Cairn Oil & Gas Vedanta Limited's Building Future Leaders Today Program

Cairn Oil & Gas Vedanta Limited

Best Competencies and Skill Development

November 2024

Company Background

Company-at-a-Glance	
Headquarters	Gurgaon, India
Year Founded	2004
Revenue	1.51 Bn $
Employees	1362
Global Scale (Regions that you operate in or provide services to)	India
Customers/Output, etc. (Key customers and services offered)	The major customers are public and private sector refineries such as IOCL, Reliance, Essar, MRPL etc Output – Crude oil and Gas
Industry	Oil and Gas
Stock Symbol	VEDL.NS
Website	https://www.cairnindia.com/Pages/Home.aspx

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Budget and Timeframe

Budget and Timeframe	
Overall budget	INR 10 CR
Number of (HR, Learning, Talent) employees involved with the implementation?	2
Number of Operations or Subject Matter Expert employees involved with the implementation?	2
Number of contractors involved with implementation	2
Timeframe to implement	2 months
Start date of the program	1st March 2021

Fit to the Needs

Business Conditions and Needs Leading to the Creation of the Competency/Skill Program

Business Conditions:

Cairn Oil & Gas operates in a highly competitive and technologically advanced sector where constant innovation and adaptation are crucial for success. The oil and gas industry, particularly in areas such as tight oil extraction, ASP (Alkali-Surfactant-Polymer) flooding, shallow water, and deep-water drilling, presents unique challenges that require specialized skills and competencies.

Several business conditions underscored the necessity for a comprehensive competency and skill development program:

1. **Technological Advancements:**
    - The rapid pace of technological change in the oil and gas industry necessitated a workforce that could quickly adapt to and implement new technologies and methods.
    - Emerging techniques in enhanced oil recovery (EOR), digital oilfield technologies, and advanced drilling methods required continuous upskilling.
    - This meant we had to develop detailed competencies to enable skill gap analysis
2. **Operational Complexity:**
    - Operations in tight oil formations and deep-water environments posed significant technical challenges that demanded a high level of expertise.
    - The complexity of managing large-scale projects in diverse geographical and geological settings called for enhanced project management and operational skills.
3. **Regulatory and Environmental Pressures:**
    - Stricter environmental regulations and the need for sustainable operations required a workforce proficient in health, safety, and environmental (HSE) management.
    - Compliance with international standards and local regulations was critical to maintaining operational licenses and avoiding penalties.
4. **Global Competition:**
    - Intense competition from global oil and gas players meant that Cairn needed to continuously innovate and improve efficiency to stay ahead.
    - Ensuring that employees were at the forefront of industry best practices and technological advancements was essential for maintaining a competitive edge.

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Business Needs:

In response to these business conditions, Cairn Oil & Gas identified several critical needs that led to the creation of the competency and skill development program:

1. **Leadership Development:**
    - There was a pressing need to cultivate strong leadership to navigate the complex and volatile nature of the oil and gas market.
    - Developing strategic thinking, decision-making, and change management skills among leaders was essential to drive the company's vision forward.
2. **Technical Proficiency:**
    - To address gaps in specialized technical areas, Cairn required a structured approach to upskill its workforce in disciplines such as petroleum engineering, drilling, geosciences, subsurface operations, and HSE.
    - The goal was to build a technically proficient workforce capable of leveraging advanced technologies and methodologies to optimize operations.
3. **Knowledge Transfer and Retention:**
    - With an aging workforce and the impending retirement of experienced professionals, there was a critical need to transfer knowledge to the next generation of employees.
    - Ensuring that valuable expertise in niche areas was retained and disseminated across the organization was vital for long-term sustainability.
4. **Customized Learning Paths:**
    - Recognizing the diverse learning needs of different employee groups, Cairn sought to develop customized learning journeys tailored to specific roles and career stages.
    - This included creating pathways for new hires, mid-career professionals, and high-potential leaders to ensure targeted and relevant skill development.

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5. **Integration with Organizational Objectives:**
    - The competency development program needed to align closely with Cairn's strategic objectives, ensuring that learning initiatives directly supported business goals.
    - By integrating the program with organizational priorities, Cairn aimed to enhance overall performance and drive operational excellence.
6. In 2019-20, **Cairn underwent significant restructuring and created 7 self-contained organizations** with dedicated technical and supporting teams, resulting in many new roles being created at a manager and senior manager level.
    - **The sudden change led to many leaders being promoted 2-3 levels up**, requiring support through leadership capability development to directly address challenges related to the pandemic and managing large-scale change.
    - **Oil & Gas being a very niche technical focused industry**, Cairn balanced the needs of technical and leadership development for its employees.

Impact on the Organization:

The implementation of the competency and skill development program had a transformative impact on Cairn Oil & Gas:

1. **Enhanced Technical Capabilities:**
    - Employees gained advanced technical skills, leading to improved operational efficiency and reduced downtime.
    - The organization saw a significant increase in successful project completions and technological innovations.
2. **Leadership Excellence:**
    - The program cultivated a new generation of leaders equipped with the skills to manage complex challenges and drive strategic initiatives.
    - Improved leadership capabilities contributed to better team performance and higher employee engagement.

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3. **Sustainable Operations:**
    - Enhanced HSE competencies ensured compliance with regulatory standards and promoted sustainable practices across operations.
    - The organization achieved better environmental performance and reduced operational risks.
4. **Competitive Advantage:**
    - By staying ahead of industry trends and continuously upskilling its workforce, Cairn maintained its competitive edge in the global market.
    - The program positioned Cairn as a leader in adopting and implementing cutting-edge technologies and best practices.

Overview

Creation of Competencies:

Key Goals Established for the Competency and Skill Development Program:

Cairn Oil & Gas established several key goals for its competency and skill development program, ensuring that the initiatives were aligned with both organizational objectives and the professional growth needs of its employees. These goals were designed to foster a culture of continuous learning, enhance technical and behavioral competencies, and prepare the workforce for future challenges in the oil and gas industry. Here's a detailed overview of the key goals:

1. Enhance Technical Proficiency

Objective: To equip employees with the latest technical skills and knowledge required for excellence in oil and gas exploration and production.

Details:

- **Advanced Technical Training:** Provide cutting-edge training in key technical areas such as petroleum engineering, drilling, geosciences, and subsurface engineering.
- **Specialized Programs:** Develop specialized programs like RISER for discipline-specific technical training and STEP UP for young technical talent development.
- **Continuous Learning:** Foster a culture of continuous technical learning through internal expert sessions, e-learning modules, and participation in industry conferences and seminars.

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Expected Outcomes:

- Improved operational efficiency and innovation.
- Enhanced technical capabilities leading to successful implementation of new technologies and methods.
- Increased technical proficiency across key areas critical to the organization's success.

2. Develop Leadership and Managerial Skills

Objective: To cultivate a new generation of leaders equipped with the necessary behavioral competencies to drive strategic initiatives and manage teams effectively.

Details:

- **Behavioral Competencies:** Focus on developing strategic leadership, effective communication, decision-making, change management, and emotional intelligence.
- **Leadership Programs:** Implement programs such as CLIMB(e) for managerial excellence and CAP-el for emerging leaders.
- **Coaching and Mentoring:** Provide personalized coaching and mentoring through programs like CALM and LIFE for women leaders.

Expected Outcomes:

- Enhanced leadership capabilities contributing to better team performance and higher employee engagement.
- Cultivation of leaders who can navigate complex challenges and drive the organization towards its strategic goals.
- Increased readiness for leadership roles among high-potential employees.

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3. Foster a Culture of Continuous Learning

Objective: To create an environment where continuous learning and development are integral to the organizational culture.

Details:

- **Blended Learning:** Implement a blended learning approach combining workshops, e-learning modules, on-the-job training, and coaching to provide a well-rounded learning experience.
- **Immersive Technologies:** Explore the use of Virtual Reality (VR) and Augmented Reality (AR) to create immersive learning experiences.
- **Personalized Pathways:** Develop personalized learning pathways tailored to individual career goals and learning needs, using data analytics to recommend targeted interventions.

Expected Outcomes:

- Higher employee engagement and satisfaction due to accessible and flexible learning opportunities.
- Continuous improvement in skills and competencies across the organization.
- Increased adoption of innovative learning technologies.

4. Align Learning with Organizational Goals

Objective: To ensure that the competency and skill development program supports the strategic objectives of the organization.

Details:

- **Competency Mapping:** Align competencies with organizational goals and map them to specific roles.
- **Integration with Business Needs:** Ensure that learning initiatives are directly linked to business-critical skills and competencies.
- **Regular Assessments:** Conduct regular assessments to identify gaps and align development plans with organizational priorities.

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Expected Outcomes:

- Improved alignment between employee development and organizational goals.
- Enhanced ability to meet business objectives through a skilled and capable workforce.
- Strategic talent management and succession planning.

5. Promote Diversity and Inclusion

Objective: To promote diversity and inclusion within the organization by providing equal development opportunities for all employees.

Details:

- **Women Leadership Programs:** Implement programs like LIFE and V-lead to empower women leaders and support their career growth.
- **Inclusive Learning Opportunities:** Ensure that all employees, regardless of their background or role, have access to development opportunities.
- **Mentoring and Support:** Provide mentoring and support to underrepresented groups to enhance their leadership potential.

Expected Outcomes:

- Increased diversity in leadership roles and higher representation of women in senior positions.
- A more inclusive and equitable workplace culture.
- Enhanced innovation and problem-solving through diverse perspectives.

6. Drive Operational Excellence and Efficiency

Objective: To improve operational efficiency and productivity through targeted skill development.

Details:

- **Operational Training:** Provide training in areas such as project management, HSE (Health, Safety, and Environment), and production operations.
- **Process Optimization:** Focus on skills that drive efficiency and reduce operational risks.
- **Best Practices:** Encourage the adoption of industry best practices and continuous improvement initiatives.

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Expected Outcomes:

- Increased productivity and operational efficiency.
- Reduced operational risks and improved safety performance.
- Enhanced ability to meet production targets and deliver business results.

