

赴馬來西亞參加
「亞洲石化產業職能發展及人才庫管理」
研討會

報告人：龐睿穎
呂立仁

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任務

本次出國任務為參加 IQPC (International Quality & Productivity Center) 主辦之「亞洲石化產業職能發展及人才庫管理」(Capability Development and Skill Pool Management in Asian Oil & Gas)，了解與會各油公司之人力資源開發系統制度與作法，並交換彼此經驗及心得，以作為未來本公司於人力資源開發與培訓之參考。

摘要

綜觀本次與會各油公司，由於多數業者在過去十多年間裁減人力，減少晉用新人。目前在人力資源方面的問題極為相似，即「人力老化」與「技術人才短缺或斷層」。故如何遴選適合的新人、加速新人職能養成及經驗的傳承，是本次會議多家公司報告重點。其中如 Shell Petroleum Co.的「資深方案」(late career options)、British Petroleum Co.的「加速技術人員職能發展」與「職涯地圖」的做法，皆頗具參考價值。各家公司在人力資源方面規劃原則及策略非常相似，只是執行的層面和深度有所差異。人才是企業體營運中最重要的一環，因此，人力資源部門需要有計畫的招募及培訓員工。基本上所採取的步驟及策略包括:1.招募合適的員工，2.建構職能培訓系統，3.設立職位適任標準，4.完善的職能評鑑制度。

壹、行程

日期	記要
6月19日	出國(啟程)
6月20-21日	參加「亞洲石化產業職能發展及人才庫管理」
6月22日	回國(返程)

貳、參加「亞洲石化產業職能發展及人才庫管理」

一、前言

優秀的員工是企業永續經營發展基石，同時再透過終身學習和組織學習，更可讓企業創造更高價值。因此當員工擁有公司在執行業務所需要的職能與忠誠度時，總被視為企業體的人才與寶貴資產。但是人才不是憑空而來，所以企業體必須以嚴肅的方式招募合格的員工，並給予系統性的培訓及工作教導。

基於吸取及蒐集國際油公司，有關技術傳承和人力培訓的資訊與經驗，參加 International Quality & Productivity Center (IQPC)在馬來西亞吉隆坡舉辦的「亞洲石化產業職能發展及人才庫管理」。本研討會以全球性人才短缺及職員生態變遷的挑戰為主軸，主要邀請亞洲區同業共同參加，本公司人事處龐睿穎處長受邀參加，並在大會中針對本公司的人力資源執行概況作專題講演，研討會之相關討論議題如后：

- 1.如何因應工作人員生態變遷？
- 2.如何保存組織內智慧資產及專業技術以維持競爭力？
- 3.如何成功運用職能發展及人才庫策略？
- 4.國際石化公司如何建立最佳本土化計劃？

二、研討會活動概況

本研討會於 2006 年 7 月 20-21 日在馬來西亞吉隆坡王子飯店 (Prince Hotel, Kuala Lumpur, Malaysia) 舉行，大會主席係由目前服務於英國石油公司埃及分公司(British Petroleum Co., Egypt) 的 Mr. Craig Deaves 擔任。來自不同公司的人力資源工作人員聚集一堂共同討論，在講師分享工作經驗及主持人的帶動下，進行紮實的 2 天議程，雖然部份講師臨時無法出席，但仍不影響參與人員的熱情參與和討論。研討會資料請參閱相關附件：研討會簡介與議程介紹(附件一)、調整後之研討會議程(附件二)、中油公司人力資源報告資料(附件三，龐睿穎處長)。

三、標竿範例

整理研討會中具有代表性及可參考學習的範例，寄望經由這些實例，除可讓我們瞭解各油公司在人力資源現有的執行方式及策略外，並可藉此作為我們的學習標竿。各油公司的資料摘錄整理如下：

3.1. Petronas

Petronas Petroleum Co., Malaysia (Mr.M Faudzi b M Yasir)以電機工程養成為例，針對機電工程師的專業技術程度分為「專家、高級、技術、執行及實習」等 5 級(Expert, Advanced, Skill, Knowledge, Awareness)，參見圖 1。配合工作需要或遇有問題時，將不同層級的機電工程師組成一個「工作群組」 (Work Group，以下簡作 WG)，以共同解決公司的機電問題。其組成與實施方式，有些類似本地之 [品管圈 + 師徒制]的混合體。

WG 由資深有經驗的主管(Advanced 級以上人員擔任)負責建立養成訓練計劃的安排、教導及資源分配，整個團隊在共同工作、學習、訓練及經驗傳承的狀況下共同成長，圖 2。Petronas 在報告中，並未提及其他各種不同領域與層級人員之職能體系，或清晰職能標準。僅提到 WG 會建立作業或技術等方面之指引(guidelines)。目前的人力培訓方式，強調從「做中學」，以此為主再佐以講師教授指導之正規訓練方式。這也是總人數約 200

位並分散在不同廠區之電機工程師養成方式。

圖 1: Petronas 技術人員分級職能標準

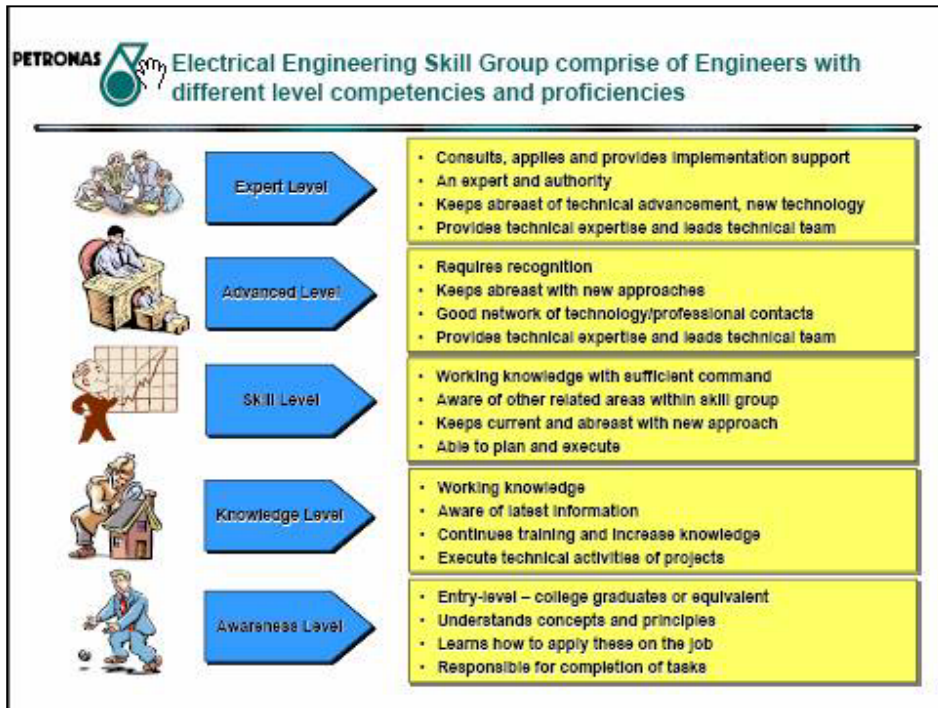
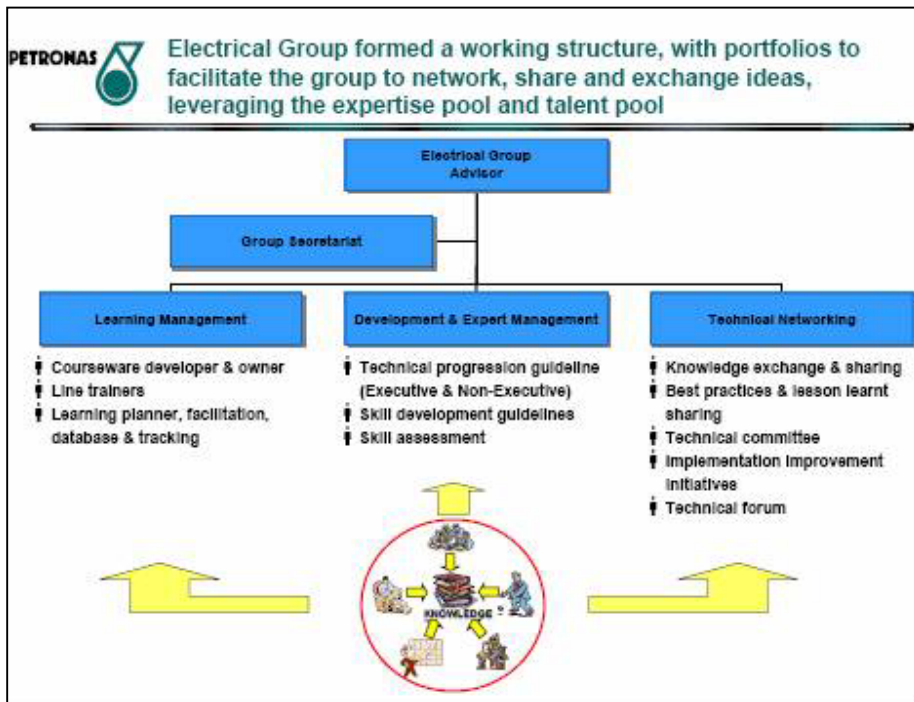


