



**JCCP**

**Universidad Pemex:  
A successful strategy for Human Resources  
Development**

**January, 2015  
Tokyo, Japan**

- A Snapshot of Pemex Today
- Pemex University
- Implementation Plan
- Lessons Learned

- Pemex is a state owned company that was formed by four subsidiaries until 2014:



**Pemex Exploración y Producción**

**Exploration & Production**



**Pemex Gas y Petroquímica Básica**

**Gas & Basic Petrochemicals**



**Pemex Refinación**

**Refining**



**Pemex Petroquímica**

**Petrochemicals**

## **Exploration & Production**

- Crude oil production: 2,452 Mbd<sup>1</sup>
- Natural gas production: 5,757 MMcfd<sup>1,3</sup>
- 75% of crude oil output is produced offshore
- 1P reserves-life: 10.1 years
- Production mix: 54% heavy crude; 35% light crude; 11% extra-light crude

## **Downstream**

- Refining capacity: 1,690 Mbd<sup>1</sup>
- Strategically positioned infrastructure
- JVs and associations with key operators in the Mexican petrochemical and natural gas transportation industries

## **International**

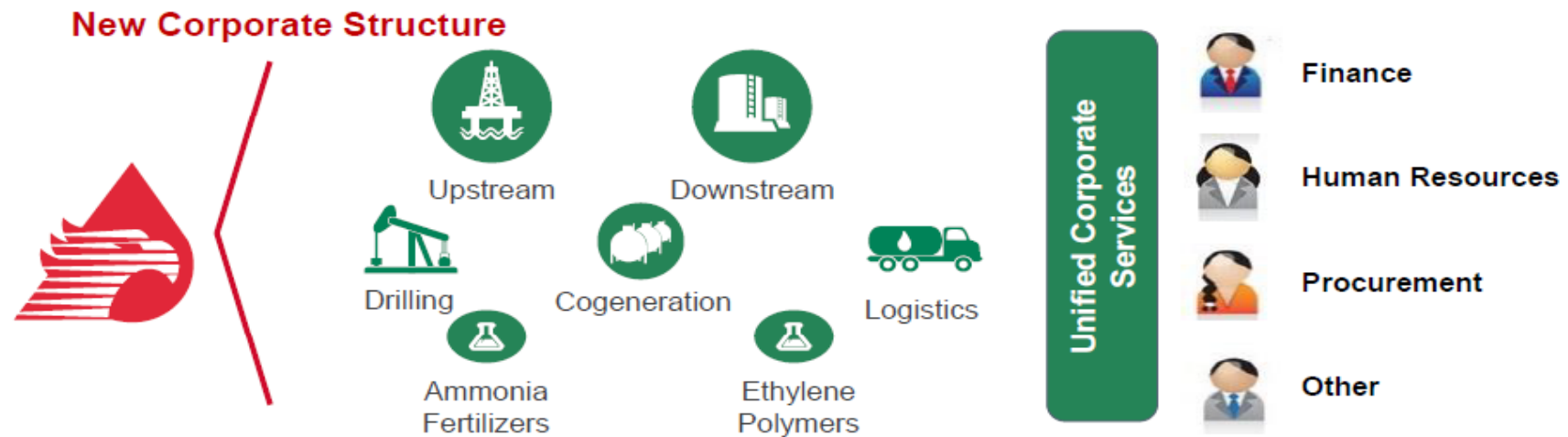
- 7th largest oil producer worldwide<sup>2</sup>
- Crude oil exports: 1,122 Mbd<sup>1</sup>
- 3rd largest oil exporter to the USA
- JV with Shell in Deer Park, Texas

<sup>1</sup> As of September 30,2014

<sup>2</sup> 2013 PIW Ranking

<sup>3</sup> Does not include nitrogen

- Due to Mexico’s Energy Reform, Pemex has become a State Productive Enterprise.
- Therefore, there is an internal transformation underway.



