

FIELD SERVICE: SKILLS COMPETENCY & ONBOARDING



Overview:

In the Oilfield services industry, the ability to grow, scale, develop, and retain technical staff and field service personnel is cornerstone to QHSE, growth, revenue, service and margin. A common challenge is the development of offshore field service technicians (fluids engineers, fishing specialists, field service, etc. JKA developed for the UK offshore division a skills competency program for all field service personnel. This program, accepted as the *Global standard* for the \$5billion corporation, was subsequently deployed to the entire North Sea Region and then across all regions and Geomarkets around the world.

FIELD SERVICE TECHNICIANS: SKILLS COMPETENCY PROGRAM

Overview: A global oil and gas client was challenged with meeting the rapidly increasing demand for *qualified, trained* and *experienced* field service personnel. Field service staffing needs were amplified by factors including:

- Growth of the region (North Sea)
- Increased Market share
- Losses of skilled personnel to regional competition
- Shortage of qualified candidates

Limitations of skilled staff had become the #1 constraint to growth (beyond capital equipment, pricing pressures, competitive technologies, etc.)

A project was mobilized to focus on the opportunities and gaps affecting our ability to *grow* our field service support organization. The initial project focused on field service teams supporting UK base, platform and offshore drilling operations.

Baseline conditions:

- Candidate pool inadequate to support demand
- Poor 12, 18 and 24 month retention rate of new hires
- Inability to quantifiably determine actual skills and capabilities of Level I, II, III and IV personnel
- Wide range is variation of performance in all field service grades.
- Wide (inconsistent) range of pay and salary (pay not necessarily commiserate with skills and/or qualifications)
- High employee dissatisfaction

- Technical staff susceptible to ‘poaching’ from competition

Project overview: Utilized JKA’s proprietary approach to *Lean in Business Processes* to dissect the process, understand the metrics and understand the *right wastes* to address to impact the objective. Project included

- Process for attracting the optimal employee profile (technical and interpersonal skills)
- A structured program for progression and development of field service technicians (level I, II, III and IV competencies)
- Skills development and competency matrix developed for HR and Service center business unit leader to track (and support) the development of all staff
- Engaged existing purchased (where needed) and developed training curriculum for each core skill identified.

Results:

- (Improved retention) Reduced *demand* on new hire process by 25+%
- Reduced 12, 18 and 24 month turnover by 30+% (\$433+k)
- Established *common language* for evaluating and certifying all field service technicians
- Increased employee satisfaction
- Program expanded to included North Sea region, then across all geomarkets (Middle East, Sub Sahara Africa, Asia, Russia/Caspian, North America and South America)

