

25th world gas conference
“Gas: Sustaining Future Global Growth”

Learning, knowledge management and human resources strategic planning

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June 6th, 4:30 PM

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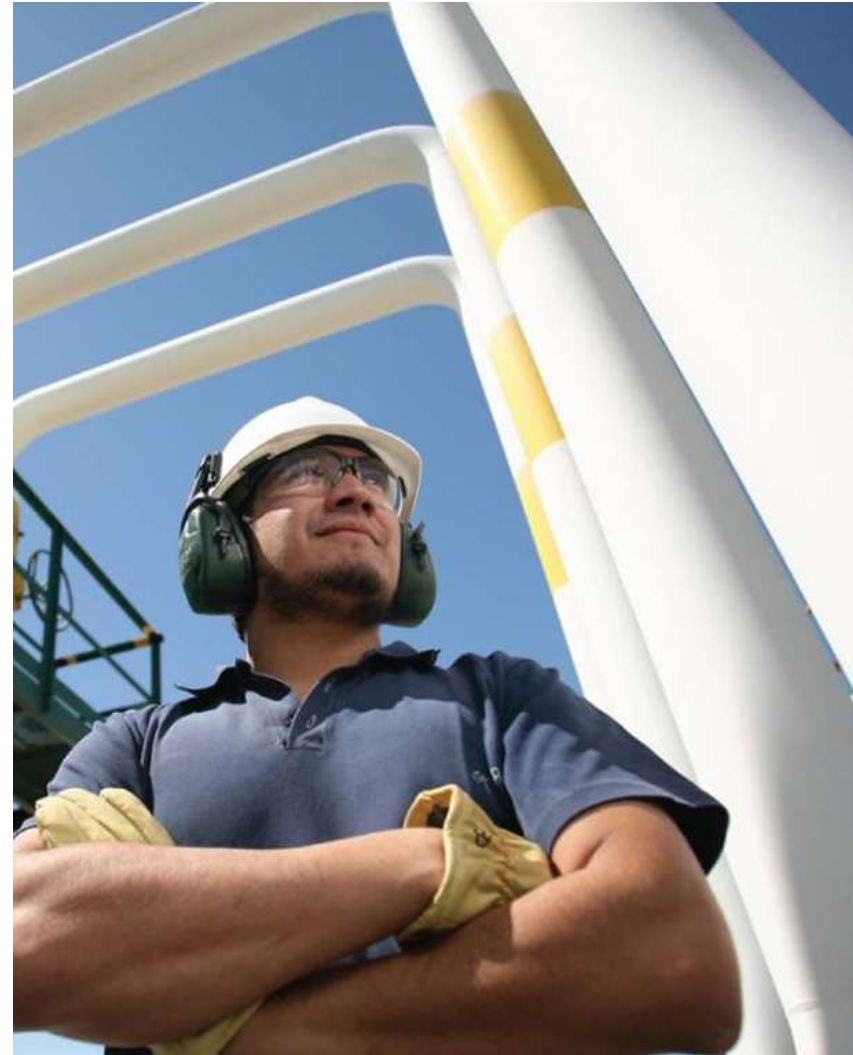


The situation

- Our **workforce renewal process** has an associated risk of losing a high-tech know-how.
- The Argentine market has a **shortage of qualified technicians** to operate and maintain the gas transportation system in a safe and reliable way.
- The specific **know-how** is **not** viable to be **instantly transferred**.
- Plants and **people are geographically spread**.

Our challenge

- To turn **people's knowledge** into a **corporate asset**.
- To **preserve and improve the organizational knowledge** due to its direct impact on **operational reliability**.



What do we do?

- Identify a theoretical **framework** to inspire lines of action.
- Define a **strategy** for knowledge to flow.
- Develop **tools** and implement **practices** to foster organisational learning.

Theoretical framework

- Knowledge is **individual and social**.
- Knowledge may be **explicit or tacit**.
- **Context** acts as an **enabler or hinderer** of knowledge transfer.

