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The use of Assessment Centre Methodology  
to select Operational Personnel in the  
Oil and Gas Industry -  
An Australian Perspective



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# What we will cover Today

- Where in the World
- Work Environment  
(On and Offshore Oil and Gas Production)
- Line Manager and Candidate Engagement
- Woodside Values (Behavioural Competencies)
- Assessment Centre Process
- Research Model and Results
- Development and Further Research
- Questions



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# Where in the World





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• Karratha

• Perth

Sydney •



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• Karratha

• Perth



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# Work Environment



Karratha Gas Plant





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Karratha Gas Plant



Goodwyn A Platform



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Karratha Gas Plant



Goodwyn A Platform



Pluto Platform





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**Karratha Gas Plant**



**Goodwyn A Platform**



**Pluto Platform**



**Northern Endeavour Floating  
Production and Storage  
Offloading Vessel (FPSO)**



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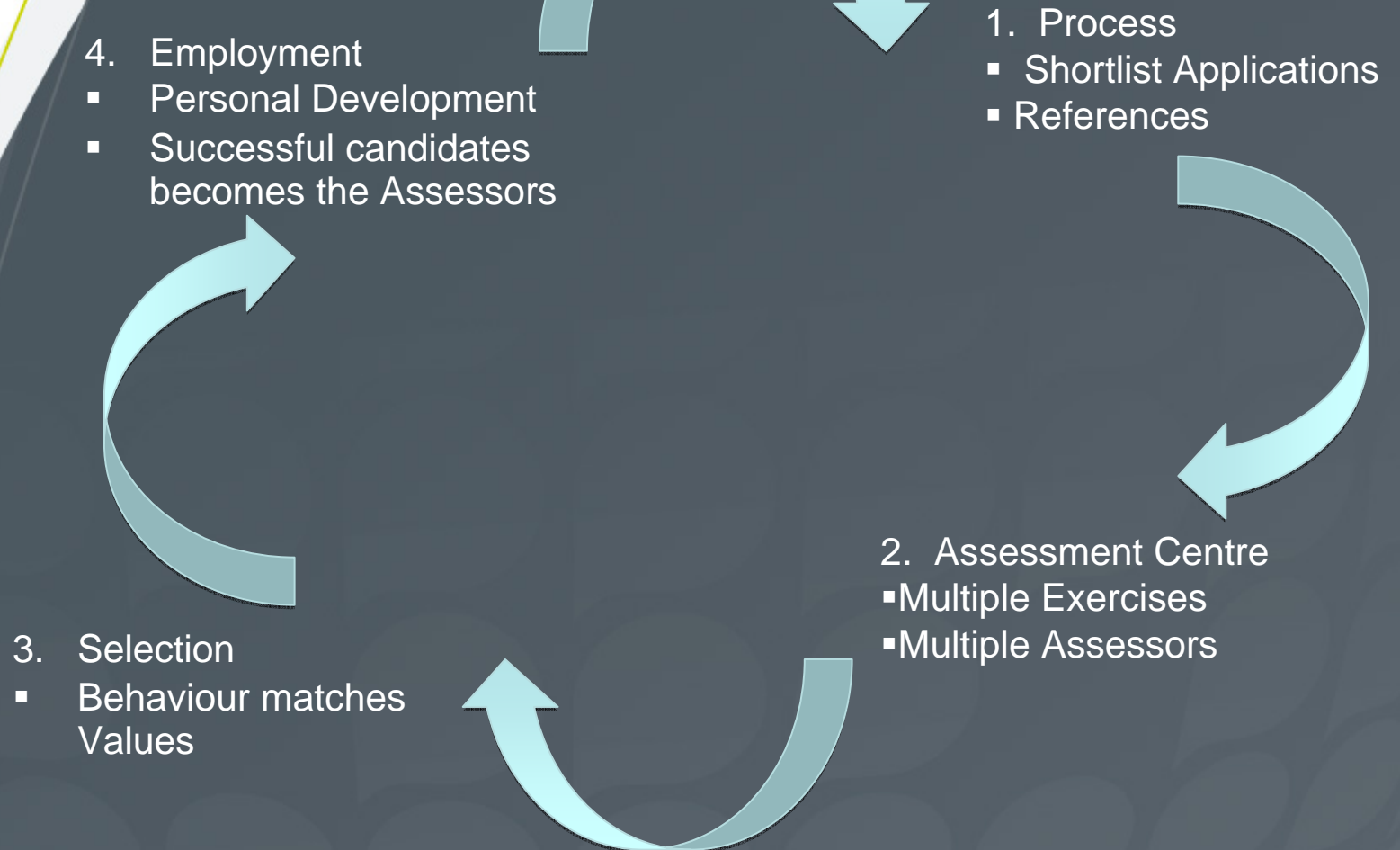
# Line Manager Engagement and Training





