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Extractive Industries and Sustainable Job Creation

Resourcing and Talent Management

By

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The views expressed are those of the author and do not necessarily reflect
the views of UNCTAD.



Resourcing and Talent Management

Human Resource Management

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Agenda

the presentation covers the following agenda:

- Company Profile
- Presentation Overview
- Resource and Talent Planning
- Succession & career development
- Recruitment process
- Training & Development



GNPOC PROFILE



Greater Nile Operating Co. Ltd. (GNPOC) is a joint operating company owned by China National Petroleum Company (CNPC) International (Nile) Ltd 40%, Petronas Carigali Nile Ltd (PCNL) of Malaysia 30%, Oil & National Gas Company (ONGC) Nile Ganga BV (ONGBV) of India 25% and Sudan Petroleum Company (Sudapet) of Sudan 5%..

The company was incorporated under the law of Mauritius in 1997.

The company is responsible for petroleum exploration and production in the concession area in Muglad Basin in Sudan.

Presentation Overview

A fundamental part of the human resource management role is concerned with workforce planning and mobilisation to ensure that the organization is able to secure its current and future needs at the right time and place. This involves offering attractive packages and benefits, training and development opportunities.

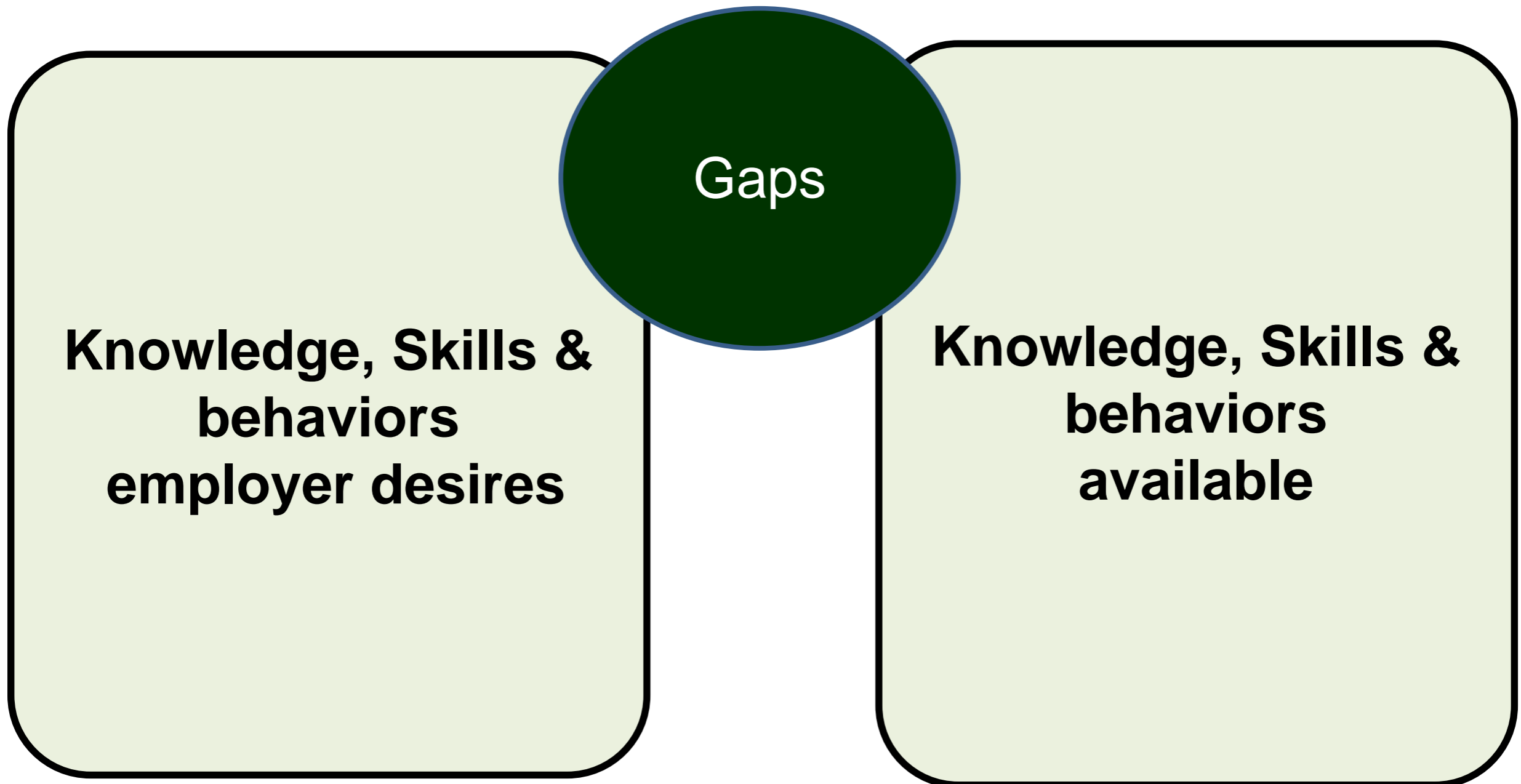
The purpose of this paper is to share GNPOC experience in managing these activities.