## Highlights



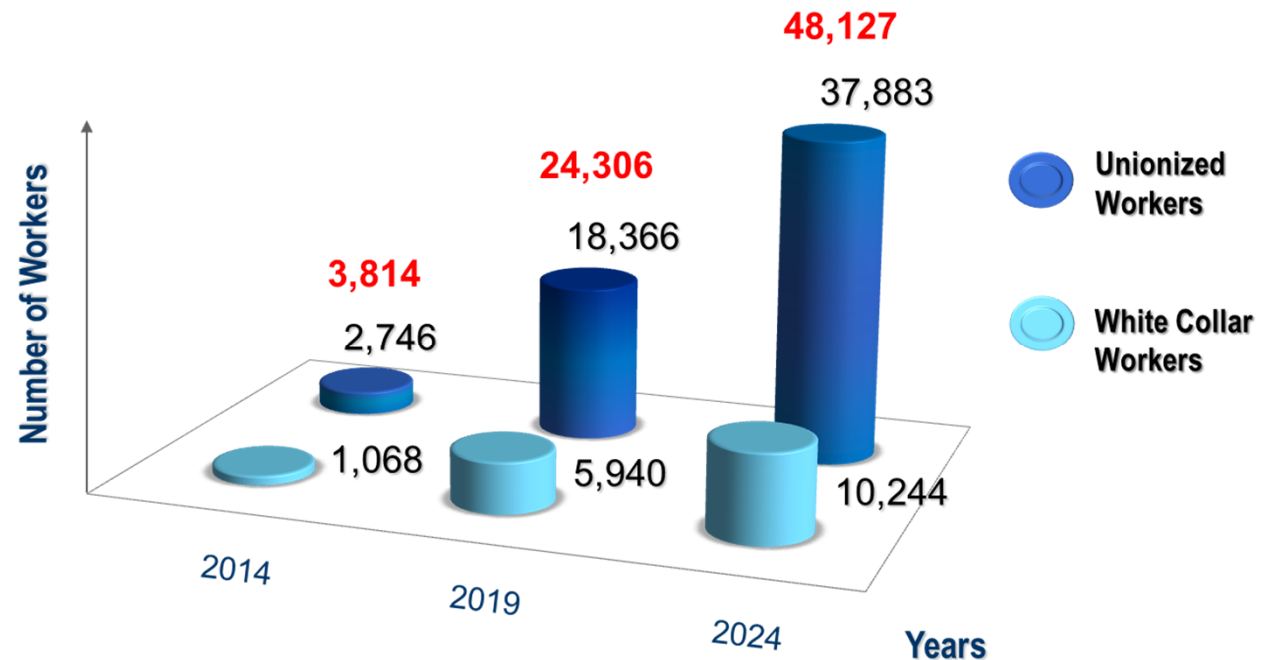
- New legislation to create a more robust and competitive Pemex.
- Positioned to capitalize new business opportunities along the value chain.
- Strengthened Corporate Governance with a new board structure.
- Opening of commercialization 3 years away.

## Labor Force Retirement Forecast

- Pemex faces a huge challenge due to the possible retirement of nearly 50,000<sup>1</sup> workers in the next ten years.