7. Assess and Identify Skill Gaps

Objective: To systematically assess and identify skill gaps within the workforce, ensuring targeted and effective development initiatives.

Details:

- **Skill Gap Analysis:** Conduct comprehensive skill gap analyses through assessment centers, performance appraisals, and manager feedback.
- **Competency Mapping:** Map identified skill gaps to specific competencies and roles within the organization.
- **Regular Evaluations:** Implement regular evaluations and assessments to continuously monitor and address skill gaps.

Expected Outcomes:

- Accurate identification of skill gaps and targeted development plans to address them.
- Improved employee performance and readiness for future roles.
- Data-driven insights to inform strategic talent development initiatives.

8. Measure and Demonstrate ROI

Objective: To measure the impact of the competency and skill development program and demonstrate a clear return on investment (ROI).

Details:

- **Performance Metrics:** Develop key performance indicators (KPIs) to track the effectiveness of the learning initiatives.
- **Feedback Mechanisms:** Implement regular feedback mechanisms to gather input from participants and stakeholders.
- **Impact Assessment:** Conduct impact assessments to evaluate the contribution of the program to organizational goals.

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Expected Outcomes:

- Clear evidence of the program's impact on employee performance and organizational success.
- Data-driven insights to inform continuous improvement and strategic decision-making.
- Demonstrated ROI, justifying the investment in learning and development initiatives.

By setting these comprehensive goals, Cairn Oil & Gas ensured that its competency and skill development program was not only effective in addressing immediate needs but also aligned with the long-term strategic objectives of the organization. This holistic approach fostered a culture of continuous learning, enhanced leadership capabilities, and drove operational excellence, positioning Cairn for sustained success in the competitive oil and gas industry.

Impact on the Organization:

The comprehensive competency and skill development program had a transformative impact on Cairn Oil & Gas:

1. **Enhanced Technical Capabilities:**
    - Employees acquired advanced technical skills, leading to improved operational efficiency and innovation.
    - Successful implementation of new technologies and methods in areas such as tight oil extraction and enhanced oil recovery.
2. **Leadership Excellence:**
    - Cultivated a new generation of leaders equipped to manage complex challenges and drive strategic initiatives.
    - Improved leadership capabilities contributed to better team performance and higher employee engagement.
3. **Sustainable Operations:**
    - Enhanced HSE competencies ensured compliance with regulatory standards and promoted sustainable practices.
    - Reduced operational risks and improved environmental performance.

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4. **Competitive Advantage:**
    - Continuous upskilling of the workforce maintained Cairn's competitive edge in the global market.
    - Positioned Cairn as a leader in adopting and implementing cutting-edge technologies and best practices.
5. **Employee Engagement and Retention:**
    - Tailored development opportunities increased employee engagement and retention.
    - Career growth and development pathways fostered a motivated and loyal workforce.

Goals Established and Achieved:

The primary goals of the competency and skill development program were to:

1. Enhance technical proficiency in critical areas.
2. Develop leadership capabilities to drive organizational success.
3. Create a robust pipeline of technically proficient and leadership-ready professionals.

These goals were successfully achieved, as evidenced by the program's impact on operational performance, innovation, leadership effectiveness, and employee engagement.

Integration Throughout the Enterprise:

The program was seamlessly integrated across the enterprise by:

1. Aligning with organizational goals and objectives.
2. Ensuring consistent implementation across all departments and roles.
3. Utilizing a centralized learning management system (online LMS tool) to track and manage training activities.

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Tying Into Organizational Objectives:

The competency development program directly supported Cairn's organizational objectives by:

1. Maintaining a competitive edge in the oil and gas industry through continuous innovation.
2. Ensuring operational excellence and safety with a highly skilled technical workforce.
3. Developing future leaders to sustain long-term growth and success.

Overall, Cairn's comprehensive competency and skill development program addressed critical gaps, aligned with strategic goals, and drove significant improvements in both technical and leadership capabilities, ensuring the organization's continued success in the highly competitive oil and gas sector.

Design of the Program

The competency/skill program at Cairn Oil & Gas was meticulously designed to cater to the diverse needs of its audience, ensuring effective talent development and alignment with organizational goals. Here's a detailed description of how the program was crafted and tailored to meet the needs of the organization and its employees:

Identification of Competencies

The program began with a thorough identification of both behavioral and technical competencies critical for success in the oil and gas industry.

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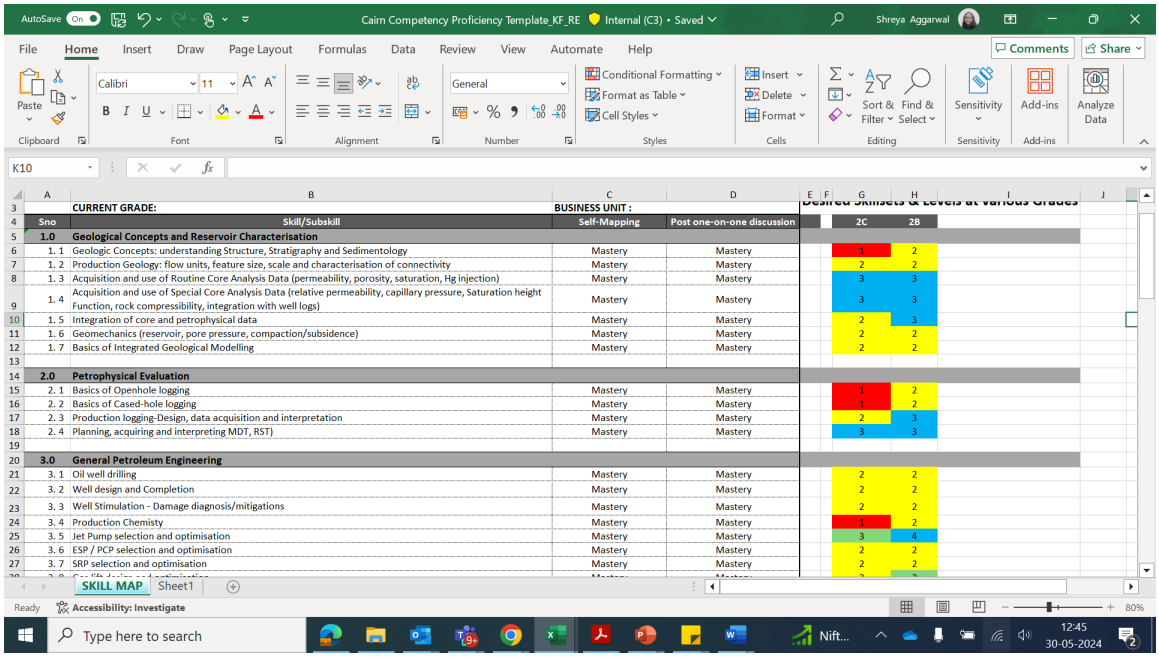
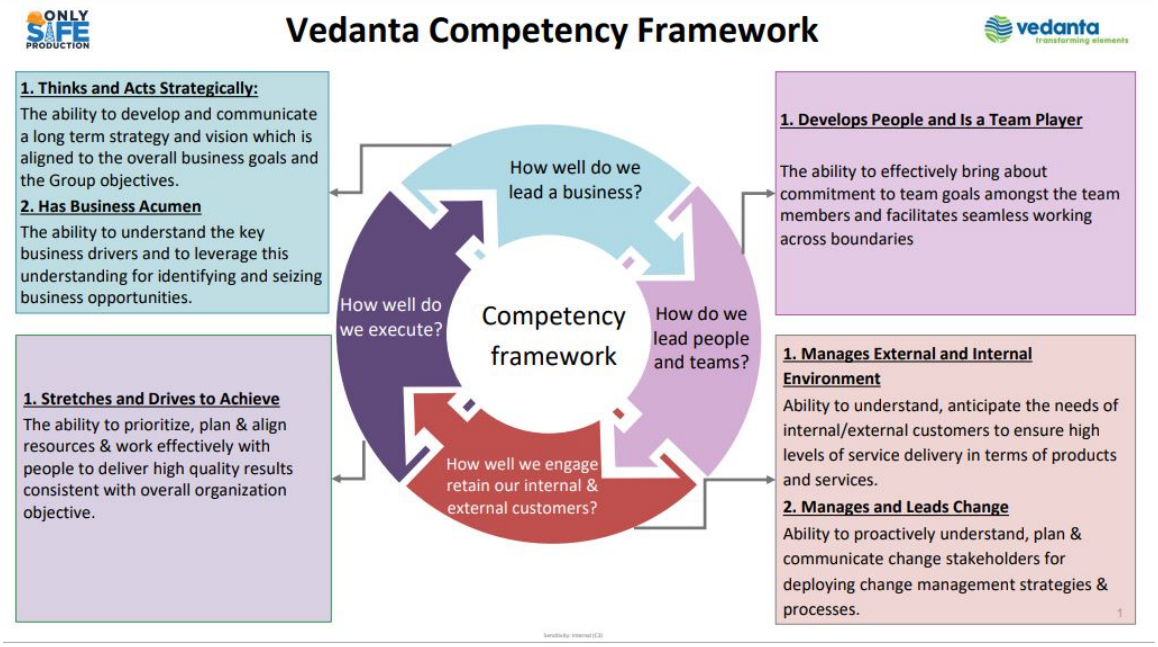
This process included:

1. **Technical Competencies:**
    - **Petroleum Engineering:** Techniques in reservoir engineering, production optimization, and well testing.
    - **Drilling and Well Operations:** Skills in drilling technologies, well planning, and execution.
    - **Geosciences:** Expertise in geology, geophysics, and petrophysics for accurate subsurface mapping and resource estimation.
    - **Subsurface Engineering:** Competencies in reservoir management, simulation modeling, and enhanced oil recovery techniques.
    - **Production Operations:** Knowledge in production systems, surface facility design, and flow assurance.
    - **Health, Safety, and Environment (HSE):** Proficiency in HSE management systems, risk assessment, and regulatory compliance.
    - **Project Management:** Application of project management principles to oversee complex projects.



