During IHRDC’s 50 years of serving the oil and gas industry, we have developed innovative learning solutions that exceed our customer’s expectations. That tradition continues with our competency content library, which represents the broadest, most comprehensive industry-standard set of competency models available in the oil and gas industry today. Whether you seek to license our standard competency models and use them off the shelf or plan to customize them for your own organization, this database of competency models is the best place to start!

In addition to the IHRDC competency models, IHRDC also built models for the Society of Petroleum Engineers (SPE) and Society of Exploration Geophysicists (SEG), and, as the owner of their intellectual property, IHRDC can license these models for use within your organization. Finally, IHRDC has aligned a selection of our models to the Scottish Qualifications Authority (SQA) standards, which enable candidates, when assessed by a qualified assessor to receive a Scottish Vocational Qualification. We believe these industry affiliations and qualifications will add significant value in helping our clients’ meet their competency objectives.
Our Methodology

PROJECT PLANNING AND PROCESS DESIGN
IHRDC initiates the engagement process with the planning and design phase where we identify our client’s strategic goals and learn about our client’s culture and workforce objectives. During this phase we create the work plan, design an integrated competency management approach, assign resources, and develop a communication strategy.

JOB ANALYSIS AND COMPETENCY MODEL DEVELOPMENT
IHRDC’s competency specialists work in partnership with our client’s technical leaders to perform a job analysis of current positions by reviewing relevant information pertaining to the job, including: existing competency models, job descriptions, equipment lists, process descriptions, operating manuals, and information from job interviews with supervisors and job incumbents. Utilizing IHRDC’s Competency Library, our specialists build and customize job-specific competency models and match training resources to each competency unit.

ASSESSMENT
IHRDC’s competency assessment process typically is a three-step process that includes an employee Self-Assessment, Supervisor Assessment, and Qualified Assessor Assessment or Verification. It is designed to involve employees so they understand how the process works; ensure supervisors, who are in the best position to assess the employee, give input; allow a qualified assessor to provide an objective third opinion and help normalize statistical variance across the organization. At each assessment step, users can upload evidence and comments to assure and substantiate an individual’s competence level.

LEARNING AND DEVELOPMENT
After an employee is assessed and skills gaps identified, a customized individual Learning Plan is developed and implemented to close identified gaps. Each Learning Plan, accessed through CMS Online, contains a combination of actionable learning methods, including e-learning, classroom, workshop, on-the-job training (OJT), and coaching. Once an employee learns the new skills and applies them to the job, they are re-assessed to ensure gaps are closed and, subsequently, their competency profiles are updated to close the gap.
Industry-Standard Job Competency Models

An IHRDC Job Competency Model (JCM) is composed of twenty-five to forty Competency Units (CUs). IHRDC’s methodology in designing our industry-standard Job Competency Models is in line with trends towards smaller competency models, which enable easier, more efficient assessments. We are committed to providing JCMs that respond to organizational needs, yet do not sacrifice quality for brevity. As such, our strategy when developing our JCMs is to focus on functional (i.e., discipline-specific) Competency Units - the core skills and knowledge that indicate a successful employee.

On the following pages, you will see a full list of all IHRDC industry-standard JCMs, divided into categories: E&P Technical, QHSE, Operations & Maintenance and Business & Common. Below you can see a sample competency model for a Drilling Engineer and, on the page that follows, a sample competency definition for the Competency Directional and Horizontal Drilling.

Sample: Drilling Engineer

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<td>Wellhead Equipment Design</td>
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<td>Prediction of Subsurface Pressures</td>
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<td>Library: QHSE</td>
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Competency Unit Definitions

Each Competency Unit (CU) contains a series of specific statements covering four levels of proficiency, which have been defined based on international standards. These statements describe the knowledge, responsibilities, tasks and skills required to demonstrate competence within each topic. We follow Bloom’s taxonomy of verbs in writing all our competency units and would be happy to provide additional information on IHRDC’s competency unit writing standards upon request. A brief description for each IHRDC proficiency level is described in the following table, with a sample CU below.