**Average age:  
45 years old**

**Average years of  
service:  
19 years**



<sup>1</sup>As of October, 2014

The Energy Reform encourages the Pemex University development and success

## Business challenges

High Performance Corporate Culture

Profitable Business Portfolio

Business model based on processes

Operational Excellence Management System

## Talent Management Model



## Challenges for Pemex University

Cultural Transformation

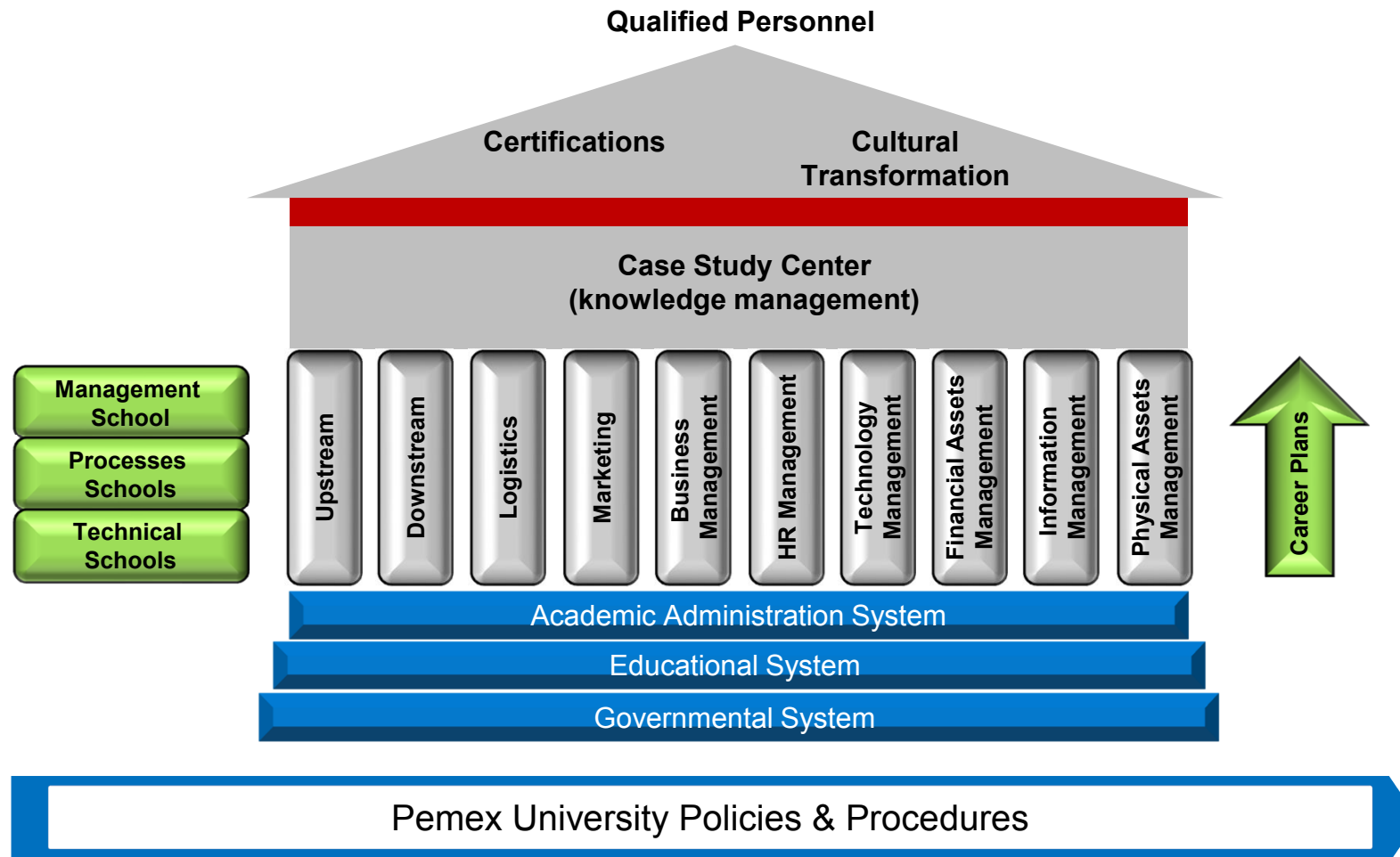
PEMEX Trade Mark Promoter

Attractive value proposition for employees

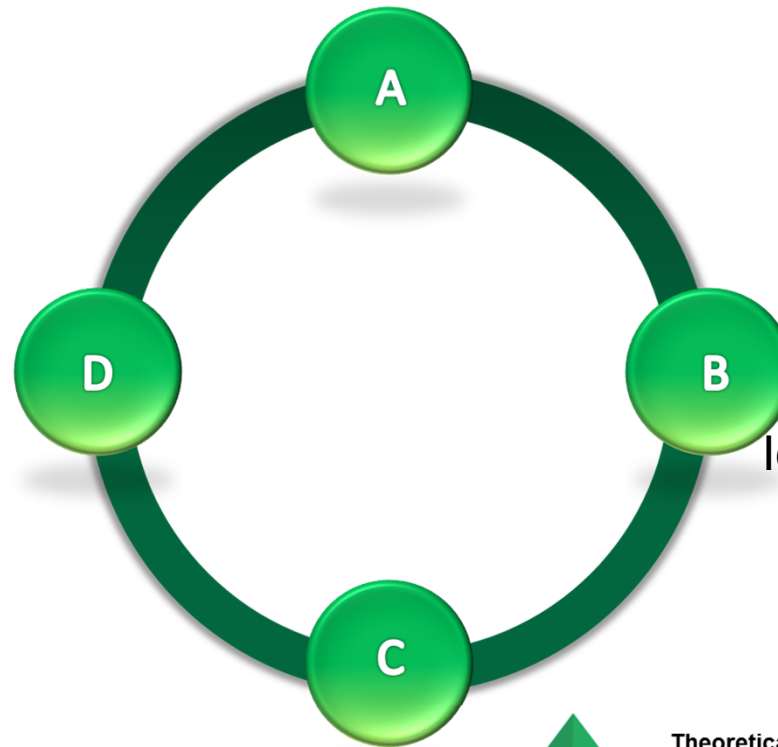
Talent attraction, development and retention

