

Developing Information Management Professionals Within Schlumberger

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1 Introduction

In general, and specifically within the oilfield domain, it is becoming increasingly difficult to hire and retain skilled technical professionals. One of the biggest issues is lack of a career path with the subsequent lack of promotion, particularly when comparing technical and management track personnel.

Schlumberger recognized these issues some time ago and put into place several programs designed specifically to help create, develop, and retain staff. I shall be discussing some details of these programs below.

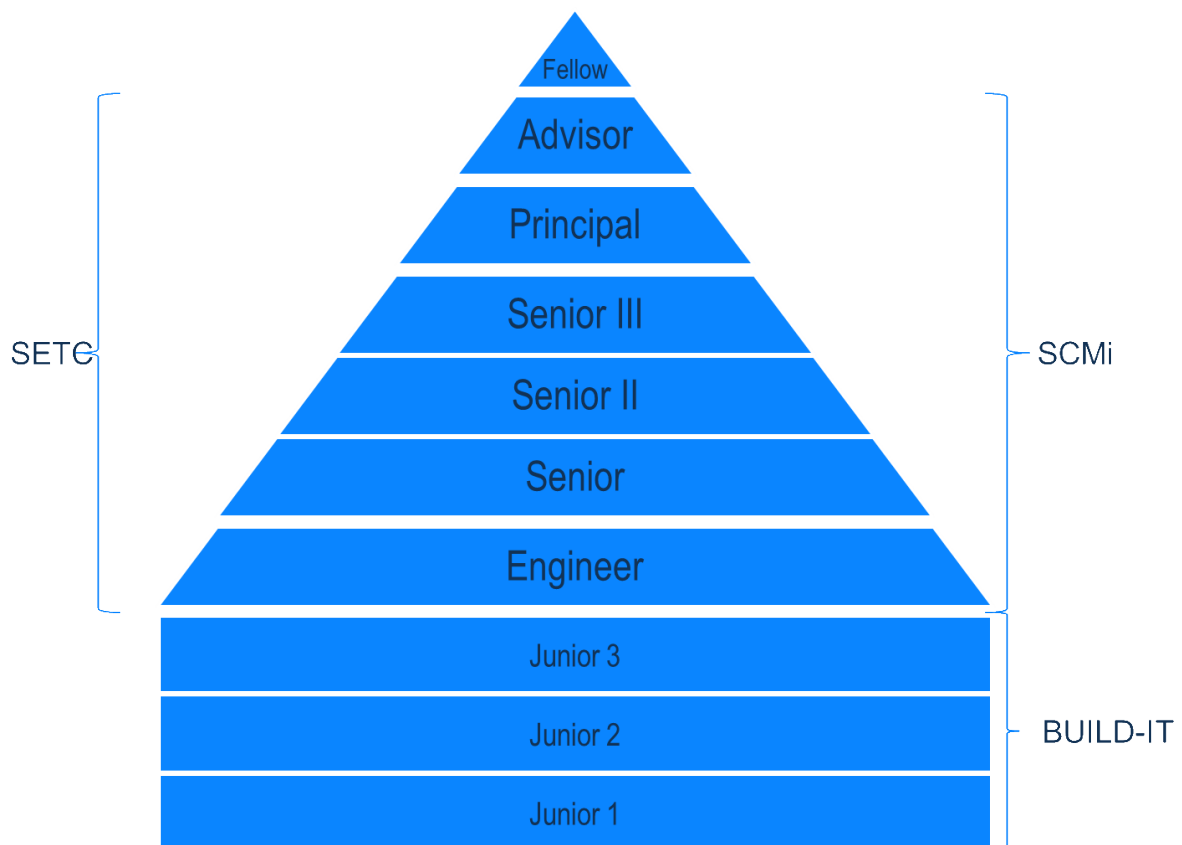


Figure 1: Technical career progression path.

2 Business Impact Through Local Development and Integrated Training (BUILD-IT)

New hires without previous experience will start on a fixed step program of development, called BUILD-IT, which will last between 3 to 5 years.

The BUILD-IT program for our Fixed Step Engineers reflects the depth of knowledge that Schlumberger wants its population to hold. It is designed to develop our employees from new-hire through to the technical and professional standards required to meet the needs of our business. It provides a structured program for self-motivated learning that results in a consistent standard throughout the company. The fixed-step program is easily managed and compatible with the operational requirements of our industry and aims to develop employees who have

- a strong technical background in the multiple subjects and operations used in Schlumberger
- a professional attitude and ability
- knowledge of Schlumberger culture and technique
- the ability to direct and develop personnel within a department.

