Talent Recruitment Strategies: In Norway's Petroleum Industries

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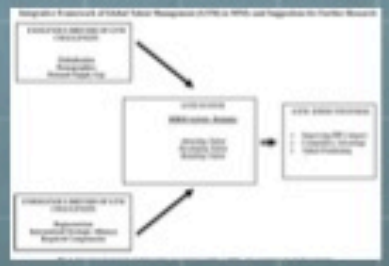

Figure 1: Framework of global talent management – Source: Tarique 2010

Global Talent Management

Global talent management is a very important skill that companies should acquire when recruiting migrant workers. In order to have a great advantage in the competition for skilled workers, a company has to manage their talent match to fit a global spectrum. Businesses need to increase their company as a whole to fit a global context not just the recruitment team. There is a short in talent, especially in the science fields, that makes the fault for the best talent even more competitive. A very important tactic is HR is the importance of maximizing the abilities of their employees (Tarique 2010). The abilities that efficient HR management have are easily getting the right skills in the right numbers to where they are needed, distributing up-to-date knowledge and practices throughout the company, and identifying and developing talent on a global scale. Global talent management improves the human resources impact on recruitment.

Talent Management in the Oil and Gas Industry

The oil and gas industry is a field of business that has been receiving extreme global expansion within recent years. Attracting and retaining skilled workers have become a key problem in talent management. This is not just a human resource issue either. Knowledge and ability will become some of the key factors in finding new talent. Many companies are facing what is known as an experience gap, which is affecting their ability to compete in the global market for talent. A shortage of skilled workers can alter the way a company can deliver value to their customers (De 2007). Because of the shortage, these companies feel much more obligated to make sure that they retain their current set of experienced employees. The traditional means of retention is failing so they have to develop new ways like using professional opportunities or financial rewards as incentives to stay with the company. The talent challenge has many factors such as less experienced candidates, an aging work force, problems attracting entry level talent, and industry globalization. Creating new, innovative tactics to get skilled workers is very important. A company has to make sure that their board is completely culturally diverse and accepting in order to acquire new workers. Demographics are very important when it comes to retention. Oil and gas companies must go above and beyond to acquire the best workers.

Talent Management in the Oil and Gas Industry

Knowledge management has played an important part in making the oil and gas industry much more efficient. When oil and gas companies are faced with new technologies that can benefit them in the long run, new partnerships, outsourcing, and government regulation, knowledge management provides adequate support, information and management (Lasseter 2001). Knowledge management can also joint with the growth of an oil and gas company. Knowledge management is a process that gives companies the tools they need to make the best decisions, talk to the right kind of people, promote the company and take advantage of business opportunities. Many oil and gas companies have taken advantage of knowledge management. Knowledge management isn't outside of a company, but should work hand and hand with day to day activities of the entire company. To a company, knowledge management is a great way to retain experienced employees. The ones who are the most knowledgeable about the company as a whole can become a great asset to the knowledge management team. Overtime, these management systems can give companies an advantage against their competitors. Sharing knowledge about the best skills and practices for the company is very beneficial. Knowledge management delivers context for content management by applying the content with issues of today.

ABSTRACT

Companies have to make sure that they have the best workers to serve their needs. Companies have to develop tactics to stay ahead of the competition. Some companies have altered their recruitment strategies to become more attractive to foreign born workers. Companies in the oil and gas industry in Norway will be used as a case study to investigate how companies attract foreign workers. The findings are based on literatures on the "war" for global talent, a global talent fair, the Global Mobility Forum, and interviews with human resource managers and a line manager about global talent recruitment. In order for a company to become successful globally, it has to adapt its recruitment strategies to the needs and expectations of foreign workers.

Figure 2: Made by Statistics Norway showing the percent of migrant engineers in Norway from 2008 to 2013 – Source: Teknis magazine

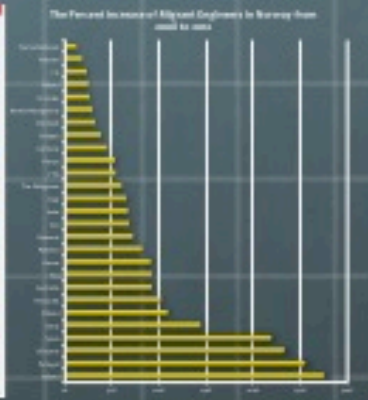

Figure 3: Data from figure 2 in the form of a bar graph – Source: Teknis magazine

The Global Financial Crisis

The global financial crisis greatly affected countries in Europe. According to Teknis, the Norwegian Society of Graduate Technical and Scientific Professionals, Portugal, Spain, Lithuania, and Ireland had the highest percentage of out-migration of skilled migrants (Teknis 2013). The global financial crisis put a toll on these countries. Spain and Portugal are still in a financial crisis and their unemployment rates remain high. In Spain, one-50 percent of its youth is unemployed (Vihanta 2012). Spain is also over a billion dollars in debt (Eurostat 2012). Portugal suffered a brain chain due to its financial crisis. Ireland and Lithuania totally recovered from the financial crisis (Eurostat 2012). These issues caused so many skilled workers to be forced to relocate to a different country to find work. Besides that, these struggles can wear on a person emotionally.

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Company Recruitment in Norway

There are a variety of ways in which companies in Norway recruit their workers. The Norwegian petroleum company Statoil has many sources on its website for anyone that is interested in the company to look up. They have jobs for every kind of worker from students to experienced professionals. They also participate in recruitment and career fairs in Norway and other countries around the world. Holding educational internships to recruit students is very important to the company. Statoil also meets with students individually. International assignment is exemplary their recruitment, although it can be very expensive. The company says that "HR is dead", because they want everyone to know what the company does.

DNV makes it a goal of theirs to find the best talent out there regardless of their ethnicity or nationality. The company looks more into the business value to their company while they consider diversity. DNV has a numerous amount of training opportunities for workers to advance their skills. There are also many international opportunities.

FMC Technologies also has a great website for any potential employees to receive information. It is very interactive and filled with recruitment strategies such as employee testimonies, a message from the CEO, a university to develop skills, and persuading opportunities for students. For engineering, you can even pick a job according to skill level. You can easily search all the available jobs they have in Norway. They used tactics such as their website to acquire workers but having an interactive site that is very accessible and engaging. Recruiting events are a high priority to FMC. They want to be just in 2013 FMC Technologies group. They are mainly focused on the talent and not on where it is from. They use international assignment as a tool in their talent management, not just as a benefit. Branding for their company is a high priority. It serves as a main part of their talent search system. FMC really focuses on selling themselves as the ideal company.

The Global War for Talent

The companies in the oil and gas industry are in what is known as the never-ending global "war for talent." Companies are always trying to find new recruiting tactics that make them stand out, but there are many factors on the war for talent other than recruitment itself. Some other factors are global demographic and economic trends, increasing mobility of people and organizations, changes to business environments and growing levels of workforce diversity (Beechler 2009). These factors cause the search for global talent to sometimes be difficult. Many companies have to remake their employment systems in order for them to be able to expand their foreign born talent. By changing the policies recruiting organizations have, it can create meaningful conditions that make a company look more culturally accepting. Eliminating a standard nationality preference creates a more diverse atmosphere. These new policies can create a new mindset that will allow a person's learning perspective that will help in requiring diverse talent. Finding the right talent can be a complicated process, but it's rewarding in the end.

Figure 4: Talent response dimensions – Source: Beechler 2009