**Sample: Directional and Horizontal Drilling**

**Competency Unit Definitions**

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<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
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<tr>
<td>Awareness</td>
<td>Basic Application</td>
<td>Skilled Application</td>
<td>Mastery</td>
</tr>
<tr>
<td>• Has general awareness of the knowledge, skill or procedure and its application.</td>
<td>• Completes routine tasks under supervision; has broad knowledge of principles and applications.</td>
<td>• Completes complex tasks without supervision; has detailed knowledge of principles and applications.</td>
<td>• Has full understanding of the principles and practices; develops and transfers knowledge.</td>
</tr>
</tbody>
</table>

**Level 1 - Awareness**
- List the reasons for controlling borehole deviation in non-directional wells, and describe the tools and methods that are used for this purpose.
- List the reasons for drilling a well horizontally or directionally.
- Recognize the basic directional, horizontal, extended reach and multilateral well profiles and list their areas of application.
- Discuss directional and horizontal drilling guidelines set forth in company policies and procedures.
- Describe the basic functions of directional drilling software applications.

**Level 2 - Basic Application**
- Under supervision, make decisions regarding tools and techniques for controlling wellbore deviation.
- Monitor drilling operations to ensure that well is following desired trajectory.
- Work as part of a team to recommend a directional well profile.
- Plan and execute well trajectory in accordance with best industry practices and as set forth in company policies and procedures.
- Use software applications for directional well design.

**Level 3 - Skilled Application**
- Design the well trajectory and specify the appropriate deviation control and directional drilling tools.
- Design the suitable deviation mechanism and plan for corrections in the well course.
- Design horizontal and multilateral wells.
- Ensure that well trajectory is planned and executed in accordance with best industry practices and as set forth in company policies and procedures.

**Level 4 - Mastery**
- Lead and supervise directional well projects.
- Recommend changes in the deviation control and directional programs, and handle contingencies related to directional, horizontal and multilateral well operations.
- Review all directional drilling policies and procedures and recommend modifications as necessary.
- Document industry best practices and case studies.
E&P Technical Competency Models

SEG AND SPE COMPETENCY MODELS
IHRDC has worked with the Society of Exploration Geophysicists (SEG) and the Society of Petroleum Engineers (SPE) to create 51 industry-standard competency models and deliver free competency management systems for use by each of its members. These competency systems are designed to help SEG and SPE members assess their current skills, identify new learning opportunities, and manage their careers on an individual basis. Organizations can license any of the 51 industry-standard models for use in their internal systems or IHRDC’s CMS Online, from IHRDC to perform staff assessments and get a picture of their current strengths. These models focus on entry to mid-career level positions in the oil and gas industry and can be customized for each organization. The SEG and the SPE competency models were built using the IHRDC competency models as the foundation, and then reviewed with SEG and SPE industry experts.

SEG UPSTREAM
Acquisition R&D Geophysicist
Environmental Geophysicist
Non-Seismic Geophysicist
Quantitative Seismic Interpreter
Seismic Interpreter
Engineering Geophysicist
General Geophysicist
Processing/Imaging R&D Geophysicist
Seismic Acquisition Geophysicist
Seismic Processing/Imaging Geophysicist

SPE UPSTREAM
PRODUCTION ENGINEERING AND OPERATIONS
Production Manager
Operations Superintendent
Senior Production Engineer
Production Engineer
Field Operations Engineer
Well Engineering Manager
Senior Drilling Engineer
Senior Completion and Well Intervention Engineer
Drilling Engineer
Completion and Well Intervention Engineer

PROJECT AND FACILITIES ENGINEERING
Facilities and Projects Manager
Project Manager
Senior Facilities Engineer
Facilities Engineer
Project Engineer

HEALTH, SAFETY AND ENVIRONMENT (HSE)
HSE Manager
Senior Health Specialist
Senior Safety Specialist
Senior Environment Specialist
Health Specialist
Safety Specialist
Environmental Specialist

SUBSURFACE
Subsurface Manager
Senior Reservoir Engineer
Senior Geologist
Senior Geophysicist
Senior Petrophysicist
Reservoir Engineer
Geologist
Geophysicist
Petrophysicist

