EAGE GEOSKILL 2013 LONDON

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

Total Upstream Companies in Nigeria

50 years of partnership

Since 1962, always in partnership with the Nigerian National Petroleum Corporation (NNPC), Total has been active in exploration and production of oil and gas in Nigeria (adding recently domestic gas commitments and IPP).

In doing this, Total has added unmatched cultural and economic value to the country and promoted exemplary industry leadership through uncompromising standards of business ethics, robust Health, Safety and Environmental protection (HSE) initiatives, exceptional achievements in Nigerian content development and best-in-class corporate social responsibility.

Totala true commitment to Nigeria.

Capsule History :

Going deep...
.... from ONSHORE to
DEEP WATER....

1962 OBAGI Discovery (ONSH)

1966 1st OIL Production ONSH

1993 1st OIL Production OFFSH

2009 1st Oil DW Production

2000 1st DW Discovery (AKPO)

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

+250%

140

DEMOGRAPHY GSR * Local Staff

30
Year 2002

Year 2012

102

+240%

Net Increase
of local Staff
amounting 72

AOW – OCT2012

* GSR stands for Geosciences & Reservoir Engineering

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

AOW – OCT2012

* GSR stands for Geosciences & Reservoir Engineering

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

SINGLE HUMP shape

vs

DOUBLE HUMP shape

* GSR stands for Geosciences & Reservoir Engineering

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

GSR* DEMOGRAPHICS (Age Distribution)

A well educated population
65% w/ a MSc degree (G&G, RE, IGEO)

Local Staff

102

incl. 24 on INTASS

Avg Age
36.5 yrs

BSc

HND

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

* GSR stands for Geosciences & Reservoir Engineering

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

GSR* DEMOGRAPHICS (Age Distribution)

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

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* 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)

Key Challenge: to fill the Competency gap

All Local Staff

- TUCN Staff assigned in Nigeria (**78**)
- TUCN Staff on INT ASS (**24**)

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

→ **SHORTAGE of EXPERIENCED PROFESSIONALS**

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

GSR* PROFESSIONAL SENIORITY (Job Grade Distribution)

skills

All Staff in Nigeria

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

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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GSR* CAREER MANAGEMENT

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

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

NP13

- NP10

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

GSR* CAREER PATH & GUIDANCE

– Foundation period followed by a Consolidation period

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- 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

CONSOLIDATION PERIOD

SENIOR PROFESSIONAL

10-15 years

FOUNDATION PERIOD

YOUNG PROFESSIONAL

NP13

- NP10

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

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

* GSR stands for Geosciences & Reservoir Engineering

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

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

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TRAINING

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

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

GSR* TRAINING PATH

RATIONALES: 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

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**

* GSR stands for Geosciences & Reservoir Engineering

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

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

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**

of years

Training per year (in Days)

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CONCLUSIONS

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

GSR* TRAINING & DEVELOPMENT Guidance

- ◇ Majority of Local Staff is **young** *63% younger than 37 yrs old*
inexperienced *75% holding positions with Low Job Grade*
demanding *request for accelerated careers & big roles*
- ◇ **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

- **Compulsary** 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