HUMAN FACTOR IN ENERGY INDUSTRY

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Traditional Paradigm of Hydrocarbon Industry

- Exciting
- High risk High reward
- Domain Expertise
- Skill in short supply

- Cyclic
- Long Gestation
- Capital Intensive
- Blue Collared
- Experiential Learning
New Dimensions

- Energy transition impacting HR
- Managing talent in new order
- HR strategy in a digital world
- Women in work force
Energy transition impacting Human Resources

Nature of energy industry
- Shale Gas
- Liquid to Gaseous fuels / Clean fuels
- Shift to Renewables
- Mobility Solutions
- Horizontal Integration to Value add Products

Nature of the work itself
- Artificial intelligence
- Machine learning
- Automation
- Smart wearables
- Organization structure
- Virtual spaces

Nature of workforce
- Millennials driving workplaces
- Attractiveness of work / jobs
- Digital workforce / Upskilling
- e-enablement of HR Processes

Skill has a shelf life. Reinvent before outdated.
Retrain and Redeploy
Key Talent Challenges in Oil & Gas industry

- Workforce becoming younger
- Large retirements
- Higher recruitment of new hires

Aging v/s young workforce

- Workforce largely concentrated at two ends of age spectrum: < 35 years of age and > 50 years of age

Multigenerational workforce

- Reducing experienced talent
- Loss of skills in Core technical functions

Retirement

- Entry of Global players
- Attraction of international exposure & higher compensation

Attrition

- Millennials aspiring for quick growth opportunities
- Physical exertion at work
- Remote locations

Attracting talent

- New Hires talent pool from universities lack necessary skills

Inadequate supply of talent

AI, Robotic machines, Remote 3D Manufacturing, Internet of things to dictate work topography

People Development - a key factor to win in the Market Place

IEF 16 International Energy Forum, New Delhi, 11th April 2018
How digital is reshaping HR strategy

- Digitalization represents both an opportunity and a challenge
- Improvement in artificial intelligence, robotics & machine learning will lead to massive workflow automation and mass personalization of the process
- 47% of the jobs will be automated in the next 2 decades
- 83% of energy companies will have to use an “extended workforce” to fill skill gaps
- “Appification” of everything, reinventing performance management, embedded analytics, feedback and pulse surveys, AI-based recruitment platforms, diversity and inclusion products

Employee Experience being influenced by
- Employer Brand
- Social Media platforms
- Communities sharing
Key motivating factors for women to join and remain

Areas impacting the progress of Women

- Entry level barriers
- Fewer Opportunities for women in leadership roles

Addressing barriers to women’s advancement

- Institutional mindsets different for men and women
- Integrated approach to adapt and align HR practices with gender diversity
- Create more open culture
- Measure progress against stretched goals
Initiatives by O&G industry to overcome talent challenges

- Focus on HR practices related to talent in Oil PSUs
- Aspirations of millennials
- Financial assistance to Meritorious students
- Improve visibility and attractiveness of the Oil & Gas Sector
- Scholarships for Engineering Graduates
- Industry Employer Value Proposition
- Youth Engagement Platform
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Source: Report of the taskforce on Improving HR Management in the CPSEs under MoP&NG
HR – A Facilitator

Congruence

Attitude than knowledge

Acquire

Engage holistically

Retain

Managerial/Functional

Congruence

Align

Train /Retrain

Alignment to culture
Thank you