BUSINESS DEVELOPMENT (SERVICE COMPANIES, CONTRACTORS)
Business Development Manager- EPC Contractor
Account Manager- Drilling Contractor
Account Manager- Integrated Service Company

BUSINESS DEVELOPMENT (OPERATING COMPANIES)
Business Development Manager
Business Development Analyst

SUPPLY CHAIN
Supply Chain Manager
Supply Chain Analyst

ENGINEERING- ENTRY LEVEL
Subsurface Engineer
Facilities and Process Engineer
Well Engineer
EXPLORATION GEOSCIENCE
- Exploration Geoscience Manager
- Exploration Geology Advisor
- Exploration Geophysics Advisor
- Exploration Team Leader
- Lead Exploration Geologist
- Lead Exploration Geophysicist
- Senior Exploration Geologist
- Senior Exploration Geophysicist
- Exploration Geologist
- Exploration Geophysicist

DEVELOPMENT GEOSCIENCE
- Development Geoscience Manager
- Development Geology Advisor
- Development Geophysics Advisor
- Development Team Leader
- Lead Development Geologist
- Lead Development Geophysicist
- Senior Development Geologist
- Senior Development Geophysicist
- Development Geologist
- Development Geophysicist

OPERATIONS GEOSCIENCE
- Operations Geoscience Manager
- Operations Geology Advisor
- Operations Geophysics Advisor
- Lead Operations Geologist
- Lead Operations Geophysicist
- Senior Operations Geologist
- Senior Operations Geophysicist
- Wellsite Geologist
- Operations Geophysicist
- Petrophysicist
- Hydrogeologist
- Senior Petrophysicist
- Operations Geologist
- Mud Logger
- Formation Pressure Engineer
- Senior Wellsite Geologist
- Operations Team Leader

LAND SEISMIC UNIT
- Party Chief
- Observer
- Chief Surveyor
- Geophysicist

SEISMIC PROCESSING CENTER
- Seismic Processing Lead
- Senior Processing Geophysicist
- Processing Geophysicist

GEOTECHNICAL SUPPORT
- E&P Data Manager
- Senior Data Management/Application Geoscientist
- G&G Data Management and Software Support Officer

RESERVOIR ENGINEERING
- Reservoir Engineering Manager
- Senior Reservoir Engineer
- Reservoir Engineer

PRODUCTION ENGINEERING
- Production Engineering Manager
- Senior Production Engineer
- Production Engineer

FACILITIES AND PROJECT ENGINEERING
- Facility Planning Superintendent
- Facilities Engineer
- Surface Facilities Integrity Engineer
- Subsea & Well Integrity Management Engineer
- Subsea Engineer
- Planning Engineer
- Project Engineer
- Integrity Engineer
- Asset Integrity Management Coordinator

ENGINEERING PROJECTS AND DESIGN
- Engineering Manager
- Civil/Structural Engineer (Offshore)
- Civil/Structural Engineer (Onshore)
- Instrument Engineer
- Mechanical Engineer
- Process Engineer
- Electrical Engineer
- CAD Engineer
- Draftsman
E&P Technical Competency Models

DRILLING
- Drilling Manager
- Drilling Operations Supervisor
- Drilling Engineering Supervisor
- Senior Drilling Engineer
- Drilling Engineer
- Drilling Supervisor
- Drilling Technical and Administrative Assistant

DRILLING CONTRACTOR
- Offshore Installation Manager (OIM)
- Tourpusher
- Driller
- Assistant Driller
- OAC Assistant Driller
- Pumpman
- Junior Pumpman
- Derrickman
- Lead Roughneck
- Roughneck
- Platform Roustabout
- Toolpusher
- Rig Mechanic
- Mechatronics Engineer

WELL COMPLETION AND INTERVENTION
- Well Completion and Intervention Manager
- Well Completion Supervisor
- Well Intervention Supervisor
- Senior Well Completion Engineer
- Senior Well Intervention Engineer
- Well Superintendent
- Well Completion Engineer
- Well Intervention Engineer

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Quality, Health, Safety and Environment Competency Models