圖 2: 「工作群組」架構-資訊交流網路與專家知識庫關係圖



3.2. Bharat Petroleum Corp

Bharat Petroleum Corp., Indian (Ms.Sujata Chogle) 基於公司業務急劇擴張，員工數由 1976 年之 4,847 人增加到目前的 12,029 人 (2006 年)。需要快速培養可供運用之人力，以面對大量招募新手(缺乏經驗員工)的迫切壓力。因此人資部門除針對各項職位的建立職能需求外，並審慎招募合適員工。其本次會議報告主題即是「加速員工成長與新人招募...」(Accelerating Staff Development and Recruitment...)。新人要進入該公司，得通過: 1.結構化面試 (structured interview)，2.技術職能評鑑， 3.”行為事件面試”(Behavioral Event Interview, BEI), 4.性向測驗等評估程序。

Bharat 公司自 2001 年起，即開始為包括”銷售、操作以及經理級”等標準職位建立”職能模式”(competency models)。其中最特殊的訓練項目，是用於新人甄選時所使用之 BEI 技術。這是一項包括”自信、主動性、榮譽心 (driving results)、分析能力、推理能力 (conceptual thinking) 與團隊合作”等項目之評估技術，以確保新進人員性向與能力符合所需。本項工作由 2001 年開始執行，目前仍持續進行。

3.3. Abu Dhabi National Oil Co.

阿布達比國家石油公司是一個全方位的石化集團公司，經營的業務涵蓋石油化學業的上、中、下游，其範圍包括石油開採、煉製、及石化產品銷售，已建立整體性的員工職能養成體系 CAMS (Competence Assurance Management System)，參見圖 3 至圖 5。CAMS 透過下列流程步驟，決定職能標準與訓練計畫

1. 專業分類: 首先將全部專業分為 Geosciences, Reservoir eng., Field eng., Petroleum eng., Operators & Technicians & others 共 6 類。(參見圖 4)
2. 職能區分 (依專業類別定義): 計分為”核心、輔助、一般與行為”(core, support, general, behavioral) 四部份。(參見圖 5)
3. 單元成分 (units & elements) 標準: 依職能類別定義
4. 專業程度 (performance criteria): 分”認知、知識、技術與精通”(awareness, knowledge, skill, mastery) 等 4 層級。(參見圖 3)

5. 制定人力開發訓練計畫。(參見圖 3)

以新進人員為例: 先須經 5 週現場講習 (onboarding course), 接著再給予 4 個不同層級的訓練工作指派, 每一階段都有適當教導與評估驗證, 再配合學習手冊引導員工自我發展, 使人員「職能」符合訂定標準, 達成獨立作業階層。

圖 3:ADNCO 員工職能開發訓練計畫制定流程



圖 4: ADNCO 員工職能體系 - 專業 (discipline)分類

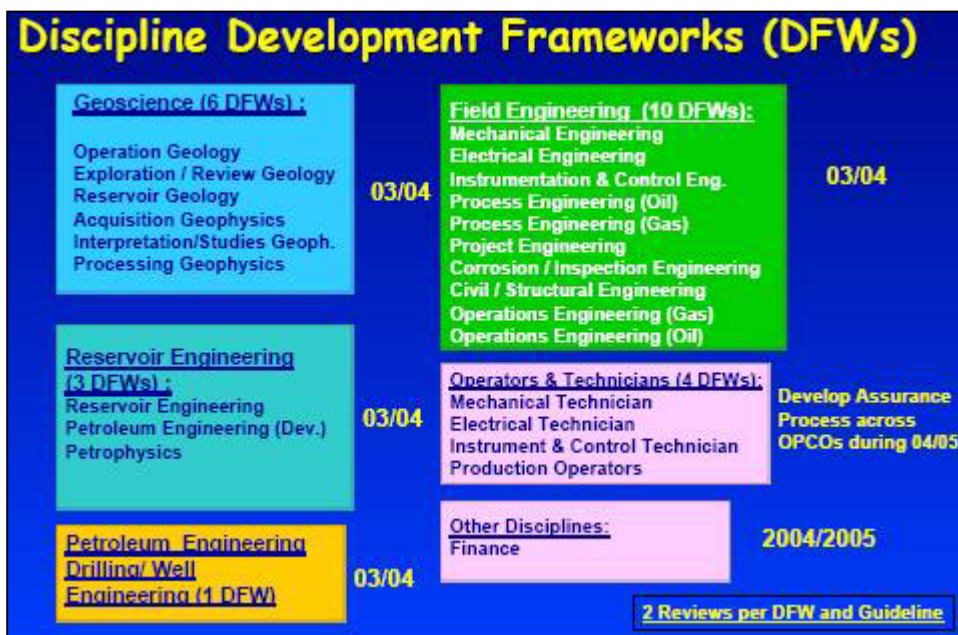
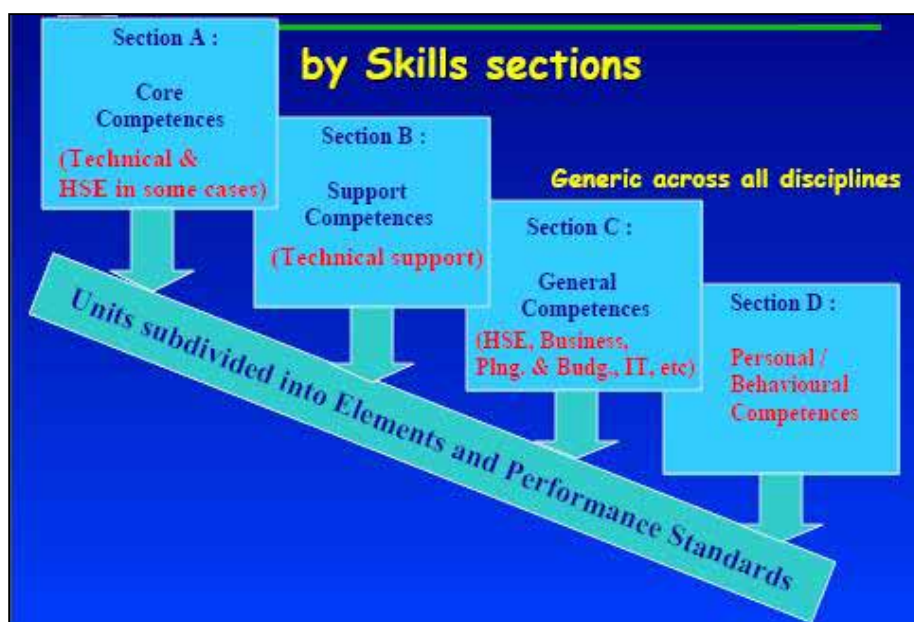


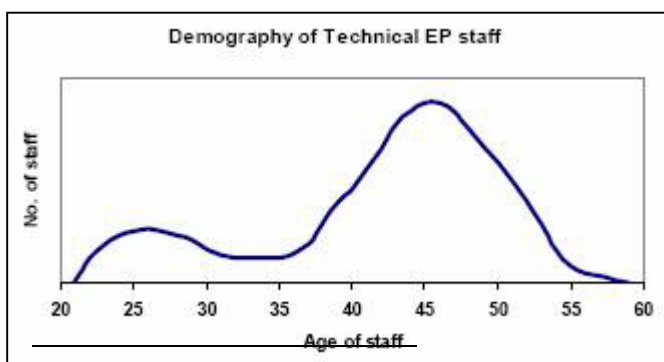
圖 5:ADNCO 員工職能體系- 職能類別



3.4. Shell Asia Pacific

殼牌石油公司是知名的國際性油公司，在人力資源的規劃與執行已有制式的規定並行之有年。本次報告主題是“全球多數石油公司共同之難題”技術人力短缺”(Strategic Response To The Challenges Of A Global Skills Shortage)，探採業人力兩大問題：人力老化(平均約 45 歲，參見圖 6)、超國半數的目前員工，會在未來 10 年(2015 年)內退休。儘速招募合適新人與經驗傳承，幾乎是各家最優先工作。於此 Shell 作法有許多值得借鏡，現摘要敘述如下

圖 6:探採業技術人力年齡分布圖



- 擴大海內外新人招募管道：校園(尤其是目標學校畢業生)、建教合作¹、業內(外)有經驗工程師...

¹ 實際作法...Work with educational establishments, scholarships and internships ...