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# Candidate Engagement





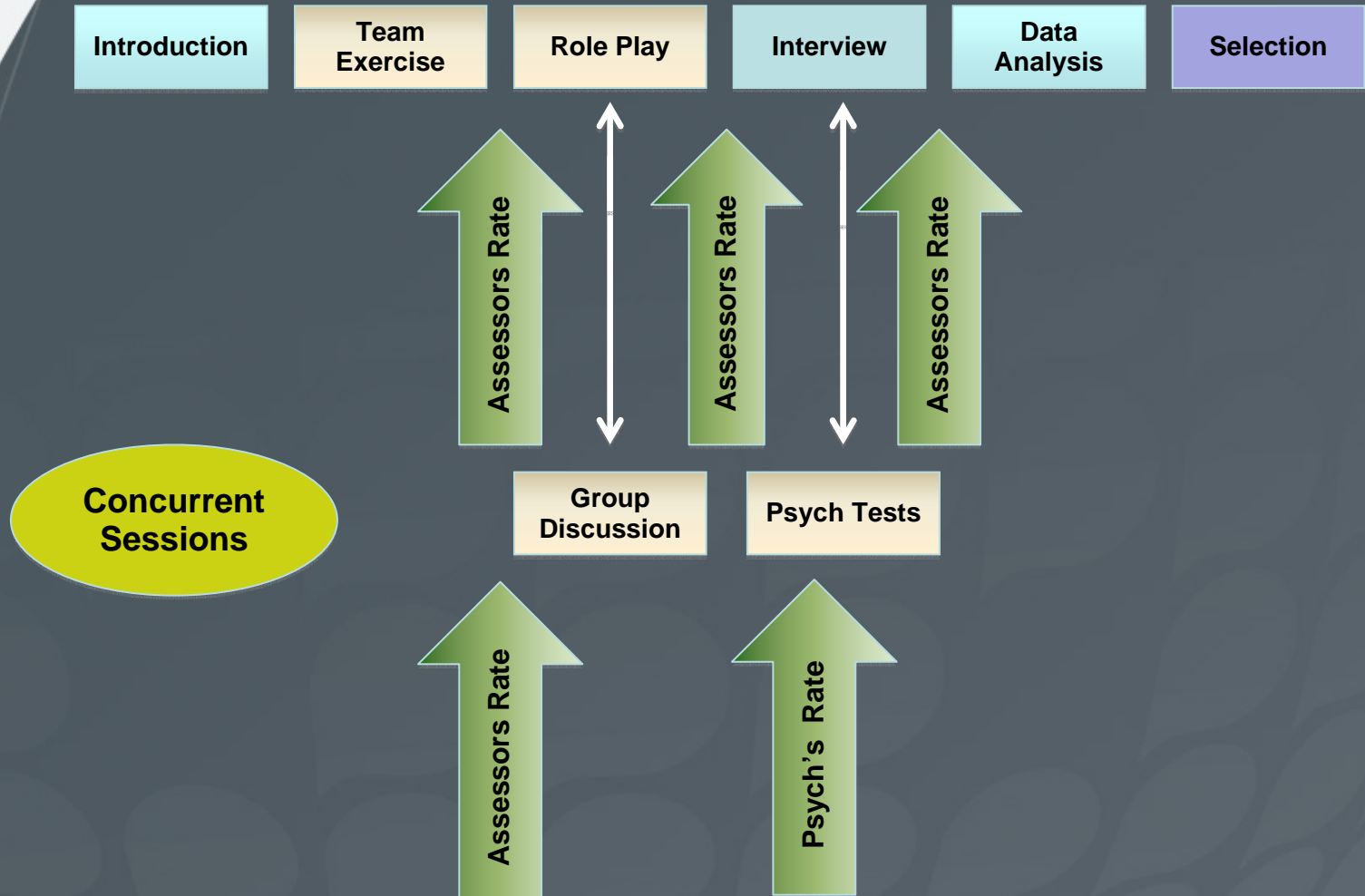
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# Behavioural Competencies derived from Woodside Values