During the course of the fixed-step training program staff will be required to attend three schools, each of several weeks duration, which provide training specifically tailored to that individual's particular job. Extensive training is also carried out outside of the classroom, on-the job, via computer based, and self-training courses.

In the information management domain, BUILT-IT is expressly used to give staff with a geo-technical background knowledge of the IT domain, and vice versa. Training road maps have been defined and are regularly maintained; these define the training that must be obtained in order to progress through the scheme.

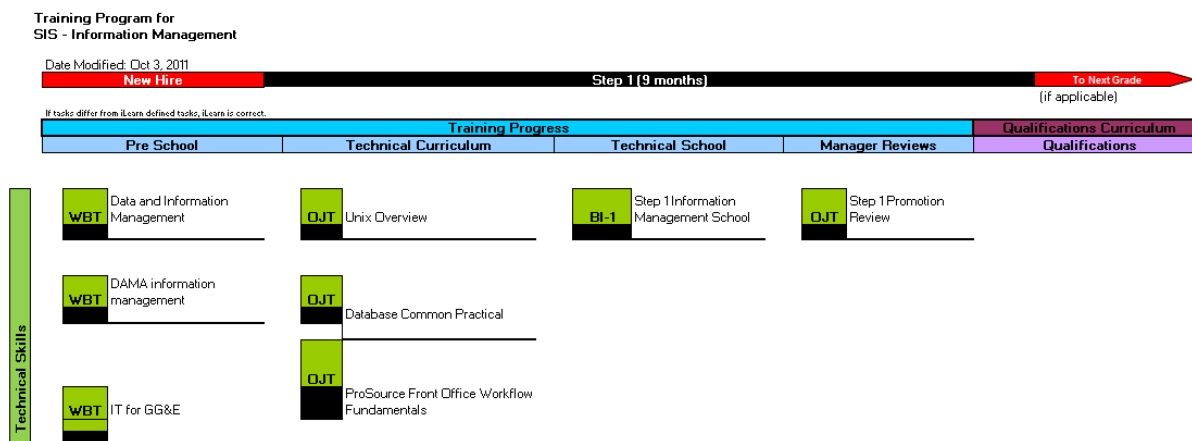


Figure 2: Example information management road map from BUILD-IT.

3 Eureka

In addition to following a training program in BUILD-IT, all new hires are encouraged to register with Eureka—the Schlumberger technical communities program, also known as Communities of Practice. It is one component of our Knowledge Management strategy, focused on people, and people connecting with each other. Any employee can join Eureka; they can then join as many communities

and special interest groups (SIGs) as they like. Participation in Eureka activities may be taken into account in future reviews.

4 Fixed-Step Control

At the end of the fixed-step training period, an individual will go through an examination process that determines their suitability for further progress. Passing the fixed-step control is a significant step in a person’s career—they are no longer regarded as a junior grade, but as a fully-fledged technical operative within their own right.

5 Schlumberger Eureka Technical Careers (SETC)

Once an employee passes the fixed step control they become, to a large extent, responsible for their own development. In order to give some structure to the development path, all such individuals will be enrolled in the Schlumberger Eureka Technical Careers schema. It is via SETC that all future technical advancement will be made.

In order to progress, an application is made via SETC for the next level of advancement. This starts off a review process as described below. For each level the individual is expected to contribute at a higher level than for the preceding one.