- 現場見習與發展(onboarding learning and development)：深化學習(參見圖 7，8)。
- 高效率(力)工作常規 (Efficient and effective work practices): 提高專業性(參見圖 9)、更彈性工作條件、具吸引力薪給與福利...。
- 資深方案 (late career options): 計畫性資深員工留任、彈性工作方案(如企業內回聘為兼職、顧問....)等。

圖 7: Shell 技術課程、現場實習與專家指導計畫表

Aspiration Technical Leader											
Salary Group A/B	Leading large asset	Member of Regional Directorate	Cross-business leadership	Multi-region experience	Group Corporate Centre	Communication training with media focus	Technical thought leader	GBLP/AD faculty	Attend ELP-AD followed by ELP-LE	Executive business school programme	Executive coach
Salary Group 2/1/A	Leading leaders	Lead major project realisation	Strategy and portfolio	Financial	Lead major change	Sr. external contributor in technical field	Senior technical authority	Business governance	Mentor and coach others	Executive coach	
	Bottom line responsibility	Leading delivery of performance	Acquisitions and divestments	External stakeholder management	New venture organisation (NVO)	Growth and expansion	Host government and NGO relations	Attend ELP-BLP	Attend GBLP-AD followed by ELP-LE	Staff selection & recruitment experience	
Salary Group 3/2	Leading others	Bottom line exposure	Cross-business exposure	Multi-region experience	Joint venture exposure	Economics and planning	Technical authority	Technical trainer	Mentor and coach others	Recruitment experience	
	Independent asset exposure	Cross-discipline exposure	Oil exposure	Gas exposure	Greenfield exposure	Brownfield exposure	Onshore exposure	Offshore exposure	Deepwater exposure	Advanced technical & business training	
Salary Group 4/3	Project realisation exposure	Contributes to major organisation change	Technology Centre	Multi-region experience	Lead multi-disciplinary team	External contributor in technical field	Commercial exposure	Attend EF-FLLP	Mentor and coach others	Executive MBA	
Salary Group 5/4	Core technical discipline exposure	Cross-discipline exposure	Oil exposure	Gas exposure	Greenfield exposure	Brownfield exposure	Onshore exposure	Offshore exposure	Deepwater exposure	Technical training	
	Acquire mentor / coach	Health Safety & Sustainable Development exposure (HSSD)	Exposure to multicultural teams								
										Priority	Low Medium High

圖 8: Shell 持續職能發展流程圖

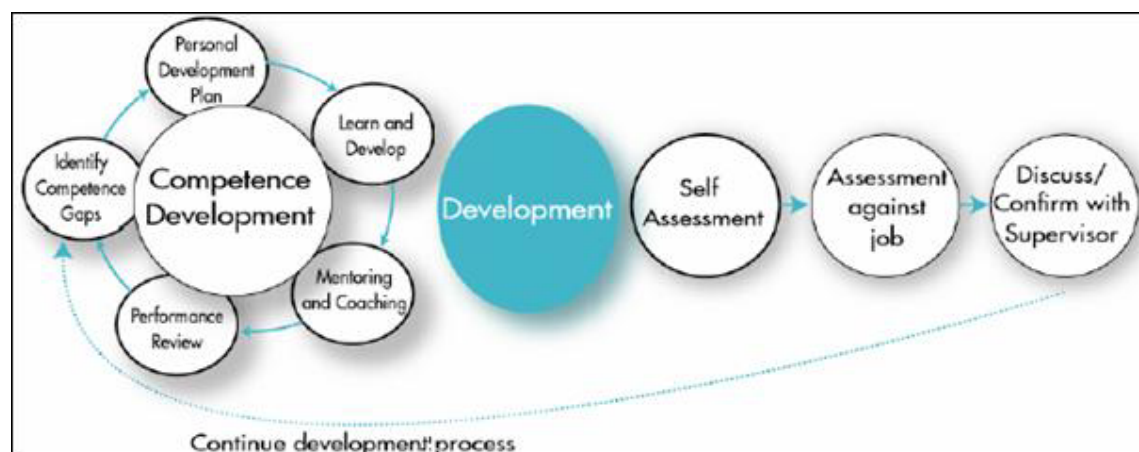
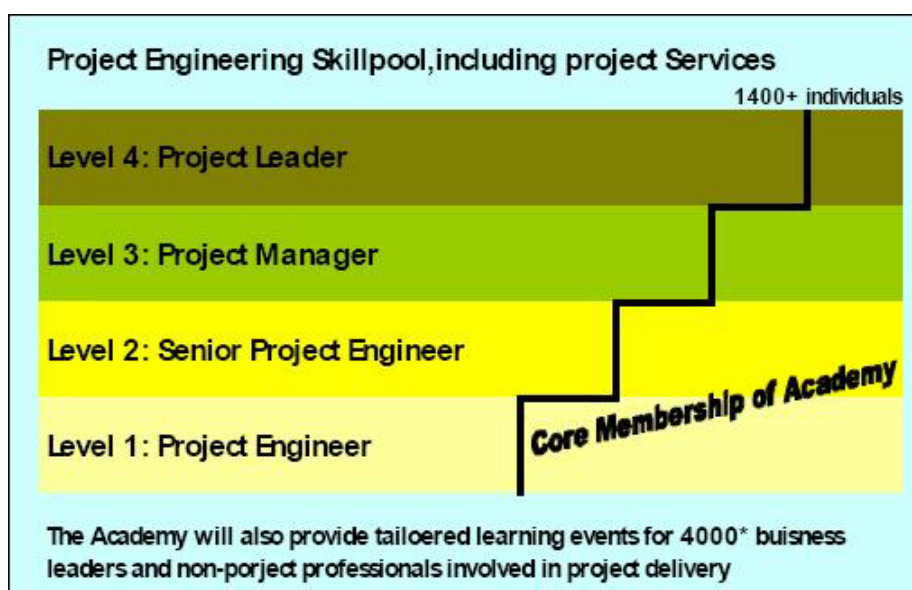


圖 9：Shell 專案學程 (Project Academy)



3.5. British Petroleum Co., Egypt

英國石油公司和殼牌石油公司一樣，皆是為知名國際性油公司，此次主題²著重在人力資源規劃，在面對全球化業務需求時如何因地制宜。針對人員招募，採用全球性考量及執著找對的人，並依照技術及職能的需要性採取不同策略，更考量業務需要、地區文化及環境，在不同地區設置不同性質的員工職訓、供應商訓練和技術訓練中心。但除此因地制宜策略外，另有兩個共同策略 (參見圖 10)

- 加速對本地勞工之技術與知識移轉
- 業務經營本土化 (…creating local energy companies…)

基於學習效率以團隊工作為最佳³(67%的人認為透過「團隊工作」學到最多，其次:自己研究:22%、同仁經驗分享:10%、操作手冊或書籍:2%)，因此有加速員工自我成長 (參見圖 11)，或職位/團隊工作重新設計等做法。Bp 結論是”儘早讓員工就位” (...put staff in roles early ...)。此外，亦積極協助同仁建立學習途徑及職涯學習地圖(Career Atlas，圖 12)。

² “Challenging the Model”, “Preparative for the inevitable crew change: A bp perspective”

