

Exploring the Career Development Path of Well Engineering Talents in Oil Companies

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Abstract: There has been a serious brain drain from oil companies in recent years, with job vacancies for professionals. To reach China's goal of becoming a petrochemical powerhouse, oil companies hope to change the existing dilemma by optimising promotion channels, providing career planning and development paths for professional and technical personnel to realise their own value, stimulating talent motivation, realising corporate value and enabling employees to further expand their personal value. Therefore, this paper takes well engineering talents as an example, combines the current situation of domestic oil companies, based on the leadership ladder model theory, and designs a dual sequence career path under the "oil company" model, explore the career path of well engineering talents from both horizontal and vertical aspects, with a view to retaining talents to the greatest extent. At the same time, the design of the horizontal transfer mechanism for technical and managerial positions is proposed, which makes the internal position transfer system of the enterprise more perfect and allows well engineering talents to better determine their career development direction, thus promoting the enterprise to attract and retain talents and making the benefits of talents greater, and providing certain reference for the human resources development work of domestic oil enterprises.

Key Words: Well engineering talent; leadership ladder model theory; career development; dual sequence career path design

Introduction

Talent is the basis for enterprise development, and in the face of rapid economic development, higher requirements are placed on personnel from all walks of life. As a pillar industry of the national economy, oil and gas is the foundation of economic and social development. With the introduction of high-quality development, a qualitative change in the energy system is required, and the "energy revolution" has emerged. Under the "double carbon" target and the general trend of energy transformation, enterprises are facing increased pressure to reduce carbon emissions and develop in a green way. However, in order to ensure China's energy security and reducing external dependence on oil and gas, China must increase the exploration and exploitation of oil and gas and improve its ability to supply energy independently. In the context of the reform of state-owned enterprises and the transformation of the oil and gas industry, domestic oil companies urgently need to make full use of the experience of technical experts, to judge risks in advance in the process of well engineering management, to respond effectively and timely when complex failures occur, to give full play to the role of technical experts "to pass on, help and lead", to train their own well engineering management personnel for the long-term development of the company. The company's own well engineering management ladder has been established.

To ensure the innovation and sustainability of the operation of the oil and gas industry, the major oil companies continue to strengthen the top-level design of the talent training system, adhere to the goal-oriented, improve the internal talent system of the enterprise. improve the supporting system of the project to maximize the talent, while putting forward higher requirements on how to retain core talent. In recent years, the phenomenon of talent loss in oil enterprises has intensified, the loss rate has increased year by year, some enterprises have been as high as 25% , and in the loss of staff in the grassroots management and professional and technical personnel accounted for a relatively large, taking away the business, technical secrets and customers, making the enterprise directly suffered losses, if not controlled, will eventually affect the potential for sustainable development and competitiveness of enterprises, and employees on personal career development low satisfaction becomes the most important reason for talent leaving, therefore, this paper will combine the actual situation of domestic oil enterprises, based on the leadership ladder model theory, to explore the career development path of well engineering talents, to provide ideas for domestic oil enterprises to retain professional and technical personnel training.

Leadership Ladder Model Theory

Ramcharan was the first to propose and argue for a leadership ladder model, arguing that the natural hierarchy in organisations is one that exists in the vast majority of organisations . Generally, in companies with a robust personnel system, the talent within the company is divided into six levels, including general employees, junior managers, department heads, divisional vice presidents, divisional general managers and other senior managers in higher departments, and these six levels of managers at different levels of supervision make up the leadership ladder of the company. Different levels of managers correspond to the different focus of the required competencies, which put forward different requirements for their work expertise, organisational coordination and overall co-ordination, and only when all levels cooperate with each other can the company achieve greater success .

The essence of the leadership ladder model consists of two aspects: firstly, it guides the career growth path of talents within the enterprise, who grow from ordinary employees to senior managers; secondly, every promotion in rank is a confirmation of the employee's management ability, which can be deeply understood from three perspectives: firstly, it is a change in focus, as the promotion in rank makes the employee's focus shift from being an executive to an organizer or coordinator. Secondly, there is a mismatch between the employee's leadership skills and his or her rank. To maximise retention, the employee needs to be offered a higher level position; finally, a higher level person is required to allocate resources within the company to meet the requirements of the new rank. The leadership echelon model

proposed by Ramcharan provides a reference for the orderly promotion of the clarification of power and responsibility, the allocation of people and positions and the division of hierarchy within the enterprise from a theoretical level, and secondly, the enterprise can make the cultivation of the matching abilities of each management level the focus of the future improvement of the talent training system, and can use it as an important basis for the recruitment mechanism, inventory design, echelon construction, job value assessment and salary allocation, career incentives and other It can also be used as an important basis for the execution of work .

Table 1 Leadership Ladder Model

| Transformation phase | Transformation results |
|------------------------|---|
| Phase 6 Transformation | From managing a business group to managing the whole group |
| Phase 5 Transformation | From managing a business unit to managing a business group |
| Phase 4 Transformation | From managing a functional department to managing a business unit |
| Phase 3 Transformation | From managing managers to managing functions |
| Phase 2 Transformation | From managing others to managing managers |
| Phase 1 Transformation | From self-management to managing others |

Designing a Dual-sequence Career Path in the “Oil Company” Model

Well engineering talents, as professional and technical personnel, are the key to the rise and fall of oil companies, and it is of utmost importance to retain them in the company for the long term after their professional training as well as evaluation. Therefore, reasonable career advancement paths need to be designed to maximise talent retention .