2. **Behavioral Competencies for Leadership:**
    - **Strategic Leadership:** Ability to formulate, articulate, and execute strategic initiatives.
    - **Effective Communication:** Skills for clear and persuasive communication, crucial for stakeholder engagement and team management.
    - **Decision-Making:** Analytical skills to make informed decisions under pressure.
    - **Change Management:** Resilience and adaptability to manage organizational change.
    - **Emotional Intelligence:** Self-awareness, empathy, and interpersonal skills for effective team management.



Mapping Competencies to Roles:

Once the competencies were defined, they were meticulously mapped to specific roles within the organization. This mapping process ensured that each role had a clear set of required competencies, providing a structured framework for skill development and performance evaluation.

Identifying Gaps and Creating Individual Development Plans (IDPs):

Based on the assessments, competency gaps were identified for each employee. Individual Development Plans (IDPs) were created in collaboration with managerial and technical heads. These IDPs outlined specific training and development activities required to bridge the identified gaps.

Identification of Top Talent

The Act Up Program at Cairn Oil & Gas addresses competency gaps and nurtures high-potential talent through two components: Technical Act Up and Leadership Act Up.

Technical Act Up:

Detailed assessment centre – a detailed assessment centre consisting of a panel of certified and experienced assessors is used to assess each candidate –

Through a mix of Activities like Technical assessments, In basket exercises, Competency based interviews and technical panel discussions

1 Assessment center per discipline (PE/Geosciences/Drilling/HSEQ. Etc. is conducted each year for each level of employees – Independent contributors, FTMs, Middle management and leadership)

Keeping in mind the Niche and technical nature of the technical Act Up – each assessment centre is individually designed in tandem with Cairn technical leaders and external experts for each discipline

Top scorers are then identified as Act Up technical stars

Self-Evaluation: Employees evaluate their technical competencies relevant to their grade and discipline.

Manager Evaluation: Managers assess their employees' technical skills, providing an objective perspective.

Chief/Sponsor Evaluation: Chiefs or sponsors conduct a final evaluation to ensure alignment with organizational standards.

Outcome: Identified competencies are used to recognize top talent, who are then enrolled in specialized development programs to prepare them for future leadership roles.

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Leadership Act Up:

Detailed assessment centre – a detailed assessment centre consisting of a panel of certified and experienced assessors is used to assess each candidate –

through a mix of Activities like Behavioural assessments, in basket exercises, Case studies, Competency based interviews and technical panel discussions.

1 assessment centre per level is conducted each year for each level of employees – Independent contributors, FTMs, Middle management and leadership

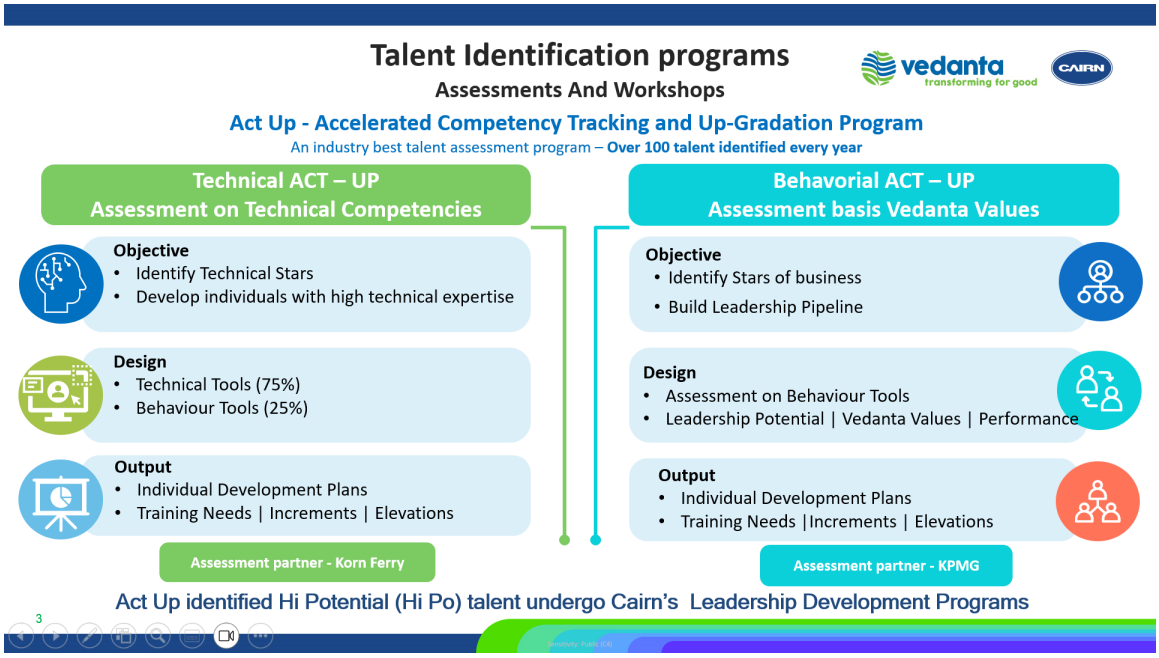
Top scorers are then identified as Act up stars of Business

Self-Evaluation: Employees assess themselves on key behavioral competencies.

Manager Evaluation: Managers evaluate their employees' leadership potential.

Chief/Sponsor Evaluation: Chiefs or sponsors conduct a final assessment to ensure development aligned with organizational goals.

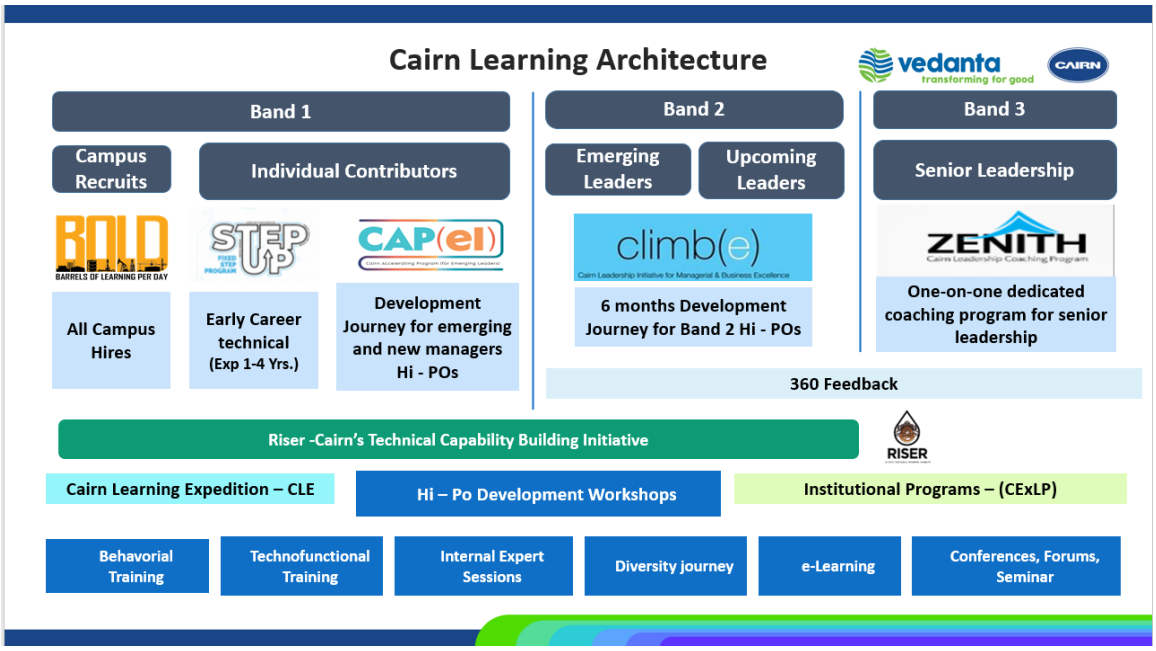
Outcome: Identified high-potential employees with strong leadership skills are guided through tailored development plans to enhance their leadership capabilities.



Talent Management Programs

Cairn's **Building Future Leaders Today** program is a cornerstone leadership development initiative aimed at high-potential managers and leaders. It encompasses talent assessment, development, and learning programs segmented into junior, mid-level, and mid-senior levels.

Specific programs include:



Learning Programs:

Cairn designed a variety of learning programs to address both technical and behavioral competency gaps:

1. RISER Program (External Discipline-Specific Trainings):
    - Aimed at providing specialized technical training in disciplines such as geology, geophysics, Drilling, petrophysics, and more.
    - Included sessions planned for different technical areas to cater to diverse skill requirements.
2. STEP UP Program (Young Technical Talent Development):
    - Focused on nurturing young technical talent within the organization.
    - Provided targeted training and development opportunities to high-potential technical professionals.
3. BOLD Program (Campus Hire Development):
    - Designed to onboard and develop new campus hires.
    - Included a mix of technical training, soft skills development, and organizational orientation.

4. Internal Expert Technical Sessions:

- Regular technical sessions conducted by internal experts.
- Open to all employees, fostering a culture of knowledge sharing and continuous learning.

5. Conferences, Seminars, and Paper Presentations:
    - Encouraged participation in industry conferences, seminars, and paper presentations.
    - Provided opportunities for employees to stay updated with industry trends and innovations.
6. Behavioural Leadership Skill Development:
    - Included workshops, coaching, and mentoring sessions focused on developing leadership skills.
    - Covered areas such as strategic thinking, effective communication, decision-making, and change management.
    - CLIMB(e) - Cairn Leadership Initiative for Managerial and Business Excellence:
        - Focused on developing managerial and business acumen skills among participants, equipping them to excel in their roles as managers and leaders.
    - CAP-el - Cairn Accelerator Program for Emerging Leaders:
        - Nurtured and groomed emerging leaders, enhancing their leadership capabilities, strategic thinking, and decision-making skills.
    - 360-Degree Feedback:
        - Implemented a comprehensive feedback process to provide participants with insights from peers, superiors, and subordinates, enabling them to gain a holistic understanding of their strengths and areas for improvement.
    - Career and Leadership Mentoring (CALM):
        - Provided personalized guidance and support to participants in their career and leadership journeys through experienced mentors.

