

How to find 1,100 specialists

Well-prepared for hiring | Maersk Drilling has developed a five-step plan to fill the vacant positions on the six new rigs ordered by the business unit in 2011. The first step, to nurse and promote own talent, is already in place.

BY CHRISTINE BÜLOW-OLSEN

In 2011 Maersk Drilling made a significant investment of USD 3.8 billion in six new drilling rigs. With the intake of these new rigs, Maersk Drilling needs at least 1,100 additional employees – quite a handful for the 3,200-strong business unit workforce.

However, the ambitions don't stop here. Maersk Drilling has a clear goal of growing the fleet substantially. The aim is to almost double the fleet within the next five years, both in terms of rigs and employees

"Our biggest challenge when growing the fleet is finding enough qualified people. During the eighties and nineties, the drilling industry failed to educate new people, today the entire industry suffers from this lack of education," CEO Claus V. Hemmingsen says.

The six new rigs all become operational in 2013-2014. This gives Maersk Drilling less than two years to fill the first 1,100 vacant positions.

A five-elements plan

Using a plan containing five elements, Maersk Drilling has developed a solution that meets this challenge. It ensures that the crew receives proper training and is well integrated into the company. Further more, it aids the development of high performance teams. The first step of the plan focuses on talent management by

offering fast track training programmes for internal candidates.

"In most countries, junior positions will be filled by local crew due to local content regulations. So until we know where the rigs are going, we primarily focus internally on the senior positions," says Jesper B. Madsen, Head of HR, Maersk Drilling.

With four different in-house training programmes targeted at critical areas on- and offshore, Maersk Drilling is well on the way to filling the senior positions.

But promoting internally for the senior positions is not enough to fill all vacant positions, so the five-elements plan entails four additional steps.

Besides step one, talent management, the plan includes second and third steps focusing on recruitment and retention. These steps involve a targeted marketing effort towards all relevant schools and universities. Both steps are planned to commence in 2012. Steps four and five focus on deployment and integration of the new employees, where the focus is on skills and culture. The last two steps are set to commence in 2013.

"With the plan we have a well prepared approach for hiring and integrating all the new employees. I am confident that we are more than ready to deliver strong operational performance," Madsen concludes. ■



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The deepwater market – a compelling growth story

Deepwater will be key to increasing the global oil supply in the future and it represents the main area for production growth offshore. Since 2000, the deepwater share of total oil production has increased from around 2% to around 6-7% in 2010. The upward trend is expected to continue, with the share of deepwater production increasing to 8-9% in 2015.

The short- to medium-term demand for deepwater rigs is expected to remain robust. In the longer term, the attractive structural fundamentals of the oil market will drive demand for deepwater drilling rigs even further. Global demand for oil is expected to grow by ~1% p.a., and accelerating decline in production capacity from mature basins implies that more than one-third of the current production capacity must be replaced by end 2035. In order to explore and develop new production capacity, oil companies are shifting to new frontiers as the 'easy' fields are rapidly maturing.

FIVE ELEMENTS PLAN



The significant *growth* requires a **structured approach** to recruitment and *integration* of **new employees**

Talent Pipeline Programmes are great attraction boosters

A number of programmes are already in place:

- ▶ Rig Manager Trainee programme intake tripled to reflect growth
- ▶ MITAS programme continues
- ▶ Driller Trainee programme runs twice/year
- ▶ Sub Sea Engineer programme initiated



Fast track programmes – a fast way to promotions

Henrik Hundebøl, Assistant Rig Manager on one of Maersk Drilling's high efficiency rigs, Maersk Reacher, has benefited from the many fast track programmes offered in Maersk Drilling. He started in 2008 as a driller trainee and now – two fast track programmes later – Hundebøl fills a management position.

Henrik Hundebøl speaks enthusiastically about Maersk Drilling's in-house training and the advantages it offers the employees. "The trainee programmes are specifically designed to match the requirements working with and on drilling rigs. The programmes offer theoretical knowledge through the various courses as well as hands-on experience through the daily work. This combination means that you are very well equipped to fill the position ahead of you," he says.