³ Lexis-Nexis 23, bp 本會報告

圖 10 : BP 對全球不同地點之公司採行的共同策略

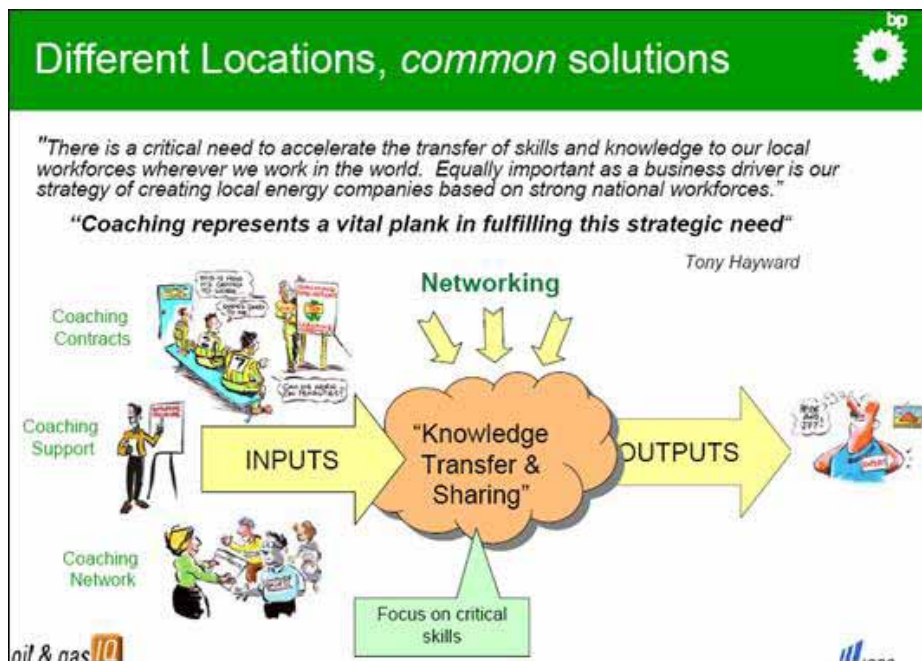


圖 11: BP 加速員工技術成長流程圖

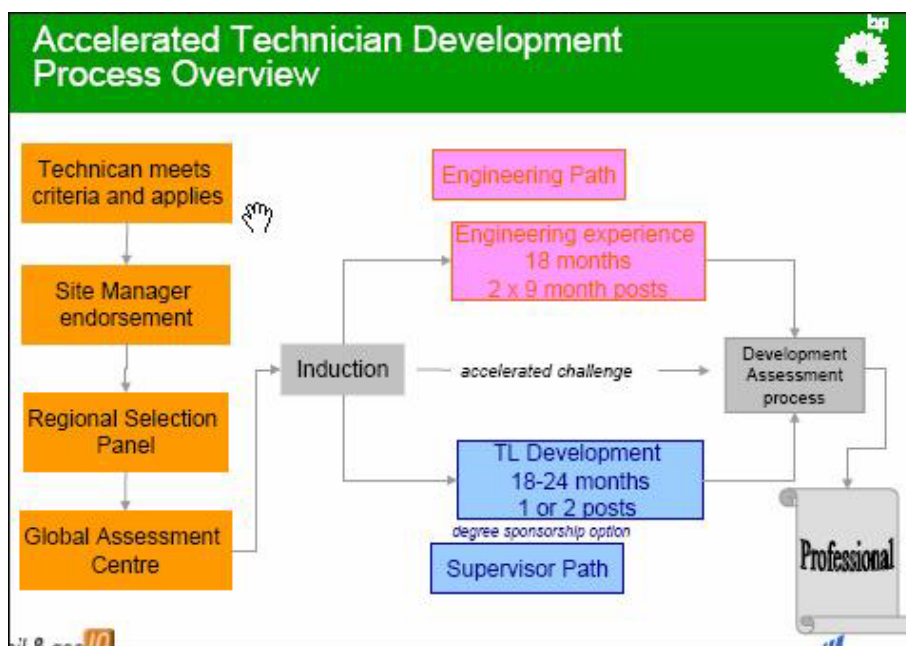
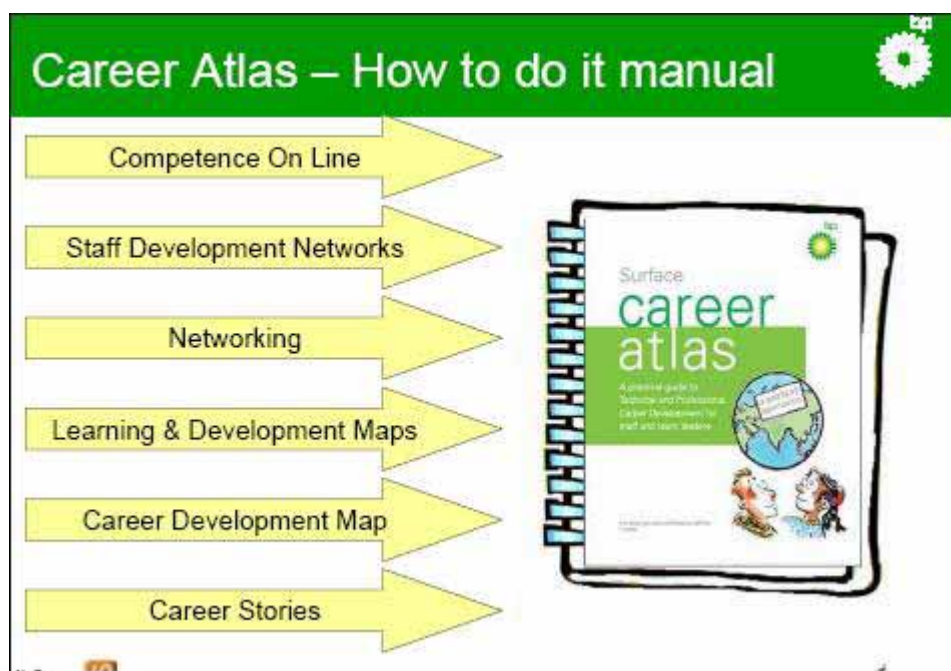


圖 12: BP 職涯學習地圖



四.中油公司現況

本公司對員工的培訓不無餘力，已有近 50 年的訓練體系和經驗，為符合公司面對現階段業務執行及經營環境的需要，更於 94 年 2 月 21 日成立中油企業大學，其目的在著重經驗傳承與實務教學。同時，於 94 年 3 月開始建立以企業核心能力為基礎的人力資源發展，針對本公司執行長、處所長、廠處長、組長、生產經理、行銷經理及站長等標竿職位候選人進行職能分佈調查，並建立適任標準、評鑑中心及設定強化培育職能訓練課程。

五.心得與建議

在參與研討會的過程中，經由相互的意見交換及比較各油公司已經建立或正在執行的人力資源工作後，瞭解人才的培訓、建構與評鑑等，我們還有很多的工作需要繼續努力。

建議現階段我們應該利用已架構的企業大學體系，將其延伸至本公司


各管理或專業職位，依照職務層級的職能及技術需求，設定適任標準及規劃強化職能的訓練課程，同時必須建立具有公信力的評鑑中心與制度，並落實施行，以建立本公司之優秀專業人才庫。

此外，我們應該編撰「學習手冊」(BP 作法頗值得參考)給每一位員工，讓員工能各自設定學習途徑與職涯成長計畫。再則，現任主管應以培養接班人及發掘人才的理念，除適時給予員工加強或提升職能的機會外，更應思考如何有效保存核心技術和經驗傳承。

參.附件

附件一 研討會資料

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- Manager – HR Operations
TRANSOCEAN INDIA
- Head of Corporate Development and Training
ABU DHABI COMPANY FOR ONSHORE OIL OPERATIONS
- Executive Director – HR / Corporate Policy
WORLEYPARSONS
- Head - Human Resources, Petroleum Business (E&P)
RELIANCE INDUSTRIES LIMITED
- Capability and Skill Development Manager
PETROLIAM NASIONAL BERHAD
- Senior Human Resources Advisor and Business Partner Lead
BRUNEI SHELL PETROLEUM COMPANY SDN BHD
- Chief Employee Relations Manager - Refinery
BHARAT PETROLEUM CORPORATION
- Electrical Principal (Generation)
PETRONAS
- Vice President and Corporate Counsel
CALENERGY INTERNATIONAL
- Diversity and Inclusion Manager
BP MALAYSIA
- Director – Centre for Offshore Research and Engineering
NATIONAL UNIVERSITY OF SINGAPORE


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Supporting Organisation



Researched and Developed by:



Tel. (65) 6722 9388 Fax. (65) 6720 3804 Email. enquiry@iqpc.com.sg Website. www.oilandgasiq.com/AS-3310

Dear Colleague,

Retirement is quickly becoming a norm in the oil and gas industry. Seniors workers will be leaving your organisation, taking with them years of experience and knowledge. You need to have strategies in place to protect your intellectual capital.

You must act quickly to capture talent – the success of your projects depends on it. Losing valuable skills without the ability to replace them will have a significant impact on your bottom line.

Are you confident you are doing all you can?

What you need are cutting-edge strategies and real life case studies, and that is why Oil & Gas IQ's **Capability Development and Skill Pool Management in Asian Oil and Gas** has been put together to address your deepest concerns.

At this conference you will hear presentations from industry experts which demonstrate how they have put theory into practice. You must do the same and be prepared to:

- Retain your best staff to maintain competitive edge
- Launch proactive recruitment campaigns to ensure a continuous supply of fresh talent.
- Implement strategies to stimulate knowledge transfer and capture your expertise

Walk away with practical solutions to overcome sourcing, development and retention challenges. Protect your workforce in today's competitive business climate!

To register, simply complete the booking form at the back of the brochure and fax it to +65 6720 3804. If you prefer, you can also contact me at +65 6722 9388 or enquiry@iqpc.com.sg

Warm regards,

Razlan Manjaji
Conference Manager
Oil and Gas IQ

Register a team of 4
delegates or more by
7 April 2006 and enjoy
25% discount!

Sponsorship and Exhibition Opportunities

Capability Development and Skill Pool Management in Asian Oil and Gas will bring together leading industry professionals to exchange best practices and strategies to overcome the aging workforce and crew change phenomenon. Heads of engineering disciplines and senior level HR directors will be attending the event to find solutions to address their concerns.

If you have a solution to offer, this event will be the ideal meeting ground to bring your services to the attention of the right audiences. We have a variety of packages available tailored to your needs. Please contact Miles Harley at sponsorship@iqpc.com.sg or call +65 6722 9416 to discuss how we can best help you achieve your goals.

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ABQ Zawya's mission is to provide the professional and business communities with online information products and services of the highest quality, accuracy and timeliness focusing on the Middle East and North Africa region. In addition to operating [zawya.com](http://www.zawya.com), ABQ Zawya supplies information and tools to corporate intranets and public websites, provides sponsored e-mail marketing solutions and sets subscription-based clients for in-depth regional business intelligence under the Zawya Premium and INFO@zawya.com. ABQ Zawya is headquartered in Dubai with sales and support presence in London, Beirut, Bahrain, Riyadh, Kuwait and now in Kuala Lumpur and Singapore.



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Global Pipeline Monthly - offering vital intelligence on major pipeline projects all over the world. GPM is aimed at bringing to subscribers the latest news of a growing number of major pipeline projects. GPM is intended to respond to the need for the hands-on coverage that both business and government organizations require, providing a succinct summary each month of what's going on in the industry and how some of the most-challenging operating problems are being solved. Subscribers will receive a substantial discount on access to <http://www.gasandoil.com/gpm/> for more information.



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SUPPORTING ORGANISATION



A core group of visionary leaders representing their respective organisations in 12 Asian countries met in Hanoi on 09 November 1974 for the First Asian Regional Training and Development Organization (ARTDO) Conference. In 1976 during its Silver Jubilee Convention in New Delhi, India, a decision was made to recognize and rectify what was already an accomplished fact: that ARTDO International's membership base has expanded beyond its traditional border. ARTDO has indeed become global in scope while retaining an Asian perspective. Thus, ARTDO has metamorphosed into ARTDO International, an international umbrella body with membership comprising national organisations, universities, education and training institutes, multi-national corporations, public and private enterprises, and well managed specialists from well over 30 countries worldwide.
Visit <http://www.artdo.org> for more information on our organisation.

