



Workforce planning – GE Oil & Gas

Today most people, probably yourself included, have come to expect energy at the touch of a button or the flick of a switch. Until recently, energy sources have been plentiful. The current global environment is truly complex and presents significant challenges for the oil and gas sector. In the past, resources were relatively easy to extract, but now new reserves are more difficult to exploit. Currently, oil and gas is extracted in deep water or more remote places, often under extreme environmental conditions. Today, technology and innovation are more critical than ever to overcome new industry challenges in order to make energy available to everyone.



GE Oil & Gas is one of the key players in the energy market. It delivers innovative equipment and services that enables its customers, oil and gas companies, to access and to make more efficient and sustainable use of the world's energy resources. GE Oil & Gas' involvement in complex global oil and gas projects requires a wide range of roles in a variety of areas. Its highly trained and skilled workforce constantly develops and adapts to meet the changing needs of the industry.

Workforce planning is the process of planning for the future labour needs of a business. An analysis will show the numbers, skills and locations of people needed. Recruitment and training can then be focused on meeting those needs. GE Oil & Gas works in a rapidly changing market, so workforce planning is key to secure the future of the business.

In addition to the aforementioned industry challenges, the oil and gas industry is also facing a shortage of skilled people due to a number of factors. First, an ageing workforce creates a large industry challenge as many senior experts in the industry are approaching retirement. Industry statistics show that up to 50% of oil and gas engineers will be eligible to retire over the next few years. In addition, in the UK there is a shortage of science, technology, engineering and maths (STEM subjects) graduates so demand for these students is high. Engineering and technical competencies are essential to the industry.

GE Oil & Gas is focused on providing training and development opportunities to ensure its workforce can meet the industry's latest challenges by offering a broad training curriculum and a network of global training centres. Additionally, the company's customised leadership programmes aim to develop the next generation of technical experts and managers. GE Oil & Gas offers a huge range of roles in a variety of functional areas, collaborating globally to support business needs, including:

- research & development (R&D) and engineering to create and implement innovative technologies
- marketing and sales to identify and meet customers' needs globally
- human resources (HR) to recruit, train and develop an efficient workforce
- finance to track the profitability of the business and its projects
- manufacturing to produce equipment for use in all stages of energy production and distribution.

External factors such as the environment and advances in technology can also influence the projects and may require additional expertise and skills. GE Oil & Gas supports employees' career paths through dedicated training and development opportunities such as apprenticeships.



THE TIMES 100

BUSINESS CASE STUDIES

Questions

1. Describe the term workforce planning.

2. Explain the reason why the oil and gas industry is facing a shortage of skilled workers.

3. Analyse the benefits to GE Oil & Gas of effective workforce planning.

4. Evaluate the extent to which the changing conditions of the oil and gas industry and advancements in technology impact workforce planning at GE Oil & Gas.

Task

For an organisation that you are familiar with, work in teams to identify the internal and external factors that might affect staffing needs over the next three years. For example, are any of the employees soon to retire or be promoted, is the industry growing quickly?

What have you learned?

Find a pair – work in small groups. Each group should write 6 questions about workforce planning and their answers on to 12 separate squares of paper. They should then shuffle the squares and swap with another group. The squares of paper should be placed face down on the table and each individual should take it in turns to turn over two squares. The aim is to find a question and the corresponding answer. When found, the student should keep that pair of squares. The winner is the student who finishes with the most pairs. *(To make this harder, increase the number of questions and answers)*