



Competency or Consequence

Developing Competent Engineers

HOST

IN PARTNERSHIP WITH

STRATEGIC PARTNERS



#NamibiaOGC25

Why Namibia Must Build Engineering Capability Now

Tim Morton MSc CEng FIMMM

RPG Training



A Pivotal Moment

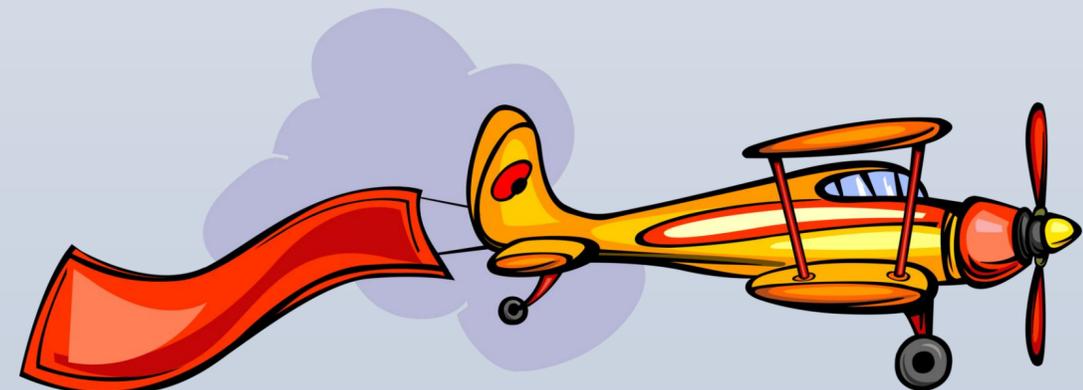
- *Namibia's offshore discoveries = huge potential with enormous opportunities*
But so are the responsibilities
- *Oil doesn't flow because you found it. Oil flows because someone competent planned and drilled the well*
- *Namibia has a blank slate — no outdated systems, no bureaucratic anchors, no ingrained bad habits*
- *Unique opportunity to build local capability early*
- *NOW is the moment to build capability and do it properly, right from the start*
— or pay dearly to fix it later



Competency \neq Training

- *Training = knowledge*
- *Competency = applied skill, under pressure, in context*
- *The difference shows at 2 a.m. on the rig floor — or in a root cause analysis later*
- *Risk is highest for early-career engineers — that's where the gap starts*

“There’s no difference in learning to fly a plane. You can study all the theory you like — without cockpit hours, you won’t be able to fly.”



