Competency Management Framework
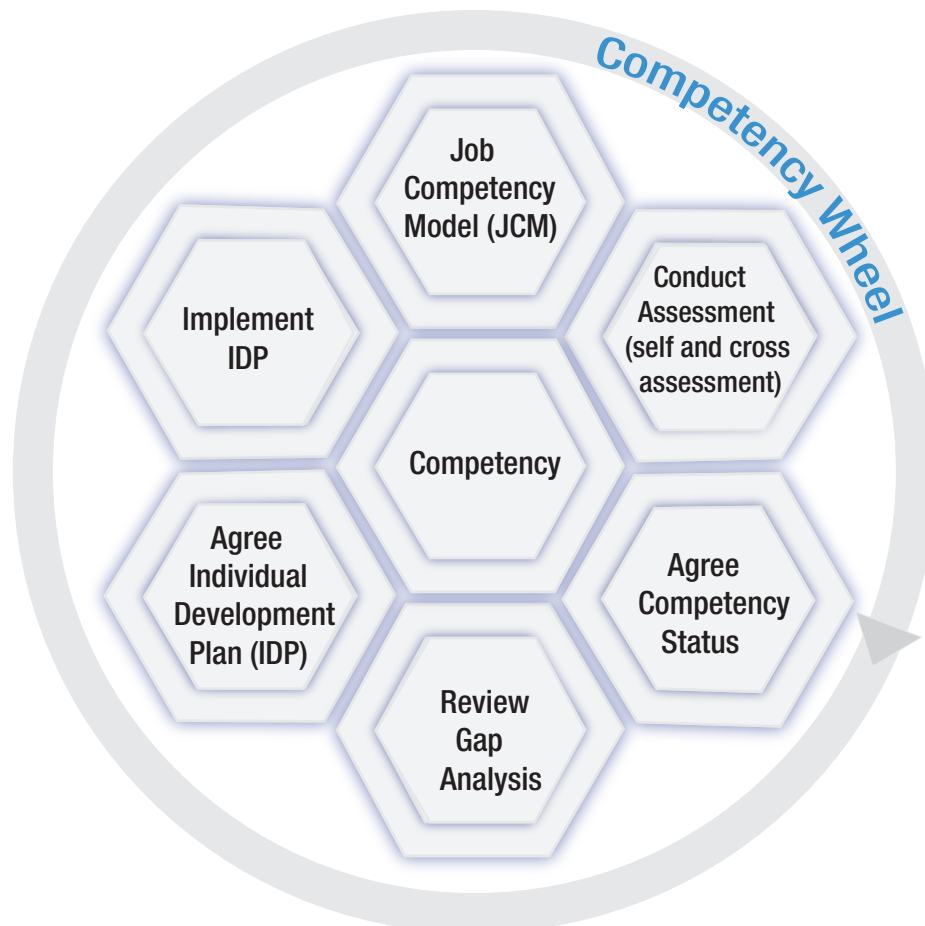
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How? Competency Wheel

The Competency Wheel defines the process from Job Competency Model to Individual Development Plan

Competency Wheel

- Job Competency Model (JCM)
- Conduct Assessment (self and cross assessment)
- Agree Competency Status
- Review Gap Analysis
- Agree Individual Development Plan (IDP)
- Implement IDP
- Competency

How do we define Competencies?

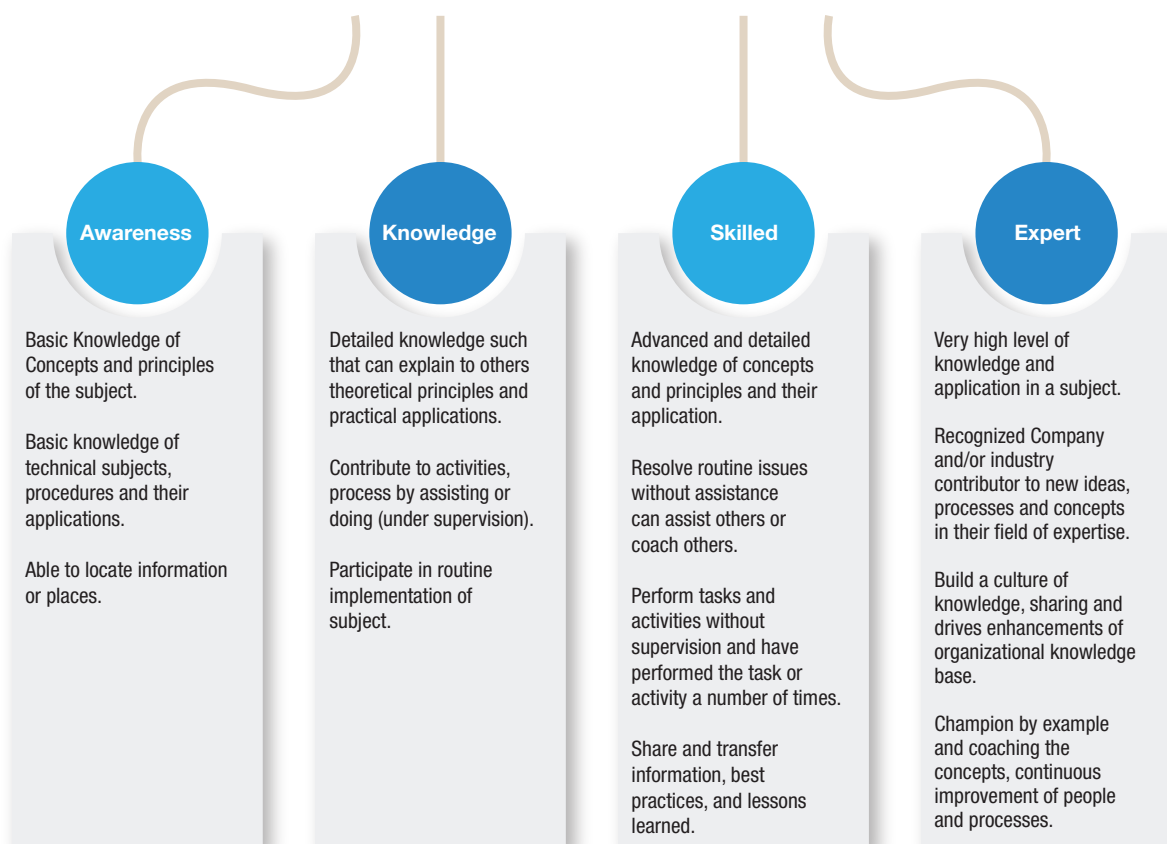Competency is the combination of Awareness, Knowledge, Skills and Attitude that enables Performance to the required Standard in the job. What is expected in the workplace.

Aligned with key business objectives and values that help foster an organization's success.

A standard to guide candidates in what to know and do to perform their jobs safely and effectively.

- Awareness
- Knowledge
- Skills
- Attitude

Proficiency Level Definitions

Awareness

Basic Knowledge of Concepts and principles of the subject.

Basic knowledge of technical subjects, procedures and their applications.

Able to locate information or places.

Knowledge

Detailed knowledge such that can explain to others theoretical principles and practical applications.

Contribute to activities, process by assisting or doing (under supervision).

Participate in routine implementation of subject.

Skilled

Advanced and detailed knowledge of concepts and principles and their application.

Resolve routine issues without assistance can assist others or coach others.

Perform tasks and activities without supervision and have performed the task or activity a number of times.

Share and transfer information, best practices, and lessons learned.

Expert

Very high level of knowledge and application in a subject.

Recognized Company and/or industry contributor to new ideas, processes and concepts in their field of expertise.

Build a culture of knowledge, sharing and drives enhancements of organizational knowledge base.

Champion by example and coaching the concepts, continuous improvement of people and processes.