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- LIFE - Women Leadership Development Program:
    - Empowered women leaders by enhancing their leadership skills, boosting their confidence, and providing networking and collaboration opportunities.
- V-lead - Mentorship for Women Employees:
    - Supported the career growth of women employees by connecting them with senior leaders for mentoring and guidance.
- Zenith Leadership Coaching:
    - Offered one-on-one coaching and guidance to selected participants, enhancing their leadership competencies and promoting self-awareness.
- CeXLP - Cairn Executive Leadership Program:
    - Collaborated with reputed institutions (IIMs), ISB, etc. to provide customized residential courses to high-potential employees, developing their executive leadership skills.

Program Design and Delivery

1. Behavioral and Technical Competencies Designed by Discipline:
    - The program was designed to address both behavioural and technical competencies tailored to different disciplines within the organization.
    - **Technical Act Up:** Focused on evaluating and enhancing technical skills specific to various disciplines.
    - **Behavioral Act Up:** Assessed and developed key behavioral competencies required for effective leadership.
2. Workshop Structure:
    - Included **Technical Act Up**, **Leadership Act Up**, **V Build** workshops, and **V Lead** workshops, providing employees with hands-on learning opportunities.
3. HIPO Development Journeys:
    - Designed based on identified competencies, enabling employees to progress in their careers through role changes and promotions.

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- The instructional design approach incorporated a blend of workshops, e-learning modules (such as IHRDC), and on-the-job experiences.

4. Programs and E-Learning Integration:
    - **Riser and Fixed Step Programs:** Integrated into the organization's digital learning platform.
    - **Internal Expert Technical Sessions:** Conducted regularly and open to all employees.
    - **E-Learning Library:** Cairn leverages an extensive e-learning library with over 6000 courses through Percipio curated by Skillsoft.
    - **IHRDC E-Learning:** Incorporated to provide interactive and engaging learning experiences.
5. Conferences, Seminars, and Paper Presentations:
    - Encouraged participation in industry conferences and seminars.
    - Provided opportunities for employees to stay updated with industry trends and innovations.

Impact on the Organization

The competency and skill development program had a transformative impact on Cairn Oil & Gas:

1. Enhanced Technical Capabilities:
    - Advanced technical skills led to improved operational efficiency and innovation.
    - Successful implementation of new technologies in areas such as tight oil extraction and enhanced oil recovery.
2. Leadership Excellence:
    - Cultivated a new generation of leaders equipped to manage complex challenges and drive strategic initiatives.
    - Improved leadership capabilities contributed to better team performance and higher employee engagement.
3. Sustainable Operations:
    - Enhanced HSE competencies ensured compliance with regulatory standards.

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- Promoted sustainable practices and reduced operational risks.

4. Competitive Advantage:
    - Continuous upskilling maintained Cairn's competitive edge in the global market.
    - Positioned Cairn as a leader in adopting and implementing cutting-edge technologies and best practices.
5. Employee Engagement and Retention:
    - Tailored development opportunities increased employee engagement and retention.
    - Career growth pathways fostered a motivated and loyal workforce.

Conclusion

Cairn Oil & Gas's competency and skill development program was meticulously designed to address both technical and behavioral competencies. By leveraging a multi-faceted approach, including targeted training programs, personalized development journeys, and a blend of learning formats, Cairn successfully bridged competency gaps and enhanced its workforce's capabilities. The program's alignment with organizational objectives ensured that it drove significant improvements in operational performance, leadership effectiveness, and employee engagement, positioning Cairn for continued success in the highly competitive oil and gas industry.

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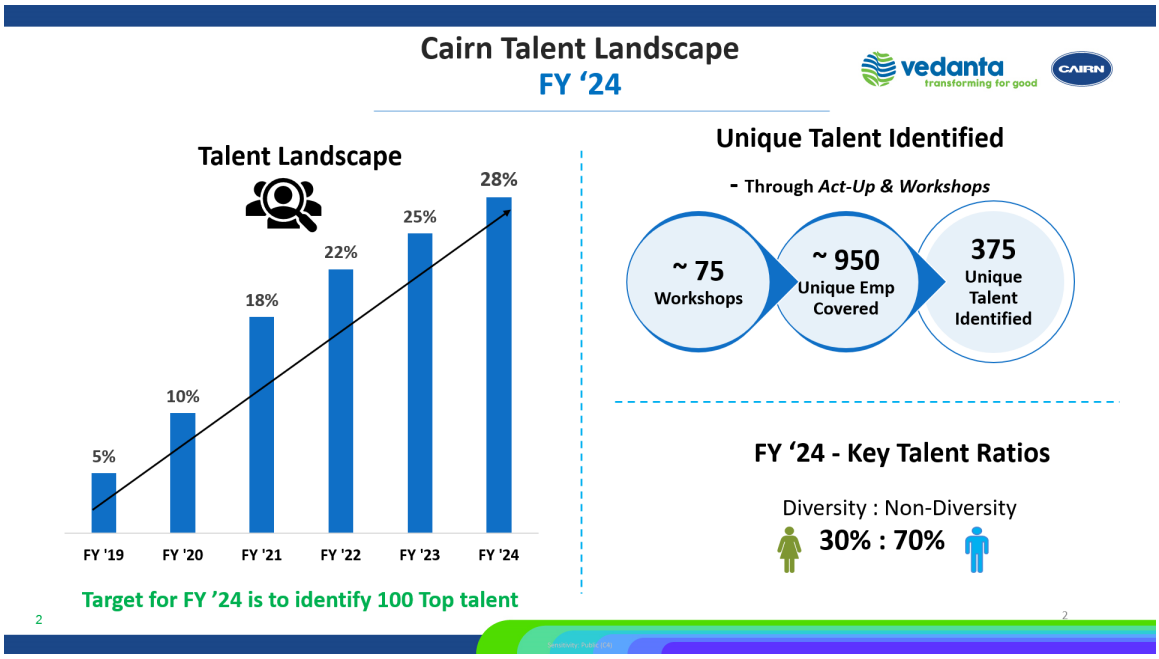
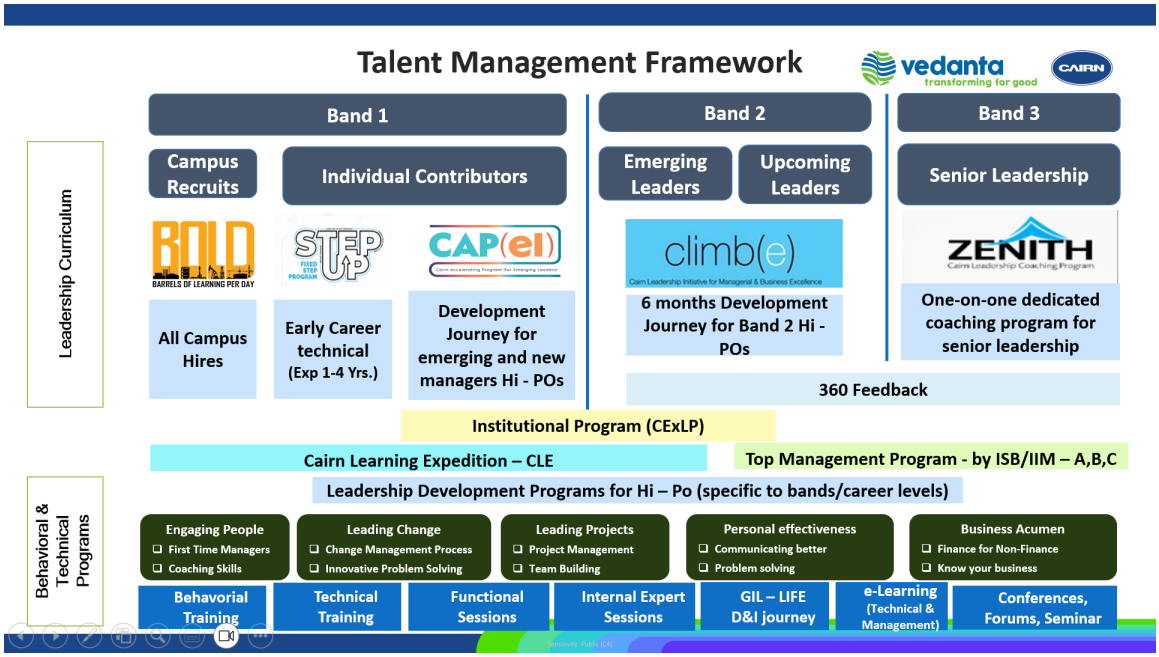

Cairn Talent Landscape
FY '24
vedanta transforming for good
CAIRN
Talent Landscape
5%
10%
18%
22%
25%
28%
FY '19
FY '20
FY '21
FY '22
FY '23
FY '24
Target for FY '24 is to identify 100 Top talent
Unique Talent Identified
- Through Act-Up & Workshops
~ 75 Workshops
~ 950 Unique Emp Covered
375 Unique Talent Identified
FY '24 - Key Talent Ratios
Diversity : Non-Diversity
30% : 70%


