Session 1: Challenges “How to build local capacity content”

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BUILDING LOCAL CAPACITY SEEN AS ....

An HR vision pertaining to the Development of Local Staff so as to bring them to autonomy and insure the Crew Change...

.... & ILLUSTRATED WITH INSIGHTS INTO

Total’s E&P own Experience in NIGERIA on Recruitment & Development of Local Staff in Geosciences & Reservoir Engineering during the last decade (2002-2012)
Total E&P in **NIGERIA** at a Glance

**KEY FIGURES**

Capsule History:
Going deep…
.... from ONSHORE to DEEP WATER....

- **1962**: OBAGI Discovery (ONSHP)
- **1966**: 1st OIL Production ONSH
- **1993**: 1st OIL Production OFFSH
- **2000**: 1st DW Discovery (AKPO)
- **2009**: 1st Oil DW Production
- **1999**: 1st GAS to NLNG
TOTAL NIGERIA CHALLENGE “2005”

• Unprecedented Growth over a decade (2002-2012)
• GSR* Demography Increase

* GSR stands for Geosciences & Reservoir Engineering
**Total E&P in NIGERIA at a Glance**

OPERATED PRODUCTION over a decade: Going Deep…

Unprecedented PRODUCTION Growth

Unprecedented PRODUCTION Growth

**Total E&P Nigeria operated Production (kboe/d)**

- **Year 1996**
- **Year 1998**
- **Year 2000**
- **Year 2002**
- **Year 2004**
- **Year 2006**
- **Year 2008**
- **Year 2010**
- **Year 2012**
- **Year 2014**
- **Year 2016**
- **Year 2018**
- **Year 2020**
- **Year 2022**
- **Year 2024**

**Total E&P in NIGERIA at a Glance**

- **Year 1996**
- **Year 1998**
- **Year 2000**
- **Year 2002**
- **Year 2004**
- **Year 2006**
- **Year 2008**
- **Year 2010**
- **Year 2012**
- **Year 2014**
- **Year 2016**
- **Year 2018**
- **Year 2020**
- **Year 2022**
- **Year 2024**

**DEMOGRAPHY**

GSR * Local Staff

- **Year 2002**
- **Year 2012**

- **+240% Net Increase of local Staff amounting 72**

* GSR stands for Geosciences & Reservoir Engineering

Total Nigeria_EAGE Geoskills WS_London_JUN14, 2013
Total E&P in NIGERIA at a Glance

BUILDING LOCAL CAPACITY KEY CHALLENGE

➔ To BRING the young LOCAL professionals to AUTONOMY thru Development & Training Programs so as to insure the CREW CHANGE

DEMOGRAPHICS
GSR * Local Staff

* GSR stands for Geosciences & Reservoir Engineering

Year 2002
30

Year 2012
102

+240%
Net Increase of local Staff amounting 72

Total Nigeria_EAGE Geoskills WS_London_JUN14, 2013
GSR* DEMOGRAPHICS

- Age Distribution
- Qualification / Grades

* GSR stands for Geosciences & Reservoir Engineering
Total E&P in **NIGERIA** at a Glance

**GSR** DEMOGRAPHICS (Age Distribution)

**Graph Analysis**:  
- Single Hump shape (63% local staff <37 yrs old)

→ **Shortage of Senior professionals**

- A singular situation compared to Western countries where similar graph shows a Double Hump shape allowing **transfer of knowledge** from Senior Professionals (Baby Boomers) to Youngsters

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*GSR stands for Geosciences & Reservoir Engineering*
A well educated population
65% w/ a MSc degree (G&G, RE, IGEO)

For majority of local staff (irrespective of the Degree and University), Lack of Fundamental Knowledge is observed

Chart Analysis: Single Hump shape ➔ 63% of Local GSR staff are younger than 37 yrs old
➔ Shortage of Senior and Experienced Professionals

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**Challenge wrt Local Staff:**

To develop / to bring them to autonomy so as to be able to take independent decisions in a reliable way and time wise…

