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Aligning HR Training Program with Corporate Strategy in the Energy Sector: Case Study

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Abstract

New developments in energy technology, government mandates for energy providers, and a push for renewable energy sources will require an expansion of professional duties for talent at every level. As a result, L&D teams are expected to lead the charge in getting employees ready to understand all things energy in the coming decades. This research paper as a case study, examines the reasons for Total Energies Company to prioritize training and the way in which Human Resources aligns its training program with corporate strategy. The energy sector is undergoing a transformation with green energy being the focus. The paper also examines the reasons for carrying out training, the steps in designing, learning, and evaluating training, the method in which transfer of training takes place, the impact of technology on the training programs of the company, the benefits and challenges the company has faced in its training programs, and its future training and development plans.

Keywords: Case Study, Training program, Corporate Strategy, Energy sector, Human Resources

1. Introduction

Total Energies Company is a French multinational company founded in 1924 and headquartered in Courbevoie, West of Paris. It is considered one of the seven major oil and energy companies that produces, transports, and refines oil and natural gas, generates energy, and manufactures chemicals globally. In 2024, Total Energies and Airbus entered a strategic partnership to meet emission-reduction goals through the use of Sustainable Aviation Fuels (SAF). TotalEnergies announced its plans to build a 0.3 gigawatt (GW) solar park in Saudi Arabia. The company has also signed a strategic deal to partner with ADNOC and UAE on energy projects. One of the company's corporate divisions is People and Social Responsibility which includes Human Resources, HSE, Security, and Society Engagement. However, with this success, the company needs strategic planning and training programs to survive in the competitive business world.

2. Reasons Total Energies Company Prioritizes Training

The areas that need training are environmental regulations, oil exploration training, facility engineering, surface operations, health and safety training and cross-cultural training. The company prioritizes training because it is necessary to equip the employees with the right skills and adapt to the ever-evolving market dynamics, especially with the use of technology. There is also the aspect of safety. The employees require training for safety purposes because the company deals with energy. For example, in high-risk regions, staff must receive extensive training to prepare them for work in these environments and handle any emergencies that may arise throughout the operations of the various sectors (Ahmad & Zhang, 2020). The

corporation views training as a vital component because it attests to several incidents and provides the necessary skills for employees to operate appropriately in their designated roles. Over the years, Total Energies Company has incorporated training into its culture. As a result, the company has been doing well globally when it comes to energy.

3. Aligning functional strategy with corporate strategy

The Total Energies Company has one of the most reliable and effective human resource management systems in the world, considering the enormous responsibilities that lie within human resources. Human resources ensure that training programs are directly linked to the company's long-term success by coordinating them with these strategic goals. For instance, as the company undergoes transformation towards sustainable energy, it invites its employees to join their multi-energy ambition and make the energy transition a reality. Corporate strategy focuses on being involved on projects that create more energy with fewer emission, employees taken part in large-scale training and information initiatives called visa for TotalEnergies to support this ambition. The company offers a range of opportunities to continuously build skills among emerging talents that can help boost their abilities and enhance their skills (Sugiarti, 2021). For example, there are training centres through which interested candidates can attend and acquire skills, internships, and mentorships of juniors in the field who, in the process, will gain more skills from experts and mentors. Human Resources tracks the success of training programs and evaluates their influence on key performance indicators linked to company strategy by utilizing performance management systems. HR improves the training programs aligned with company objectives by making data-driven decisions based on ongoing monitoring and evaluation of training outcomes.

4. Assessing training needs

The Total Energies Company employs a wide range of strategies to ensure that employee development initiatives are tailored towards addressing specific skills gaps and the company's objectives. In most cases, a team comprising professionals in various fields that focuses on developing skills in the task force is responsible for reporting to the management team the workforce's training needs. Therefore, the first step involves identifying the objectives and priorities of the company. The second step is collecting the required data to make the assessment. The third step is engaging the company's stakeholders to identify skill gaps and then analyzing them to fill the gaps (Fallah Shayan et al., 2022). In most cases, the stakeholders and the management team consist of the advisory committee as well as experts in various departments whose role is to determine whether the skills an individual possesses are necessary for one to carry out the activities of a specific job successfully, as well as the required training that is necessary to produce more resourceful professionals in various departments of the company. Then, it will become a priority in carrying out the program.

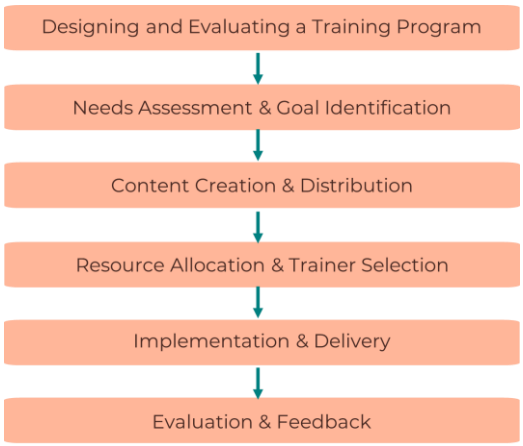
5. Learning and the transfer of training