SAFETY
Manager QHSE Department
Safety Manager
Safety Engineer
Senior Safety Engineer
Trainee Safety Engineer
Plant Safety Officer
Offshore Safety Officer
Fire Fighter

FPSO QHSE
HSE Coordinator
Medic

PETROCHEMICAL QHSE
Quality Laboratory Supervisor
Quality Laboratory Technician
Industrial Hygiene Technician

QUALITY ASSURANCE AND QUALITY CONTROL
Quality Control Manager
Senior QA/QC Engineer
Quality Control Engineer
Quality Assurance Engineer
Senior QC Geophysicist
QC Geophysicist

ENVIRONMENT
Environmental Protection Manager
Senior Environmental Engineer
Environmental Engineer
Trainee Environmental Engineer

OCCUPATIONAL HEALTH
Occupational Health Manager
Senior Occupational Health Specialist
Occupational Health Specialist

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<td>Occupational Health and Welfare</td>
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<td>Quality</td>
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<td>Safety Management System</td>
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<td>Transportation Safety</td>
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Operations & Maintenance Competency Models

OPERATIONS MANAGEMENT
Operations Group Manager
Maintenance Specialist
Maintenance Supervisor
Operations Manager
Maintenance Manager
Offshore Installations Manager (OIM)
Operations Superintendent
Maintenance Superintendent

OPERATION GAS
Control Room Operator Gas Production
Operator Gas Production
Operations Supervisor Gas Production

OPERATIONS OIL
Lease Operator
Operations Supervisor Oil Production
Senior Operator Oil Production
Operator Oil Production
Control Room Operator Oil Production

OPERATIONS LABORATORY
Laboratory Technician

OPERATIONS LNG
Operations Supervisor LNG Production
Operator LNG Production
Control Room Operator LNG Production
Operations Supervisor Inlet Receiving LNG
Operator Inlet Receiving LNG
Operations Supervisor LNG Storage and Loading
Operator LNG Storage and Loading
Control Room Operator Storage and Loading LNG

OPERATIONS STORAGE AND LOADING OIL
Control Room Operator Storage and Loading Oil
Operator Storage and Loading Oil
Operations Supervisor Storage and Loading Oil

OPERATIONS PIPELINES
Operator Pipelines
Control Room Operator Pipelines
Operations Supervisor Pipelines

OPERATIONS UTILITIES
Control Room Operator Plant Utilities
Operator Plant Utilities
Operations Supervisor Plant Utilities

PRODUCTION SUPPORT
Production Support Supervisor
Production Data Assistant
Permit Coordinator
Operations Support
Production Analyst

MAINTENANCE ELECTRICAL
Electrical Supervisor
Sr. Electrical - Instrument Engineer
Electrical OP Technician
Electrical Technician
Power and Distribution Technician
Electrical/HVAC Technician
Electrician

MAINTENANCE ENGINEERING
Electrical Engineer
Mechanical Engineer
Rotating Equipment Engineer
Static Equipment Engineer
Power Systems Engineer
Instrument and Control Engineer
Analyzer Engineer
Inspection Engineer
Corrosion Engineer

MAINTENANCE INSTRUMENT AND CONTROL
Analyzer Senior Technician
Instrument and Control Technician
Automation Technician
Instrument and Control Supervisor
Automation & Metering Specialist
Instrument Technician (Metering)
Telecom/SCADA Technician

MAINTENANCE MECHANICAL
Mechanical Supervisor
Static Equipment Technician
Rotating Equipment Technician
Mechanical Technician
Senior Condition Monitoring Technician
Car Mechanic
Heavy Equipment Mechanic

MAINTENANCE PLANNING AND TURNAROUND
Maintenance Turnaround Engineer
Maintenance Planning Engineer
Maintenance Planner
Predictive Maintenance Engineer

FABRICATION & CONSTRUCTION
Carpenter
Construction Supervisor
Fabricator
Heavy Equipment Operator
Land Surveyor
Painter
Plumber
Quantity Surveyor, Infrastructure
Senior Fabrication Workshop Supervisor
Welder
REFINERY

REFINERY ENGINEERING
Operations Engineer Refinery
Process Engineer Refinery
Project Engineer Refinery