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EMAIL enquiry@iqpc.com.sg

WEBSITE www.oilandgasiq.com/AS-3310

0830 Registration

0900 Chairman's Welcome and Opening Address

0915 SETTING THE TONE: STRATEGIC RESPONSES TO THE CHALLENGES OF A GLOBAL SKILLS SHORTAGE

In this keynote address, Stephen will share Shell's revolutionary strategies in addressing the global skills shortage issue. He will focus on the steps taken in developing an accurate model of skill pool supply and demand within Shell. This led to the development of an effective competency framework and cultivated a learning culture. He will also pose his views on the future of an increasingly scarce global talent pool and how effective strategies for internal and external hire, as well as concerted efforts in global recruitment will be the long term solution to address the challenge.

Stephen Pang
Regional Resourcing and Development Manager
SHELL E&P ASIA PACIFIC

Stephen Pang is the Regional HR Manager for Resourcing and Development in Shell Exploration and Production, Asia Pacific. His portfolio encompasses resourcing and recruitment, training, skillpool, competence and talent management across seven countries in the region. Stephen came from Petroleum Engineering background, has been in various technical and management positions in Malaysia before becoming the Regional Manager in 2004.

1000 PREPARING FOR AND RESPONDING TO THE CHALLENGE OF KNOWLEDGE LOSS AND CREW CHANGE: LESSONS AND EXPERIENCES FROM A JOURNEY THROUGH AFRICA TO ASIA

Steve Ojeh will be sharing his unique insights on people development and organisational capability building issues across Asia and Africa. His presentation will focus on in-depth analysis of organisations' knowledge-management challenges particularly in lieu of the big crew change. Steve will detail effective strategies for intellectual capital retention in the areas of knowledge transfer, storage and retrieval practices. Steve will use the experience of Shell and other world-class companies in developing robust talent pipelines and benchmarking strengths required to sustain critical capability requirements.

Steve Ojeh
Senior Human Resources Advisor and Business Partner
Lead, Production & Manufacturing Engineering SkillPool
BRUNEI SHELL PETROLEUM SDN BHD

1045 Coffee and Networking Break

1115 LEVERAGING ON YOUR EXISTING TECHNICAL EXPERTS FOR FIRST-RATE COMPETENCY DEVELOPMENT

In this presentation, Faudzi will highlight his experience in transforming the electrical skill pool to a hub of continuous learning and technical excellence within Petronas. He will share how he overcame challenges in shaping the group by capitalising existing technical expertise to build the electrical technical pool. Join him as he illustrates how you can:

- Expand your skill pool resources by utilising existing expertise
- Facilitate optimal knowledge sharing by promoting organisational communications
- Stimulate skills transfer and developing new competencies by encouraging internal staff movement

M Faudzi b M Yasin
Electrical Principal (Generation), Technical Services Division
PETRONAS
Faudzi's illustrative career includes experience with Shell Refinery (FGM) Ltd., Sime Sembawang Engineering, Permodalan Nasional, Siemens Power and Generation and Islamic Development Bank

1200 DEVELOP A COMPELLING VALUE PROPOSITION TO ATTRACT THE BEST TALENT

This discussion will highlight best practices in attracting the best talent in the market for Reliance Industries Limited (RIL), the biggest private sector company in India. P Sakthivel will share with you how RIL maintains their recruitment branding to protect their competitive edge by:

- Benchmarking existing monetary and non-monetary benefits with market trends
- Creating a compelling package with attractive compensation to overcome competition
- Developing exciting career development plans to appeal to the talent market



- Attracting new and retain existing staff with successful balance of financial and non-financial benefits

P. Sakthivel
Head - Human Resources, Petroleum Business (E&P)
RELIANCE INDUSTRIES LIMITED

P. Sakthivel possesses HR management and consulting experience spanning 24 years. His managerial portfolio includes India's National Oil Company, E&D Perry, Arthur Andersen, Ernst & Young and Satrati Telecom. Currently he spearheads the HR function for Reliance Industries Limited's Petroleum Business

1245

1400

Interactive Session

Networking Lunch

INTERACTIVE ROUNDTABLE SESSION

Explore your individual concerns and goals in informal discussion groups with a speaker of your choice and fellow delegates. There will be three roundtable discussion groups, each hosted by one of the speakers, ensuring that you are able to quiz and probe your peers and the speakers in an informal setting. Join one of the following groups:

- How can you prepare your organisation for the inevitable crew change?
- How can you set up a centre of technical excellence for optimal capability development and skill pool management?
- How can you re-skill and revitalise your workforce?

1445

HOW BHARAT PETROLEUM ACCELERATES STAFF DEVELOPMENT AND RECRUITMENT TO MEET ITS BUSINESS OBJECTIVES

Sujata will share with you how Bharat Petroleum plots their strategies to respond to the impending crew change. In her presentation, she will outline her experience in:

- Identifying supply and demand of skills and closing the gaps
- Building a conducive environment for effective competencies development
- Implementing revolutionary recruitment drives to fulfill ambitious targets



Sujata Chogle
Chief Employee Relations Manager - Refinery
BHARAT PETROLEUM CORPORATION

Sujata Chogle joined Bharat Petroleum in 1983 and has been involved in a diverse range of HR managerial roles, including industrial relations, people development, change facilitation and benefits administrations. She is also a certified coach, behavioral events interviewer and MLP practitioner.

1530

1600

Coffee and Networking Break

ACADEMIC THINK TANK: WORKING TOGETHER TO PRODUCE THE RIGHT TALENT FOR THE OIL AND GAS INDUSTRY

Recruiting and developing fresh graduates will be the long term solution to overcoming the impending skill shortage problem, and Prof. Choo will discuss how to build strong partnerships between the oil and gas industry and universities to realise this objective. Over the years, the National University of Singapore has been working closely with oil and gas companies to produce the right talent for the industry. His presentation will give an overview of emerging trends and best practices in:

- Working with institutions to develop a successful graduate recruitment programme
- Developing curriculum to bridge existing gaps in the industry
- Discovering how to attract fresh talent with scholarship programmes



Prof. Choo Yoo Sang
Director - Centre for Offshore Research and Engineering
NATIONAL UNIVERSITY OF SINGAPORE

Prof. Yoo Sang CHOO obtained his BSc (1st Class), MSc and PhD degrees from the University of Manchester. He is currently Chairman of Singapore Joint Branch of The Royal Institution of Naval Architects (RINA) and The Institute of Marine Engineering Science & Technology (IMarEST).

1645

COMPETENCE MANAGEMENT ASSURANCE SYSTEMS (CMAS): A WELL DEFINED APPROACH TO STAFF DEVELOPMENT

In this case study on ADNOC Group of Companies, Yehya will be illustrating how ADNOC uses CMAS successfully in developing a systematic approach to young graduates development. To maximise the potential of new recruits competency levels need to be well defined and training programmes must be supported by mentoring and coaching. Yehya will share with you his experience in establishing an effective training framework to maximize staff productivity and motivation.



Yehya Al-Marzuqi
Head of Corporate Development & Training
ABU DHABI COMPANY FOR ONSHORE OIL OPERATIONS

1730

Chairman's Closing Remarks and Close of Day One

0830 Registration

0900 Chairman's Opening Remarks

0915 OVERCOMING SKILL SHORTAGES ACROSS A MULTINATIONAL SERVICE PROVIDER ORGANISATION: A WORLEYPARSONS' PERSPECTIVE

How does WorleyParsons satisfy skills demand in a project-based environment where prediction of exact skill requirements is almost impossible yet planning for future capability is essential? As a professional services provider with ever increasing competition globally, cost effective and creative strategies are mandatory. Susan will share some of the approaches WorleyParsons have taken to ensure their supply pool is able to cope with many global project locations and divergent industries whilst remaining economic. The discussion will take a look at how both internal and external supply mechanisms and culture are optimised.



Susan White
Executive Director - HR/Corporate Policy
WORLEYPARSONS

Susan White holds the role of Executive Director - HR for Australia, Asia and the Middle East for WorleyParsons (WP). She is also WorleyParsons Global Corporate Policy Director for HR and is a member of the Board Sub-Committee for Nominations & Remuneration. Susan led the HR function in WP through an IPO in 2002 and a mega merger in 2004 (with Parsons ERG of Houston and London).

1000 RE-SKILL AND REVITALISE YOUR WORKFORCE WITH EFFECTIVE CAPABILITY DEVELOPMENT

In this highly insightful case study, Siti Hawa will outline her experience in transforming capability development in the Petroleum Management Unit of Petronas, with best practices and practical tips on how to:

- Develop a sustainable training strategy to cope with changing job profiles.
- Build new skills and optimise your workforce through staff rotation and international exchange
- Implement effective training programme to ensure staff satisfaction, progression and retention
- Overcome the threat of "traditional competencies" by establishing accurate performance indicators



Siti Hawa Hj Ahmad
Capability and Skill Development Manager
PETROLJAH NASIONAL BERHAD

1045 Coffee and Networking Break

1115 SOURCING, TRAINING AND RETAINING STAFF FOR SHORT-TERM PROJECTS

As a project company, CalEnergy International faces a different set of challenges in sourcing, training and retaining technical staff. Linda's presentation will detail how a holistic strategy can help project companies keep high valued employees, despite the lack of long-term tenure and the limited potential for career progression. The high standards of excellence required to operate and maintain the geothermal and hydroelectric plants of CalEnergy require technical staff to continue to upgrade their skills. CalEnergy's successful strategy to meet the challenges inherent in project companies is to invest more on employees' professional and personal development.