In Total Energies Company, the Upstream Professional Development Centre is creating the next generation of engineers, analysts, and other specialists. The centre is a base for offering skills and deep knowledge to youth interested in venturing into the engineering fields associated with petroleum and other forms of energy. The company has provided opportunities such as professional training at their facilities, which are some of the basics for the company's workforce. The skills that these trainings offer are essential for the young generation to live and operate up to their full potential when handling the various activities

in the company. This training is responsible for producing competitive employees who will perfectly compete in the world of energy, such as petroleum engineering, without many hardships. The 1,700 training courses available in the Company catalog emphasize the development of a broad spectrum of competencies and the understanding of environmental and societal challenges. The "Visa for TotalEnergies" program trained 30,000 staff members in climate change challenges, with modules dedicated to the climate, biodiversity and the sustainable energy mix. Training courses on electric mobility have also been developed in the Company to support the teams in their challenges to electrify vehicle fleets.

6. Designing and Evaluating a Training Program

Designing a training program for the company is based on the skills required by employees at various levels. The training programs are designed to help offer learners skills to prepare them for the future. There are various crucial processes involved in creating and assessing a training program for Total Energies Company. First, to pinpoint specific skill shortages and learning objectives that are in line with corporate objectives, a thorough needs assessment is carried out. After that, content is created to meet these goals using a variety of distribution strategies, including online courses, in-person seminars, and on-the-job training (Riyanto et al., 2021). Resources are given to enhance participant learning, and trainers are chosen and trained to deliver the material efficiently. After the program is put into action, its effectiveness is assessed by looking at participant feedback, knowledge and skill gains, and how the program affects organizational results and job performance.



7. Traditional vs technology-oriented training programs

Digital transformations are the main factor in supplying company products worldwide. The energy produced by the company is provided all over the world through digital means. As a result, the training is digitally oriented to offer the new generation of petroleum engineers' practical skills that will be important in their day-to-day operations. Digital training is a much more complex technology. For instance, using artificial intelligence to solve many tasks is necessary when one is trying to save both time and financial resources. Artificial intelligence also results in high-quality products produced by the company. Artificial intelligence helps employees tackle complex tasks that take longer time (Fallah Shayan et al., 2022). As time goes by, technology keeps improving, making it necessary for the new generation to be literate in the technologies to operate at their respective levels. Video based simulations are steop-by-step guided

approach for employees to learn and practice off the work site so that production environment is not hampered. Role or Scenario based courses help to create relatable situations for wokplace safety while mobile learning support field staff who are always on site. The current trend is self-paced training which are comprehensive training courses with interactivities, knowledge checks, assessments, and certificates to ensure a thorough training experience.

8. Benefits and challenges of the training programs

The primary challenge with safety and compliance training is how long it takes for learners (employees) to complete a fully accredited course. Depending on which safety and compliance certification program L&D teams decide to use, it can take as long as 600 total learning hours for employees to complete. By offering these training programs to the new generation, there are high-quality products produced by the task force, keeping the latest generation with the necessary skills that will help them explore the various fields within the company, making it a solid and competitive workforce that will compete well in the business world. Offering training programs has helped shape the future and sharpen the skills of several interested students who can afford the favourable opportunities offered by the company. On the other hand, there needs to be more diversified training methods, making it narrow in a way that will not favour the students who will encounter various challenges that require much more skills than the ones offered. The primary challenge with safety and compliance training is how long it takes for employees to complete a fully accredited course. Depending on which safety and compliance certification program L&D teams decide to use, it can take as long as 600 total learning hours for employees to complete.

9. Learning and Development plans for the future

The company aims to create ready-to-work teams around the world that are well-skilled and equipped with the knowledge to enable them to compete in the evolving global digital economy because the energy sector has become oriented towards the digital world. Providing training programs in data analytics and artificial intelligence will help employees make better decisions and improve operations. Furthermore, the company has collaborated with several digital technology companies that have helped students gain the skills they need to master in the changing world of technology (Haider, 2020). This involves integrating artificial intelligence into its operations and focusing on renewable energy. Allowing staff to drive their own career development is the ambition put forward by TotalEnergies through its proactive training policy. Training has become a factor that fosters individual commitment, to make a personal contribution to a change in culture toward a new multi-energies mix. To grow this commitment, the teams at TLS endeavor to develop customized training modules that put learners at the heart of the action, particularly when it comes to interactive formats, or real or virtual immersion.

10. Conclusion

In conclusion, the company's approach to training and development programs is comprehensive because it recognizes the dynamic nature of the energy industry and creates training programs that are aligned with the company's strategies. Total’s Digital Factory serves as an accelerator, allowing the Group to systematically deploy customized digital solutions. Artificial intelligence (AI), the Internet of Things (IoT) and 5G are revolutionizing industrial practices in the energy sector, and hence the need to have the required training programs in place to integrate talent with technological know-how as early as possible. The Digital Factory will also attract the new talent essential to the company’s future. Their 100,000 employees

are committed to better energy that is safer, more affordable, cleaner and accessible to as many people as possible. Active in more than 130 countries, it is their employees who will enable the company's ambition is to become the responsible energy major, hence the indispensable need to invest in and align the training and development program with their corporate strategy.

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