the above. Examples: Manager, HR

Job code is the link between the Talent structure and the Employee Central Foundation. It links a job role to a position

Position evolve from Job roles and represent multiple employees having the same unique role. An employee occupies a position. E.g. 5 HR Managers each will have one position

Employee, Person



# Approaching a SFSF Talent Management implementation

## Approach

- The Job Profile Builder is as critical as the EC Foundation in laying down the architecture for the solution – the SFSF design is incomplete until the entire architecture is addressed
- Number of unique roles (or job roles in SFSF), positions in EC need to be rationalized to ensure that data used by the modules is clean and relevant
- Integrations with third party certification systems, scheduling software and the underlying process orchestrations needs to be thought through early enough in the design process
- Creating a scalable design for the competency framework needs to start much before the actual implementation to ensure that related data is available in time
- Maturity of Talent processes including appraisals, career development, succession planning is essential to take full advantage of the functionality

## Outcomes

- Reduced time to staff critical roles
- Better compliance with regulatory and safety norms
- Better visibility of career paths and transparency in career development
- Optimising cost of hires

# Thank You

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