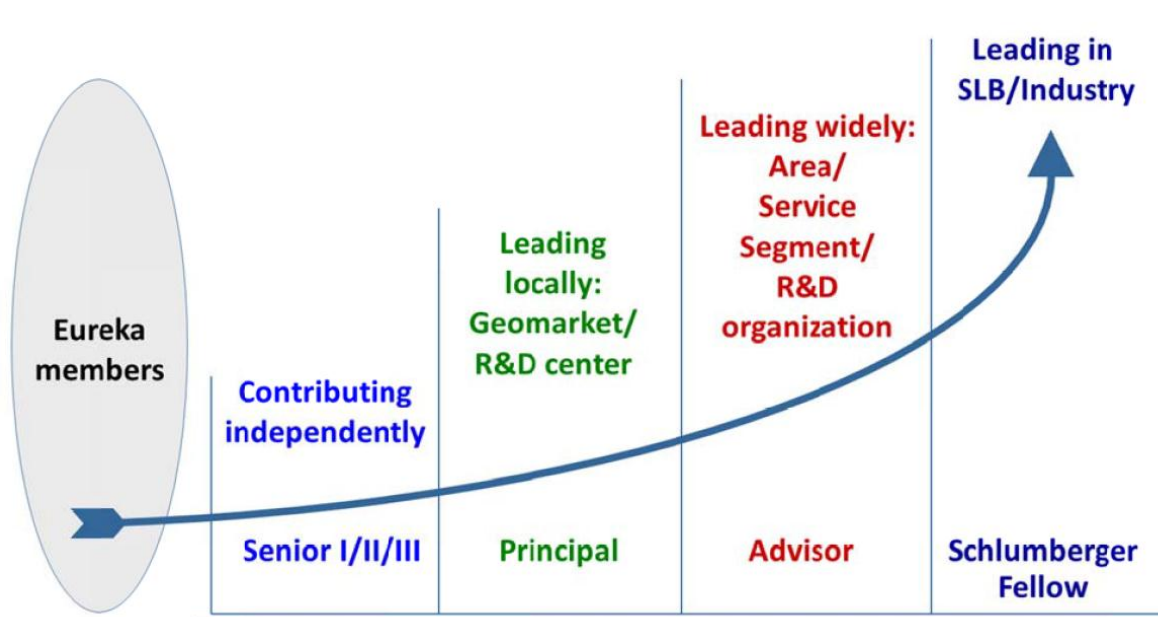


Figure 3: Levels of progression and expected levels of contribution.

5.1 Review Process

The candidate may start the review process at any time. Prior to commencing the review process they must provide a full resume, called a Career Networking Profile (CNP), and fill out a Personal Self-Evaluation (PSE).

5.1.1 Personal Self-Evaluation

The PSE consists of five sections; the candidate must provide sufficient and timely information in each section in order to pass the review. The sections are as follows:

- Technical Understanding—what you know technically.
- Solution Experience—how you have applied what you know to your job.
- Input to Business Strategy—what you have proposed for what Schlumberger does technically (a new product, a new process, a new workflow, etc.).
- Mentoring and Community Leadership—how you have shared your technical knowledge within Schlumberger.
- Professional Visibility—how you share your technical knowledge externally or to other Schlumberger groups outside your location.

After an initial management review, a nomination letter and references are solicited from people who have worked with the candidate. The reference letters may be from external contacts.

The application then goes through a number of technical reviews, the exact number being dependent on the level sought. These reviews are usually carried out by higher level technical people in the same field as the candidate, though for the higher levels technical professionals from other fields may be involved.

For lower levels, the final outcome is usually decided by local management, taking into account the feedback from the technical reviews. For higher levels, the application will be reviewed by a regional committee (for Principal) or global committee (for Advisor), who will make recommendations as to the final outcome.

Document	Status	Step
CNP	Completed	Orange
PSE	Completed Updated	
SLP-3's	available	Blue
Manager OK (on PSE)	Granted	
N+2 Manager OK	Granted	Green
Reference 1	Completed	
Reference 2	Completed	
Nominating Letter	Completed	
Technical Review	Completed	
Technical Review 2	Completed	
Technical Review 3	Completed	Purple
Committee Review	Completed 09 Nov	

Figure 4: Example of completed SETC review.




6 Schlumberger Competency Management Initiative (SCMi)

The Schlumberger Competency Management Initiative (SCMi) provides our employees with a structured path to reach the highest level of expertise in technical domains covered by

Schlumberger products and services. Additionally, SCMi enhances the SETC scheme, by setting standard and measurable criteria for the evaluation of technical understanding.

As part of SCMi, the employee self-assesses their current level of technical ability, which is then compared with an idealized profile appropriate to their level and generic position. This comparison is then be used by a more senior mentor to suggest appropriate training for the following year. The mentor has access to a library of training suggestions, or they are free to make their own suggestions.

The profiles are set by a committee of senior technical personnel who meet on a regular basis to make adjustments as necessary.

 : above required proficiency  : below required proficiency  : matches required proficiency











 Operating Systems → Virtualization				
 Security → Access Control Systems				
 Security → Application Security				
 Security → Business Continuity Planning and Disaster Recovery				
 Security → Security, Law, Investigation and Ethics				

Figure 5: Example competency analysis.

7 Summary

In order to attract, retain, and develop technical employees, Schlumberger has devised several systems that allow for a structured career progression.

Initially, an employee will be in a fixed-step schema. As the employee matures, this will change to a more self-guided system. Schemas are in place to monitor and assist the employee with their progression.

Overall, these systems allow Schlumberger to consistently produce and develop a large number of technical staff who know where their careers are going at any given time.