Innovation and knowledge transfer

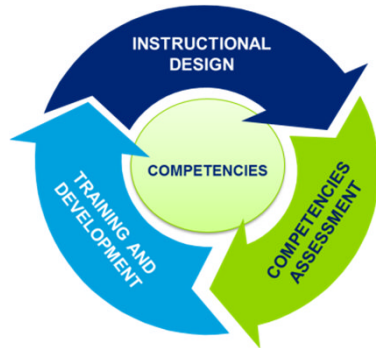
The Pemex University has been created to develop highly qualified human resources and is based on the three following pillars: a) Core Business Competencies Internal & External Certification, b) Knowledge Management and c) Cultural Change.



Accelerates development in  
key processes



Looks for Internal &  
External Competencies  
Certification



Identifies and promotes the  
best learning alternatives

Encourages  
Learning by doing

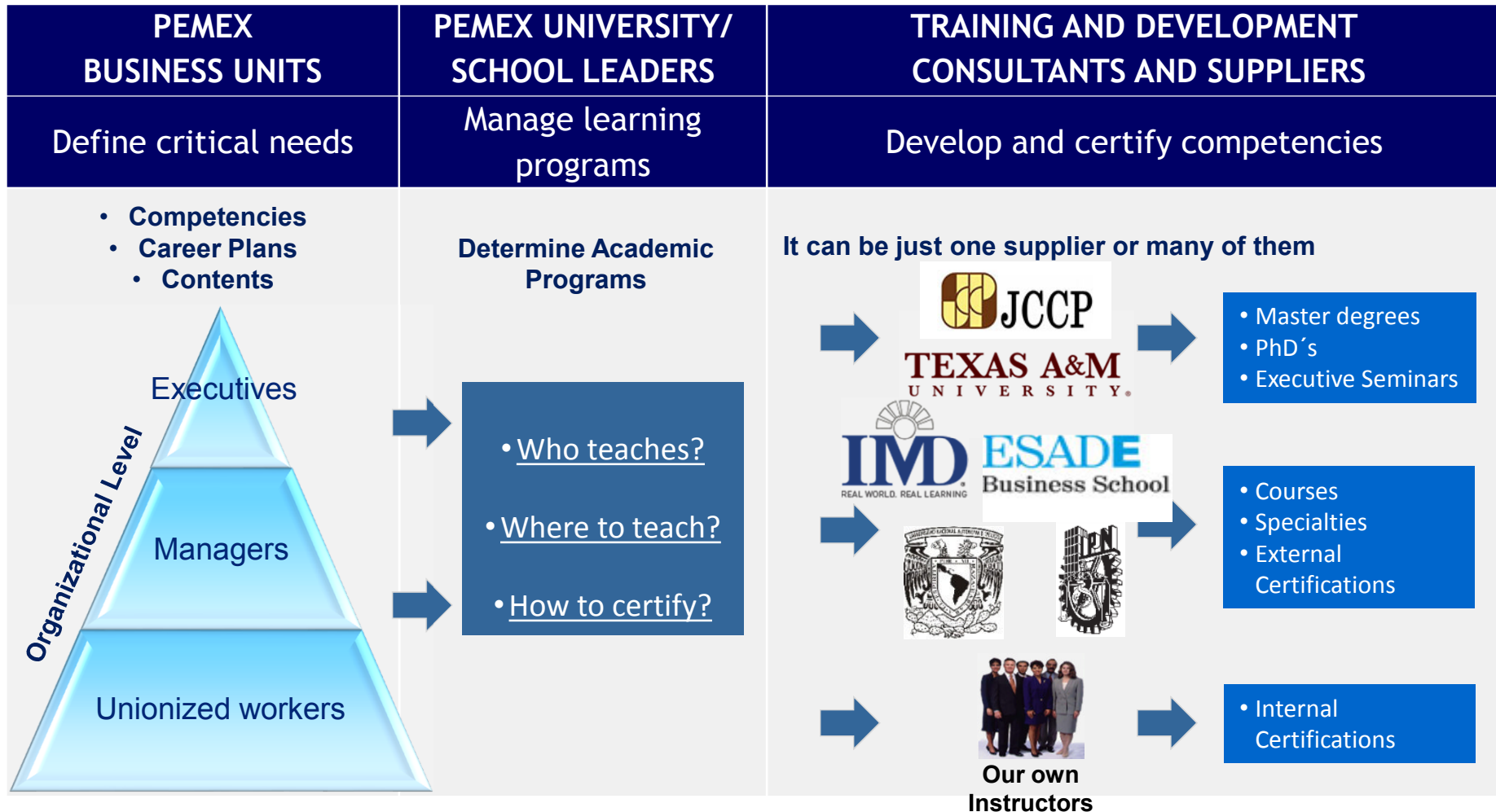




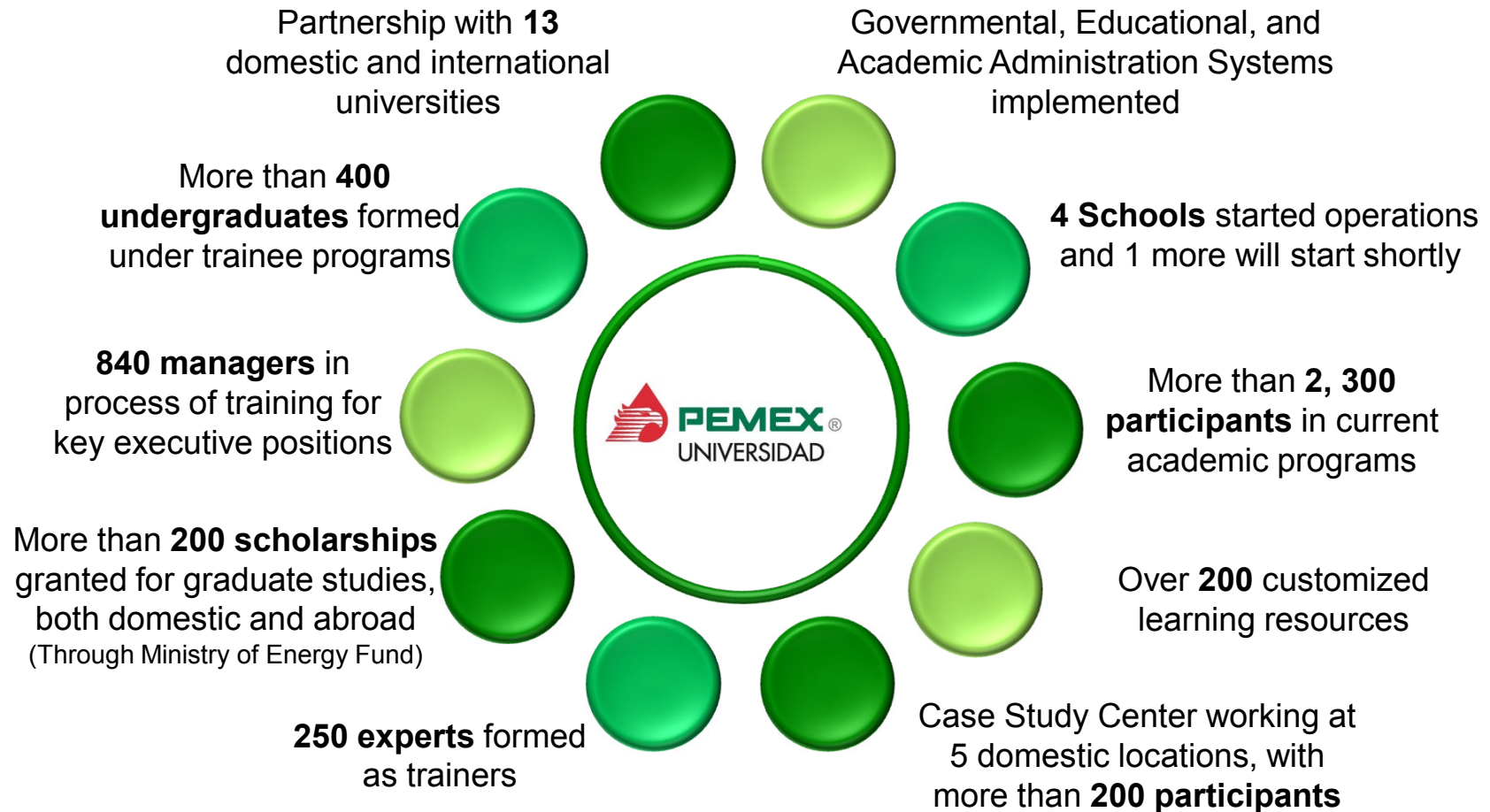


# Pemex University Management Model

The Pemex University is a strategy that seeks the best learning options, inside or outside the organization.



