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**Upstream – HR**

**project management**

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**Triple EEE**

Experience - Expertise - Excellence

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# Reference materials reading and tools

You are receiving here a pack of documents with the course materials that are intended for your reference. For example I have included the briefing pack for graduate recruitment candidates that Shell uses. We will not cover its content in great detail during the course, but it is fully consistent with the image of HR that I will be presenting and it may be useful as a starting point, should you ever have to organise something like it.

The pack contains:

1. Petroleum accounting – organization
  2. Value based asset management
  3. Richard Duke seven key roles
  4. Chris Dalby HR managers in difficult times
  5. Guide Chart Job\_Evaluation\_Brochure
  6. Hay job evaluation
  7. Multidisciplinary\_Work\_Processes
  8. Hugh Mitchell speech
  9. Oil and Gas HSE capability gaps
  10. IPC in English
  11. PDO annual report 2014
  12. online\_assessments
  13. Individual Performance Review
  14. assen-srd-pack
  15. Skill\_pool\_management\_system
  16. Statement of General Business Principles
  17. Strategic Qatarisation
  18. Scenarios
- one view of the structure of an upstream venture, a good starting point
  - J. Paisie in oil&gas financial journal about portfolio thinking and strategic positioning
  - key roles of HR in talent management as we approach the big crew change
  - how can HR coach leaders to manage the business cycle better
  - a good summary of the Hay job evaluation method
  - another comprehensive summary of the Hay evaluation method
  - a good approach to the process of designing a new company structure
  - The HR director of Shell on the role of HR in strategic partnerships
  - an ILO report on the future direction of Capability development in oil and gas
  - The Iranian General Terms, Structure and Template of Oil and Gas Upstream Contracts
  - The Oman joint venture with Shell, reporting technical and capability development
  - a description of the online part of the Shell recruitment process
  - sample Performance assessment process description
  - the actual pack that applicants receive when they join a Shell Recruitment day
  - an article by Dr Rabiu on what SPM is, and why it is state of the art
  - Sakhalin Energy – business principles
  - an analysis of what works and what doesn't work for localization in Qatar
  - a summary of the Shell approach to strategic planning

# HSE moment

If you suspect that there is an emergency, take the following actions immediately.

- Report the emergency to?
- Telephone # and/or person (where can the number be found?)
- Divide tasks – have someone meet the emergency response unit at the lobby
- First Aid and Defibrillator, if available ?
- Location of emergency exits
- Follow instructions



# Learning contract

- Reality
  - HR is where it is (sometimes not in the boardroom, often engaged too late, ...)
  - We are at different stages of sophistication
- We share
  - A need to understand how the industry manages talent
  - To apply, or to negotiate with, or to aspire to
- We agree
  - To participate and share our own knowledge / experience
  - To listen, ask questions and understand
  - To keep information confidential where that is requested
- So that we
  - Are better professionals, with a stronger network,
  - Understanding the people language of the upstream business better,
  - With a clear vision of our profession in the business, now and in the future