Resource and Talent Planning

Talent management is the process of ensuring that the organization has the talented people it needs to attain its business objectives. It involves management of flow of talent through talent pipeline.

Talent Planning: Demand and Supply



Succession and Career Planning

A process for identifying and developing potential future leaders or senior managers, as well as individuals to fill other business-critical positions, either in the short- or the long-term.

In addition to training and development activities, succession planning programmes typically include the provision of practical, tailored work experience that will be relevant for future senior or key roles.

Recruitment

Objectives:

- Secure the manpower needs
- Attract talented people
- Job opportunities for nationals
- Ensure smooth operation through timely provision of manpower requirements

➤ **Internal recruitment: strengths**

- Low cost
- Motivation
- Knows better about your business, fits in culture .. Etc.

➤ **Weakness:**

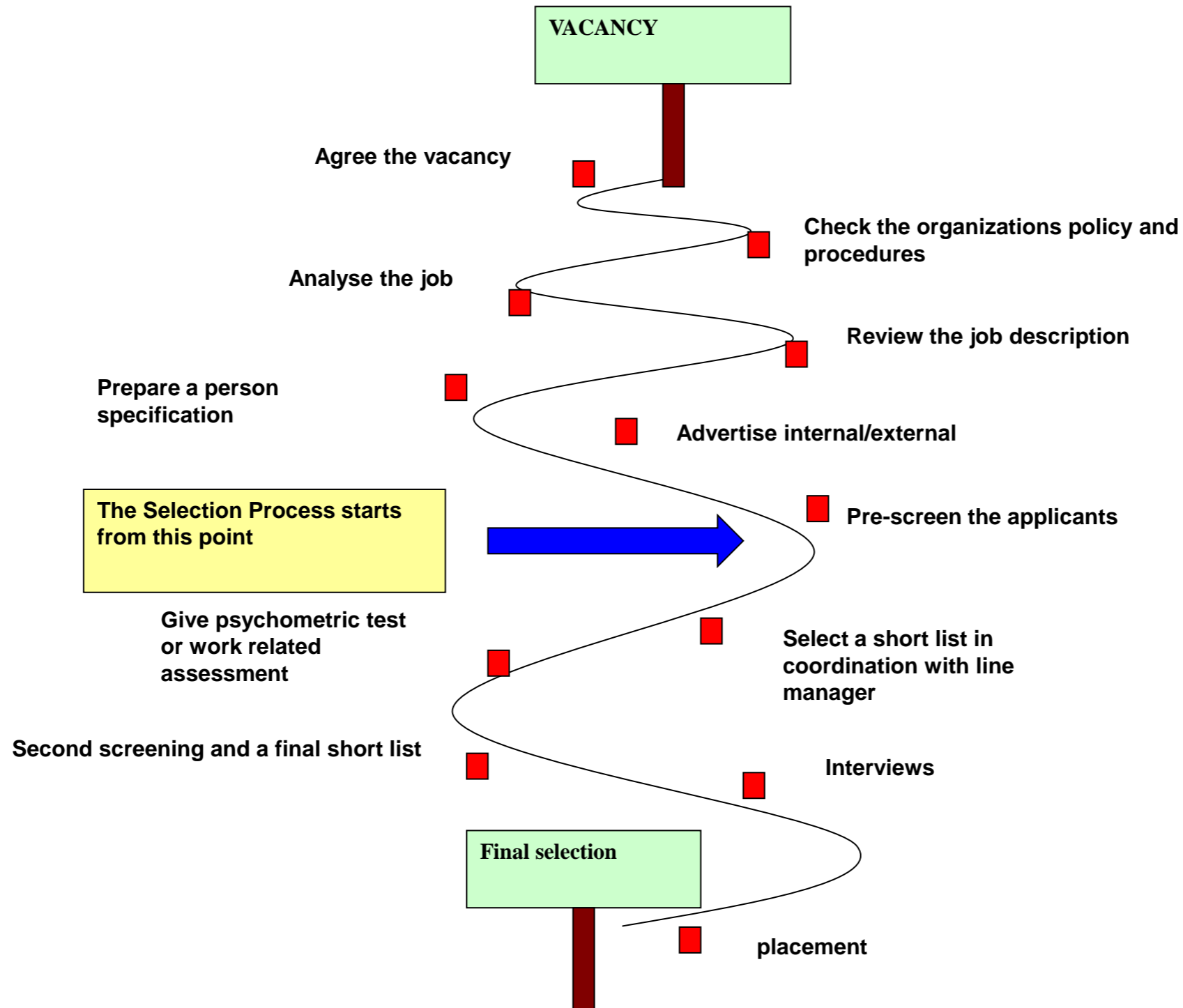
- Compromise standards
- If he doesn't fit can't return to his previous job