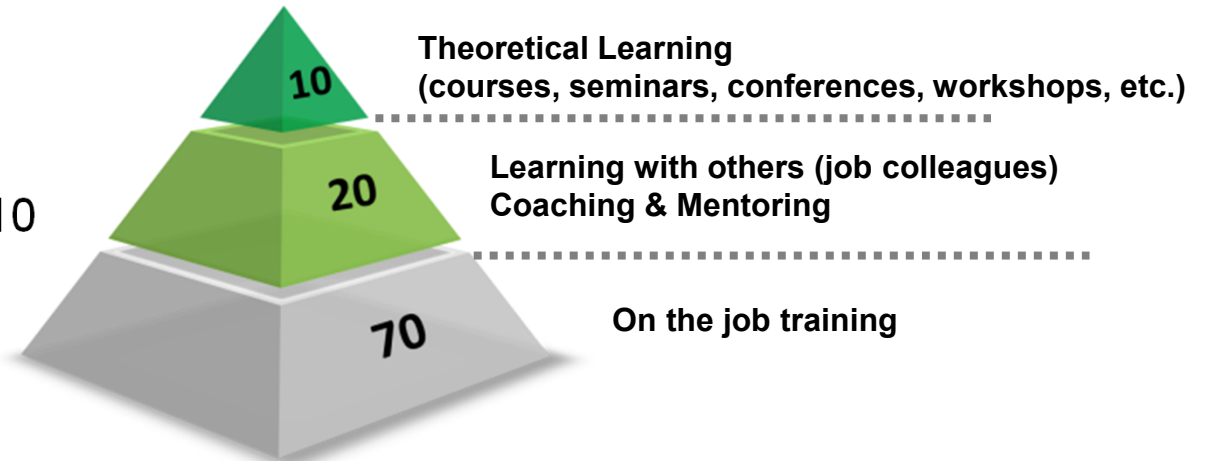
What we have achieved in 14 months of operation:





## New Learning Strategies

- Based on 70/20/10



## Internal Certification Process

- Performance or product results





- ✓ Target population: 33,000 workers.
  - ✓ 30,000 unionized workers
  - ✓ 3,000 engineers
- ✓ Customized training programs for more than 500 people implementation.
- ✓ Several workers have been selected to participate in specialized graduate studies overseas.

### **Expected Impact on the Business:**

- Increase industrial facilities reliability
- Decrease non scheduled plant shutdowns
- Reinforce preventive and predictive maintenance



- ✓ College Opening: February 28th, 2014
- ✓ Target population: 650 workers
- ✓ Induction process to Marketing Process
- ✓ Business Cases with Blended Learning
- ✓ Collaboration with Developing Leaders magazine (UK)
- ✓ Pemex Seven Main Products Workshops
- ✓ Lectures from IPADE Business School and IMD (Switzerland).
- ✓ 560 Online Students

## Expected Impact on the Business:

- Marketing process unification
- Marketing process transformation for an open market.



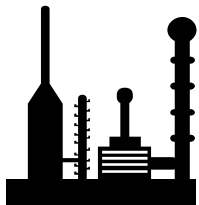
- Authorities involved in the strategy design:
  - Downstream Board
  - Maintenance Board
  - Union
  - Business Units



- Competency based training for 200 internal trainers.



- Competency based training for 350 Plant and Maintenance Operators.
- “On the job training” programs implementation.