Linda B. Castillo
Vice President and Corporate Counsel
CALENERGY INTERNATIONAL

Linda is an economist, corporate lawyer, certified DDT trainer and experienced HR practitioner gained from her experience in working with the basic industries of car and steel manufacturing, and renewable energy.

1200 RETAIN YOUR BEST EMPLOYEES WITH EFFECTIVE SUCCESSION PLANNING TO BUILD A PRODUCTIVE WORKFORCE

Nancy will give an in-depth discussion on how Chinese Petroleum Corporation develops its staff to ensure that it remains competitive in the oil and gas industry. Among the critical issues she will address include:

- Developing and aligning job profiles with business goals to lay a solid foundation for succession planning
- Assessing qualified candidates' competencies using varied managerial talent assessment tools for optimum job fit
- Leveraging on assessment results and employing training plans to close candidates' existing skill gaps and develop their career path



Nancy Pang
Director - Personnel Department
CHINESE PETROLEUM CORPORATION

Nancy joined the Chinese Petroleum Corporation (CPC) as the Deputy Director of Manufacturing Division in 1995. Currently, she is the Director of Personnel Department for CPC, who has a workforce of about 14,500 and over 200 staff in human resource functions. Nancy graduated from National Taiwan University with Chemistry (B.S) and National Chengchi University with EMBA (M.A)

1245 Networking Lunch

1400 INTERACTIVE ROUNDTABLE SESSION

Explore your individual concerns and goals in informal discussion groups with a speaker of your choice and fellow delegates. There will be three roundtable discussion groups, each hosted by one of the speakers ensuring that you are able to quiz and probe your peers and the speakers in an informal setting. Join one of the following groups:

- How can you develop the effective value proposition for optimal staff retention?
- How can you revitalise staff productivity through performance management and benchmarking frameworks?
- How can you implement effective succession planning strategies?

1445 EFFECTIVE STRATEGIES FOR OPTIMAL STAFF RETENTION AND SKILL POOL DEVELOPMENT

This presentation will touch on the current issues of high attrition and associated challenges of retention. It will also cover issues of technical partnerships, accelerated development and alternative industry options to the manpower crisis. In his presentation, Ajay will focus on the steps taken to ensure that Transocean India is always at the forefront of their manpower planning, skill pool development and retention initiatives.



Ajay Nair
Manager - HR Operations
TRANSOCEAN INDIA

In a HR generalist profile, Ajay Nair focuses on everyday issues in the areas of Manpower Planning, Compensation & Benefits, Capability Development and Performance Management

1530 Coffee and Networking Break

1600 BEYOND TECHNICAL SKILLS: DEVELOP A HOLISTIC CULTURAL AWARENESS AND DIVERSITY DEVELOPMENT PROGRAMME

Dr. Hamidah Marican will share with you proven strategies to kick-start cultural awareness in achieving localisation objectives. To ensure better crew integration across the organisation, BP has developed and implemented various soft skills training strategies to increase job satisfaction and better staff motivation. Her presentation will outline BP's emphasis on effective leadership development by integrating a cultural awareness programme. Dr. Hamidah will also examine with you the impacts of the changing demographic in oil and gas industry as whole - from the aging workforce to female psych.



Dr. Hamidah Marican
Diversity and Inclusion Manager
BP MALAYSIA

Hamidah Marican provides consulting and coaching to senior management to facilitate the implementation of Diversity & Inclusion initiatives in the region. Dr. Hamidah has 12 years combined experience working with diverse cultures in many countries, including Malaysia, Brunei, China, Thailand, Philippines, UAE, US, Netherlands, Britain, Costa Rica, India and Pakistan

1645 EXPERTS PANEL DISCUSSION & Q&A

Our speaker panel will take the stage for the final time for an interactive and fast-paced Q&A session. This is your last chance to get your questions and concerns answered by an expert of your choice. This is an invaluable exchange for in-depth discussion with the speakers and your fellow delegates.

1730 Chairman's Closing Remarks and Close of Conference

“ Well done on organising a very useful conference. We certainly be recommending events by your company to other people within Santos ”
SANTOS

POST-CONFERENCE MASTERCLASS AND WORKSHOP

THURSDAY • 22 JUNE 2006

Our masterclass and workshop are in-depth and concise training courses to give you real world, practical insights through interactive exercises, discussion and case study analysis. Book today!

MASTERCLASS A • 0900 – 1400 (Networking lunch is provided)

PROTECT YOUR TALENT FROM COMPETITIVE PRESSURE WITH SUCCESSFUL RETENTION STRATEGIES

As the oil and gas workforce continues to mature and the baby boomer generation approaches retirement, there is a war for talent in the industry. Stiff competition for a limited pool of competent skills poses a huge challenge to human resource professionals and line managers alike. With escalating attraction, recruitment and training costs, how can you ensure that resourcing commitments are honoured at the right time, in the right place and with the right skills?

Effective talent nurturing and retention strategies are key to facing this challenge head-on. With valuable insights drawn from his experiences in Africa and Asia, Steve will present current and emerging best practices that will help you to:

- Enhance your understanding of career nurturing and staff retention issues
- Review time tested principles and fundamentals of career nurturing and staff retention
- Overcome the challenge of career nurturing and talent retention
- Design knowledge retention solutions to protect your intellectual capital
- Understand the real reasons why people actually work – motivational tools and driving force
- Appreciate how to regenerate careers and keep your best talent
- Take a snapshot synopsis of some best practices in talent management
- Assess the business case for staff retention
- Prevent unnecessary employee turnover

Leave this highly interactive and solution-driven masterclass with practical lessons for building a future of effective knowledge retention strategies and culture for your company.

Steve Ojeh

**Senior Human Resources Advisor and Business Partner Lead
Production & Manufacturing Engineering Skill Pool**

BRUNEI SHELL PETROLEUM SDN BHD



About your masterclass leader: Steve is a Nigerian-born Human Resource professional working for Shell and currently on international expatriation assignment to Brunei, where he functions as a Senior Human Resources Advisor and Business Partner Lead, Production & Manufacturing Engineering skill pool. He has been extensively involved in HR management and public speaking having led seminars and workshops for audiences of over 20,000 in employee productivity, performance management, leadership and change management amongst others.

MASTERCLASS B • 1400 – 1700

ENSURE CONTINUOUS LEADERSHIP AND EFFECTIVE SKILLS TRANSFER BY MAXIMISING THE POTENTIAL OF NEW RECRUITS

Your recruitment drive does not end after you've made your hiring decisions. Successfully integrating your new hires into your existing workforce and empowering them to be productive in their jobs with effective training strategies is crucial to your success.

In this interactive workshop, Yehya Al-Marzouqi will guide you step-by-step how to:

- Develop a training framework to equip new hires with the right skills to fulfill your requirements
- Seamlessly integrate new staff into your organisation through effective onboarding and apprenticeship programmes
- Cultivate a learning culture to encourage self-driven development for sustained capability development strategy

If you want to guarantee optimal performance from your new hire, then this is the workshop you must attend. Take part in this highly interactive session and walk away with practical solutions and key best practices that will make a difference across your organisation.

Yehya Al-Marzouqi

**Head of Corporate Development and Training
ABU DHABI COMPANY FOR ONSHORE OIL OPERATIONS**



About your workshop leader: Yehya Al-Marzouqi joined ADCO in 1992 after working in a Resources Center in a major bank in the USA. At ADCO he has been leading various initiatives such as Succession Planning, 360 degree feedback process, establishment of assessment and development center, Leadership Development framework, Competence Assurance Management System, Performance Management System (PCR), e-Learning and blended learning and articulating organisational core values to name a few. The organisation that he leads is in charge of staff development, organisational capability, and knowledge and innovation management.

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CAPABILITY DEVELOPMENT AND SKILL POOL MANAGEMENT IN ASIAN OIL AND GAS

2-Day Main Conference: 20 - 21 June 2006
 Post-Conference Masterclass and Workshop: 22 June 2006
 Prince Hotel, Kuala Lumpur, Malaysia

REGISTRATION FORM

My registration code is: IA2 3310 58
 Please complete in BLOCK CAPITALS as information is used to produce delegate badges.
 Please photocopy for multiple bookings.

Please do not remove this label even if it is not addressed to you.



CONFERENCE PRICES

- Don't forget to take advantage of these great Special Discounts!
- I am registering as a team of 4 delegates or more before 7 April 2006 for 25% discount of the total conference fee
 - I am registering before 7 April 2006 for US\$100 off the total conference fee
 - (For past delegate only) I am registering before 7 April 2006 for US\$100 off the total conference fee, a special treatment voucher from Masters Spa at Prince Hotel, and a VIP seat at the conference

Conference Information	Prices
<input type="checkbox"/> Gold Package: 2-Day Conference + 1 Masterclass + 1 Workshop (save US\$125)	US\$2023
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<input type="checkbox"/> Conference Only: 2-Day Conference Pass	US\$1499
<input type="checkbox"/> Masterclass Only	US\$650
<input type="checkbox"/> Workshop Only	US\$500

* Please note: Discounts cannot be combined and do NOT apply to masterclass/workshop only bookings

DELEGATE DETAILS

Please photocopy for additional delegates and/or delegates with different addresses

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 Organisation _____ Nature of business _____
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 Name of person completing form if different from delegate _____

Signature _____ Date _____

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5 WAYS TO REGISTER

- Phone 65 6722 9388
- Fax 65 6720 3804
- Post IQPC Worldwide Pte Ltd
81 Robinson Road
#14-01 Robinson Centre
Singapore 068893
- Online www.oilandgasiq.com/AS-3310
- Email enquiry@iqpc.com.sg

TEAM DISCOUNTS

IQPC recognises the value of learning in teams. Group bookings at the same time from the same company receive discount:

- 3 or more 7%
- 5 or more 10%
- 8 or more 15%

This offer is exclusive of the early bird discount. Call us for a special discount rate for teams of 10 and above (Not applicable to workshop / masterclass only bookings).

