

2012 Industry Vision Summary

The Upstream Petroleum Industry is a nation wide industry that is diverse, thriving, growing, utilizing innovative technology, providing challenging employment and creating new wealth for Canadians.

- Key industry stakeholders are responsible stewards, collectively and proactively addressing critical human resource issues that impact the viability of the industry.
- The workforce is well trained, diverse and barriers to long term careers in the industry have been removed.
- An infrastructure that supports joint strategic human resource planning between the petroleum industry, educational institutions and government is well established and provides meaningful support and assistance to the existing workforce as well as new entrants.
- Industry is viewed positively by current and potential employees.

Vision for Petroleum HR Study

The study provides the industry and stakeholders with an informational and conceptual basis as well as a structured framework to work collaboratively to establish effective people strategies, make informed decisions on workforce planning, and assess competency requirements.

The study will provide different scenarios to help address the needs of the various regions and conventional, non-conventional and emerging upstream petroleum energy sectors for the next decade.

Petroleum HR Study - Stakeholders

The stakeholders considered to be included in the definition of the upstream petroleum industry are:

Industry

- Exploration and Production (E&P) companies
- Geophysical Services
- Drilling and completions contractors
- Service companies
- Pipeline companies
- Gas Processing Plants

Industry Associations

- Petroleum Council member associations

Government & Regulators

Educational Institutions

Workers: Current & Future

- individual contractors and consultants
- unionized / non-unionized
- professional associations
- urban / rural
- traditional / non-traditional

These stakeholders will be regionally represented in the HR Study:

- **North:** Yukon, Northwest Territories and Nunavut
- **WCSB:** North-eastern BC, Alberta, Saskatchewan and Manitoba
- **Oil Sands:** Alberta
- **East Coast:** Nova Scotia, Newfoundland
- **Central Canada:** Ontario, Quebec

Study Outcomes, Activities and Success Measures

Outcomes	Module Activities	Success Measures
<ul style="list-style-type: none"> • A human resources plan for the industry which will: <ul style="list-style-type: none"> • address critical human resource issues such as career planning, career development, demographic and diversity issues and skills shortages, and • build a platform for future industry growth and sustainable, attractive employment. 	<ul style="list-style-type: none"> • Describe the industry's evolving economic, business and regulatory environment, and its effect on human resource requirements and business practices. • Provide a demographic analysis of the workforce in the Canadian upstream petroleum industry as well as an analysis of the relative size and distribution of firms in the industry and their interrelationships. • Provide a forecast of human resource supply and demand by occupational classification and by region over the next 5 to 10 years • Identify notable gaps between forecasted workforce requirements and the current workforce complement. • Synthesize the findings and formulate recommendations that can be used by industry stakeholders in addressing critical human resource issues. 	<ul style="list-style-type: none"> • A viable and impactful set of recommendations are developed that will meet the needs of industry and take into account the various stakeholder partnerships that need to be enhanced or established.

Study Outcomes, Activities and Success Measures

Outcomes	Module Activities	Success Measures
<ul style="list-style-type: none"> Strategies to improve the attractiveness of the industry to potential entrants and to increase the retention rates in areas of skill shortage. 	<ul style="list-style-type: none"> Analyze the industry's current human resource management approaches Assess and create an inventory of skilled worker requirements, including certifications needed to meet the challenges of the industry. Identify key work force recruitment and retention issues affecting skill shortage areas. Gather information from potential entrants (e.g. university and college students) on their perceptions of the industry and reasons why they would or would not choose to work in the industry. Synthesize the findings and formulate recommendations. 	<ul style="list-style-type: none"> The strategies directly address the need to provide prospective employees with an accurate and complete portrayal of the employment/career opportunities in the upstream petroleum industry. The strategies lead to an increased understanding of the petroleum industry and the associated scope of career opportunities. The strategies improve the retention of people in skill shortage areas.

Study Outcomes, Activities and Success Measures

Outcomes	Module Activities	Success Measures
<ul style="list-style-type: none"> Practices to attract, recruit, integrate and train non-traditional employment groups (women, urban youth, immigrants, and Aboriginal people) to address the supply issue. 	<ul style="list-style-type: none"> Identify both the traditional and non-traditional sources of workers including standard equity groups and other groups outside that definition. Analyze the industry's current human resource management practices such as attraction, recruitment, retention and training and development, and highlight business practices which either contribute to or mitigate turnover in the industry. Examine immigration as it relates to access to the global pool of workers. Gain an understanding of the industry's competitive position in attracting international workers. 	<ul style="list-style-type: none"> The analysis identifies best practices in attraction, recruitment, staff development, retention and management of turnover with respect to both traditional and non-traditional employment groups. Identification of potential barriers to employment, educational opportunities and pre-employment training as well as strategies to address these barriers. Strategies identified to support recognition of international certification.

Study Outcomes, Activities and Success Measures

Outcomes	Module Activities	Success Measures
<ul style="list-style-type: none">• Knowledge of the current skills and competencies required by the industry to provide a basis for skill assessment and development processes for labour pool development.	<ul style="list-style-type: none">• Identify the current reality of skilled worker demand and supply, including identification of occupational categories where shortages currently exist, the magnitude of the shortage, and the short-term trends.• Establish quantitative estimates of skill demand by occupational category over a 5 to 10 year period.	<ul style="list-style-type: none">• Strategies enable educational institutions to deliver training requirements to address ongoing needs and gaps identified.• The analysis identifies the current and future skill shortages and strategies for addressing skills gaps.

Study Outcomes, Activities and Success Measures

Outcomes

- Knowledge of the skills and competencies required by new technologies.

Module Activities

- Assess the impact of emerging technologies on human resource requirements and business practices.
- Identify the trends that are being driven by technology.
- Assess the impact of technological change on the skill requirements for current and future workers and the availability of the skills.

Success Measures

- Strategies are aligned to anticipate and meet emerging technologies.
- Analyses identify current and future skills required by new technologies.

Study Outcomes, Activities and Success Measures

Outcomes	Module Activities	Success Measures
<ul style="list-style-type: none"> • Recommendations to augment industry related education to improve the responsiveness of the education system to the ongoing needs of the industry. 	<ul style="list-style-type: none"> • Assess and develop an inventory of current training and education programs in colleges, universities and industry. • Assess the appropriateness of such programs to the current and future needs of workers and the industry • Identify existing gaps. 	<ul style="list-style-type: none"> • Study identifies strategies for potential partnership opportunities between government, education, industry and other stakeholders to align industry needs with education programming and resources.