REFINERY OPERATIONS - AROMATICS & UTILITIES
Manager, Aromatics & Utilities
Shift Manager, Aromatics & Utilities
Assistant Shift Manager, Aromatics & Utilities
Operations Superintendent, Aromatics & Utilities
Sr. Operator, Aromatics & Utilities
Operator, Aromatics & Utilities

REFINERY OPERATIONS - DISTILLATION
Manager, Distillation Assets
Shift Manager, Distillation
Assistant Shift Manager, Distillation
Operations Superintendent, Distillation
Sr. Operator, Distillation
Operator, Distillation

REFINERY OPERATIONS - HYDROCRACKING
Hydrocracking Assets Manager
Shift Manager, Hydrocracking
Assistant Shift Manager, Hydrocracking
Operations Superintendent, Hydrocracking
Sr. Operator, Hydrocracking
Operator, Hydrocracking

REFINERY OPERATIONS - OIL MOVEMENTS
Oil Movements Manager
Marine Specialist, Oil Movements
Shift Manager, Oil Movements
Assistant Shift Manager, Oil Movements
Operations & Maintenance Superintendent, Oil Movements
Sr. Operator, Oil Movements
Operator, Oil Movements

REFINERY OPERATIONS
Operations Supervisor Refinery
Control Room Operator Refinery
Operator Refinery
Senior Operator Refinery

PETROCHEMICAL

PETROCHEMICAL ENGINEERING
Reliability Manager
Power Distribution Technician

PETROCHEMICAL MAINTENANCE
Maintenance Supervisor
Maintenance Coordinator
Planner - Scheduler
Mechanical Maintenance Technician
Mechanical Maintenance - Millwright
Mechanical Maintenance - Pipefitters
Mechanical Maintenance - Machinist
Predictive Maintenance Analyst
Predictive Maintenance Technician

PETROCHEMICAL OPERATION
Production Manager
Manufacturing Expert
Operations Shift Supervisor
Shift Supervisor
Board Operator
Production Operator (Shift)

PETROCHEMICAL PROCESS CONTROL TECHNOLOGY
Process Control Technology Engineer
Process Control Technology Senior Supervisor
Process Control Technology Technician

PETROCHEMICAL LOGISTICS
Material Handler - Barge Dock
Material Handler - Main Tank Farm
Operations & Maintenance Competency Models

NATURAL GAS PIPELINE

NATURAL GAS PIPELINE OPERATIONS
- Operations Team Leader
- Operations Chief Engineer
- Operations Engineer - Metering
- Operations Team Leader - Main Control Center
- Operations Chief Engineer - Main Control Center
- Operations Engineer - Main Control Center
- Operations Technician - Main Control Room
- Operations Technician - Site

NATURAL GAS PIPELINE MAINTENANCE
- Maintenance Chief Engineer
- Maintenance Team Leader
- Maintenance Planning Specialist
- Maintenance Technician - Electrical
- Maintenance Technician - Instrument and Control
- Maintenance Technician - Telecom and SCADA
- Maintenance Technician - Turbo Compressor
- Maintenance Technician - Pipe Fitter
- Maintenance Technician - Welder
- Maintenance Technician - Heavy Machinery
- Maintenance Technician - Vehicles
- Maintenance Technician - Inspection

FLOATING PRODUCTION STORAGE AND OFFLOADING

FPSO MARINE OPERATIONS
- Marine Superintendent
- Cargo Supervisor
- Cargo Technician
- Crane Operator
- Pumpman
- Crane Operator Assistant
- Boatswain (Bosun)
- Able Seaman
- Scaffolder
- Roustabout

MARINE
- Offshore Installations Manager (OIM)
- Marine Offshore Manager (FPSO)
- Marine Operations Coordinator
- Marine Superintendent
- Marine Technical Lead
- Port Captain

FPSO MANAGEMENT AND SUPPORT FUNCTIONS
- FPSO - Offshore Installation Manager
- Radio Operator