Talent Management Framework
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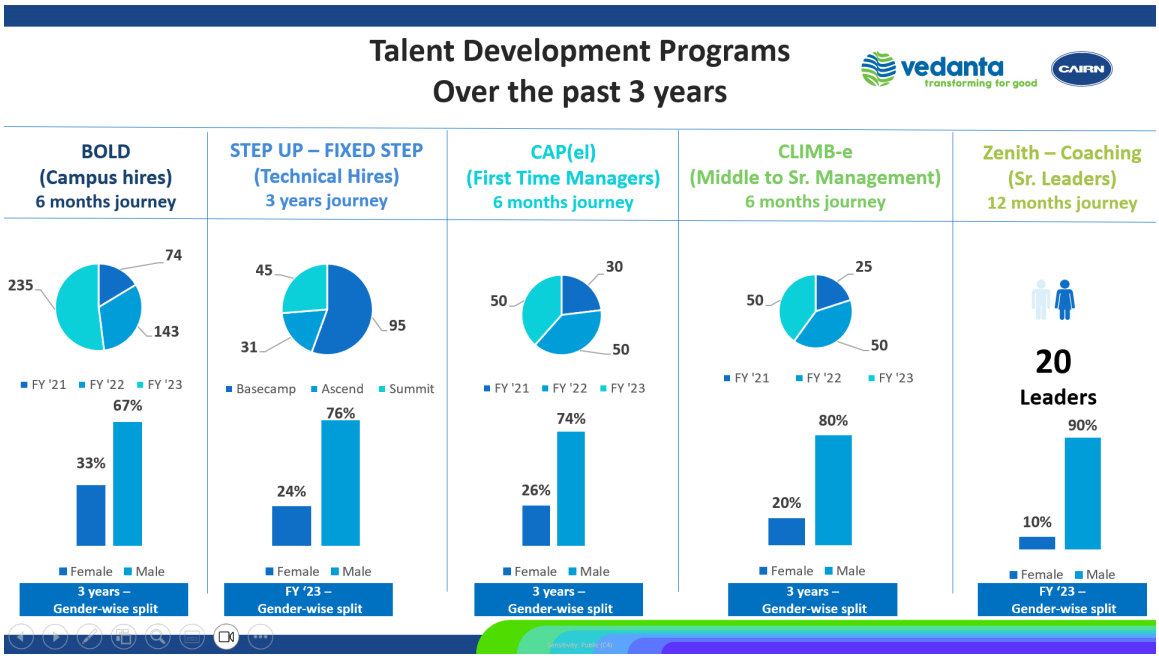
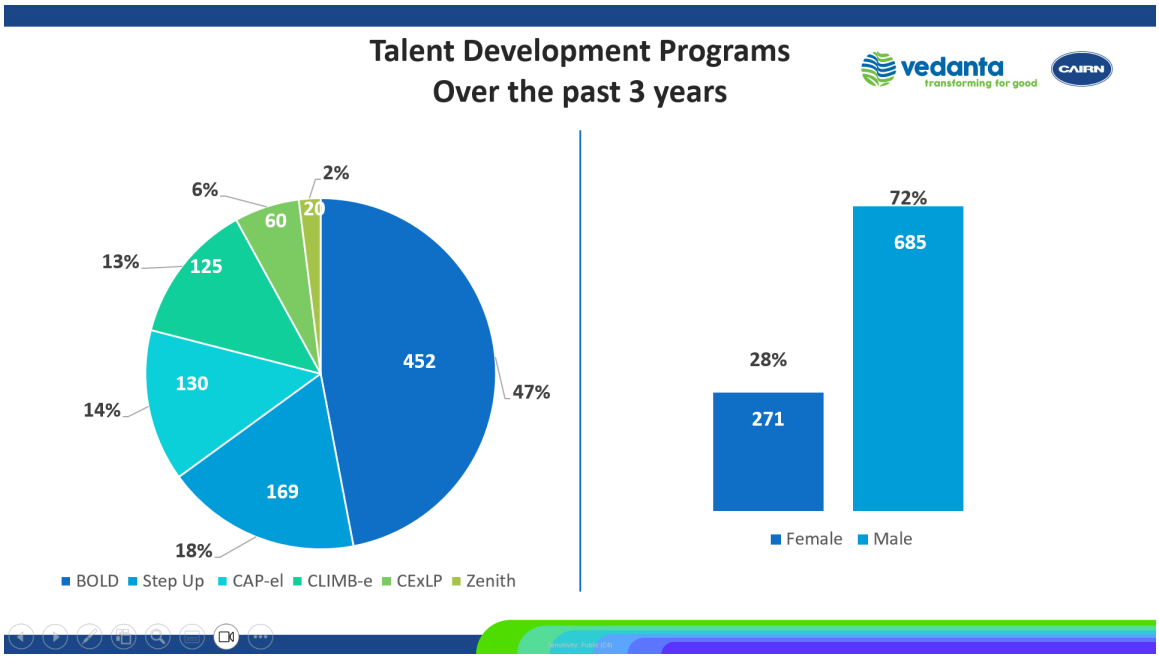
CAIRN
Band 1
Band 2
Band 3
Campus Recruits
Individual Contributors
Emerging Leaders
Upcoming Leaders
Senior Leadership
BOLD
BARRELS OF LEARNING PER DAY
STEP UP
CAP(el)
climb(e)
ZENITH
All Campus Hires
Early Career technical (Exp 1-4 Yrs.)
Development Journey for emerging and new managers Hi - POs
6 months Development Journey for Band 2 Hi - POs
One-on-one dedicated coaching program for senior leadership
360 Feedback
Leadership Curriculum
Institutional Program (CExLP)
Cairn Learning Expedition – CLE
Top Management Program - by ISB/IIM – A,B,C
Leadership Development Programs for Hi – Po (specific to bands/career levels)
Behavioral & Technical Programs
Engaging People
First Time Managers
Coaching Skills
Leading Change
Change Management Process
Innovative Problem Solving
Leading Projects
Project Management
Team Building
Personal effectiveness
Communicating better
Problem solving
Business Acumen
Finance for Non-Finance
Know your business
Behavorial Training
Technical Training
Functional Sessions
Internal Expert Sessions
GIL – LIFE D&I journey
e-Learning (Technical & Management)
Conferences, Forums, Seminar


Talent Development Programs
Over the past 3 years
vedanta transforming for good
CAIRN
BOLD
(Campus hires)
6 months journey
235
74
143
FY '21 FY '22 FY '23
33%
67%
Female Male
3 years – Gender-wise split
STEP UP – FIXED STEP
(Technical Hires)
3 years journey
45
95
31
Basecamp Ascend Summit
24%
76%
Female Male
FY '23 – Gender-wise split
CAP(el)
(First Time Managers)
6 months journey
50
30
50
FY '21 FY '22 FY '23
26%
74%
Female Male
3 years – Gender-wise split
CLIMB-e
(Middle to Sr. Management)
6 months journey
50
25
50
FY '21 FY '22 FY '23
20%
80%
Female Male
3 years – Gender-wise split
Zenith – Coaching
(Sr. Leaders)
12 months journey
20
Leaders
10%
90%
Female Male
FY '23 – Gender-wise split


Talent Development Programs
Over the past 3 years
vedanta transforming for good
CAIRN
2%
6%
60
20
13%
125
452
47%
130
14%
169
18%
BOLD Step Up CAP-el CLIMB-e CExLP Zenith
72%
685
28%
271
Female Male

Delivery of the Program

The competency and skill development program at Cairn Oil & Gas was delivered through an innovative and meticulously planned approach. It ensured comprehensive coverage and engagement across the organization, addressing both technical and behavioral competencies. Here's a detailed overview of how the program was delivered, emphasizing the unique and special efforts undertaken by Cairn:

Design and Development

Identifying Competency Needs:

- **Competency Mapping:** Developed detailed competency models and mapped them to specific roles, ensuring alignment with organizational goals and strategic objectives. This included both technical competencies specific to the oil and gas industry and behavioral competencies necessary for leadership and management.
- Skill gap assessment and learning Needs Identification: Conducted extensive needs assessments using assessment centers, performance appraisals, and feedback from managers and technical heads to identify specific competency gaps across various levels and functions within the organization.

Expert Collaboration:

- **Internal and External Experts:** Collaborated with internal subject matter experts and external industry professionals to design robust and relevant training programs. This ensured that the content was accurate, up-to-date, and applicable to the unique challenges of the oil and gas sector.

Program Design: Created structured learning programs tailored to different audience needs, including:

- **RISER Program:** Focused on discipline-specific technical training.
- **STEP UP Program:** Targeted young technical talent development.
- **BOLD Program:** Designed for campus hires to integrate them smoothly into the organization.
- **Internal Expert Technical Sessions:** Regular sessions led by internal experts on various technical topics.

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3. Stakeholder Engagement:

- **Stakeholder Buy-In:** Engaged key stakeholders, including senior leadership, managers, and technical heads, to ensure alignment and support for the competency development initiatives.
- **Communication Plan:** Developed a comprehensive communication plan to inform all employees about the new programs, their benefits, and how they aligned with the company's strategic goals.

Program Launch and Execution

Launch:

- **Kick-Off Events:** Organized launch events to introduce the competency development programs, highlighting the importance of continuous learning and development.
- **Clear Objectives:** Communicated clear objectives and expectations for each program, ensuring that employees understood the purpose and value of their participation.

Delivery Methods:

- **Blended Learning Approach:** Utilized a blended learning approach combining workshops, e-learning modules, on-the-job training, and coaching to provide a well-rounded learning experience.
    - **Workshops:** Conducted interactive in-person workshops focusing on both technical and behavioural competencies.
    - **E-Learning Platforms:** Integrated advanced e-learning platforms like Percipio and IHRDC, offering a rich variety of online courses.
    - **Virtual Learning:** Embraced virtual learning technologies, including webinars and virtual classrooms, to ensure accessibility and flexibility.
    - **Online access –** all Cairn Competencies to each role are mapped on our internal talent management Portal – DarwinBox

Continuous Learning and Development:

- **Immersive Learning Technologies:** Explored the use of Virtual Reality (VR) and Augmented Reality (AR) to create immersive learning experiences, simulating real-world scenarios for practical training.
- **Personalized Learning Pathways:** Developed personalized learning pathways tailored to individual career goals and learning needs, using data analytics to recommend targeted interventions.

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Follow-Up and Continuous Improvement

Continuous Feedback and Improvement:

- **Regular Check-Ins:** Implemented regular check-ins and feedback mechanisms to gather input from participants and continuously improve the learning programs.
- **Performance Metrics:** Monitored key performance metrics to evaluate the effectiveness of the programs and their impact on employee performance and organizational goals.