Keeping in mind that the new generation wants (not only in Nigeria but also worldwide):

- accelerated careers (go fast)
- big roles

**A Key Challenge** as time is needed for efficient development thru training, OJT and dedicated coaching.

**Chart Analysis:** Single Hump shape ➔ 63% of Local GSR staff are younger than 37 yrs old

➔ Shortage of Senior and Experienced Professionals

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**Total E&P in NIGERIA at a Glance**

**GSR* DEMOGRAPHICS (Age Distribution)**

- **Local Staff:** 102 incl. 24 on INTASS
- **Avg Age:** 36.5 yrs

Total Nigeria_EAGE Geoskills WS_London_JUN14, 2013
Total E&P in NIGERIA at a Glance

KEY CHALLENGES

→ To BRING the young LOCAL professionals to AUTONOMY thru Development & Training Programs so as to insure the CREW CHANGE

- How to accelerate development plan for each individuals ?
- How to adapt training to the new generation ?
- How to accelerate time to autonomy ?
- How to help National Colleges / Universities to deliver G&G education ?

…. in the frame of the Nigerian Content Law (IOCs w/ 95% of local staff)

* GSR stands for Geosciences & Reservoir Engineering
GSR* CAREER MANAGEMENT

- Job Grade Distribution
- Professional Seniority

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**Total E&P in NIGERIA at a Glance**

**GSR* PROFESSIONAL SENIORITY** (Job Grade Distribution)

- **Local Staff**: 102 incl. 24 on INTASS

**Competency Gap**

- NP12+
- NP12-

**Chart Analysis**: Imbalance distribution w/ a deficit of GSR* Local Staff holding Senior Positions (25%)

**Key Challenge**: to fill the Competency gap

**Way Forward**: Key challenge is to develop them to bring them to autonomy

**Individual COACHING and tailor made TRAINING PLAN defined for each staff so as to optimize / accelerate the skills acquisition required to become a professional**

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**GSR* PROFESSIONAL SENIORITY** (Job Grade Distribution)

![Bar Chart Analysis](chart_analysis.png)

- **Chart Analysis**: Lack of Local Staff on NP13 to NP14 positions is PARTIALLY compensated by EXPATS (which pushes up the Expat ratio...)

  ➔ **LOCAL COMPETENCY GAP PARTLY COMPENSATED BY EXPATS**

- **WAY FORWARD**: Key challenge is to insure knowledge transfer between Expats and Local Staff so as to bring the latter to autonomy

  **Coaching / Tutoring** is of paramount importance to fill the “experience/knowledge” gap

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**Total Staff in Nigeria**

- TUCN Staff assigned in Nigeria (78)
- EXPAT assigned in Nigeria (60)

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**Note**: The chart shows the distribution of staff by job grade in Nigeria, highlighting the ratio of expatriate to local staff and the part the expatriate staff plays in compensating for the local competency gap. The key challenge is to ensure knowledge transfer and bring local staff to autonomy through coaching and tutoring.
GSR* CAREER MANAGEMENT

- Foundation & Consolidation Periods
- Professional Paths and “Ladders”
- Individual Plan of Development
- Career Paths and Training Plans

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Total E&P in **NIGERIA** at a Glance

**GSR* CAREER PATH & GUIDANCE**

- Foundation period followed by a Consolidation period
  - corresponds to the “time to autonomy” period (from Job Grade 10 to 13)
    - for GEOLOGY-GEOPHYSICS 10-15 years
    - for RESERVOIR ENGINEERING 8-10 years

Time is needed to acquire skills and operational experience on technical grounds

**CONSOLIDATION PERIOD**

- SENIOR PROFESSIONAL
  - 10-15 years

**FOUNDATION PERIOD**

- YOUNG PROFESSIONAL

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GSR* CAREER PATH & GUIDANCE

- **Foundation period followed by a Consolidation period**
  - corresponds to the “time to autonomy” period (from Job Grade 10 to 13)
    - for GEOLOGY-GEOPHYSICS: 10-15 years
    - for RESERVOIR ENGINEERING: 8-10 years