FPSO MAINTENANCE
- Maintenance Superintendent
- Maintenance Supervisor (FSO)
- Mechanical Supervisor
- Electrical Supervisor
- Instrument and Control Supervisor
- Engine Room Supervisor
- Instrument Technician
- Storekeeper
- Inspection Technician
- Mechanical Technician
- Electrical Technician
- Maintenance Planner
- Control System Technician
- PSV Mechanic
- Metering Technician

FPSO PRODUCTION OPERATIONS
- Production Superintendent
- Production Supervisor
- Lead Production Operator
- Production Operator
- Control Room Operator
- Laboratory Technician
DIVING & SUBSEA OPERATIONS

REMOTELY OPERATED VEHICLE (ROV)
ROV Superintendent
ROV Supervisor
ROV Pilot 1
ROV Pilot 2

DIVING OPERATIONS
Diving Superintendent
Saturation Diving Supervisor
Air Diving Supervisor
Saturation Diver
Air Diver

DIVING EQUIPMENT
Diving Equipment Manager
Technical Superintendent - Diving Equipment
Air Diving System Technician - Electrical
Air Diving System Technician - Mechanical
Saturation Diving System Technician - Electrical
Saturation Diving System Technician - Mechanical
Dive Technician Supervisor

LIFE SUPPORT
Life Support Supervisor
Life Support Technician
Assistant Life Support Technician
Air Diver Medic Technician (Air DMT)
Saturation Diver Medic Technician (SAT DMT)

SUBSEA INSPECTION
Report Coordinator
Data Recorder

O&M GENERAL OFFSHORE

OPERATIONS OFFSHORE
Operations Supervisor Offshore Oil Production
Operator Offshore Oil Production
Control Room Operator Offshore Oil Production
Operation Supervisor Offshore Gas Production
Operator Offshore Gas Production
Control Room Operator Offshore Gas Production

MAINTENANCE OFFSHORE
Maintenance Supervisor Offshore
Mechanical Technician Offshore
Electrical Technician Offshore
Instrument and Control Technician Offshore

O&M COMPETENCY UNITS

| Functional Core Competencies - O&M | 21 |
| Floating Production Facilities | 26 |
| Instrument and Control Engineering | 12 |
| Maintenance Drilling | 35 |
| Maintenance Electrical | 79 |
| Maintenance HVAC and Refrigeration | 11 |
| Maintenance Inspection | 34 |
| Maintenance Instrument and Control | 82 |
| Maintenance Mechanical | 94 |
| Maintenance Processes and Services | 102 |
| Maintenance Workshops | 28 |
| Marine | 86 |
| Process Operations | 288 |
| Refinery Operations | 14 |
Business & Common Competency Models

ADMINISTRATION
Administration Officer - Transport
Administration Officer - Property
Administration Officer - General
Administration Officer - Assets
Administration Assistant
Driver
Ancillary Staff

INTERNAL AUDIT
Head of Internal Audit
Internal Audit Manager
Internal Audit Supervisor
Internal Audit Officer

SYSTEMS AUDIT
Systems Audit (SA) Manager
Systems Audit (SA) Supervisor
Systems Audit (SA) Officer

BUSINESS ADMINISTRATION SUPPORT
Executive Secretary
Secretary
Executive Assistant
Administrative Assistant
Receptionist

CORPORATE AFFAIRS
Manager - Corporate Affairs Department
Public Relations Supervisor
Community Relations Manager
Community Relations Supervisor
Community Liaison Officer
Corporate Social Responsibility (CSR) Manager
Social Performance Manager
Corporate Communications Officer

DOCUMENT CONTROL
Manager - Document Control
Lead Document Controller
Senior Document Controller
Document Controller
Junior Document Controller

HUMAN RESOURCES
Human Resources Manager
Human Resources Business Partner Sr.
Human Resources Business Partner
Compensation and Benefits Manager
Compensation and Benefits Specialist
Talent Acquisition Manager
Talent Acquisition Specialist
Human Resources Data Analyst
Organizational Development Specialist
Training and Development Manager

INFORMATION TECHNOLOGY
Information Technology and Services Manager
Senior IT Systems Engineer
Senior IT Support Engineer (Help Desk)
Senior IT Applications Engineer
IT Applications Engineer
Senior IT Telecom and Network Engineer
IT Telecom and Network Engineer