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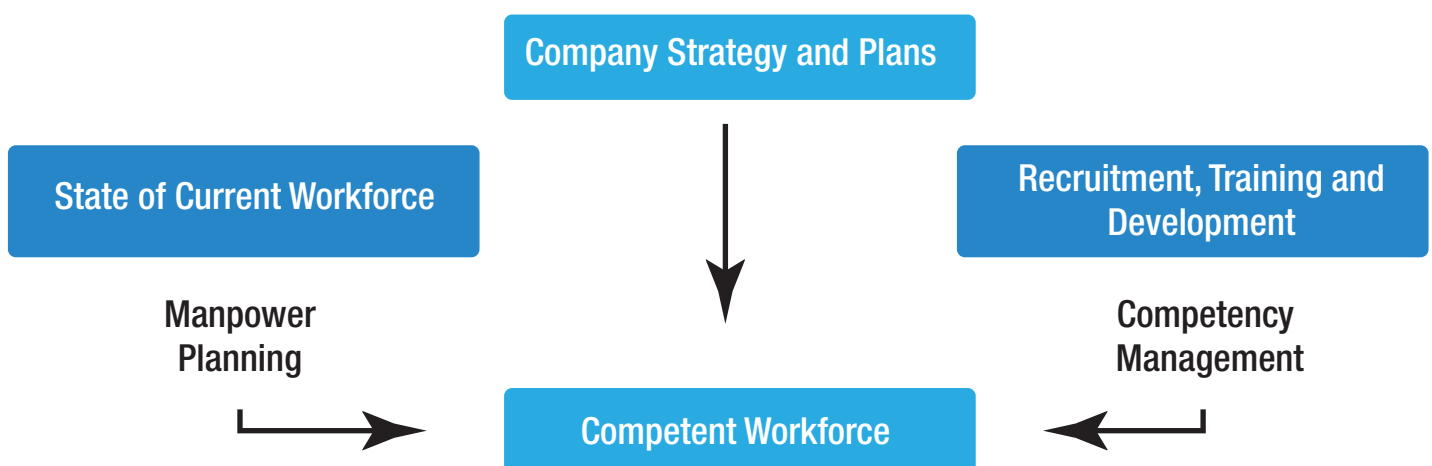## Purpose of a Competency Management Framework

- To ensure availability of a Competent Workforce that operates and maintains facilities safely and effectively

- To provide the training framework and development roadmaps to ensure the competence of the workforce

How

- Define the Job Competencies
- Assess candidates against the job positional duties:
- Identify development areas (skill gaps)
- Develop competence by closing gaps through 'right training — right time'

Organizational Goals & Structure

Company Strategy and Plans

State of Current Workforce

Recruitment, Training and Development

Manpower Planning

Competency Management

Competent Workforce

Benefits of Competency-based Talent Management

HR CONSISTENCY

- Create a common vocabulary used across all people-related issues.
- Provide the basis for a more objective dialogue about performance, development and career-related issues.
- Continuously reinforce what is important.

IMPROVED SHAREHOLDER VALUE

- Companies scoring in the top quartile of talent management that leverage competencies outperform their industry's mean return to shareholders by 22%.
- Selecting for the right competencies at an executive level is worth $3 million in profit per executive.

ORGANIZATIONAL ALIGNMENT

- Effectively focus work behaviors on both achieving specific business outcomes and attaining organization vision, values and critical success factors.

ENHANCED HR PROCESSES

- Selection, career, promotion and succession decisions enhanced by using competency framework.
- 5-10% higher rate of hiring successful candidates.
- 15-20% higher retention of desired employees.

EFFECTIVE EMPLOYEE DEVELOPMENT

- Consistently identify the most appropriate learning and development activities and tools so that performance can be enhanced in efficient manner.

EMPLOYEE SATISFACTION

- 15-25% higher morale as measured in employee surveys.
- 20% higher goal completion by individuals and teams.

UETMT Step-by-Step Competency Development Process

1 Review & Plan

2 Data Gathering

3 Design Competency Framework

4 Develop Competency Model

5 Develop Career Ladder

6 Perform Assessments

7 Analyze Assessment Results

8 Prepare Individual Development Plans

9 Identify Training Needs

10 System Integration

? Do you want a Trained Workforce or a Competent Workforce?

Competency solutions should develop workforce capability - making a real difference in capability and performance.

This must be based on identifying the competencies (Knowledge, Skills and Attitudes) that lead to measurable and sustainable development of individuals and teams.

The only effective way to do this is with the 4 Pillars of Competency concept:

1. Determine and define the competency requirements of the job
2. Identify the learning solutions to close competency gaps
3. Manage the competencies and learning in an easy to use software
4. Implement the sustainable processes to ensure continuous improvement and business value of the competency solution

Furthermore the solution must be:

• Useful: answer the business need
• Usable: makes sense and can be implemented effectively
• Sustainable: processes to ensure that the solution remains relevant

Competency-based Human Capital Management (HCM):

The development of the workforce for today and the future is essential to business success, continuity and improvement in all industries, but especially the Oil & Gas industry.

A company may choose to focus on only one or two of the element shown in the matrix below, such as Effective Employee Development and or Organizational Alignment, such as succession planning for key role, or national (Omani) workforce growth and development.

The important consideration is that the solution adopted meets the immediate and future needs of the business.

HR CONSISTENCY	IMPROVED SHAREHOLDER VALUE	ORGANISATIONAL ALIGNMENT
• Creates a common vocabulary used across all people-related issues. • Provide the basis for a more objective dialogue about performance, development, and career-related • issues. Continuously reinforce what is important	• Companies scoring in the top quartile of talent management that leverage competencies outperform their industry's mean return to shareholders • Selecting for the right competencies at an executive level is worth in profit per executive.	• Effectively focus work behaviors on both achieving specific business outcomes and attaining organization vision, values, and critical success factors.

ENHANCED HR PROCESSES	EFFECTIVE EMPLOYEE DEVELOPMENT	EMPLOYEE SATISFACTION
• Selection, career, promotion, and succession decisions enhanced by using competency framework. • 5-10% higher rate of hiring successful candidates. • 15-20% higher retention of desired employees.	• Consistently identify the most appropriate learning and development activities and tools so that performance can be enhanced in an efficient manner.	• 15-25% higher morale as measured in employee surveys. • 20% higher goal completion by individuals and teams.

Overview and Concepts

A Job Competency Model (JCM) is a competency framework that is based on Competency Units (CU), each of which has a set of competency statements (descriptors) that define four levels of competence, Awareness, Knowledge, Skilled, Expert

Competency Unit (CU) example shown below for Petrochemical Engineer. The yellow boxes indicate the Job Level Requirement (JLR), so in this example the job requires the Skilled level. The bottom row shows the linked Learning Solutions (e.g. EQ-ARO-104-K, an e-learning module, and W-ARO-014-S, a Work   Experience.)

ARO: CCR PLATFORMING (ENGINEER) AREA 1

General Statement: Know the unit process description, main components, philosophy of operation, troubleshooting, and improvement opportunities

Awareness	Knowledge	Skilled	Expert
• Identify the potential hazards related to the operation and maintenance of the unit. • Identify the function of CCR and catalyst type • Identify the specifications of the feed to reactor and outlet stream • Identify the terms catalytic reforming, endothermic reaction, reaction selectivity, Catalyst regeneration, and Conversion ratio. • Identify the function of the heater • identify the main parameter for controlling the catalytic reforming • Identify the heat recovery and how it is apply in the CCR system. • List the poisons reactor catalysts • List pre-start checks for reactor start up and shutdown • Identify the reason for chloride injection • Recognize how catalyst transfer from regeneration system to reacting beds	• Describe the operation conditions that favor desire catalytic reforming • Describe the causes which lead to catalyst poison and decreasing catalyst performance • Elaborate on what causes reaction killed and how it can be controlled • Describe the controlling of heat which required for reaction • Explain the proper actions taken in to control catalyst reactivity / catalyst deactivation / catalyst degradation • Explain the indications and effect of poisons on reactor catalysts, and proper action to avoid it. • Describe start up and shutdown steps for reactor • Explain the function of chloride base ,how to control the rate and corrosion	• Apply relevant EQUATE EH&S policies to prevent any inherent hazards with the CCR platformer • Perform a test run, technical evaluation or troubleshooting of CCR Platforming. • Evaluate how catalytic reforming is achieved for converting naphtha to aromatic. • Assess how CCR Plat forming system can be improved. • Evaluate how to maximize the yields and profits by running the platformer in the optimal mode • Quantify the effect of temperature of inlet feed on the catalytic reforming • Compare the actual performance of Catalyst on a regular basis • Review the operating manuals or procedures, recommend improvements and explain your recommendations	• Review existing processes and develop solutions for CCR PLATFORMING to increase productivity or reduce costs. • Provide Technical advice for benchmark studies and recommend based on benchmarking gaps • Plan and create methods to improve production processes. • Ensure compliance with approved production methods and quality standards • Develop engineering standards, policies, strategies and best practices. • Establish, track and continuously improve a root cause analysis program for unit problems
• EQ-ARO-104-A	• EQ-ARO-104-K	• W-ARO-014-S	• W-ARO-014-E
		• UOP-CCR001	• UOP-CCR002

Competency Unit (CU) example shown below for Maintenance Technician. The yellow boxes indicate the Job Level Requirement (JLR), so in this example the job requires the Skilled level. The bottom row shows the linked Learning Solutions (e.g. RMD-110-A, an e-learning module, and W-RMD-110-S, a Work Experience/On-Job Training.)