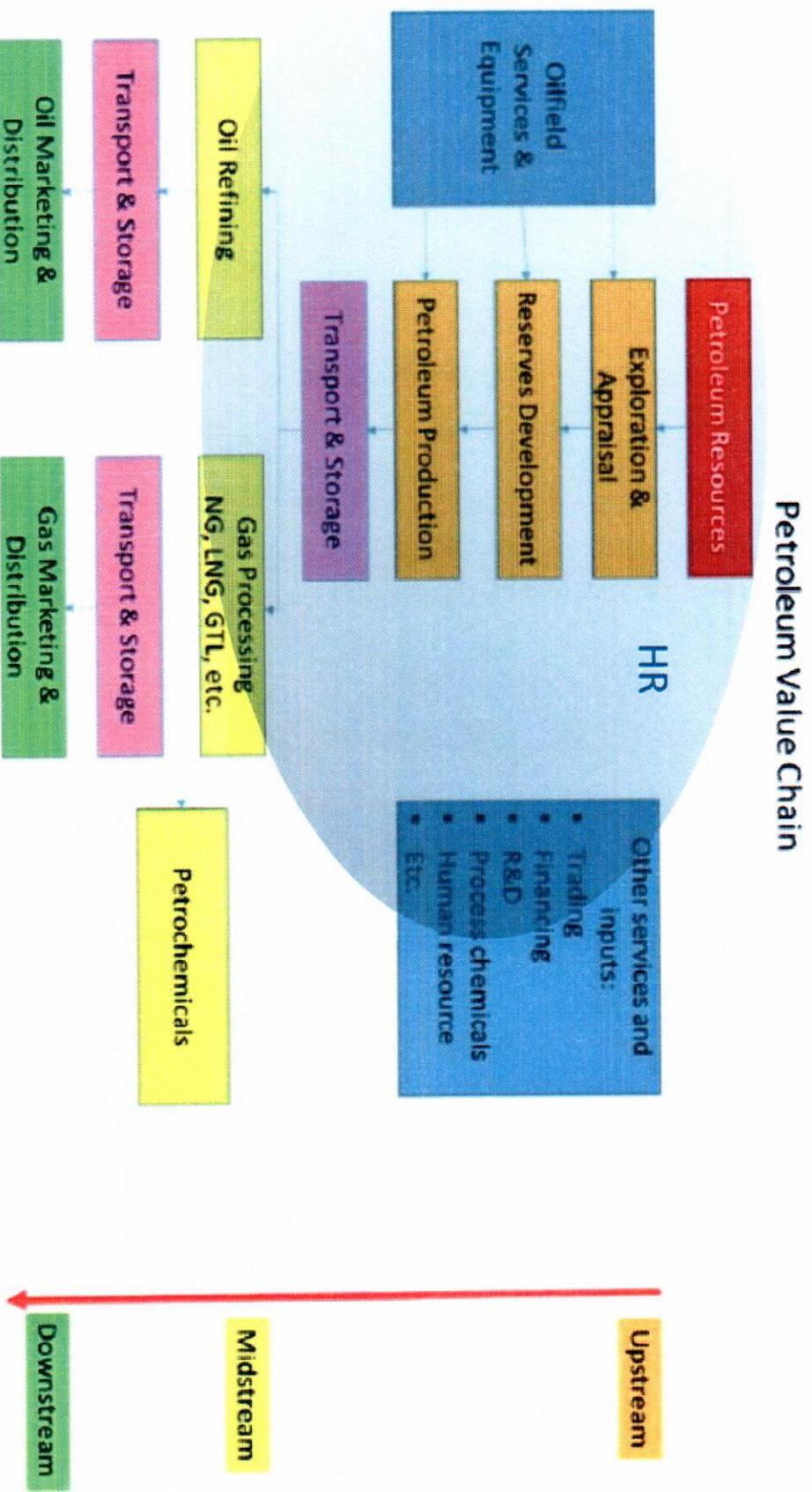


# Learning objectives

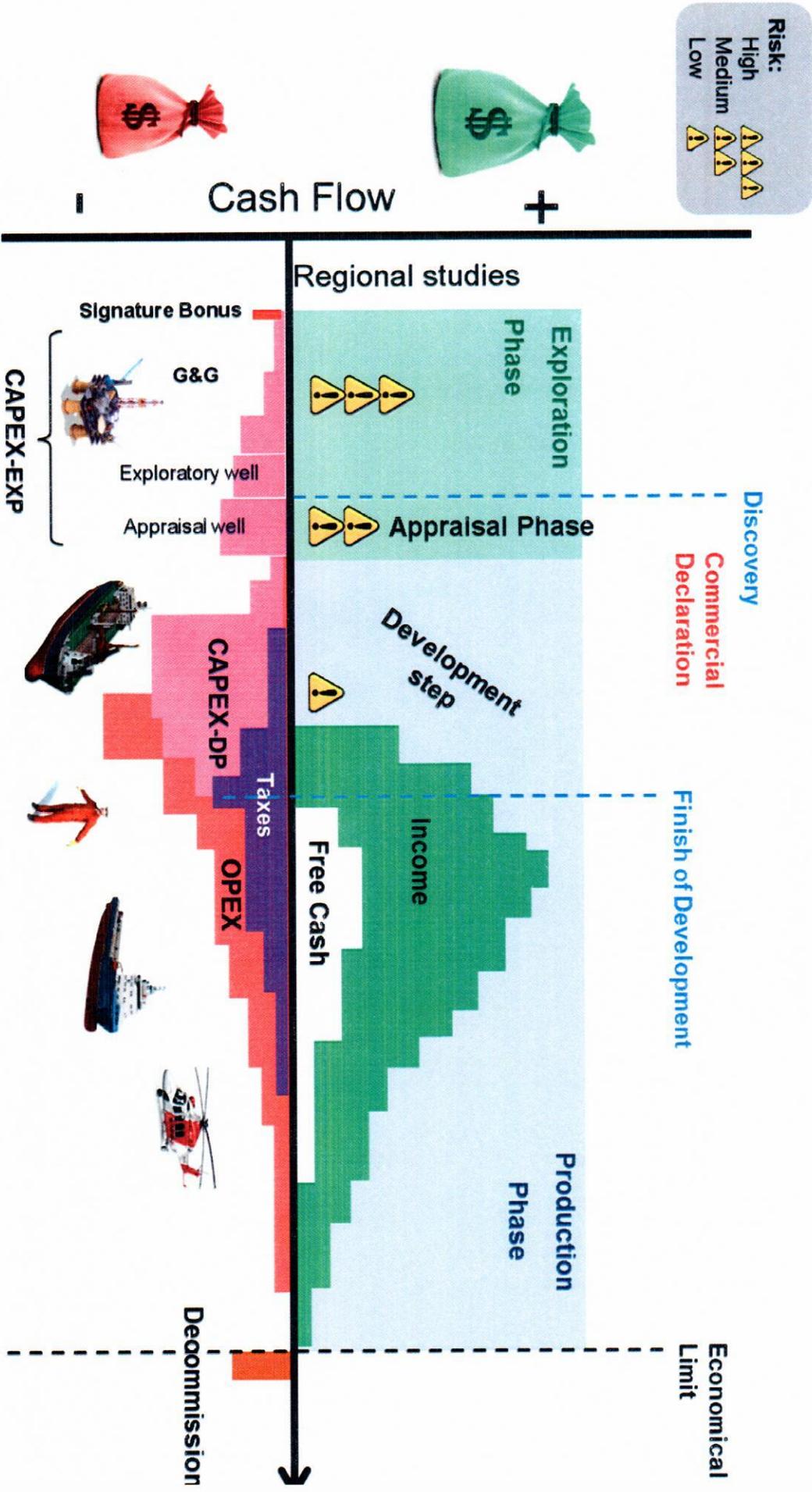
- **Introductions & Icebreaker**
  - Popcorn Session
  - Our actual position in the Ulrich diagram
- **Learning objectives**
- **What are participants curious about**
  - Current skill deficiencies
  - Experience to share
  - Topics to address
- **What can faculty offer**
  - Experience / stories
  - Best practice examples
  - Network
  - Advice