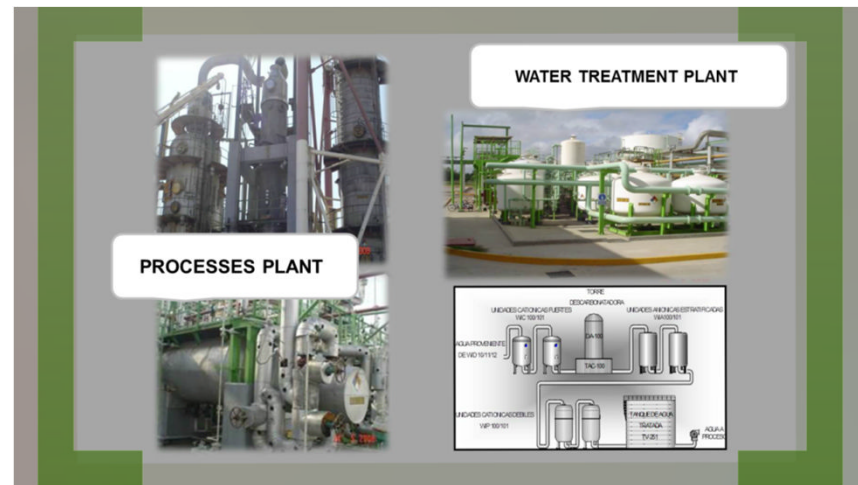
- Transformation of a Petrochemical plant into an industrial processes school plant.





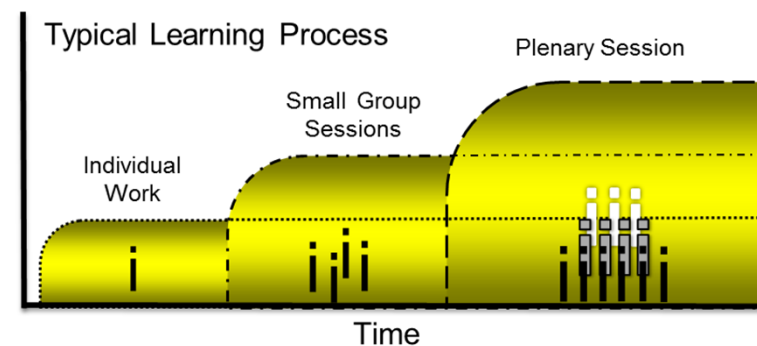
- ✓ It will help to develop “On the job training” programs for plant, maintenance as well as health & safety operators.

- ✓ Target population: Nearly 50,000 workers
  - ✓ Unionized workers
  - ✓ Engineers





- ✓ The Case Study Center supports the core business competencies development.
- ✓ To do so, it relies on case studies that have been written by internal experts.
- ✓ These case studies are a key component in our knowledge management strategies.







- In september 2014, it was launched an executive project to build an Exploration & Production Training Center in the city of Queretaro, which is located about 220 km away from Mexico City.
- The Training Center will have cutting edge simulators and labs and is expected to start operations in January 2017.



2013	2014				2015				2016				2017				2018			
IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV

## Schools

### 1st Phase Planning & Design

- Maintenance
- Marketing
- Case Study Center
- Plants Operation and Maintenance Technical Schools
- **Business Management School**
- **Technical Leadership**

### 1st Phase Schools Operation

### 2nd Phase Planning & Design

- Upstream
- Downstream
- Logistics
- Projects
- Health & Safety
- Procurement
- Technical Specialties (Union)

### 2nd Phase Schools Operation

### 3rd Phase Planning & Design

- Staff Processes: HR, Financial, IT, Legal

### 3rd Phase Schools Operation

## New Talents

### Annual Planning

(subject to business units demand)