LUBRICATION SYSTEM

General Statement: Know how to lubricate equipment, the purpose of lubricating and types of lubricants and greases.

Awareness	Knowledge	Skilled	Expert
• Define the purpose of lubrication • List the substances used for lubrication of mechanical moving parts. • Define advantages and limitations of various lubrication methods and their limitations. • Define lubrication terms like viscosity, pour point, viscosity index, flash point etc. • Identify the function of lubrication. • List the main component of grease. • Identify the pour point of a lubricant. • Identify types of lubricant film. • Identify the term "MSDS" • Define oil contamination • Identify oil filtration system.	• Explain the properties of lubricants. • Explain the different types of lubricants. • Identify the different types of greases. • Explain the advantage of grease. • Explain the factors affecting choice of oil or grease to lubricate bearings. • Explain foaming of a lubricant. • Assist in replacing a lubricant in machinery. • Explain how to differentiate between different lubricants and their properties • Advantages and limitation in using synthetic lubricants. • Explain various types of contaminations • Explain different types of filtration methods. • Explain various additives and their advantages.	• Evaluate the correct precautions when using different types of grease. • Evaluate the reasons for a bearing running at high temperature. • Demonstrate how to prevent foaming taking place in a lubricant. • Replace lubricant safely in machinery. • Evaluate the reason for high temperature of bearing. • Perform the replacement/top up of lubricant safely in machinery. • Evaluate the different types of lubrication failure and suggest the proper solution. • Review the hazards and control measures associated with the lubrication job.	• Ensure that personnel can identify different types and grades of lubricants and their properties. • Ensure that personnel can choose between using grease or oil as a lubricant, and select lubricants for different purposes. • Coach others in safe handling of lubricants. • Advise on lubricant analysis. • Analyze the causes for engine oil degradation and contamination.
• EQ-TF-105-K	• EQ-RMD-110-K	• W-RMD-110-S	• W-RMD-110-E

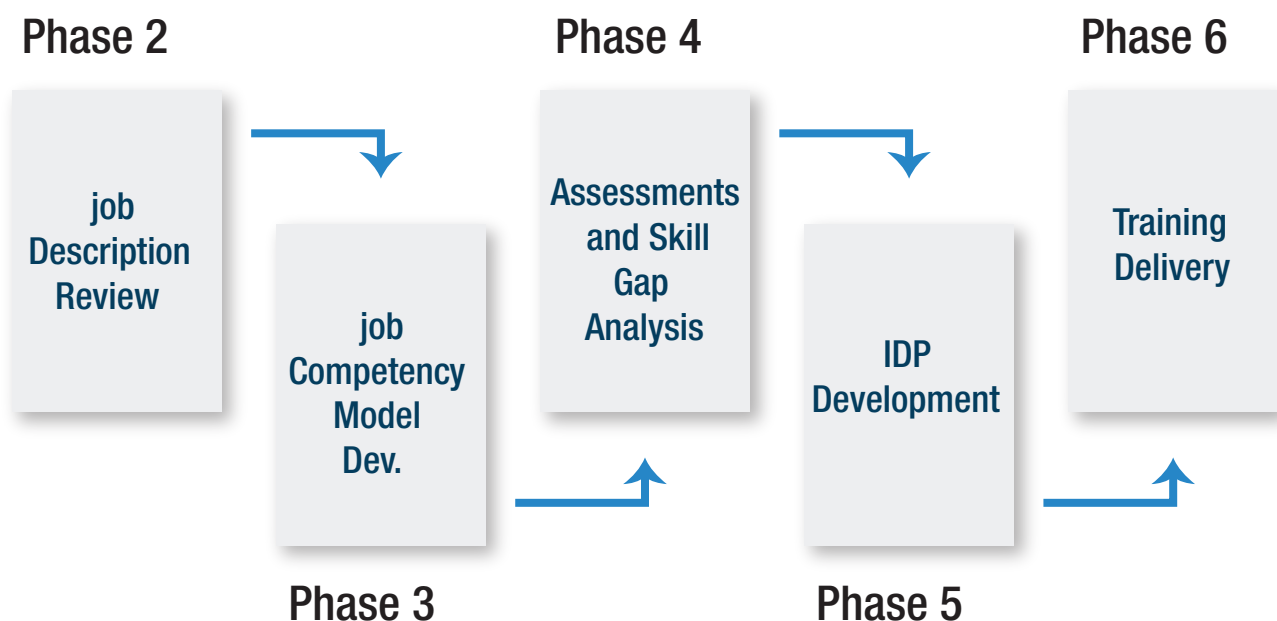# Typical Project Phases

Manpower Planning Track

Phase 1

A. Strategic Planning Session

B. Manpower Plan Development

Competency Development & Management Track

Phase 2

job Description Review

Phase 3

job Competency Model Dev.

Phase 4

Assessments and Skill Gap Analysis

Phase 5

IDP Development

Phase 6

Training Delivery

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Phase 1: Competency Model Developing	Phase 2: Develop Career Ladder	Phase 3A: Perform Assessment	Phase 3B: Analyze Assessment Results (Skill Gaps)	Phase 4: Prepare Individual Development Plans(IDPs)	Phase 5: Identification Training Needs	Phase 6: Organization Review	Phase 7: System Integration
-Review and evaluate Organization Individual Duties/Skills/ Responsibilities	-Describe the jobs place on the ladder grid -Set the education and competency standards	-Form the interview team -Prepare assessment interview process	-Record gather results into the CMS system -Generate indivdual gap analysis reports	-Identify and link training resources to competency models	-Identify training needs of individuals and the large groups of individuals covered by the competency assessment process.	-UETMT identifies competency libraries to be reviewed by nominated person	-Establish clear lines of communication with the SAP system integrator to pull the data from both systems It will be required for organization to clearly define and describe the data requirments which are to be integrated in this manner.
-Develope / customize the competency statements associated with the relevent job families	-Show the potential for support mobility -Show the potential for horizontal mobility	-Schedule and run individual interviews -Conduct supervisors assessments (CMS)	-Review and validation of results with organization supervisors -Update system database	-Prepare individual development plans		-Libraries sent to organization in word w/tracking -Review/feedback by organization (edits/additions/ deletions)	
-Consolidate the final listing of job titles by organization manager and UETMT specialists	-Identification of job titles in each job family -Career path mapping	-Auto verification by CMS -Schedule and conduct verification interviews	-Generate individual & organizational gap reports	-Build training resource database		-UETMT incorporates feedback -UETMT creates individual JCMs in CMS and exports into excel	
-Prepare job competency model for each job title (salary grade) in the technical/non-technical divisions	-Recommendation for job titles move between job families	-Verified assessment results				-Review/feedback by organization department heads on coverage of JCMs (change JLR and include / exclude CUs)	

Clear Reporting Output

Example
Overall Status Report
A few features and descriptions:

■ Meets Requirement
■ Needs Improvement
■ Focus Area

Online Report

Overall Status

Company Overall
An average employee meets 46.8% of the competency requirements self, supervisor and verification assessments complete

46.8	16.3	36.9

Business Units (GAP Status / Assessments)

Regions (Employees)	Evaluation	No.	GAP Status					
			Total	Open	Focus	Pending	Ready for Access	Closed
Company Overall	46.8 / 16.3 / 36.9	55	17,305	17,305	12,160	0	0	0
Job Area 1	39.9 / 19.9 / 40.5	30	10,784	10,784	7,379	0	0	0
Job Area 2	53.7 / 13.0 / 33.3	25	6,521	6,521	4,781	0	0	0

Job Area Report
A few features and descriptions:

Online Report

Regions (Employees)	Evaluation	No.	Assessment		GAP Status					
			EA	SA	Total	Open	Focus	Pending	Ready for Access	Closed
Company Overall	46.8 / 16.3 / 36.9	55								
Job Area 1	39.9 / 19.9 / 40.5	30	30	30	10,784	10,784	7,379	0	0	0
Electricians < 3 years experience	23.4 / 22.7 / 54.0	5	5	5	2,352	2,352	1,655	0	0	0
Technicians < 3-10 years experience	41.0 / 19.2 / 39.9	21	21	21	7,402	7,402	5,025	0	0	0
Trainers > 10 years experience	54.6 / 17.1 / 28.2	4	4	4	1,030	1,030	699	0	0	0

Clear Reporting Output

Final Assessment Result

■ Meets the Requirement
■ Close to Requirement
■ Focus Area

Employee Name	XXXX	Assessor Name	XXXX
Job Title	Senior Technician	Verifier Name	
Job Area	XXXX	Date	25/06/2013
Competency Based Assessment GAPS Results			215

Business Competencies

	100
Health and Safety Enviornment Competencies	85.7 / 7.1 / 7.1
General Technical Orientation (basic)	50.0 / 16.7 / 33.3
Electrical Workshop Practice	100
Plant Electrical Equipment	52.6 / 21.1 / 26.3
Non-Technical	33.3 / 66.7
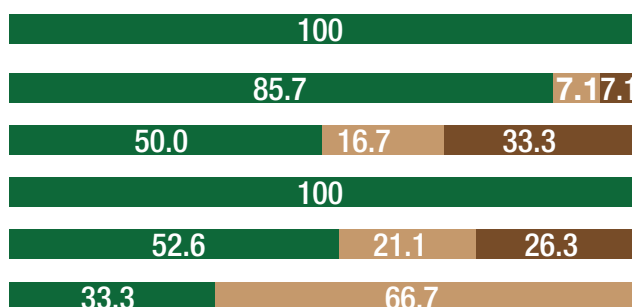
Individual Development Plan

Individual Development Plan
Employee: xxxx
Job Title: Senior Electrical Technician
Overall: 52.6 / 10.5 / 16.8

Course Name	Duration	Completed
Electrical Systems		
Electrical Drawing	2 Days	
Schematic and Wiring Diagrams	3 Days	
Lighting and Power Systems	2 Days	
Lightning Protection	3 Days	
Earthing Systems	3 Days	
Power Distribution Systems	5 Days	
Low Voltage Switchgear & Circut Breakers	5 Days	
AC Induction Motors	5 Days	
High Voltage Switchgear & Circut Breakers	15 Days	
Motor Control Centers	5 Days	

■ Meets the Requirement
■ Close to Requirement
■ Focus Area

Clear Reporting Output

Online Assessment Report

A few features and descriptions:
Individual Report of Competency against
job-related competencies
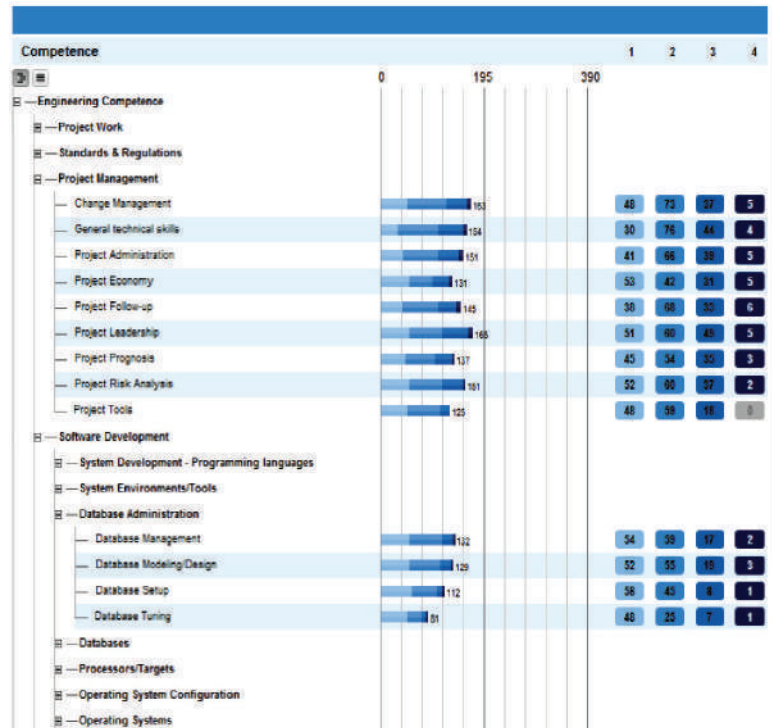
Online Assessment Software

A few features and descriptions:

- We will provide use of an online competency assessment system

- This system would be tailored and will enable employees and supervisors to access the system and see data appropriate to their level of access thus maintaining confidentiality

- The system will enable to trial online IT funtionalities which it may be able to use going forward
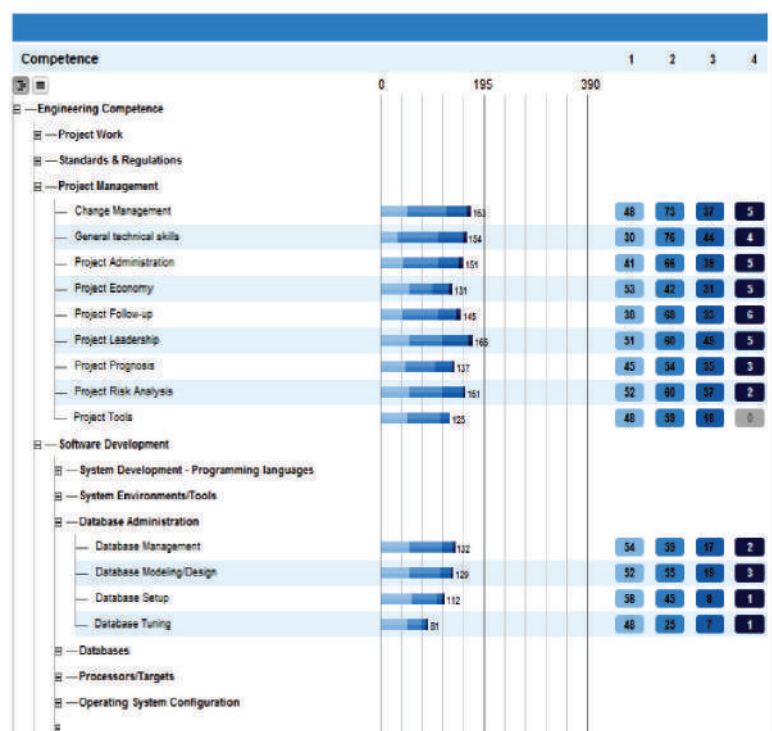
Certification and Qualification Tracking – An Essential Business Process!
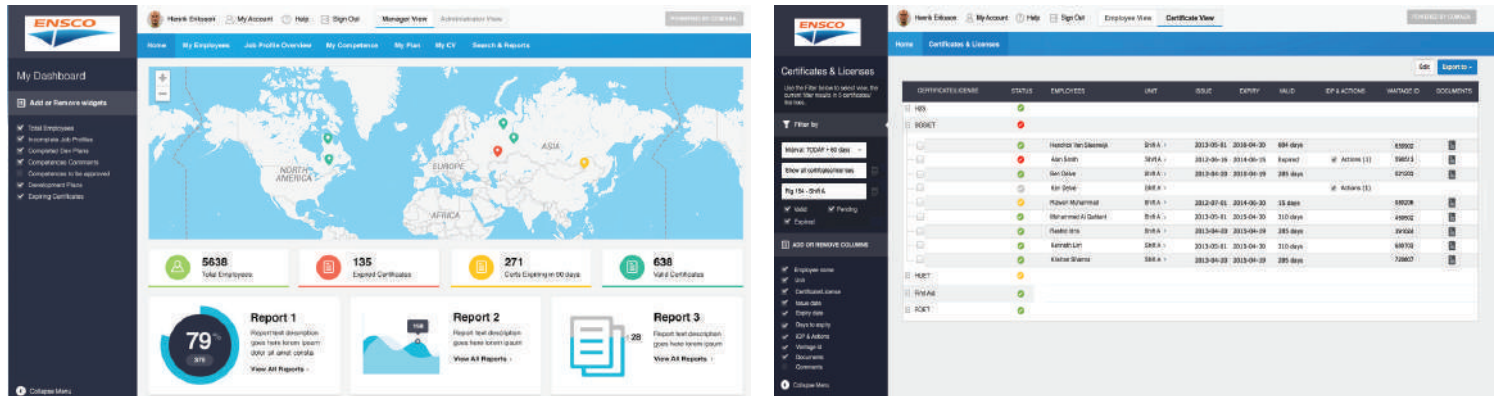
Companies need to know if their personnel are current in regulatory, compliance, mandatory certificates and qualifications, as well needing to track similar information for more general business reasons.

