

# Lessons Learned from Development of “T@P”



to “FIT for 2015” recruitment team  
looking to implement TALEO’s tools

by Bob Andrew, T@P “Knowledge Trustee”

*(thanks are due to Dr. Geoff Nesbitt, T@P  
Sponsor & Director, Technology Strategy)*

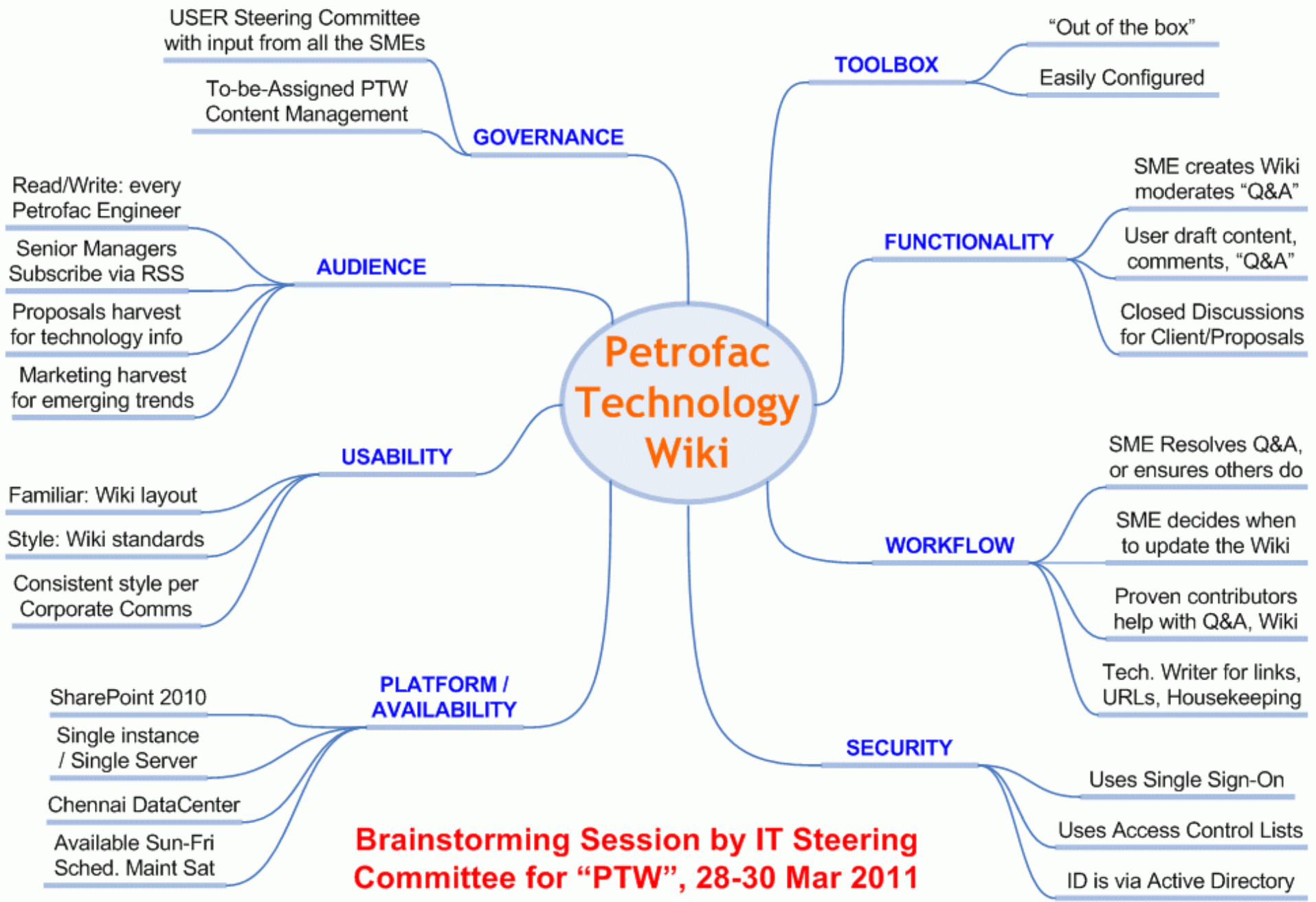
# Presentation Outline (approx. 15 minutes)