- Safety
- Accountability
- Empathy
- Innovation
- Teamwork
- Handling Pressure
- Communication
- Flexibility



# The Assessment Centre Process







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# Accountability (Role Play)

Value	Rating	Evidence
<b>Accountability</b> Takes responsibility for some form of action as a result of discussion.	3 Meets Expectations	Stops worker returning to work .
Candidate indicates how they are going to take things further.	4 Above Expectations	Starts incident forms. Informs candidates of intention to report incident.
Doesn't take responsibility for controlling the discussion with the Contractor. Let's Contractor lead/ take over discussion, not confident.	1 Well Below Expectations	Candidate loses control of the meeting half way through. Actor dominates discussion.
Stays firm on the need for the Contractor to think differently. Doesn't let them off the hook without emphasizing the need for safety, Doesn't say "just don't do it again".	5 Well Above Expectations	Candidate stays on track re reporting incident despite the Actor trying to convince them to ignore the safety violation.
<b>Average</b>		



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## Research Model

- Researching 25 new employees match to Organisations Values at 3 months
- Questions developed from behavioural anchors
- 3 questions per Value
- Supervisors of new employees asked to rate them on their job performance related to the Values on 5 point scale (1 well below expectations to 5 well above expectations)
- Data collected anonymously and averaged



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## Research Questions in Survey

***Accountability – sets own routines to ensure all their responsibilities are maintained. Flag issues to resolve problems and help others. Continues to strive and achieve results under pressure and in difficult situations.***

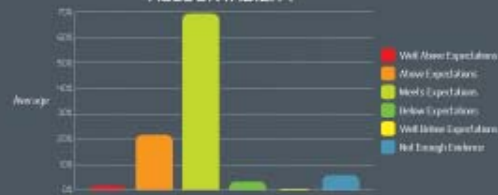
1. How would you rate the employee's own accountability for their actions since joining Woodside?
2. To what extent does the employee stay firm on their actions once they have made up their mind?
3. To what extent does the employee encourage others to be accountable in the work place?