According to the leadership ladder model and career development theory, oil companies can improve the career development career of well engineering talents by focusing on optimizing the growth path of talents, matching leadership ability with professional and technical ability by cultivating, guiding and enhancing them, and taking talents' own career expectations and satisfaction with their careers as important indicators for promotion path design, so as to enhance their satisfaction with the organization .

At present, there are problems in the career promotion path of well engineering talents, such as insufficient awareness of personal career development, single career promotion path, too high promotion ladder for employees in technical positions, and too narrow horizontal transfer path. Therefore, in the process of promotion path design optimization, from the internal situation of domestic oil enterprises, combined with the actual situation, integrated grasp, based on the four principles of matching, dynamic, fairness and operability, the use of double sequence promotion channel , to ensure the maximum increase in employee motivation. The enterprise divides the career promotion path of well engineering talents into technical path and management path: the sequence of professional and technical positions is set to 10 levels, from high to low, which are chief technologist, experienced technologist, senior technologist, technical specialist I, technical specialist II, engineer I,engineer II, engineer III,assistant engineer,technical staff. The sequence of management posts is set at six levels, from high to low, namely divisional leader,assistant deputy chief engineer, regular position, deputy section position, general management and operation service position. If sequence conversion is required, professional and technical personnel and operation and management personnel can be converted to each other between the two job sequences through the prescribed procedures, provided that the job posting conditions are met. If the conversion from the sequence of management posts to the sequence of professional and technical posts, they must meet the conditions of professional and technical posts and participate in the selection and recruitment according to the prescribed requirements and procedures, and if the selection and recruitment is successful, they will be exempted from their original administrative posts and will no longer enjoy the treatment of their original administrative posts; if the conversion from the sequence of professional and technical posts to the sequence of management posts, they will be executed in accordance with the relevant regulations. At present, most of the transfer form is the return of experts from the administrative management post to the technical management post. Figure 1 is the double sequence post sequence setting chart.

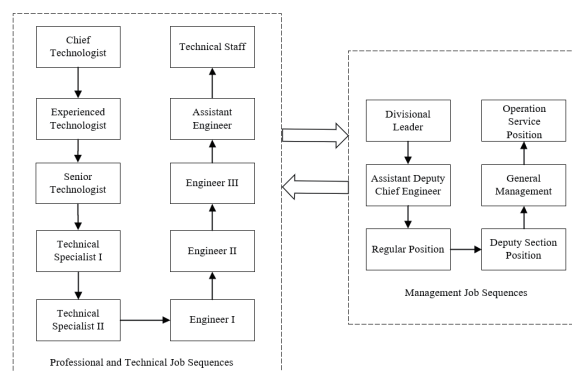


Figure 1 Job sequence set-up diagram

Conclusion

Under the "oil company" reform, the implementation of a dual sequence of career paths within the enterprise for the maximum retention of well engineering talent has achieved initial results, basically solving the core staff turnover problem, but still need to continue to improve the mechanisms and systems, The core of the reform is to make the talents themselves, to highlight their self-satisfaction and the

realisation of their own values, to pay attention to their growth and development, to focus on the participation of the employees in the work process, to strengthen the sense of independent work, and to achieve a "win-win" for both the individual and the company. This paper makes preliminary exploration on the career development path of well engineering talents by setting up a double sequence mode, but the system implementation above still needs to be improved in the future. First, to increase the rank promotion channel, forming a dual promotion mode of position and rank. Keeping the original management, technical and two types of job promotion ladders unchanged, we set up 10 levels of technical positions and 6 levels of management positions to design a ladder for well engineering talents to advance in rank, the well engineering talent grade promotion system has been improved to a certain extent to solve the problems of single promotion mode and restricted career ceiling for professional and technical talents, to broaden the upward path and vertical development space for employees, to a certain extent to weaken the career plateau reaction of employees, to meet the development demands of professional and technical talents to the greatest extent and to retain talents to the greatest extent. The second is to set up a horizontal transfer mechanism to enrich career development options. Through this mechanism to broaden the original career promotion channel, professional and technical personnel have a number of options, improve the company's normal system of transfer and rotation, for technical personnel to better determine their own career planning, to stimulate the vitality of employees, to relieve the enterprise long-term fatigue and a sense of single create the conditions, broaden the career options, but also for the enterprise to train composite talent and excellent backup managers laid the foundation, conducive to the enterprise in-depth excavation, development and training of outstanding talent. Thirdly, giving senior technical experts greater authority will help to motivate internal staff. Through the establishment of grade and job conversion relationship, employees of a certain grade can smoothly enter the corresponding management positions, laying the foundation for the company to reserve excellent technical management experts. Through the granting of supervisory powers and special work authority to employees of a certain grade, it can enrich the career development options and self-fulfilment methods of outstanding talents, improve the employees' participation in the company's operation and development, meet the employees' needs to be respected and further stimulate their endogenous motivation.

Oil companies should take into account the background of the oil and gas industry and adopt different ways to control staff turnover according to the internal situation of the company, but no matter what methods are adopted, they should always respect the inner needs of the staff and realise their self-worth. Only by sincerely respecting and caring for employees, understanding their needs and helping them to grow and progress, can companies retain their talents and thus become invincible in the increasingly fierce market competition.

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