• Regulation
• Compliance
• License to Operate
• Qualification

The certification / qualification tracker element of Comaea provides a powerful solution to this problem. The selected screenshots illustrate some of the basic features, but to fully understand how this would meet your specific needs, please contact us for more details and a demo.

Home Page Dashboard (below)

Customized content to present key information as required by that specific user – such as a global manager (hence global map shown), or any other level of manager / supervisor /

Certificate View

In this view Administrators, and Managers, can easily overview Certificates in the company. In the list Certificates are shown and the status indicates if Certificates / Qualifications are:

Valid (not due to expire in the given time frame)
Renewal required within a given time frame
Expired (already beyond date)

Personnel View

The data can be viewed in a number of ways and in this view Administrators, and Managers, can easily overview Employees and the certificates they hold. In the list Certificates are shown and the status indicates if Certificates are Valid, Pending for renewal or Expired.

Typical Methodology for Competency Management Implementation

Define Job Competency Models

The output of this Task is the set of JCMs and associated Learning Solutions

The JCMs can be created from the UETMT standard competency frameworks for technical competencies and support competencies, such as soft-skills and behaviours. The proposed JCMs would be customized your specific requirements.

General Statement: Know the unit process description, main components, philosophy of operation, troubleshooting, and improvement opportunities			
Awareness	**Knowledge**	**Skilled**	**Expert**
• Identify the potential hazards related to the operation and maintenance of the unit. • Identify the function of CCR and catalyst type • Identify the specifications of the feed to reactor and outlet stream • Identify the terms catalytic reforming, endothermic reaction, reaction selectivity, Catalyst regeneration, and Conversion ratio. • Identify the function of the heater • identify the main parameter for controlling the catalytic reforming • Identify the heat recovery and how it is apply in the CCR system. • List the poisons reactor catalysts • List pre-start checks for reactor start up and shutdown • Identify the reason for chloride injection • Recognize how catalyst transfer from regeneration system to reacting beds	• Describe the operation conditions that favor desire catalytic reforming • Describe the causes which lead to catalyst poison and decreasing catalyst performance • Elaborate on what causes reaction killed and how it can be controlled • Describe the controlling of heat which required for reaction • Explain the proper actions taken in to control catalyst reactivity / catalyst deactivation / catalyst degradation • Explain the indications and effect of poisons on reactor catalysts, and proper action to avoid it. • Describe start up and shutdown steps for reactor • Explain the function of chloride base ,how to control the rate and corrosion	• Apply relevant EQUATE EH&S policies to prevent any inherent hazards with the CCR platformer • Perform a test run, technical evaluation or troubleshooting of CCR Platforming. • Evaluate how catalytic reforming is achieved for converting naphtha to aromatic. • Assess how CCR Plat forming system can be improved. • Evaluate how to maximize the yields and profits by running the platformer in the optimal mode • Quantify the effect of temperature of inlet feed on the catalytic reforming • Compare the actual performance of Catalyst on a regular basis • Review the operating manuals or procedures, recommend improvements and explain your recommendations	• Review existing processes and develop solutions for CCR PLATFORMING to increase productivity or reduce costs. • Provide Technical advice for benchmark studies and recommend based on benchmarking gaps • Plan and create methods to improve production processes. • Ensure compliance with approved production methods and quality standards • Develop engineering standards, policies, strategies and best practices. • Establish, track and continuously improve a root cause analysis program for unit problems
• EQ-ARO-104-A	• EQ-ARO-104-K	• W-ARO-014-S	• W-ARO-014-E
		• UOP-CCR001	• UOP-CCR002

Competency Assessment, Gap Analysis and IDP

The JCMs will be uploaded to the Comaea Competency Management System, which will be used to:

Perform Competency Assessment to determine the current status of competency of individuals for their assigned JCMs. This is conducted using the on-line Comaea competency software and comprises:

• Self-assessment by the individual
• Cross-assessment by a supervisor, manager or other assigned person
• Approval / verification as required

Review Gap Analysis to determine the difference between required level of competency and current level of competency. This is usually conducted using the on-line competency software and comprises:

• Determining priorities for development
• Setting target levels for development

Certification and Qualification Tracking – An Essential Business Process!

Create Individual Development Plan (IDP) for each employee based on the Gap Analysis and the approved Learning Solutions. This is usually conducted using the on-line competency software and comprises:

• Assigning development for current job
• Assigning development for succession planning or accelerated development
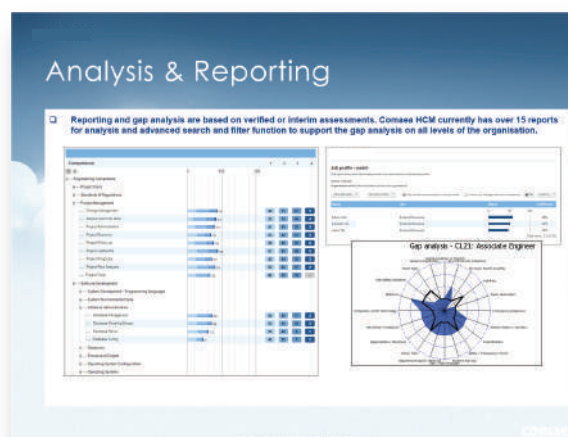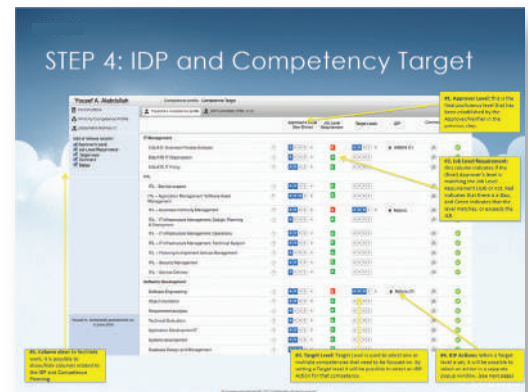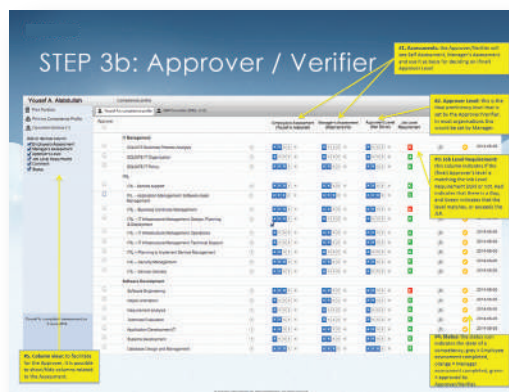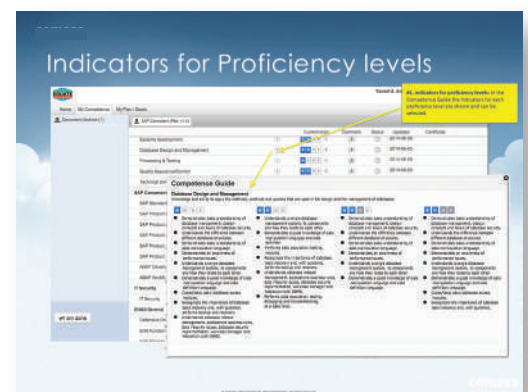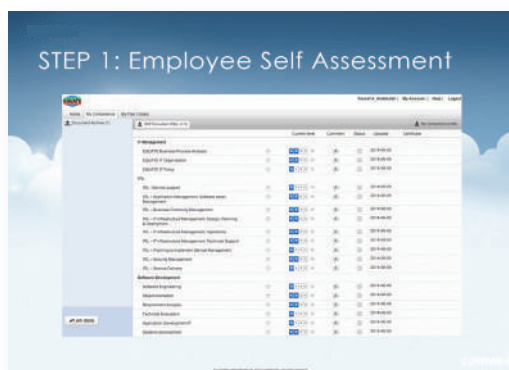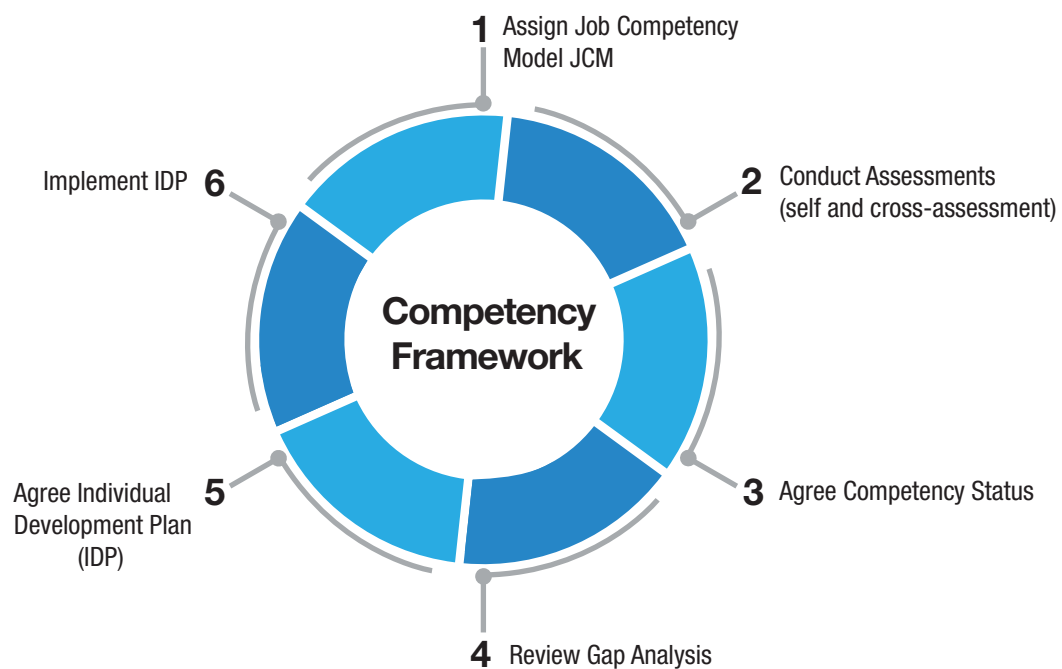