- Developing T@P Functional Requirements
- Developing Profiles of Moderators & Users
- Role of Active Directory (Outlook Address Book)
- User Profile for Experienced Staff Resourcing
- Related issue: Skill profiles of contractors
- Related issue: “Competency Assessment”
- Consideration of API offered by “LinkedIn”
- Related issue: Mentoring and Coaching

*There are many links in this presentation: some are to pages within, some are intranet, others to WWW*

# T@P's Functional Requirements

- Brainstorming session with I.T. and SME's
- Topics cover all areas of Petrofac business
- ~ 70 initial TOPICS, each with a Moderator
- Emphasis on engaging engineers in "T@P"
- Need for recognition of user's contributions
- Selecting software for ARTICLES & FORUMS
- **A problem**: inability to offer "private cloud"
- Now using SP2013 "Communities of Practice"



T@P was initially called "Petrofac Technology Wiki" – but this name lacked pizzazz!

# Select Topic: User chooses Interests

Upstream Oil & Gas Extraction

Midstream Oil & Gas & Impurities

Downstream Refining/Chem

Power Systems & Renewables

Project Mgmt. and Planning

Process Design

Engineering Disciplines

Assurance Support

Safe Design & Operation

## My topics

> select

### Asset Integrity

Asset integrity assures people, systems, processes, resources are in place, in use & will perform when required

3 1 22

### Emergency Response and Crisis Mgmt

Emergency Response includes planning, scenario identification, specialty equipment, full-scale/simulated drills

3 1 10

### Environmental Engineering

Environmental Engineering in facility design develops systems for minimising waste emissions to BAT standards

# Profiles of Moderators & Users

- “[Profile](#)” is handful of prior/current EPC projects or facilities operations, at former firms/Petrofac.
- Profile: experience in technologies, engineering practices of EPCs or Clients, location by country

Four user roles:

- **Moderator** nominated by Business unit
- **Delegate** nominated by Moderator or Business
- **Contributor** is earned through T@P activities
- **Follower** comes from "Subscribe" entries: this includes portrait photo. This should be in “AD”

FirstName LastName (from AD)



Display User Photo:  
Passport 3.5x4.5 cm

Upload. User Profile  
MUST have a Photo!

Based in Location, has worked at  
Petrofac since YYYY, classified as  
Position in Department. (TEMPO)

### T@P USER TOPIC ROLES:

Moderator for Moderate1 topic,  
a Delegate for Delegate1 topic,  
Contributor to Contribute1,  
Contributor2 topic(s)  
and Follower of Follower1,  
Follower2 and Follower3 topic(s)

Only the relevant roles will be displayed

## CAREER EXPERIENCE (for test phase)

Write summary of your career experience, relevant to our business (max. 5 lines)

List up to five projects you've worked on, and/or three facilities you worked in

**EPC project experience:** enter Project, Client, Phase(s) & Category (most recent first)

	<input type="text"/>	for	<input type="text"/>	in	Study	,	Offshore
	<input type="text"/>	for	<input type="text"/>	in	Study	,	Offshore
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	<input type="text"/>	for	<input type="text"/>	in	Study	,	Offshore

**Facilities/operations experience:** Your Role, Company/Org, Location & Category

	<input type="text"/>	for	<input type="text"/>	at	<input type="text"/>	,	Offshore
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This mockup was used to communicate profile concepts to the T@P development team  
The role "labels" are now more interesting



# Role of Active Directory (Outlook Address Book)

- AD needed to authenticate “Single-Sign-On”
- Our Address Book is an absolute shambles! Thousands of names of folk no longer here
- The Distribution Lists lack global oversight, and don't match new ECOM/IES structure
- Lacks portrait photo: why not? Then folk SEE new email contacts, recognise them in a hall
- Lacks ability for user to edit their own contact info e.g. current office location, phone, mobile *(Note our EPC competitors do these things).*