The Role of Leadership

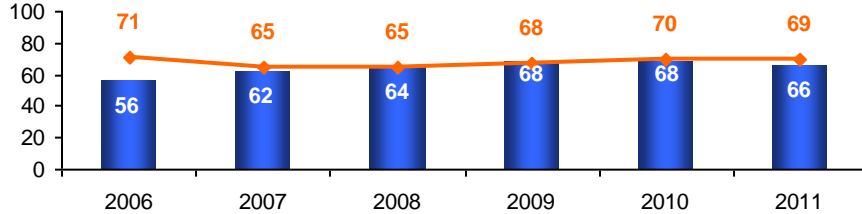
- Learning processes require a **facilitating context**, in which a **good labour environment is essential**.
- **Leaders** must be **work environment builders** and **learning enablers**, as well as **performance managers**.

- **Conventional training actions**
 - Matrix of knowledge
 - Technical Schools
 - University training in Gas

- **Non-conventional training actions**
 - Overlapping
 - Cross training
 - Induction process to the operations department

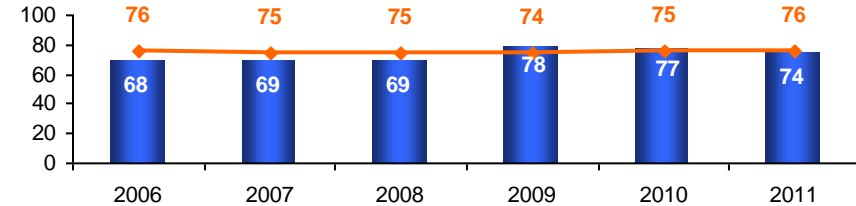
Results

Leadership enables TGS to achieve **positive results** regarding **trust**, **employee satisfaction** and **commitment**.



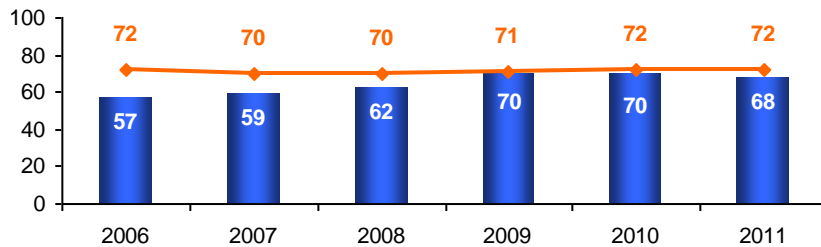
Leadership Index

Great Place To Work®



Employees' Satisfaction Index

Great Place To Work®



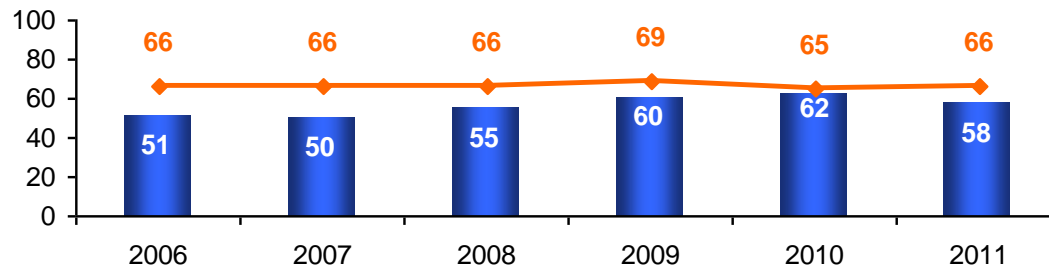
Employees' Commitment Index

Great Place To Work®



The **Training & Development initiatives** carried out by the Company are **well perceived and valued** by the employees.

“I am offered training and other development tools for my growth at work”.