LEGAL
Legal Manager
Legal Advisor
General Counsel

PROJECT MANAGEMENT
Project Manager
Project Superintendent
Project Engineer
Data Recorder

SERVICES
Catering Supervisor
Radio Operator
TRADING
- Senior Trader - Crude and Heavy Products
- Trader - Crude and Heavy Products
- Junior Trader - Crude and Heavy Products
- Senior Trader - Gas Trading
- Trader - Gas Trading
- Junior Trader - Gas Trading

POSITION CONTROL AND RISK
- Senior Position Control Analyst
- Position Control Analyst
- Senior Risk Analyst
- Risk Analyst
- Senior Market Analyst
- Market Analyst
- Senior Strategist
- Strategist

SCHEDULING
SCHEDULING MANAGEMENT AND ADMINISTRATION
- Scheduling Operations Manager
- Scheduling Operations Administrator
- Scheduling Operations Support

CLEAN PRODUCTS SCHEDULING
- Lead Scheduler - Clean Products
- Senior Scheduler - Clean Products
- Scheduler - Clean Products

COKE SCHEDULING
- Lead Scheduler - Coke
- Senior Scheduler - Coke
- Scheduler - Coke

CRUDE AND HEAVY PRODUCTS SCHEDULING
- Lead Scheduler - Crude and Heavy Products
- Senior Scheduler - Crude and Heavy Products
- Scheduler - Crude and Heavy Products

NGL SCHEDULING
- Lead Scheduler - NGL
- Senior Scheduler - NGL
- Scheduler - NGL

RENEWABLE FUELS SCHEDULING
- Lead Scheduler - Renewable Fuels
- Senior Scheduler - Renewable Fuels
- Scheduler - Renewable Fuels

SULFUR SCHEDULING
- Lead Scheduler - Sulfur
- Senior Scheduler - Sulfur
- Scheduler - Sulfur
Business & Common Competency Models

**SUPPLY CHAIN**

**SUPPLY CHAIN CONTRACTS**
Contracts - Legal and Contract Coordinator
Contracts - Senior Legal and Contract Officer
Contracts - Legal and Contract Officer
Contracts - Senior Contract and Risk Management Officer
Contracts - Contract and Risk Management Officer

**SUPPLY CHAIN LOGISTICS**
Logistic - Coordinator
Logistic - Specialist (Senior)
Logistics - Specialist
Logistics - Specialist (Aviation)
Logistics - Specialist (Junior)
Logistics - Material Expeditor

**SUPPLY CHAIN MANAGEMENT**
Supply Chain - Manager

**SUPPLY CHAIN MATERIALS**
Materials - Coordinator
Materials and Warehouse - Superintendent
Materials - Warehouse Specialist (Senior)
Materials - Warehouse Specialist

**SUPPLY CHAIN PROCUREMENT**
Procurement - Manager
Procurement - Team Leader
Procurement - Senior Purchasing Officer
Procurement - Purchasing Officer
Procurement - Junior Purchasing Officer

**MARKETING**

**MARKETING (CRUDE OIL)**
Marketing Manager (Crude Oil)
Marketing Coordinator (Crude Oil)
Principal Marketing Officer (Crude Oil)
Senior Marketing Officer (Crude Oil)
Marketing Officer (Crude Oil)
Assistant Marketing Officer (Crude Oil)

**MARKETING (NATURAL GAS)**
Marketing Manager (Natural Gas)
Marketing Coordinator (Natural Gas)
Principal Marketing Officer (Natural Gas)
Senior Marketing Officer (Natural Gas)
Marketing Officer (Natural Gas)
Assistant Marketing Officer (Natural Gas)

**MARKETING (OIL AND GAS)**
Marketing Manager (Oil and Gas)
Marketing Coordinator (Oil and Gas)
Principal Marketing Officer (Oil and Gas)
Senior Marketing Officer (Oil and Gas)
Marketing Officer (Oil and Gas)
Assistant Marketing Officer (Oil and Gas)
GENERAL ACCOUNTING
General Accounting - Team Leader
General Accounting - Senior Accountant
General Accounting - Accountant
General Accounting - Junior Accountant
Payroll - Accountant
Payroll - Junior Accountant
Accounts Payable / Accounts Receivable - Team Leader
Accounts Payable / Accounts Receivable - Senior Accountant
Accounts Payable / Accounts Receivable - Accountant
Accounts Payable / Accounts Receivable - Junior Accountant