# Our focus in the next 3 days

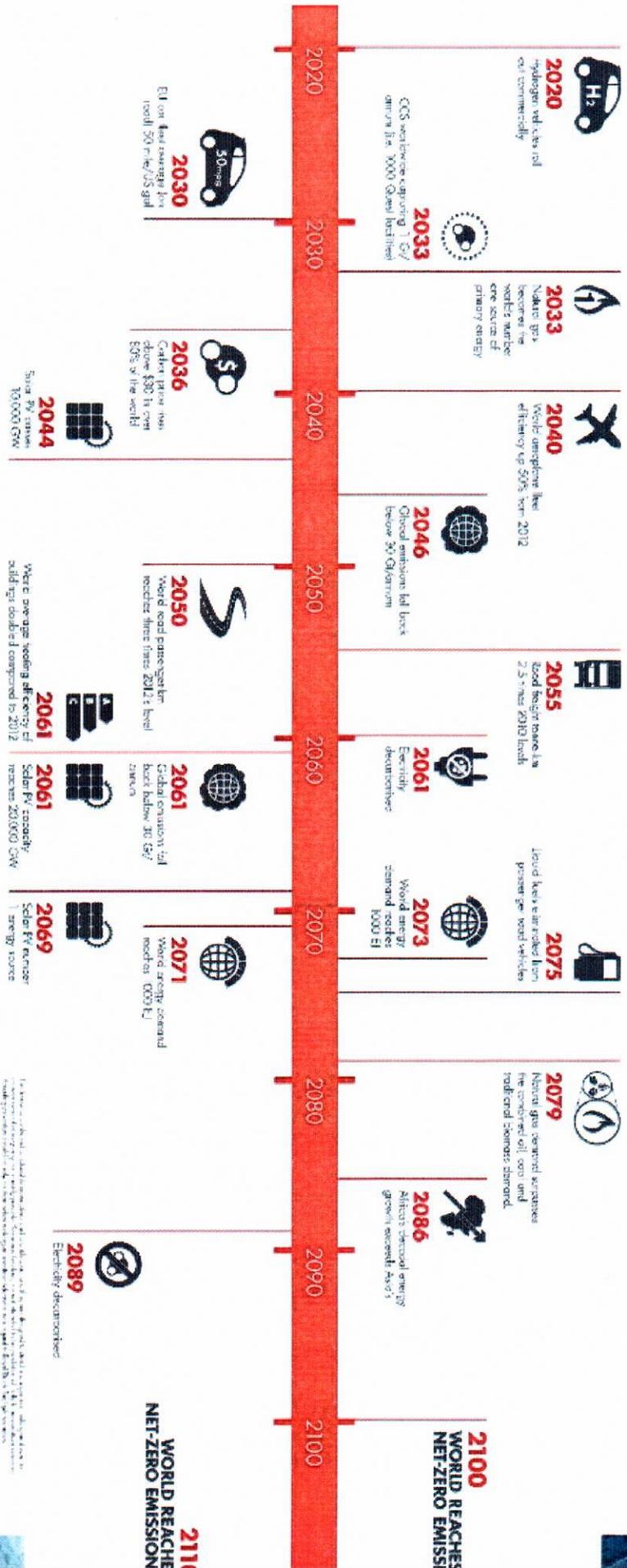


# Financial Accounting and Reporting by Oil & Gas Producing Companies



# Scenario Planning

**MOUNTAINS** This is the world with status quo power locked in and held tightly by the currently influential.



**OCEANS** Influence stretches far and wide in the world of Oceans. Power is devolved, compelling interests are accommodated and compromise is king.