Recognition and Rewards:

- **Acknowledgment:** Recognized and rewarded employees who actively participated in and excelled at the learning programs, fostering a culture of continuous learning and development.

Leadership and Talent Development Programs:

- CLIMB(e) - Cairn Leadership Initiative for Managerial and Business Excellence: Developed managerial and business acumen skills among participants.
- **CAP-el - Cairn Accelerator Program for Emerging Leaders:** Nurtured and groomed emerging leaders, enhancing their leadership capabilities.
- **Fixed Step:** Designed for young independent contributors in the Oil & Gas PetroTech and operations domain with 1-4 years of experience.
- **BOLD - Barrel of Learning per Day:** Emphasized continuous learning and knowledge sharing within the organization.

By meticulously planning and executing these steps, Cairn Oil & Gas ensured that the competency and skill development programs were effectively delivered, fostering a culture of continuous improvement, and aligning with the company's strategic objectives. This comprehensive and innovative approach not only addressed immediate competency gaps but also prepared the workforce for future challenges, maintaining Cairn's position as a leader in the oil and gas industry.

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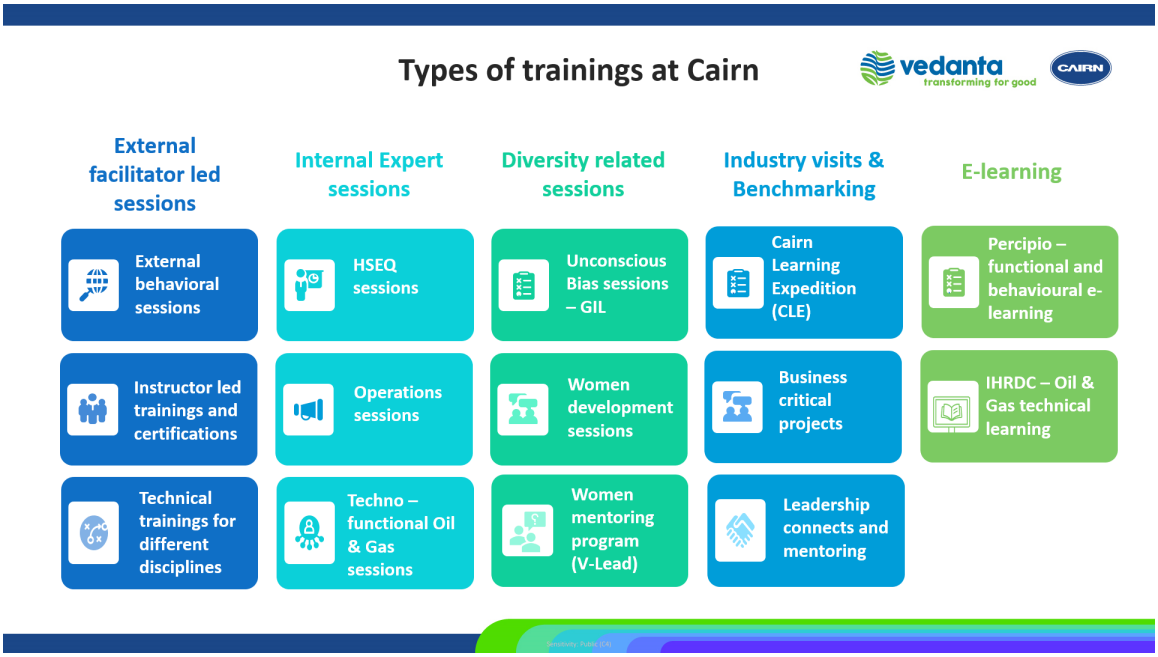


Measurable Benefits

The competency/skill program at Cairn has yielded significant measurable benefits, as evidenced by key performance indicators (KPIs) and success metrics, demonstrating a positive return on investment (ROI) and tangible business impact.

The leadership development program at Cairn has delivered measurable benefits that significantly contribute to the organization's success. These benefits highlight the program's impact on both individual participants and the organization.

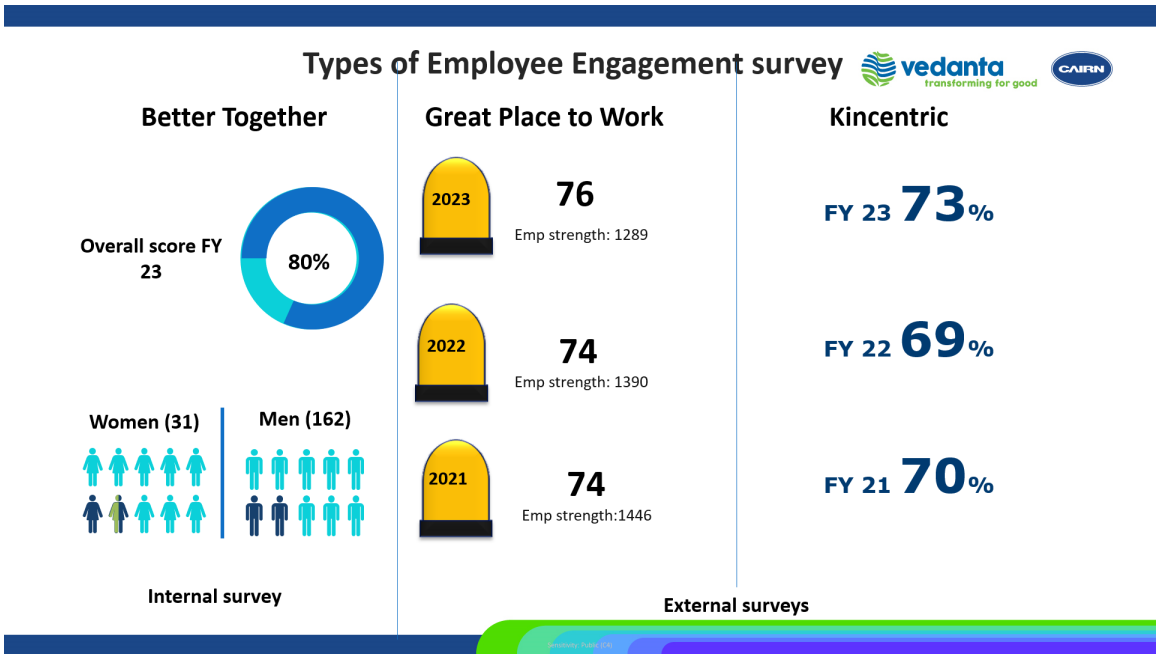
Return on Investment (ROI) and Impact Measurement:

Cairn employs a multi-faceted approach to measure the ROI and impact of its competency and skill development program. The evaluation methods include:

1. Pre- and Post-Assessment Scores:
    - Participants undergo competency assessments before and after the program to measure skill acquisition and improvement.
    - Results have shown a marked increase in technical and behavioural competencies, validating the program's effectiveness.

2. Employee Engagement and Satisfaction Scores:

    - Regular surveys are conducted to gauge employee satisfaction and engagement levels.
    - The program has achieved an 80%+ increase in L&D-related employee satisfaction scores, indicating high participant satisfaction and engagement.



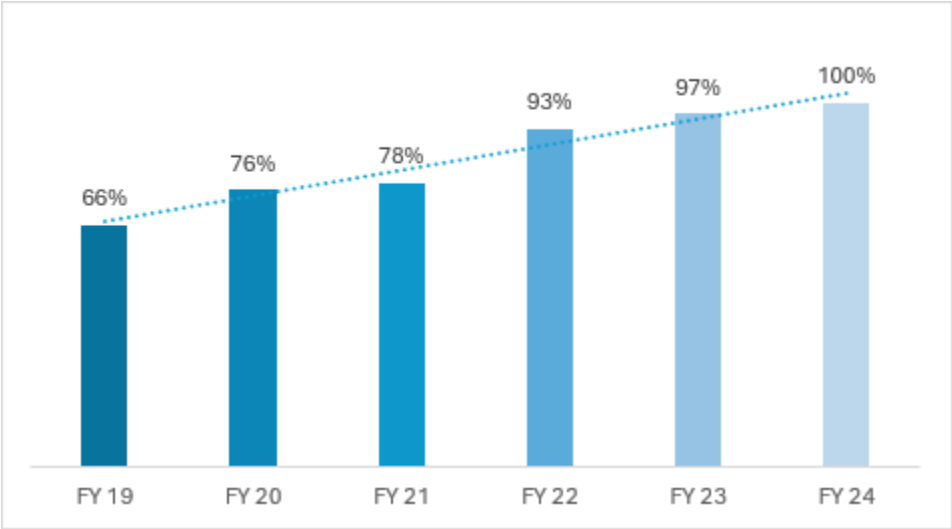
3. Learning Hours and Course Completion Rates:

    - Metrics such as the number of learning hours and course completion rates are tracked.
    - The program has seen a 100% increase in learning hours and a significant rise in course completion rates, demonstrating enhanced commitment to learning.

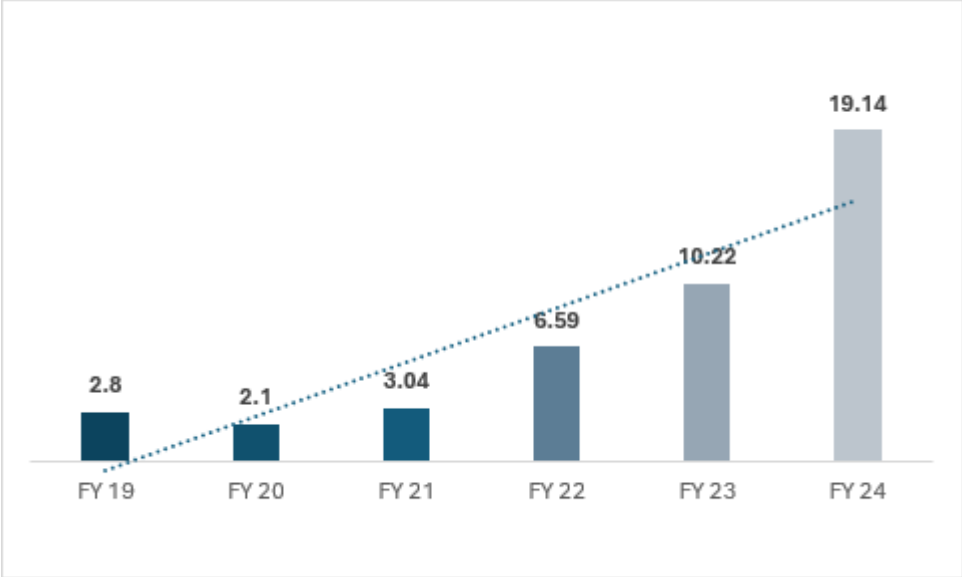
High Participation:

- 96% average participation in leadership development programs for FY 2021/22/23.