### Training & Development Execution

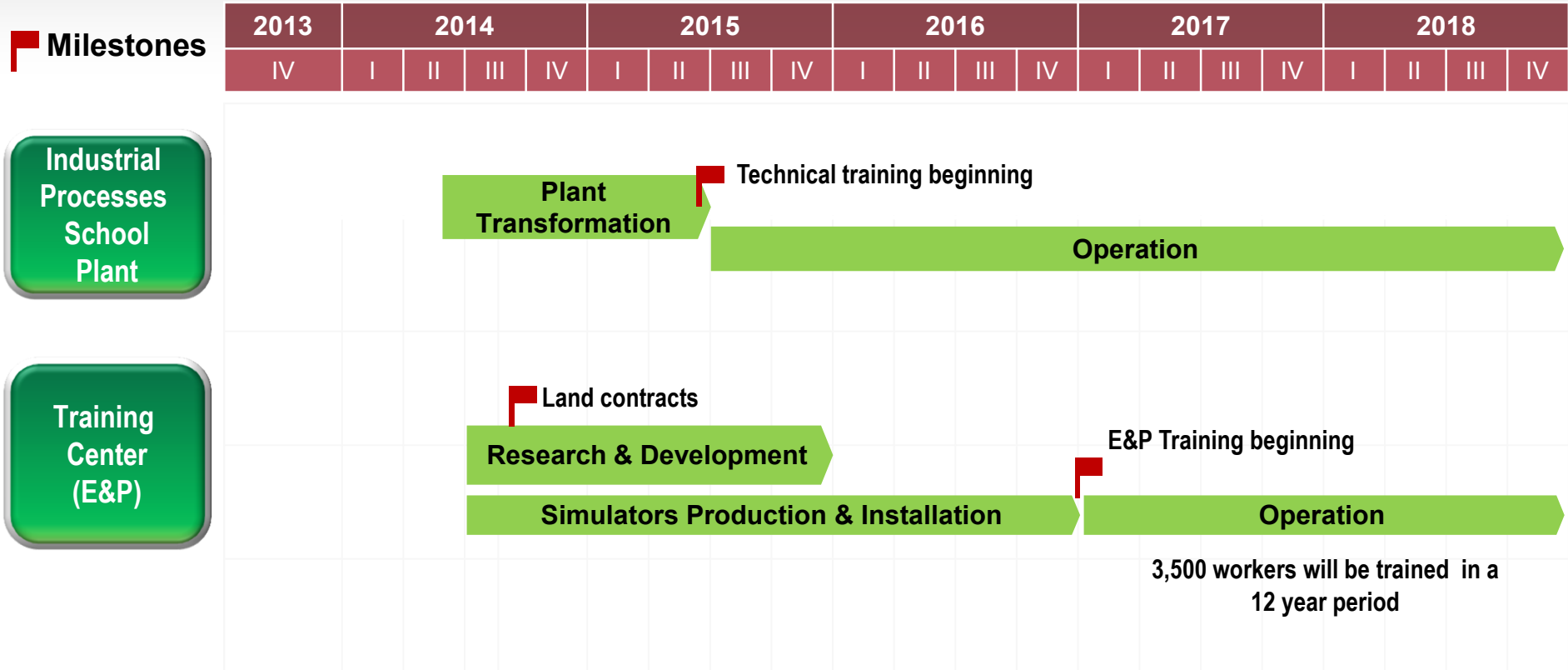
## Replacement

### Annual Planning

(subject to business units demand)



### Training & Development Execution



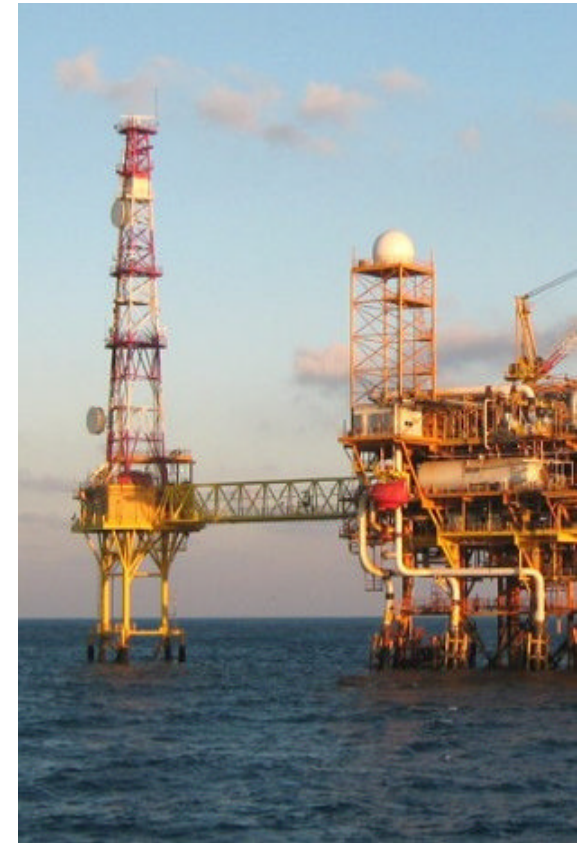
Qualified Human Capital makes a big difference in a company's performance; A Corporate University is usually a key element.

Pemex University focuses in key business processes and supports cultural change.

Business units involvement is critical for the Corporate University success.

Pemex University is an essential component in our Talent Management Model.

Our University must evolve as fast as it is determined by the new business strategies.





***Thank you***  
ご清聴ありがとうございました。