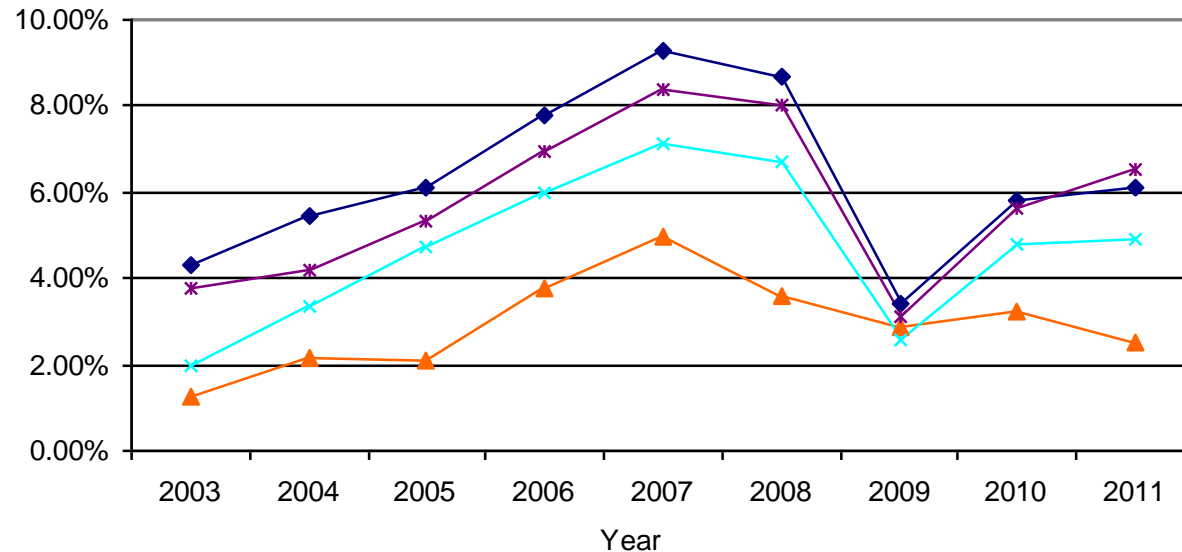
Great Place To Work ®

Training & Development Perception



Results

These conditions bring about very **low voluntary turnover**.



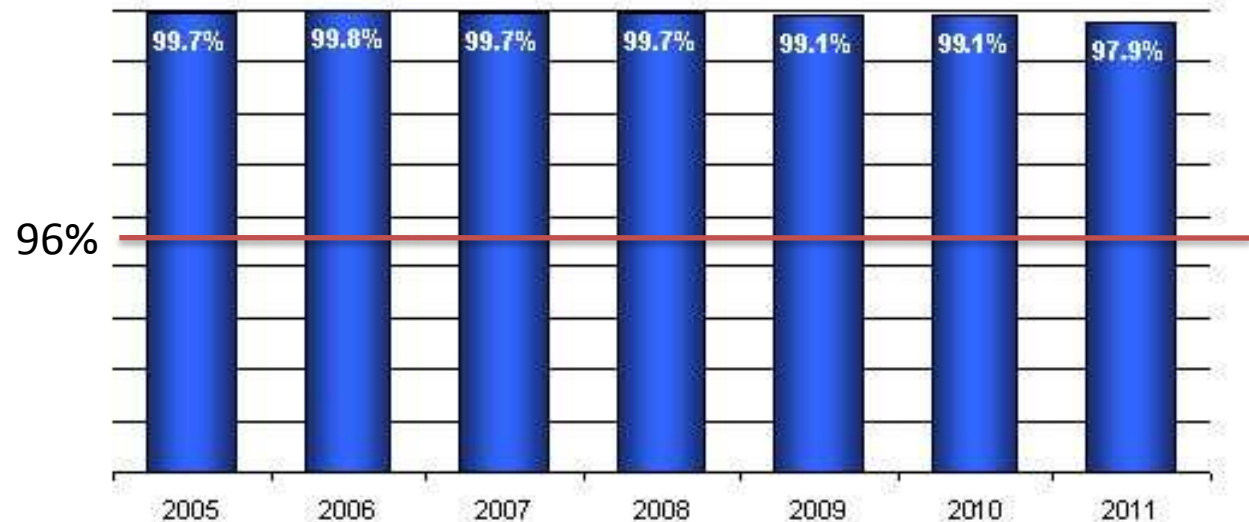
—▲— TGS —◆— General Market —×— Oil & Gas —*— Public Utility Companies

* Voluntary turnover index: Resignations / Headcount (does not include Retirements).

Results

Commitment to learning, knowledge management and human resources strategic planning could bring about favourable operational results.

Transportation Reliability Index*



* Equipment reliability = (Hours of the Period – Hours in Emergency Stop) / Hours of the Period

(The minimum required by the Regulatory Entity is 96%).

Tools by themselves are not enough!

- Conventional and Non-Conventional practices and tools need a **committed learning culture** to be implemented.
- **Learning processes** require a **facilitating context**, in which **labour environment is highly important**.

Leaders are key players as **work environment makers and learning facilitators**, as well as **performance managers**.

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THANK YOU



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