# User Profile for Experienced Staff

- See [diagram](#) I developed to map the options: these include data source & resourcing tools
- INNATE is a resourcing tool, used only in OEC
- SkillsXP was first shown to me by Petrofac US
- They want a tool to tell them where Petrofac has experts, and their proven track record, before flying them for e.g. troubleshooting
- SkillsXP currently used externally to Petrofac, e.g. by Petrofac Training Services, within IES

# What we COULD have in a Petrofac Database to manage Assignments of Experienced Staff

## PRIOR EXPERIENCE §

### Experience Level

Lead, Supervisor, Manager, Director

### Prior – With Whom?

With Clients we have  
With Clients we want

### Prior Work - Where

Countries we work in  
Countries we want to

### Prior Work – When?

Key projects – years  
Assignments - when

### Prior Types of Work

Studies, FEEDs, EPC, Commission, Operate

§ TEMPO should have records of work at Petrofac going forward, but may not have past work - even at Petrofac. A Question: does Oracle have any standard, "out-of-the-box" ERP module that is structured to service this need: ask Oracle, not KPMG!



### Purpose-Built System?

Suggest some "Ground-Rules"  
1) Min. "custom" development  
2) Leverage the data sources  
3) Staff enter THEIR past data (excluding Certifications & Degrees – these should be validated by HR)  
4) Integrate with "INNATE" to resource SHJ / All engineers?

Rev 2 by Robert Andrew 10<sup>th</sup> Dec 2011

## VIABLE DATA SOURCES

### Microsoft Active Directory

As with PetroNet and T@P, use it only for Email & LogIn (Employee numbers are changing)

### "TEMPO" HR System

Employee ID, Position, Dept Supervisor, BusUnit, Location

### "TEMPO" OD System

Our Training Records & Certifications at Petrofac  
What about past records, & who will validate them?

### Public 'LinkedIn' website

Many staff have chosen to post all their career history  
Why not use LinkedIn APIs to bring this into a system?

### Consider using "SkillsXP"

- 1) Product is designed for this
- 2) Will link to the data sources
- 3) Firm is owned by Petrofac!

# Issue: Skill Profiles of Contractors

- Since 4Q2010 I've worked on Laggan-Tormore: has Design/Procure/Fabrication contract with Sharjah, Construct/Commiss'n with Aberdeen
- To my astonishment, learned that Aberdeen do not have contractor position descriptions apparently a U.K. law issue: they're not staff
- So Sharjah HR has had to write the "PD"s for regulatory-mandated positions, such as the CDM coordinator, Certification coordinator.
- So, will TALEO handle Contractor recruiting?  
**Update: Recruiters will use Taleo only for staff  
Atlantic Resourcing use agency-facing product**

# Issue: “Competency Assessment”

- When choosing who to moderate a T@P topic, using an “Expert” was often not a good choice
- More important was willingness to moderate the topic discussion, bring issues to resolution, merge worthwhile content into a T@P article.
- SME role is now episodic reviews for accuracy, ensure the right recommendations are in T@P
- Another challenge (opportunity) is identifying those who are competent to become an SME, and why we created “Knowledge Trustee” role