Note: UETMT can be interfaced with ERP systems such as SAP and Oracle, as well as other LSO, LMS, e-recruit and other systems.

The images illustrate some of the basic features of the Comaea CMS, but to fully understand how this would meet your specific needs, please
contact us for more details and a demo.

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- A Learning Solution (LS) is an approved method of developing a specific competency

- All Competency Units (CUs) in the Competency Management Framework will have one

  or more LS

- LS may be theory or application or a combination of the two

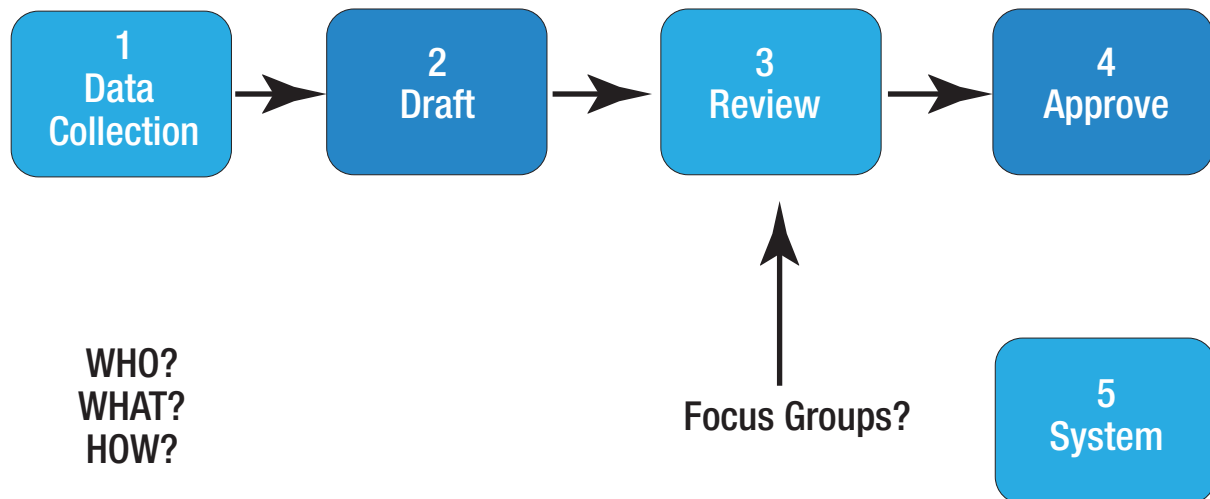- LS enable cost-effective development of competency gaps

Learning Solution

Competency Framework

1 Assign Job Competency Model JCM

2 Conduct Assessments (self and cross-assessment)

3 Agree Competency Status

4 Review Gap Analysis

5 Agree Individual Development Plan (IDP)

6 Implement IDP

Learning Solution Strategy

Learning Solution Strategy

What: Project strategy to define Learning Solutions to be USEFUL-USABLE-SUSTAINABLE
70-20-10 defines Learning Blended Solutions

How:
- Identify current content, practices and processes for training and development (data collection and analysis)
- Identify where existing can be used 'as is' within integrated competency solution or where it can be adapted
- Develop supporting process (including ODMS)
- Draft / approve 70-20-10 Learning Solution for all JCMs
  - 10%: Theory learning-e.g. courses / e-learning
  - 20%: Practical learning-e.g. OJT
  - 70%: Self-Led development-e.g. Work Experience

Learning Type to Competency Level

Competence Level	Learning/Development Type	Notes
Awareness	Theory only: courses, e-learning; reading	
Knowledge	Theory: e-learning; reading Application: OJT/Work Experiences	Some application ('doing') in some Competency Units
Skilled	Application: OJT/Work Experiences projects; assignments	Some Theory-courses-may be required but primarily WE
Expert	Application: OJT/Work Experiences projects; assignments	Some Theory-courses-may be required at a very high level e.g. post graduate, WE and cross-posting

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Learning Solution Process

1 Data Collection	→	2 Draft	→	3 Review	→	4 Approve

WHO?
WHAT?
HOW?

Focus Groups?

5 System

Data Collection

What: Acquire data to define 'as is' in terms of content and process; determine how it relates to LS / Competency System

How: Interviews and questionnaires
Existing Training data - course lists, e-learning
Training records
Existing Structure: e.g OT Certification, mentoring, SML
Focus Groups

Learning Solution Styles

Theory	E-learning
	Courses (internal and external)
	Reading

Application
Structured On-Job Training
• Operator Training (OT) Certification
Work Experience based on Competency Statements
• Trainer-Coach-Mentor role
• Assignments (internal and external)
• Peer-related activities (conferences etc.)

Work Experience

▶ Generic WE for all Competency Levels except Awareness (and in some cases, there is no need for Knowledge level)
▶ WE Provide Structure for developing and recording application and experience
▶ Generic WE:
  • Auto-populate template with competency statements from JCM
  • Generic WE stored on Comaea server within unique Client location
  • Downloaded to PC for action; can be used as "WE Task Book" (printed copy)
▶ Customized WE:
  • Develop by owner to define:
    • Specific details
    • Frequency or repetition of a competency
    • Assigned location / person for the WE

? Do you want a Trained Workforce or a Competent

In time of budget constraints ('cut training and cut travel costs') companies must continue to develop the skills (competencies) they need ... true?

