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Upravljanje ljudskim resursima i budućnost naftne i gasne privrede

Naši sagovornici

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INTERVIEW: Steve Werner, Department of Management, C.T. Bauer College of Business, University of Houston

In most industries HR is key player in strategic decisions

A global shortage of young experts who can replace the older generation in the oil and gas companies is partly caused by the industry's reputation of being very cyclical, Steve Werner, Ph.D. Professor and Department Chair, Department of Management, C.T. Bauer College of Business, University of Houston says. But, on the other hand this industry allows you to work all around globe and young people are very interested in seeing the world.

By Vladimir Spasić



NPCS-WPC BULLETIN: What are some of the biggest challenges for human resource management in oil and gas companies?

STEVE WERNER: The challenges can be thought of as long-term or short-term. In the short-term current challenges are attracting talent and adapting to increased nationalism in many countries. In the long-term the greatest challenges are changing HR practices so that firms can better adapt to economic changes, improving the reputation of the industry, and engaging the workforce.

NPCS-WPC BULLETIN: The focus of the HR management should be to achieve HR shift to a far more strategic role, effectively taking the lead in the transition over the coming years. Is it true or not?

STEVE WERNER: True. In most industries HR is now a key player in strategic decisions. This makes sense because labor and employees are a key stakeholder and important organizational factor in any strategy.

NPCS-WPC BULLETIN: What are the most important elements of the new HR management strategy in the oil and gas company?

STEVE WERNER: One important element that frequently gets ignored is the implementation of strategy. Even the best strategic decision will fail if

not implemented well. And implementation must occur through the workforce, not just management. Another important element is the realization that oil and gas companies have many stakeholders and thus must have goals and objectives in many different areas.

NPCS-WPC BULLETIN: What HR operating model do you expect as a result of a new HR management strategy?

STEVE WERNER: I expect more decentralization, greater use of technology, and more strategically focused decision making.

NPCS-WPC BULLETIN: What are the most important HR elements in the oil and gas industry that can be attractive to new generations (experts)?

STEVE WERNER: One of the most important elements is the global nature of the industry. Young people are very interested in seeing the world and being in the oil and gas industry allows you to work in places that very few other industries could offer.

NPCS-WPC BULLETIN: Do you consider that there is a global shortage of young experts who can replace the older generation in the research, production and processing of oil? Your comment.

STEVE WERNER: Yes. Part of the problem is that the industry has a reputation of being very cyclical with booms and busts. When people get laid off it is a



major dramatic event. Many go into other industries that don't have as many layoffs and don't come back.

NPCS-WPC BULLETIN: Is there a generally accepted model for selecting and evaluating HR staff?

STEVE WERNER: The best model for evaluating and selecting HR staff is the same as for all jobs - hire qualified people, do it fairly, measure their performance well (now frequently through metrics and analytics), set appropriate goals, and reward the best performers.

NPCS-WPC BULLETIN: Top six challenges facing oil and gas HR managers are:

1. Constant changes in business strategies
2. Lack of skilled workforce
3. Most of current workforce approaching retirement age
4. Attraction of new or current talent to new destinations
5. Challenges due to new location
6. Finding and managing migrant workers.

What is yours list?

STEVE WERNER: My list would also include changing HR practices so that firms can better adapt to economic changes, improving the reputation of the industry, engaging the workforce, and increasing the representation of women in the oil and gas industry.

Steve Werner is the Chair of the Management Department and Professor of Management at the C. T. Bauer School of Business at the University of Houston. He has taught a variety of courses including Managing Human Resources in the Oil&Gas Industry, Human Resource Management, Compensation and Benefits, Current Issues in Human Resource Management, and Organizational Behavior. His students and clients have included executives and managers from ExxonMobil, Shell, BP, Chevron, ConocoPhillips, China National Petroleum Corporation, Sinopec, and BGP among others. He has taught courses or workshops in Houston, Germany, Poland, Czech Republic, China, and the UAE.

He is the co-author of Managing Human Resources in the Oil and Gas Industry (Pennwell Publishers, 2016), Managing Human Resources, 12th edition (Oxford University Press, 2018). He is the editor of the book, Managing Human Resources in North America (Routledge) and the co-editor of the book Global Compensation (Routledge).

Dr. Werner's research interests focus on various aspects of human resource management, including strategic human resource management, compensation and benefits, and international human resource management. Articles by Dr. Werner have been published in various academic and practitioner publications including Academy of Management Journal, Strategic Management Journal, Journal of International Business Studies, Journal of Management, Journal of Management Studies, Journal of Applied Psychology, Organizational Research Methods, Journal