1. **Unique Coverage: 100% in FY '24** which is **3 % increase from FY '23**



2. **Man-Days** - **19.14** in FY ’24 which is **87% increase** from FY ‘23

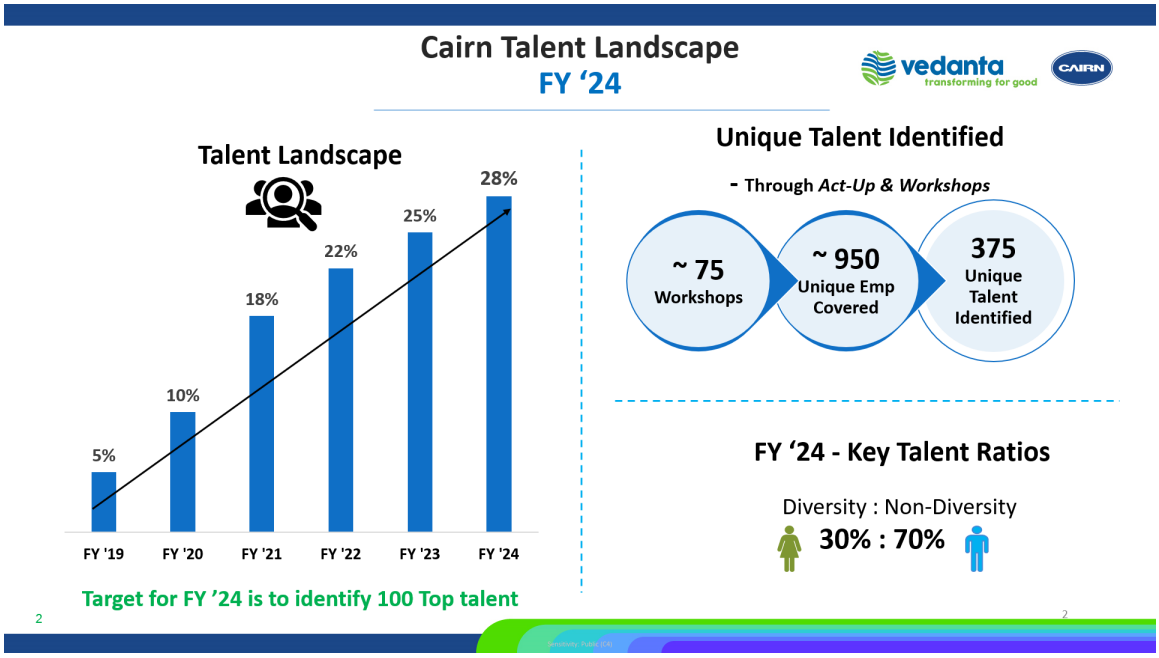


4. Career Progression and Promotions:

    - The program tracks career progression, with a notable increase in promotions and role changes among participants.
    - A 30% year-on-year increase in top talent has been observed, highlighting the program's success in nurturing future leaders.

5. Diversity and Inclusion Metrics:

    - The program prioritizes diversity, with 30% of high-potential participants being women.
    - This focus on gender diversity has strengthened the leadership pipeline and promoted inclusive growth within the organization.



6. Business Performance Indicators:

    - Key business performance indicators such as project completion rates, operational efficiency, and innovation metrics are monitored.
    - The program's impact is reflected in improved project outcomes, higher efficiency, and increased innovation within teams.

Prioritized Areas and Importance:

The program prioritizes several key areas to ensure alignment with organizational goals and strategic priorities:

1. Leadership Pipeline Development:
    - Developing a robust leadership pipeline is critical for sustaining organizational growth and competitiveness.
    - Identifying and nurturing high-potential talent ensures a steady supply of capable leaders.
2. Skill Gap Identification and Bridging:
    - Addressing skill gaps, particularly in technical and behavioral competencies, is essential for maintaining operational excellence.
    - The program's focus on these areas ensures that employees are well-equipped to meet current and future challenges.
3. Cost-Effectiveness and Efficiency:
    - Optimizing the learning and development budget while maximizing impact is a key priority.
    - The program's cost-effective approach has yielded significant savings and improved resource allocation.
4. Adaptability and Flexibility:
    - Providing flexible learning opportunities that can adapt to changing business conditions is crucial.
    - The program's virtual and blended learning models offer accessibility and convenience for all employees.
5. Data-Driven Decision Making:
    - Leveraging data and analytics to track learning activities and outcomes is vital for continuous improvement.
    - The program's data-driven approach enables informed decision-making and enhances program effectiveness.

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Key Achievements:

- Measurement and Impact:
    - Key Performance Indicators: KPIs included metrics such as employee skill proficiency assessments, engagement levels, career progression rates, and business outcomes directly related to the program's objectives.
        - In FY 24, Cairn achieved a training coverage of 19.14 man-days per employee, with 100% unique coverage, marking a significant milestone in talent development.
        - Learning hours increased by 87% since last year, with a 3% increase in unique coverage.
    - Before-and-After Analysis: Pre- and post-program assessments were conducted to measure the improvement in skill levels and behavioral competencies among participants.
        - Over the past three years, unique coverage steadily increased from 93% to 100%, reflecting an 8% increase.
        - The collective training hours per employee increased from 6.69 to 19.14 since FY 22, marking almost a 200% increase.
    - Testimonials and Business Impact: Testimonials from program participants highlighted their increased confidence, effectiveness in their roles, and career growth opportunities. Furthermore, the program's impact on business outcomes, such as improved project performance, reduced errors, and increased innovation, were key indicators of success.
        - E-learning man-days increased to 2.72 in FY 24, a 172% increase from FY 20 when e-learning was first launched.

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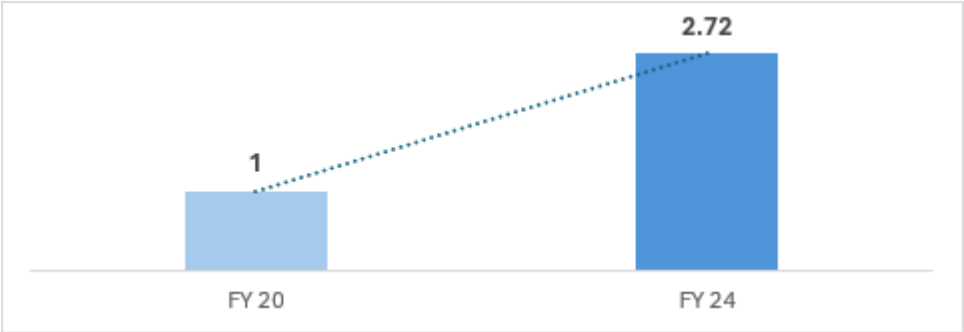

- Prioritization and Identification:
    - Employee Skill Proficiency: The improvement in technical and behavioral competencies was a primary focus, as it directly contributed to enhanced job performance and organizational effectiveness.
    - Career Progression: Career progression rates and the retention of high-potential talent were prioritized to ensure a sustainable pipeline of future leaders within the organization.
    - Business Outcomes: Business impact, including improved project outcomes, cost savings, and increased revenue generation, was crucial in demonstrating the program's value to the organization.

The measurable benefits of the competency/skill program were identified through a combination of quantitative data analysis and qualitative feedback from participants and stakeholders. By prioritizing skill proficiency, career progression, and business outcomes, Cairn was able to measure the program's success and ensure its continued alignment with organizational objectives.

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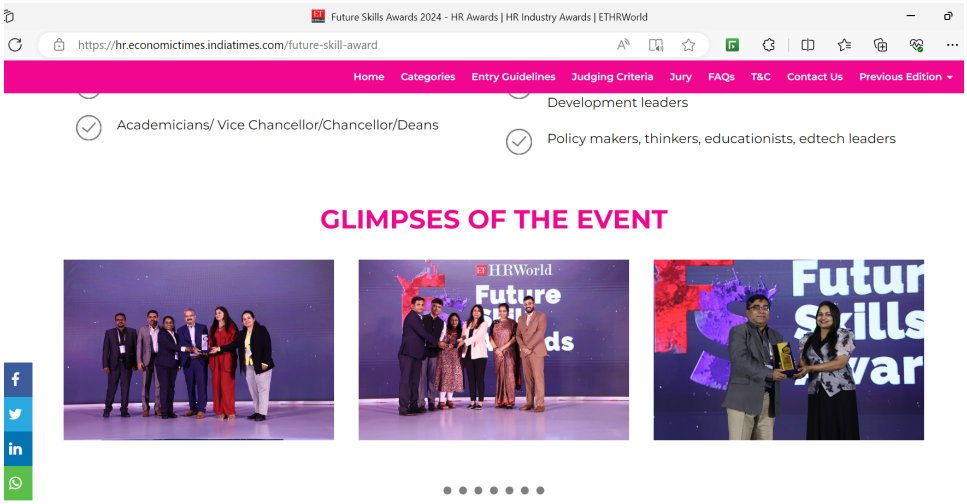
Awards and accolades from the industry:

1. Cairn Oil & Gas won the Economic Times Future Skills Conference Award for Best Use of AI/AR/VR in Learning & Upskilling, Best Learning Team & High Impact Hybrid Learning Program in FY24- Future Skills Awards 2023 - Learning and Development Awards I ETHRWorld