- A Learning Solution (LS) is an approved method of developing a specific competency
- LS may be theory or application or a combination of the two
- LS enable consistent, cost-effective development of competency gaps

Learning Solutions are devised to meet the blended learning 70-20-10 methodology that recognizes the importance of structured training for theory (awareness and knowledge) and application (skilled and expert) through:

- Self-managed learning, primarily e-learning

Learning Environment Components

Resources	People	Training and Education	Development Practices	Learn by Doing
* Performance support * Shared documents and spaces * Podcasts, etc. * On-line databases and KM environment * Books, journals, articles * Job aids * Briefings and presentations * Procedure and technical manuals	* Peer support * Mentoring * Communities of Practice * Professional networks * Conferences and professional meetings * Social media connections * Expert directories	* Courses and seminars * E-learning * Formal coaching * On-Job Training (structured) * Certification programmes	* Action-based learning programmes * Assignments * Rotations and experiential opportunities *Supervisor support, feedback and coaching * After action review practices * Projects	* Experimentation * Collaboration * Projects * Self-monitoring and analysis of outcomes and feedback
70%		10%		20%

Self-managed learning, primarily e-learning

Advantages of self-led (e-learning) for operations and maintenance personnel using learning styles appropriate to learner group; for example, greater use of actual plant / site photographs, supported by graphics and simple animations. This type of 'e-learning' can:
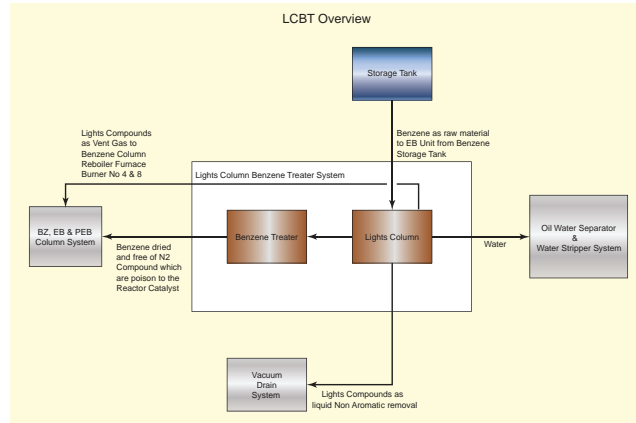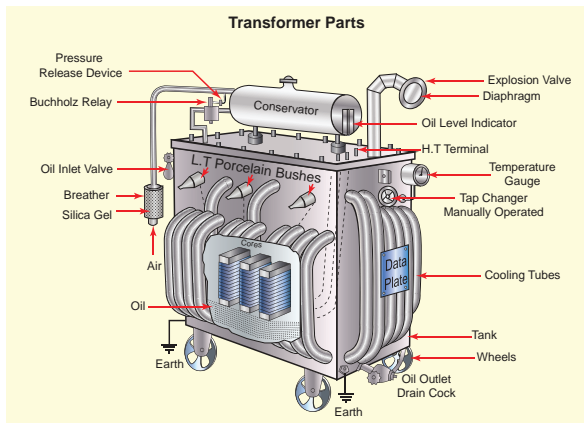
- Be accessed at any time; (Operators, for example, have 'down time' on shift when they can study assigned modules)
- Be studied at the pace of the learner and repeated until learner is confident
- 'Non-threatening' - no pressure from an instructor or time constraint of a lesson
- Have embedded self-testing
- Be inter-active and so more engaging

Examples of self-learning graphics content.

Transformer Parts

LCBT Overview

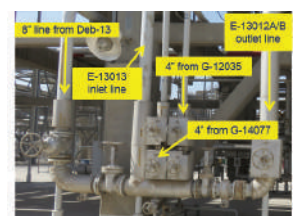Single Stage Mechanical Trip

Makeup Compressor and Pygas Debutanizer
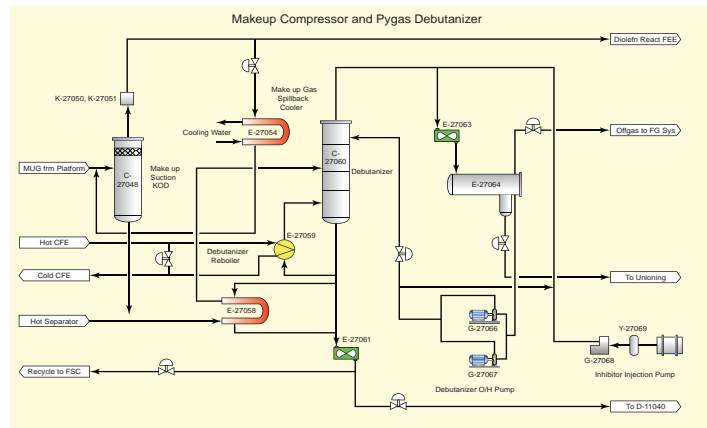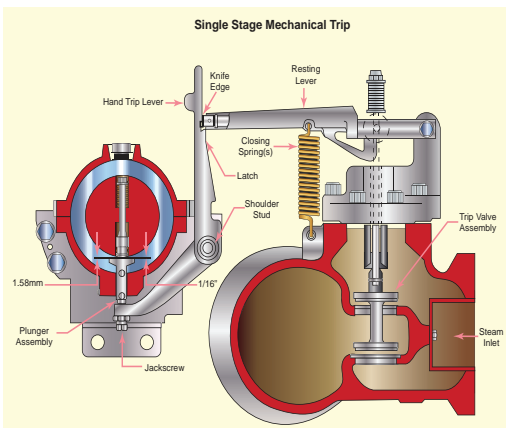
Work Experience / On-Job Training

The 70-20-10 learning model says that 90% (the 70 +20) of REAL development should take place in the workplace … but it must be structured and managed – and competency-based.
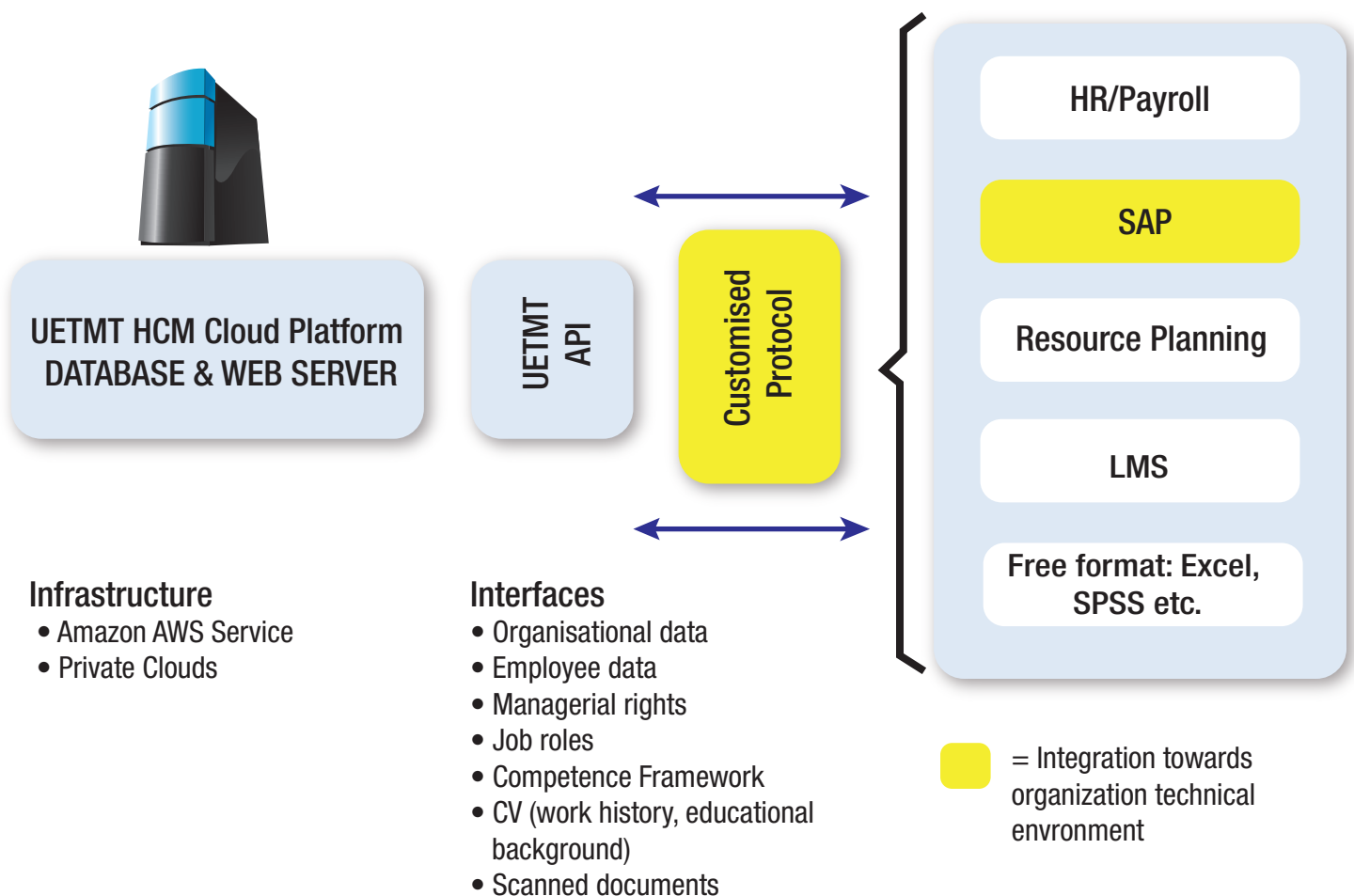
Work Experience / On-Job Training
- o Based on competency models (JCMs)
- o Flexible to include projects, assignments, multiple experience requirements

Cloud-based Solution

UETMT HCM is normally available only as a Cloud-based solution, and can be integrated towards legacy system on the client side with high security access and exchange of data. OnPrem solutions can be discussed for large client installations with very specific needs, however this require a specific and dedicated technical infrastructure in form of a "private cloud".