JOINT VENTURE ACCOUNTING
Joint Venture Accounting - Supervisor
Joint Venture Accounting - Senior Accountant
Joint Venture Accounting - Accountant
Joint Venture Accounting - Junior Accountant

MANAGEMENT ACCOUNTING
Management Accounting - Supervisor
Management Accounting - Senior Accountant
Management Accounting - Accountant
Management Accounting - Junior Accountant

PRODUCTION AND REVENUE ACCOUNTING
Production and Revenue Accounting - Manager
Production and Revenue Accounting - Supervisor
Production and Revenue Accounting - Senior Accountant
Production and Revenue Accounting - Accountant
Production and Revenue Accounting - Junior Accountant

TAX ACCOUNTING
Tax Accounting - Manager
Tax Accounting - Supervisor
Tax Accounting - Senior Accountant
Tax Accounting - Accountant
Tax Accounting - Junior Accountant

BUDGET AND CORPORATE REPORTING
Budget and Corporate Reporting - Manager
Budget and Corporate Reporting - Supervisor
Budget and Corporate Reporting - Senior Accountant
Budget and Corporate Reporting - Accountant
Budget and Corporate Reporting - Junior Accountant

COST CONTROL
Cost Control - Supervisor
Cost Controller - Office Support
Cost Controller - Logistics
Cost Controller - Drilling
Cost Controller - General and Administration

FINANCE MANAGEMENT
Group Finance Controller
Finance Manager
Accounting Manager

TREASURY
Treasury - Manager
Treasury - Senior Accountant
Treasury - Accountant
Treasury - Junior Accountant

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CMS Online is IHRDC’s proprietary industry-leading competency management, assessment, reporting and learning tool that incorporates the entire competency management process into one system. Our clients can use IHRDC’s CMS Online as a stand-alone system or integrate it into existing learning management and human resource systems. The software can use IHRDC’s competency models or a client’s own competency content and can be hosted on the Cloud or behind the client’s firewall. This online solution manages all the data from the process including competency models, employee, supervisor, and qualified assessor assessments, individual development plans, mandatory and elective trainings and training results.

**LICENSING & HOSTING OPTIONS**

- **ANNUAL License, Cloud Hosted**
  The software is run on Amazon Web Services and clients can access the tool from anywhere in the world.

- **PERPETUAL License, Client Hosted**
  The software is installed on client’s servers and maintained internally.

- **Competency Assessment & Gap Analysis**
- **Training Resources & Development**
- **Learning Curriculum capability**
- **Management and Individual Reports**
- **Competency Content of 2,500+ Topics**
- **Mobile-friendly, responsive design**
- **Multilingual capability**
IHRDC was founded in 1969 with a commitment to offer international oil and gas companies excellent products and services to train and develop their workforce. In the five decades since then – from both our Boston headquarters and our offices in London, Amsterdam, Abu Dhabi, Kuala Lumpur, and Lagos – we have set a worldwide standard of excellence through our Instructional Programs, e-Learning and Knowledge Solutions, and Competency Management. Our offerings are used daily by thousands of industry leaders.

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- **Boston Public Offerings** – Twelve outstanding oil and gas management certificate programs offered annually
- **International Workshops** – Athens, Cambridge, Dubai, Houston, London, Rio de Janeiro
- **Private In-House Programs** – We design and deliver in-house programs that meet clients’ specific needs
- **Downstream Oil Programs** – Effective training in the commercial aspects of the oil industry in Cambridge, Dubai, and London

Our Competency Management offers you industry-leading competency and compliance products and services that lead to a fully competent workforce.

- **Competency Management Service** – Competency models, assessments, individual development plans
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- **Library of Competency Models** – Best-in-class resources guarantee successful outcomes

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- **Gas Treatment and Processing** – 30 courses

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