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# Research Results

### ACCOUNTABILITY



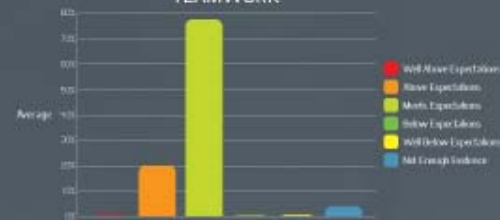
### INNOVATION



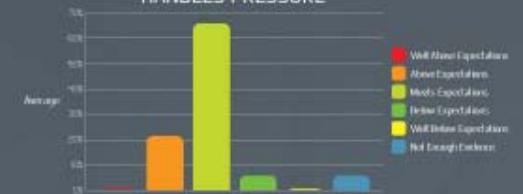
### FLEXIBILITY



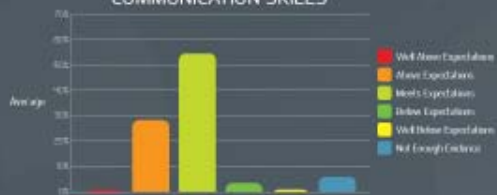
### TEAMWORK



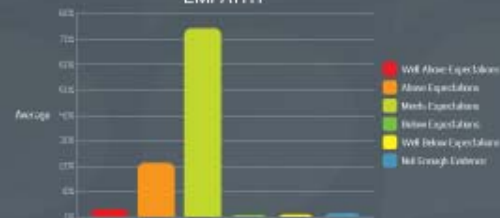
### HANDLES PRESSURE



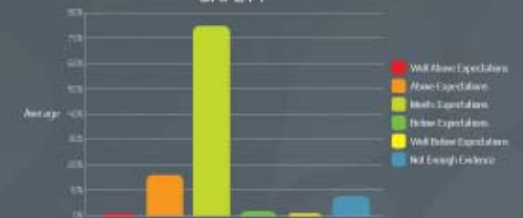
### COMMUNICATION SKILLS



### EMPATHY



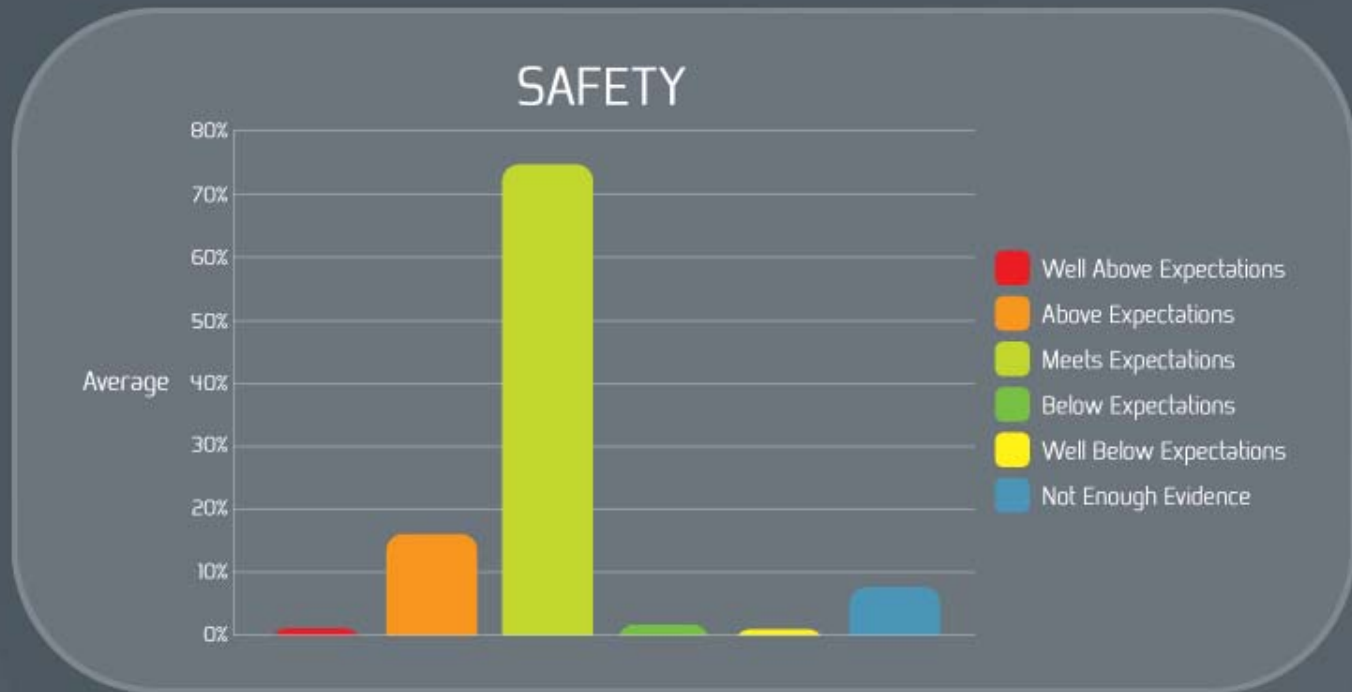
### SAFETY





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# Research Results



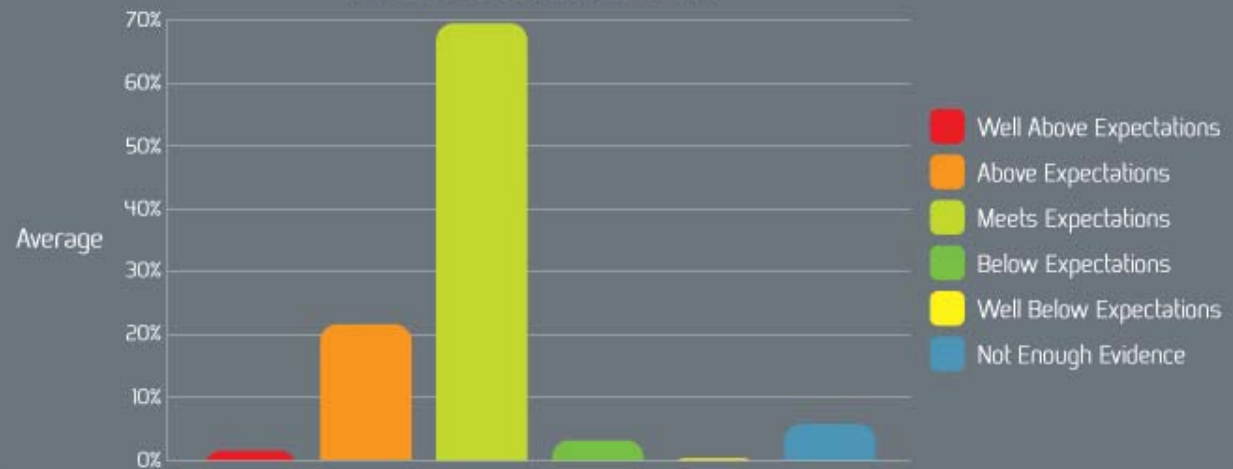




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# Research Results

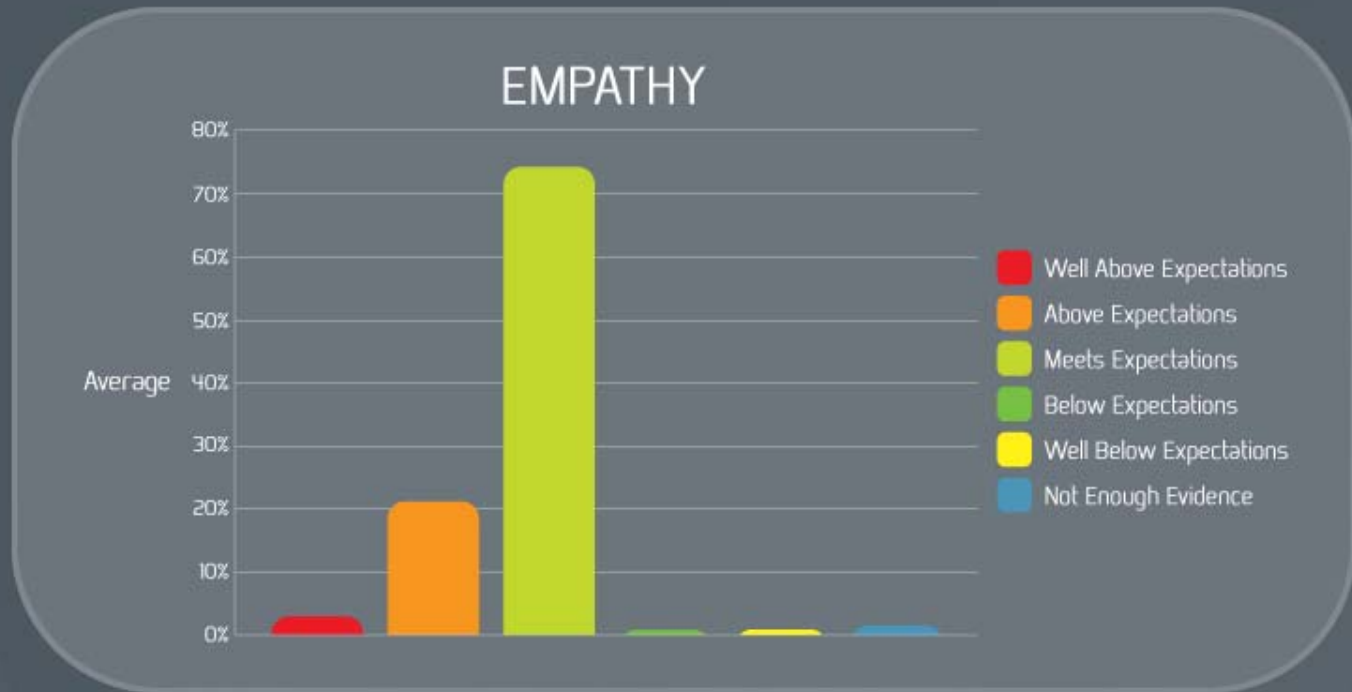
## ACCOUNTABILITY





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# Research Results





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## Conclusion

- *What can we conclude from the research conducted at 3 months employment?*

Supported by anecdotal evidence, the results from this Survey indicate that on average 92% of employees work behaviour met or exceeded Supervisor expectations in regard to the Values they were chosen against.



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## Developments and Further Research

- Development Centres now used as part of Woodside's Succession Planning
- Presently collecting data from the Supervisors on the Employees match to Values at the 6-9 months stage.
- With a larger pool of candidates, compare actual AC scores with supervisor ratings, performance management documents and incident reports.
- Possible Longitudinal Study into safety behaviour in comparison with Individual Safety Attributes Test (ISAT) results.



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## Summary

- Operator roles the Oil and Gas industry are complex, demanding and subject to a skill shortage.
- Success of Assessment Centre methodology for the selection workers in the Australian Oil and Gas industry, is supported by anecdotal evidence , and preliminary research.
- Operators on the job behaviour is highly related to the Values the workers were chosen on, at 3 months employment.
- Woodside has progressed to using Development Centres for Succession Planning.





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Questions?