UETMT HCM is delivered as cloud-based solution on leading Amazon AWS cloud infrastructure. This ensures high security and accessibility, and the solution can be integrated with legacy system for data exchange towards HRM and ERP systems upon request.)

UETMT HCM Cloud Platform DATABASE & WEB SERVER

UETMT API

Customised Protocol

HR/Payroll

SAP

Resource Planning

LMS

Free format: Excel, SPSS etc.

Infrastructure
- Amazon AWS Service
- Private Clouds

Interfaces
- Organisational data
- Employee data
- Managerial rights
- Job roles
- Competence Framework
- CV (work history, educational background)
- Scanned documents

= Integration towards organization technical envronment

Career Ladder

Career Ladder

A Career Ladder is a process designed to formally progress an employee to a higher level of job responsibility within his/her current position. Since the employee and the manager work together to progressively advance to the higher level of resposibility, there is no need for a competitive posting process.
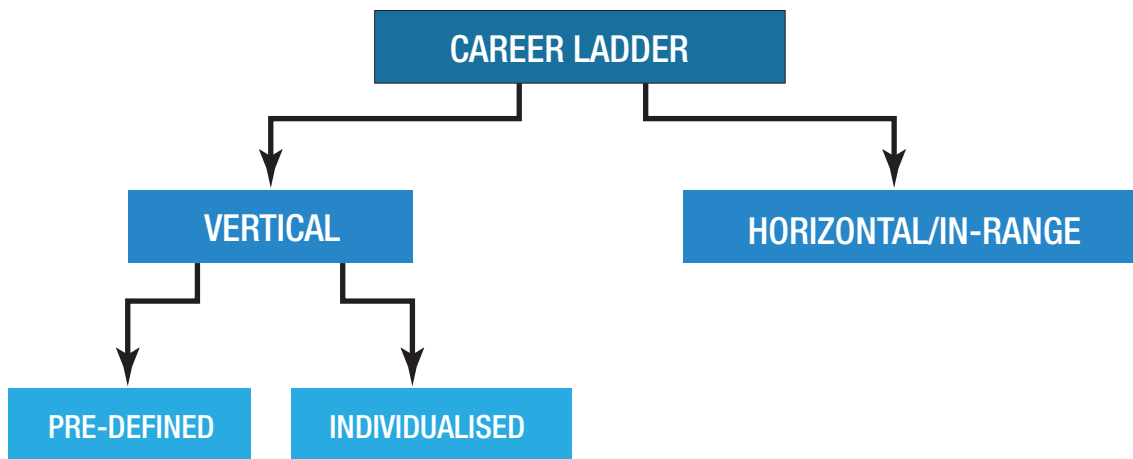
EXECUTIVE

MANAGER

TEAM LEADER

SENIOR PROFESSIONAL

PROFESSIONAL

FRESH OUT

Career Ladder Benefits

EMPLOYEES	MANAGERS & SUPERVISORS
Can develop new skills and competencies at your own pace and in your current job.	Can retain value employees who are motivated to advance their careers.
Can advance to a higher level of responsibiliity without competition and without moving to a differnt work unit.	Can attract high quality employees with the opportunity to advance within their positions.
Can demonstrate initiative and willingness to work for further department and University goals.	Can develop well-trained employees who have high morale.
	Can provide a higher level of quality and services to your clients.

Career Ladder

Types of Career Ladder

```
                    CAREER LADDER
                   /            \
              VERTICAL      HORIZONTAL/IN-RANGE
             /        \
    PRE-DEFINED   INDIVIDUALISED
```
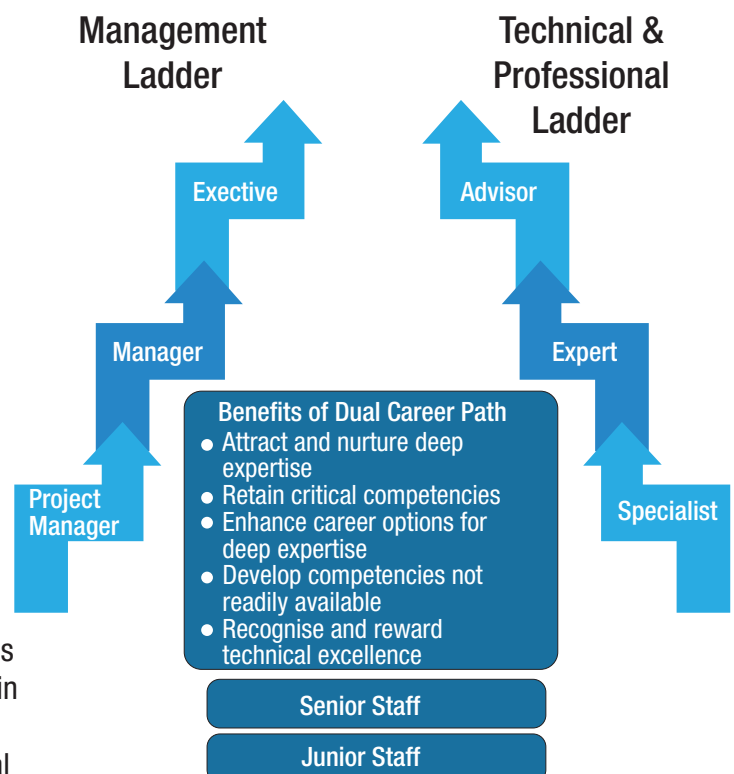
Career Ladder

A few features and descriptions:

• Creating a career ladder is a very effective way of retaining experienced professionals.

• It could provide the following benefits:
  • More successful hiring practices
  • Reduced turnover
  • Improved training and development focus.
  • Lower management costs.
  • Higher productivity

Equivalence in the ladders is manifested by:
Equivalent pay scales on each ladder for same grades
Equal enthusiasm when celebrating promotions within each grade
Same vigour in celebrating technical and professional excellence as other business results

Management Ladder

- Exective
- Manager
- Project Manager

Technical & Professional Ladder

- Advisor
- Expert
- Specialist

Benefits of Dual Career Path
- Attract and nurture deep expertise
- Retain critical competencies
- Enhance career options for deep expertise
- Develop competencies not readily available
- Recognise and reward technical excellence

Senior Staff

Junior Staff

How can WE help you?

Competency Development:
   We have a library of competency matrices that are based on international standards and qualification requirements. They have been created to be usable and useful, as too often the competency solutions offered to companies, or developed internally, are either too complex, not relevant or not detailed enough. The libraries are then customized to your specific needs.

Competency Software:
   If you do not have competency software or you want a better one, or to integrate with existing software, UEI offers Comaea (Competency Made Easy) as the software platform for competency management, development and assurance. Comaea is one of the easiest to use yet powerful and flexible systems, and links to other systems, such as SAP and ORACLE to provide integrated solutions that use the right (software) tools for the right business need.

Why choose UETMT?

- UETMT are the Number 1 choice in the provision of Competency Management Consultancy Services, both locally and internationally.

- We are innovators in providing Learning Solutions to fill identified competence gaps.

- Our team of experts bring with them a breadth and depth of experience in the competency management field second to none.

- UETMT employ the best of the best, thought-leaders committed to the improvement of competency across the Oil & Gas industry.

- Our market-leading approach has been proven across the globe, in all of the major Oil and Gas producing countries.

- A World-Class solution delivered economically and efficiently in any environment.

Interested? Contact us for a free trial.

SQA Approved Centre
Scottish Qualifications Authority

United Eastern
Technical & Management Training