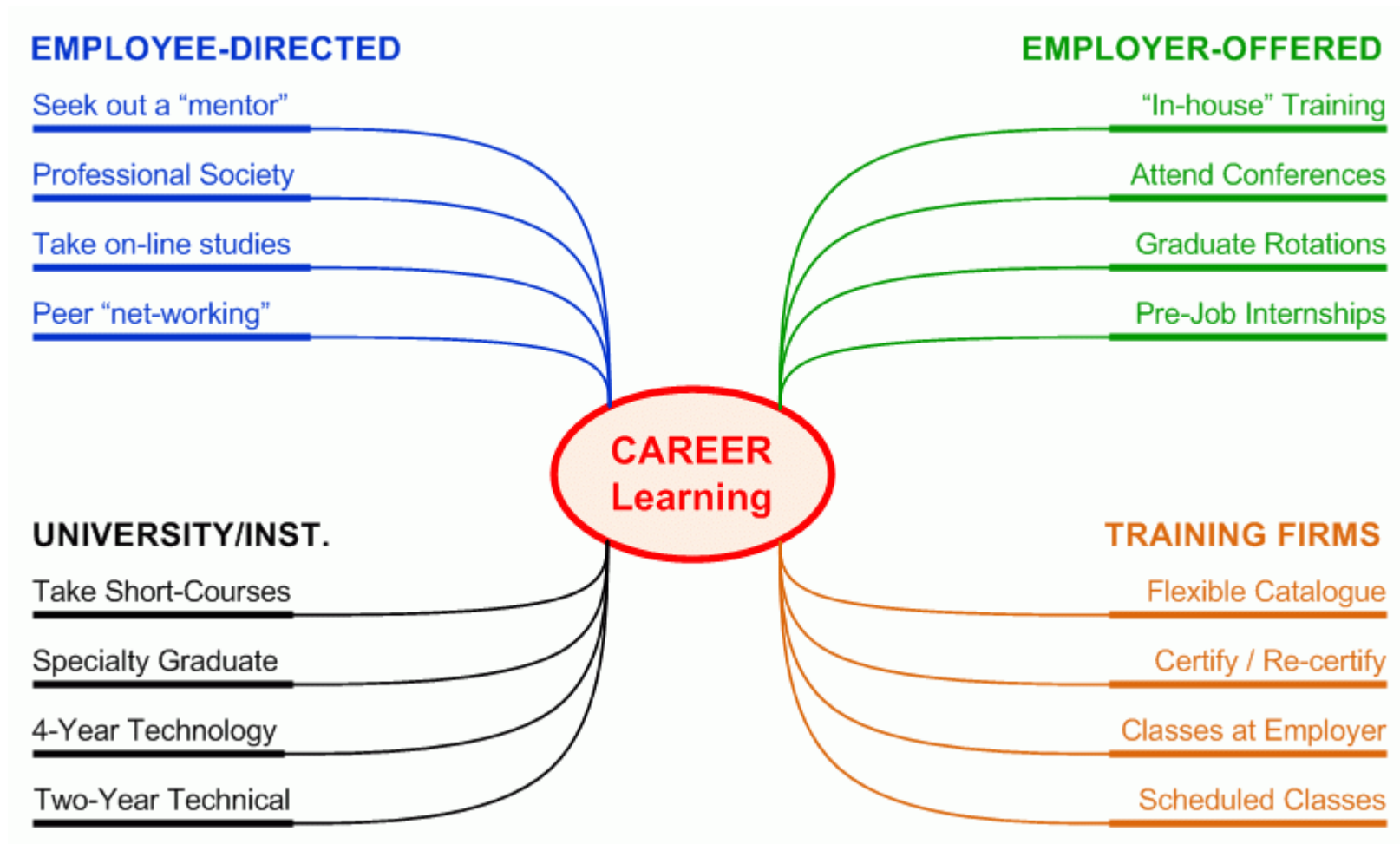
# Consider API offered by “LinkedIn”

- Many candidates have a profile on “[LinkedIn](#)”
- If they agree to share it, pre-populate profile. This should be opt-in. “Sell it” on basis of less work for them to fill out an equivalent, again!
- LinkedIn offers FREE both “Plug-Ins” and API’s i.e. Application Programming Interface
- LinkedIn have a complete [Developer Network](#)
- & now opening a Dubai Internet City [office](#)
- Does “[Taleo](#)” integrate with LinkedIn? **YES**

# Issue: Mentoring and Coaching

- T@P's value is in identifying “best” solutions
- Almost all our SMEs are too busy with their project work, so lack the time to moderate
- So now we plan to switch to use e.g. recent retirees in a “Knowledge Trustee” role, and staff in Graduate programs as Moderators.
- Ideally, “KT”s will be geographically separate e.g. in UK, the Middle East, USA, Singapore.
- Moderators should know who in an Office to direct staff to, for simply gaining knowledge.

# Choosing Which Staff to Moderate?



**This slide was done for PTS – the best moderators are those “self-directed”, have intellectual curiosity, are professionally active, and who network well**



# Thanks for this Opportunity

I appreciate being asked to present to this group and opportunity to share experience of design & deployment of [T@P](#) global intranet at Petrofac.

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