- **Professional Paths with 3 main streamlines**
  - **Management** - Chief GSR*, G&G Managers, Assets Managers
  - **Specialists** - Experts in affiliate
  - **Technical** - Senior Professionals

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**CONSOLIDATION PERIOD**

**SENIOR PROFESSIONAL**

10-15 years

**FOUNDATION PERIOD**

**YOUNG PROFESSIONAL**

- NP10
- NP13

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Total E&P in **NIGERIA** at a Glance

**GSR* CAREER PATH & GUIDANCE:** The three “Ladders”

- **Technical “General” Ladder**
  - SENIOR PROFESSIONAL
  - 13-18 years

- **Specialist Ladder**
  - SENIOR PROFESSIONAL
  - “Référent Métier”

- **Managerial Ladder**
  - Professional Leader

**CONSOLIDATION PERIOD**
- SENIOR PROFESSIONAL
- 10-15 years

**FOUNDATION PERIOD**
- YOUNG PROFESSIONAL

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GSR* CAREER PATH & GUIDANCE: The “Tube” Map

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The “Ladders”

Geophysics

Specialist Paths
TRAINING

- GSR* Job Family Passports implementation during the “foundation” period
- Training Paths and Professional Paths

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Total E&P in NIGERIA at a Glance

GSR* TRAINING PATH

**RATIONALIES:** Training “packages” defined for each GSR* Job Family (GEOL, GEOPH, RESERVOIR ENG, GEOINF.)

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Total E&P in **NIGERIA** at a Glance

| GSR* TRAINING PATH |

### Technical “General” Ladder
- **SENIOR PROFESSIONAL**
  - 13-18 years

### Specialist Ladder
- **SENIOR PROFESSIONAL**
  - “Réalisateur”

### Managerial Ladder
- **Professional Leader**

#### CONSOLIDATION PERIOD
- **SENIOR PROFESSIONAL**
  - 10-15 years

#### FOUNDATION PERIOD
- **YOUNG PROFESSIONAL**

**RATIONALES**: Training “packages” defined for each GSR* Job Family (GEOL, GEOPH, RESERVOIR ENG, GEOINF.) with a continuous Training yearly offer throughout the career

→ **TRAINING Path aligned w/ PROFESSIONAL Path**

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**GSR* TRAINING PATH**

Fundamental Training course Spanning 90 days

**Objective**: (i) - to improve technical proficiency & knowledge of the E&P business ; (ii) - to broaden the understanding of the E&P workflow ; (iii) - to introduce other technical domains and (iii) – to acquire practical skills through an hands-on project as a field case

**RATIONALES**: Training “packages” defined for each GSR* Job Family (GEOL, GEOPH, RESERVOIR ENG, GEOINF.) with a continuous Training yearly offer throughout the career

⇒ TRAINING Path aligned w/ PROFESSIONAL Path

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CONCLUSIONS

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Total E&P in **NIGERIA** at a Glance

**GSR* TRAINING & DEVELOPMENT Guidance**

- **Majority of Local Staff is** young, inexperienced, demanding
  - 63% younger than 37 yrs old
  - 75% holding positions with Low Job Grade
- **Training Passports/Paths** structured by **Job Family** and tailor made for each individual according to **GSR* Professional Path** so as to **BRING THEM TO AUTONOMY**
  - Despite many training attended…. there are still **COMPETENCY GAPS**
    - “Back to the rocks” New Training in Spain (Geological Field Camp)
    - Individual **COACHING** to be implemented
- **Best KPI is for a local staff on Intern. Assignment to be recognized as a good professional**

**INT ASS is considered as a KEY STEP in individual Careers Plans**

- **Compulsory** for all local staff irrespective of GSR Métiers
- **Necessary** for entering within the radar of the HQ GSR Chef Métiers
- **Mandatory** prior to be assigned on a NP13+ positions in TUCN

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* Total Nigeria_EAGE Geoskills WS_London_JUN14, 2013*