VENUE & ACCOMMODATION

VENUE: Prince Hotel & Residence Kuala Lumpur
 Jalan Conlay, 50450
 Kuala Lumpur, Malaysia
 Tel: 603 2170 8898 Fax: 603 2170 8800
 Web: www.princehotels.com.my

ACCOMMODATION: Hotel accommodation and travel costs are not included in the registration fee. A reduced corporate room rate has been arranged for attendees at this training course. To take advantage of this special rate, please process the hotel room reservation form provided upon confirmation of your attendance.

CONFERENCE DOCUMENTATION AND AUDIO CDs

- I am registering as a delegate, please send me an extra set of Conference Documentation with Audio CD with a US\$50 discount: US\$330.
- I cannot attend the event, please send me the Conference Documentation and Audio CD at US\$380.
- I cannot attend the event, please send me the Conference Documentation only at US\$320.

(N.B. Advance orders will determine whether or not this conference will be recorded - Please enclose payment with your order.)

Your order is risk free! If not satisfied simply return the product within 15 days for a full refund.

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CANCELLATION & SUBSTITUTIONS - You may substitute delegates at any time. IQPC does not provide refunds for cancellations. For cancellations received in writing more than seven (7) days prior to the conference you will receive a 100% credit to be used at another IQPC conference for up to one year from the date of issuance. For cancellations received seven (7) days or less prior to an event (including day 7), no credits will be issued. In the event that IQPC cancels an event, delegate payments at the date of cancellation will be credited to a future IQPC event. This credit will be available for up to one year from the date of issuance. In the event that IQPC postpones an event, delegate payments at the postponement date will be credited towards the rescheduled date. If the delegate is unable to attend the rescheduled event, the delegate will receive a 100% credit representing payments made towards a future IQPC event. 100% credit will be available for up to one year from the date of issuance. No refunds will be made for cancellations or postponements.

IQPC is not responsible for any loss or damage (in part) of a substitution, alteration or non-attendance/absence of an event. IQPC shall assume no liability whatsoever in the event the conference is cancelled, postponed or postponed due to a forcible event, act of God, unforeseen occurrence or any other event that renders performance of this conference impracticable or impossible. For purposes of this clause, a forcible event shall include, but not be limited to: war, fire, labor strikes, extreme weather or other emergencies.


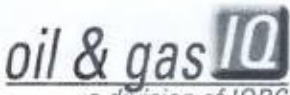
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附件二 研討會議程

 <p>IQPC International Quality & Productivity Centre</p>	 <p>oil & gas IQ a division of IQPC</p>	
<h3>Capability Development and Skill Pool Management in Asian Oil and Gas</h3>		
<p>Conference Day One • Tuesday • 20 June 2006 • Prince 1</p>		
<p>.....</p>		
0830 - 0900	Registration	
0900 - 0915	Chairman's Welcome & Opening Address Craig Deaves <i>Organisational Capability and Development Manager</i> BP EGYPT	
0915 - 1000	SETTING THE TONE: STRATEGIC RESPONSES TO THE CHALLENGES OF A GLOBAL SKILLS SHORTAGE Stephen Pang <i>Regional Resourcing and Development Manager</i> SHELL E&P ASIA PACIFIC	
1000 - 1045	EFFECTIVE STRATEGIES FOR OPTIMAL STAFF RETENTION AND SKILL POOL DEVELOPMENT Les Pickett <i>Chief Executive</i> PACIFIC RIM CONSULTING GROUP	
1045 - 1115	Coffee and Networking Break	
1115 - 1200	TRANSFORMING THE ANNUAL PERFORMANCE REVIEW: CONFRONTING THE ANNUAL FIASCO Les Pickett <i>Chief Executive</i> PACIFIC RIM CONSULTING GROUP	
<p>Updated: 19 June 2006</p>		

1200 - 1245	<p>LEVERAGING ON YOUR EXISTING TECHNICAL EXPERTS FOR FIRST-RATE COMPETENCY DEVELOPMENT</p> <p>M Faudzi b M Yasir <i>Electrical Principal (Generation), Technical Services Division</i> PETRONAS</p>	
1245 – 1400	Networking Lunch	
1400 - 1445	<p>COMPETENCE MANAGEMENT ASSURANCE SYSTEMS (CMAS): A WELL DEFINED APPROACH TO STAFF DEVELOPMENT</p> <p>Yehya Al-Marzouqi <i>Head of Corporate Development & Training</i> ABU DHABI COMPANY FOR ONSHORE OIL OPERATIONS</p>	
1445 - 1530	<p>EXECUTIVE DIALOGUE: ESTABLISHING YOUR ORGANISATION CORE VALUES FOR CONTINUOUS AND SUCCESSFUL LEADERSHIP</p> <p>Yehya Al-Marzouqi <i>Head of Corporate Development & Training</i> ABU DHABI COMPANY FOR ONSHORE OIL OPERATIONS</p>	
1530 - 1600	Coffee and Networking Break	
1600 – 1645	<p>INTERACTIVE ROUNDTABLE SESSION</p> <p>Join one of the following groups:</p> <ul style="list-style-type: none"> • How can you prepare your organisation for the inevitable crew change? • How can you set up a centre of technical excellence for optimal capability development and skill pool management? • How can you re-skill and revitalise your workforce? 	
1645 - 1730	<p>ACADEMIC THINK TANK: WORKING TOGETHER TO PRODUCE THE RIGHT TALENT FOR THE OIL AND GAS INDUSTRY</p> <p>Prof. Choo Yoo Sang <i>Director - Centre for Offshore Research and Engineering</i> NATIONAL UNIVERSITY OF SINGAPORE</p>	
1730	Chairman's Closing Remarks and Close of Day One	

Updated: 19 June 2006

Capability Development and Skill Pool Management in Asian Oil and Gas

Conference Day Two • Wednesday • 21 June 2006 • Prince 1

0830 - 0900	Registration	
0900 - 0915	Chairman's Opening Remarks Craig Deaves <i>Organisational Capability and Development Manager</i> BP EGYPT	
0915 - 1000	OVERCOMING SKILL SHORTAGES ACROSS A MULTINATIONAL SERVICE PROVIDER ORGANISATION: A WORLEYPARSONS' PERSPECTIVE Susan White <i>Executive Director - HR/Corporate Policy</i> WORLEYPARSONS	
1000 - 1045	HOW BHARAT PETROLEUM ACCELERATES STAFF DEVELOPMENT AND RECRUITMENT TO MEET ITS BUSINESS OBJECTIVES Sujata Chogle <i>Chief Employee Relations Manager – Refinery</i> BHARAT PETROLEUM CORPORATION	
1045 - 1115	Coffee and Networking Break	
1115 - 1200	ROUNDTABLE DISCUSSION: LOCALISING YOUR WORKFORCE Facilitated by: Craig Deaves <i>Organisational Capability and Development Manager</i> BP EGYPT	

Updated: 19 June 2006

1200 - 1245	<p>RETAIN YOUR BEST EMPLOYEES WITH EFFECTIVE SUCCESSION PLANNING TO BUILD A PRODUCTIVE WORKFORCE</p> <p>Nancy Pang <i>Director – Personnel Department</i> CHINESE PETROLEUM CORPORATION</p>	
1245 - 1400	Networking Lunch	
1400 - 1445	<p>INTERACTIVE ROUNDTABLE SESSION</p> <p>Join one of the following groups:</p> <ul style="list-style-type: none"> • How can you develop the effective value proposition for optimal staff retention? • How can you revitalise staff productivity through performance management and benchmarking frameworks? • How can you implement effective succession planning strategies? 	
1445 – 1530	<p>SOURCING, TRAINING AND RETAINING STAFF FOR SHORT-TERM PROJECTS</p> <p>Linda B. Castillo <i>Vice President and Corporate Counsel</i> CALENERGY INTERNATIONAL</p>	
1530 - 1600	Coffee And Networking Break	
1600 - 1645	<p>PREPARE FOR THE INEVITABLE CREW CHANGE: A BP'S PERSPECTIVE</p> <p>Craig Deaves <i>Organisational Capability and Development Manager</i> BP EGYPT</p>	
1645	Chairman's Closing Remarks and Close of Conference	

Updated: 10 June 2006

附件三 中油公司人力資源報告資料(人事處 龐睿穎處長)