2. Cairn Oil & Gas won the SHRM Excellence Award in Developing Leaders of Tomorrow for Leadership Excellence

3. Cairn Oil & Gas won two awards at Skillsoft Perspectives India Conference 2023
   a. Impact Award for Leadership Development
   b. Champion of the year - Bhawna Choudhary Kadan

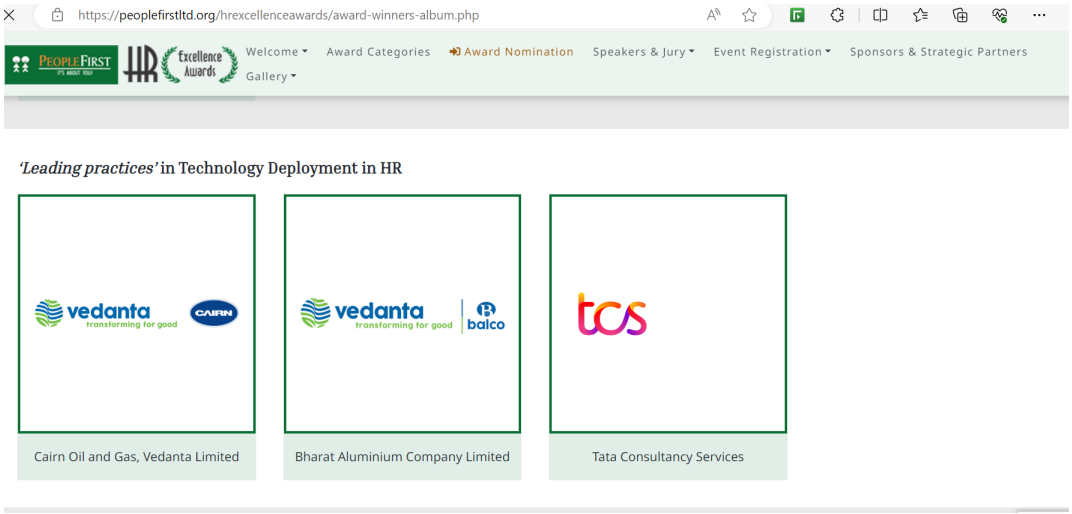
4. Cairn was recognized in 4 categories by the prestigious Brandon Hall group in their HCM 2023 Awards for:

- Best Advance in Coaching and Mentoring
- Best Use of Blended Learning
- Best Advance in Creating a Talent Management Strategy
- Best Advance in Performance Management

5. In the People First HR Excellence awards 2023, Cairn won:

- Leading practices in Technology deployment in HR Award
- Award for Best HR team

Award Winners 2023: PeopleFirst HR Excellence Awards 2023:



6. Avtar, India's premier Diversity, Equity, & Inclusion solutions, awarded Cairn in its 7th Annual Survey for

- Top 100 in the Best Companies for Women in India for the past two years
- Top company for CSR Excellence for Social Inclusion for Women in India

7. Cairn Oil & Gas was awarded for

- Top5 Most Innovative Practices — Women Leadership Development
- Top20 Most Innovative Practices — Women L&D Programs at the JobsForHer DivHerSity Awards

8. Cairn Oil & Gas was awarded at HRAI with DE&I Award
9. Cairn won Twin accolades at HRAI Awards :

- Agile learning organization award
- Innovative compensation & Benefits award

10. Nitika Mehra from Cairn was recognized by the ET HR world as a top Emerging leader of 2023.
11. Raghav Mahajan- Lead C&B was awarded at People Matters Are You in the List Awards 2023
12. Cairn was recognized at FIPI Oil & Gas awards for Oil & Gas Production-Company of the year Excellence in Human Management

FIPI - Federation of Indian Petroleum Industry

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13. Cairn was awarded by ET Future Ready Organization-Future Ready Award.
14. Cairn Oil & Gas won award for Best HR Strategy by Business World People HR Excellence Awards 2023

BW People HR Excellence Summit & Awards 2023 - BW Businessworld

Awards and accolades from the industry for FY 2022-23:

a. The Hybrid learning program has won many awards on renowed industry platforms
    i. The People First team awarded cairn with an award in leading practices in Talent Management in 2021 - PeopleFirst HR Excellence Awards on LinkedIn: #peoplefirsthrexcellenceawards #hrawards #awards2021
    ii. The Frost and Sullivan team awarded cairn in its Project Evaluation and Recognition Program with an award in Human Captial Management leadership
    iii. The Skillsoft team (percipio) awarded us with an award for future of work for outstanding work done in the course of Hybrid learning
    iv. Our CHRO, Mr. Pushkar Singh Kataria, was awarded the HR leader of the year award for his efforts at driving the project by **The economic time HR forum, and the People First HR forum** -
        1. PeopleFirst HR Excellence Awards on LinkedIn: #peoplefirsthrexcellenceawards #hrawards #chro | 80 comments
b. The HR team leading this engagement was awarded with the People first – leading HR transformation award for it's success in the project
    i. PeopleFirst HR Excellence Awards on LinkedIn: #peoplefirsthrexcellenceawards #hrawards #awards2021
c. Cairn; s HR strategy was awarded at the **People First HR excellence awards 2023** for its suberb implementation of talent management and other policies
d. Cairn was awarded by the **Economic times for it's future readiness of workforce** for It's talent management and other HR initiatives as a Future ready organization

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e. Cairn was awarded as a **winner of Excellence in change management** by the **Economic Times** in it's **Human capital awards 2023** for its excellent HR change management for projects like Talent management
f. Cairn was awarded as a **winner of Excellence in Creating a Culture of Continuous Learning and Upskilling** by the **Economic Times** in it's **Human capital awards 2023** for its excellent Talent management initiatives
g. At the Economic times future skills awards 2022, Cairn won the following awards
    i. Best First Time Manager Program
    ii. Best Learning Culture in an Organization
    iii. L&D Future Leader - Bhawna Choudhary (head talent management at Cairn)
h. Cairn won the impact award at Skillsoft perspectives 2022 India conclave for it's E-learning initiatives (Impact Award: Special Learning & Development Initiatives award)

Cairn won the - Top 5 Most Innovative Practices - Women Leadership Development at the DivHERsity Awards 2022 organized by JobsforHer

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Overall

Cairn's competency/skill program has demonstrated significant value and impact, with key findings highlighting areas for continuous improvement and future outlook.

Key Findings:

1. **Multi-Dimensional Approach:**
    - Adopting a multi-dimensional approach to training and development effectively addresses employees' short, medium, and long-term goals.
2. **Comprehensive Training:**
    - Providing both behavioral and technical/functional training ensures employees remain updated with the latest market technologies and leadership capabilities.
3. **Internal Expert Sessions:**
    - Conducting internal expert sessions fosters a culture of knowledge sharing and cross-functional learning.
4. **E-Learning Opportunities:**
    - Offering e-learning opportunities allows employees to create their own learning schedules, enhancing their skills across various topics at their convenience.
5. **Identifying Learning Needs:**
    - Using surveys, assessments, and other means to identify learning needs helps develop targeted learning interventions.
6. **Customized Learning Journeys:**
    - Tailoring learning journeys for different cohorts ensures that each group receives relevant learning activities and interventions.
7. **External Partnerships:**
    - Leveraging external partnerships with institutions like IIM Ahmedabad and IIM Udaipur brings additional expertise and resources to learning and development programs.
8. **Hybrid Learning Models:**
    - Utilizing technology to deliver training programs in a hybrid model that combines in-person and virtual sessions is beneficial.

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9. **Variety of Learning Formats:**
    - Providing a variety of learning formats, such as e-books, audiobooks, video courses, and book summaries, allows employees to learn at their own pace and convenience.
10. **Program Assessment:**
    - Assessing current learning programs against a required learning framework helps identify opportunities for enhancement and creates a roadmap for a new learning organization.
11. **Change Management:**
    - Effective change management planning is critical to ensure successful implementation and measure the impact of new learning programs over time.

Lessons Learned:

1. **Flexibility and Adaptability:** The program's success depended on its ability to adapt to changing business needs and learner preferences. Flexibility in delivery methods and content ensured greater engagement and relevance.
2. **Stakeholder Engagement:** Active involvement of stakeholders from various levels of the organization was essential for program success. Their input helped shape the program to better align with organizational objectives and employee needs.
3. **Integration of Technology:** Leveraging technology, such as e-learning platforms and virtual delivery methods, enhanced accessibility and scalability of the program, particularly in remote work environments.

Future Outlook:

1. **Continuous Evolution:** Cairn's competency/skill program will continue to evolve based on ongoing feedback and changing business dynamics. Regular reviews and updates will ensure its continued effectiveness and relevance.
2. **Focus on Emerging Trends:** Anticipating future skill requirements and industry trends will be crucial in shaping the program's content and delivery methods. Emphasis will be placed on emerging technologies and methodologies to stay ahead of the curve.

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3. **Expansion and Inclusion:** The program will be expanded to include a broader range of participants and topics, including diversity and inclusion initiatives to foster a more inclusive workplace culture.
4. **Enhanced Gamification:** Incorporating gamification elements to increase engagement and motivation in the learning process, making it more enjoyable and interactive.
5. **Microlearning:** Utilizing more microlearning modules to deliver short, targeted bursts of learning content that can be completed quickly and retained effectively.
6. **Data-Driven Learning:** Employing data analytics and artificial intelligence (AI) to gain insights into the learning process and identify areas needing additional support. This approach will help optimize training programs for the best possible outcomes.
7. **Social Learning:** Encouraging social learning by facilitating collaboration and interaction among employees through online forums, social media, and other collaborative platforms.

In summary, Cairn's competency/skill program has provided valuable insights for continuous improvement, emphasizing the importance of flexibility, stakeholder engagement, and technological integration. The future outlook involves ongoing evolution, with a focus on emerging trends and inclusivity to meet the evolving needs of the organization and its employees.

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