

Industry Sustainability: A Framework for Human Resources Strategy in the Upstream Petroleum Industry

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ABSTRACT

The Petroleum Human Resources Council represents the primary sectors of the upstream petroleum industry in Canada: exploration, development, production service industries, pipeline transmission, gas processing, and upgrading heavy oil and bitumen (oil sands).

Cheryl Knight is the Executive Director & CEO of the Petroleum Human Resources Council of Canada. She has 20+ years of experience in various Human Resources disciplines in a range of business settings across Canada. Her industry experience includes petroleum, financial, transportation, and post secondary education. Cheryl holds a Bachelor's degree in Psychology and a Masters of Education degree in Counseling.

In her current role, Cheryl is leading a national initiative for the upstream petroleum industry – a human resources study to examine the impact of changes in technology and the business environment on human resource issues such as future employment, occupational structure, skill levels, labor supply and training needs. The study, projected for completion in September, 2003, will produce a human resources plan for the industry to address critical issues and build a foundation for future industry growth, and sustainable, attractive employment.

Many of the opportunities and threats defined by industry stakeholders have direct implications for human resource practices:

- evolving economic, business and regulatory environment
- current and future skill supply and demand
- effectiveness of current attraction, recruitment, training, development and retention practices
- shifting skill sets within occupations
- impact of technology

Presentation Outline

- **Sustainable Human Resources Practices**
 - Why Focus on Sustainable Practices?
 - Model for Evaluating Sustainable Practices
- **Industry Overview and Regional Highlights**
 - Changes From a Decade Ago

- How Will the Future Look?
 - Implications to Human Resources
- **Overview of Human Resources Practices**
 - HR Responses – Are They Sustainable?
 - Unintended Consequences of the High Performance Response
- **Strategies to Improve the Attractiveness of the Petroleum Sector**
 - Predictors of Recruitment Success
 - The Voice of Students – Critical Factors in Choosing an Employer
 - Statistically Significant Predictors of Retention Success
- **The Petroleum Human Resources Council of Canada**
 - Role and Mandate
 - Human Resources Study – Expected Outcomes and Overview of Framework