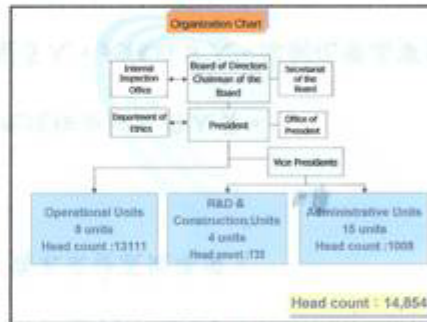
Retain your best employees with effective succession planning to build a productive workforce

Presented by Nancy Pang

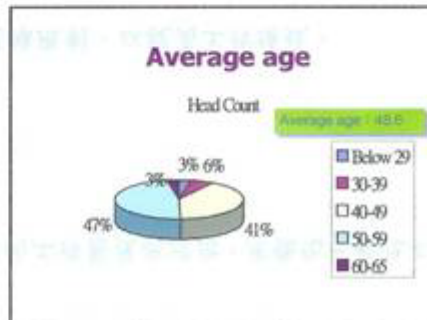
Index

- ◆ Preface
- ◆ Competency-Based Applications
 - ◆ Part I-Build competency models of key positions
 - ◆ Part II-Evaluate the state of the competency level
- ◆ Training and Job Rotation
- ◆ Establishing the human resource database

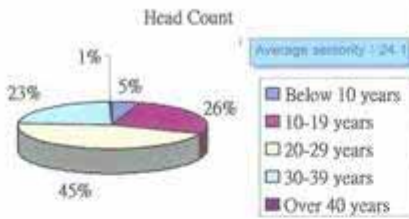
About CPC



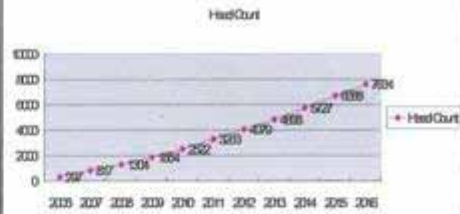
Human Resource Profile



Average time spent at CPC



Cumulative future retiring staff estimate



Issue-Skill Gap Crisis

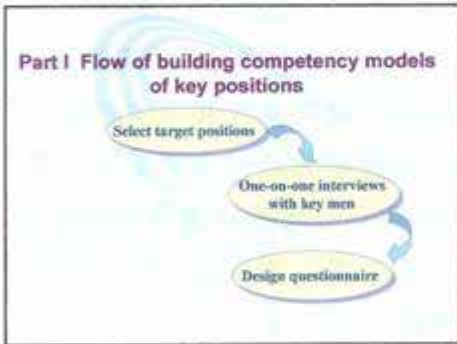
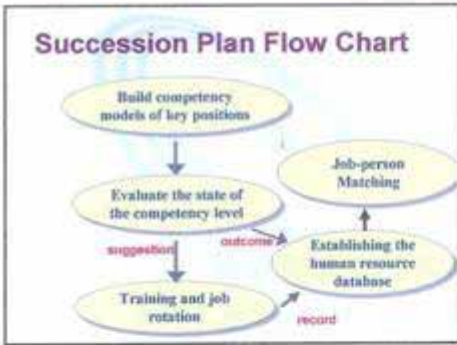
Theory Basis

◆ Training a squirrel to climb trees would be easier than training a turkey to do so.



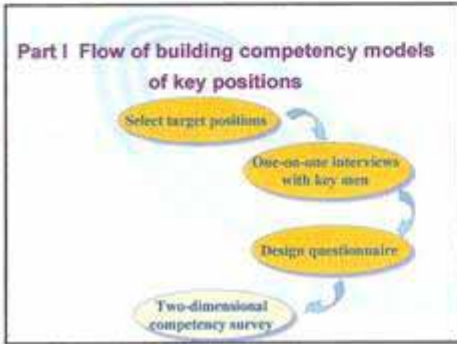
The Iceberg Model of competency





22 most common core competencies

type	competency	type	competency	type	competency	
Relationship management	Interpersonal understanding	Self management	Achievement orientation	Administration management	Analytical thinking	
	Impact and influence		Initiative		Conceptual thinking	
	Customer service orientation		Organizational commitment		Planning	
	Relationship building		Self confident		Decision & proactive implementation & flexible	
	Positioning others		Self control		Knowledge management	Learning ability
	Teamwork & cooperation		Self discipline			Innovation
	Team building		Flexibility			Application and recoding of knowledge

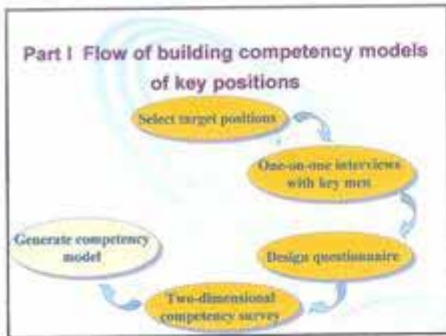


Two-dimensional behavior description questionnaire

significance	Job content/activities/action	frequency
5 4 3 2 1	Listen to others carefully	5 4 3 2 1
5 4 3 2 1	Express opinions or thoughts clearly	5 4 3 2 1
5 4 3 2 1	Be able to handle accidents	5 4 3 2 1
5 4 3 2 1	Promote company's products or services for customers	5 4 3 2 1

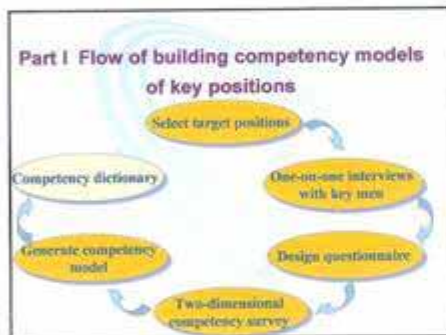
significance 1: the activity is _____ to your duty.
 5: Very important 4: important 3: common 2: not important 1: irrelevant

frequency 1: the frequency of the behavior is "_____" in your duty job.
 5: Every day 4: often 3: occasionally 2: seldom 1: never



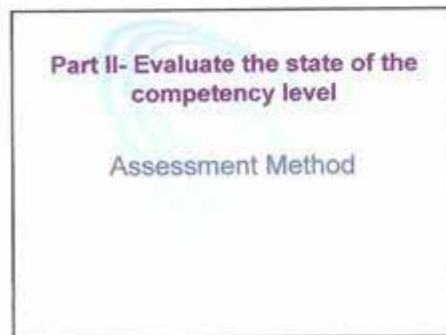
Competency Table

Type	Administration management				Relationship management				Self management		KPI
	Analytical thinking	Planning	Decision & problem solving	Resource management	Team work & building	Team work & problem solving	Team leader role	Business model innovation	Self direction	Self growth	
Executive manager											
Division Director											
Branch & Plant manager											
Chief											
Production chief											
Marketing chief											
Gas station chief											



Competency Dictionary

Competency	Definition	Behavioral Indicators	Measurement Method	Weight	Level	Category
Executive Manager
Branch & Plant Manager
Production Chief
Marketing Chief
Gas Station Chief

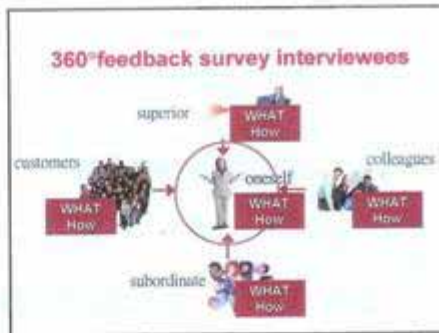


Assessment Tools Table

position	Executive Manager & Division Director	Branch & Plant director, Section chief	Marketing Chief, Production Chief, Gas Station Chief
Mutual assessment tool	360° feedback survey		
Respective assessment activities	PCP	Assessment Center	Behavioral Event Interview (BEI)

Core Competency and Assessment Activities & Tools

Competency	Assessment Activities					Assessment Tools				
	Self	Supervisor	Subordinate	Colleague	Customer	360°	Behavioral Event Interview	Self-Reflection	Self-Assessment	Self-Reflection
Strategic Thinking	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Business Acumen	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Customer Focus	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Teamwork & Collaboration	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Communication	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Leadership	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Learning & Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Self-Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Business Ethics	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



Behavior Event Interview(BEI) Example

- Please describe some actions you have taken to satisfy your customers.

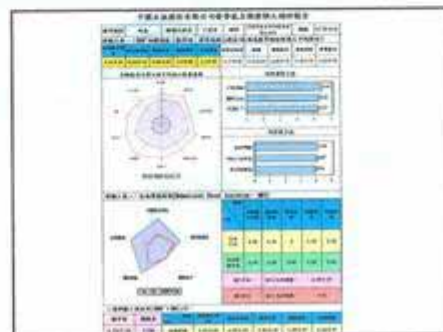
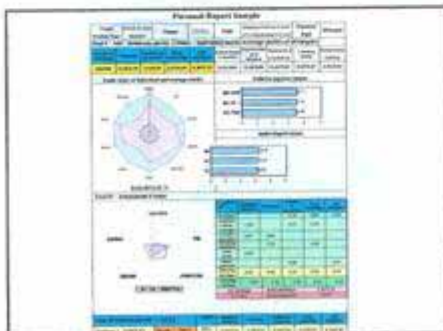
mission/contingency	action/course of event	outcome/output

- How do you carry out customer satisfaction management?

mission/contingency	action/course of event	outcome/output

Part II- Evaluate the state of the competency level

Assessment Outcome



Training and Job Rotation



Establishing the human resource database