Strengths & Weaknesses

➤ External recruitment: strengths

- Inject new blood, new experience, new work methods and practices .. Etc.
- Attract talented people
- Improve performance
- Weakness:
- Adversely affect the employees morale and commitment
- New staff takes long time to get in the system

R&S Process



GNPOC's Training & Development

The primary objective of GNPOC's Training & Development program is to equip employees with the skills, knowledge and abilities to be successful both in their current role as well as future roles in the Company - including Sudanization.

To accomplish this goal, GNPOC takes a multi-phased approach to training and development activities as follows:

1- **Common Training Programs (In-House):**

(A) Behavioral and general skills development programs: Provided for all national employees in GNPOC based on identified specific need requirement. (Expatriates can attend based on recommendation of their manager i.e. Team Building, Effective Leadership).

(B) Computer Training programs: are provided

To ensure that employees are kept up-to-date in their computer skills and knowledge. Courses, focused on Company supported software are offered on a periodical basis.

2- **Functional Training Programs :Technical programs**

usually conducted in a group setting i.e. Basic Reservoir Engineering, Introduction to Petroleum Geology etc.

3- Specialized Training Programs(Overseas): Programs conducted for individuals to address specific skill gap identified, may include overseas training. Employees must have approval of line manager for programs in Sudan and approval of divisional general manager(GM) for programs outside Sudan as per the Personnel Policy Manual Training Policy Chapter 8.11 and 8.12.

4- Educational Assistance Programs:

Financial assistance towards educational development in areas that improves employees knowledge and skills within the job or future development at GNPOC.

5- Technical Training Programme for GNPOC Operators & Maintenance Technicians:

A) General /Technical English Language & Classroom Theoretical:

This programme is designed to take young and raw, newly recruited employees, meeting the minimum requirements of, a diploma in one of the four disciplines of Mechanical/Electrical/Petroleum Engineering or Instrumentation. The trainee's first complete basic foundation courses in General/ Technical English, this is followed by 90 days of classroom theoretical oil industry foundation training in Khartoum.

B) OJT Programme (Competency -Based):

The GNPOC competency-based training programme sole objective is to produce safe and competent operators who, at the completion of the training programme, are an asset to the company workforce and make an effective contribution towards implementation of the companies' policies, aims and operational targets.

SUDANIZATION:

GNPOC was committed to provide technical training to Sudanese national employees to improve their knowledge and skills in order to develop their technical and professional abilities to the maximum of their potential, in line with the Company's Sudanization process. During the period 2001 – 2010 all positions of operators & maintenance technicians were Sudanized.

Common Training Programs (In-House):

Since the year 1997 ,total of 4,170 Employees have attended the GNPOC in house training as follows:-

YEAR	No. of Programs Achieved	No of Participants Attended
2015	05	31
2014	15	178
2013	10	194
2012	16	80
2011	05	101
2010	20	206
2009	15	236
Total	86	1,026

Common Training Programs (In-House)- Cont'd:

Year	No. of Programs Achieved	No of Participants Attended
2008	27	427
2007	18	300
2006	15	193
2005	20	962
2004	25	633
2003	35	110
2002	25	086
2001	35	090
2000	20	080
1999	40	101
1998	30	092
1997	20	70
Total	310	3,144



Staff Retention

- GNPOC provides the following benefits as part of its retention programme:
- Salary package
- Housing loan scheme
- Car loan scheme
- Training opportunities in-house and overseas
- End of service benefits
- Full coverage medical service for staffs and their dependents



Company Loans

GNPOC provides Housing, Car and Emergency Loans

The following table shows the breakdown of housing, car and emergency loans status to date:

Type of Loan	No. of Staff Benefited
Housing Loan	425
Car Loan	160
Emergency Loan (USD)	88

Way Forward

- high attention to talent planning, acquisition, growth and retention.
- lawful and well-structured recruitment and selection processes are vital to secure the right type of talents
- Proper succession and career plans are crucial for talent management practices.
- staff training and development is central pillar in talent management.
- Talent retention ...



Thanks