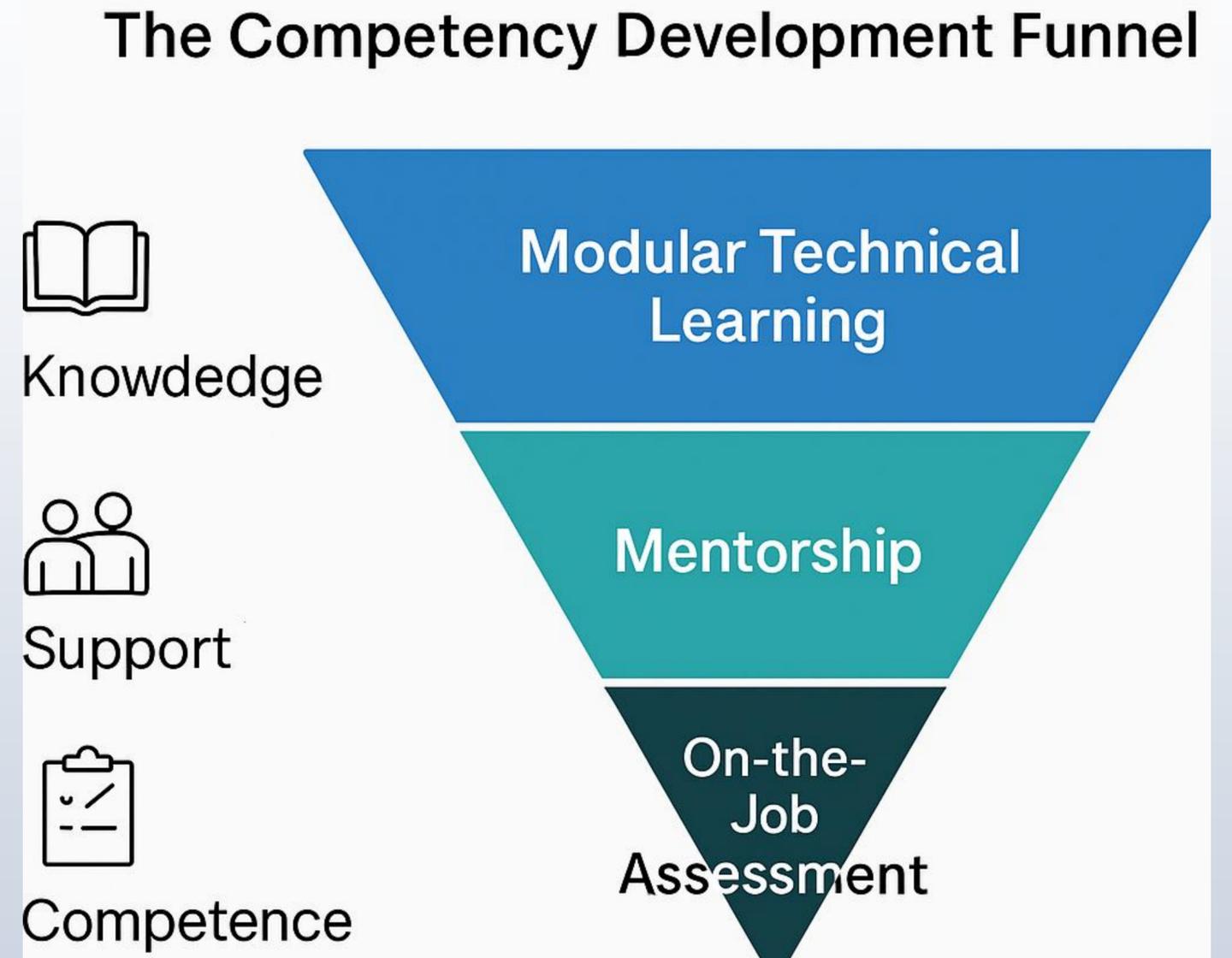
Why It Matters

- *Reputation and credibility*
- *Reduced risk, cost control, staff retention*
- *Hugely cost-effective*
- *Avoid common pitfalls by adopting proven models*
- *The goal - confident & competent local engineers*



What Works

- *One proven model was developed in the North Sea nearly 30 years ago, > 450 engineers have been through it globally (Europe, Australasia, MENA & Far East, Canada and Africa)*
- *Structured development - 3 Key Pillars:*
 - *Modular, contextual technical learning*
 - *Structured mentorship*
 - *Continuous workplace-based assessment*



Outcome: Engineers who know what to do, when to do it — and importantly why to do it.

Structured development

1. *Modular Technical Learning*

- *Structured training must cover key disciplines — well design, fluids, cementing, pressure control, well integrity, etc.*
- *But it only works when tied to field reality through experience*
- *Real understanding comes from connecting knowledge to real decisions and risks*

Structured development

2. *Mentorship*

- *Graduates need more than managers — they need mentors*
- *Someone who's been through it, understands the “why,” and can guide thinking, not just actions*
- *Good mentorship builds independent engineers, faster — with stronger foundations*
- *Mentorship is not hand-holding it's experienced guidance*

Structured development

3. *Workplace-Based Assessment*

- *Competency isn't time served — it's skill proven*
- *Structured development needs checkpoints:*
 - *Reviews*
 - *Feedback*
 - *Practical tasks*
 - *Written justifications, and formal sign-off*
- *It's how you know someone's ready for the job*

When It Goes Wrong

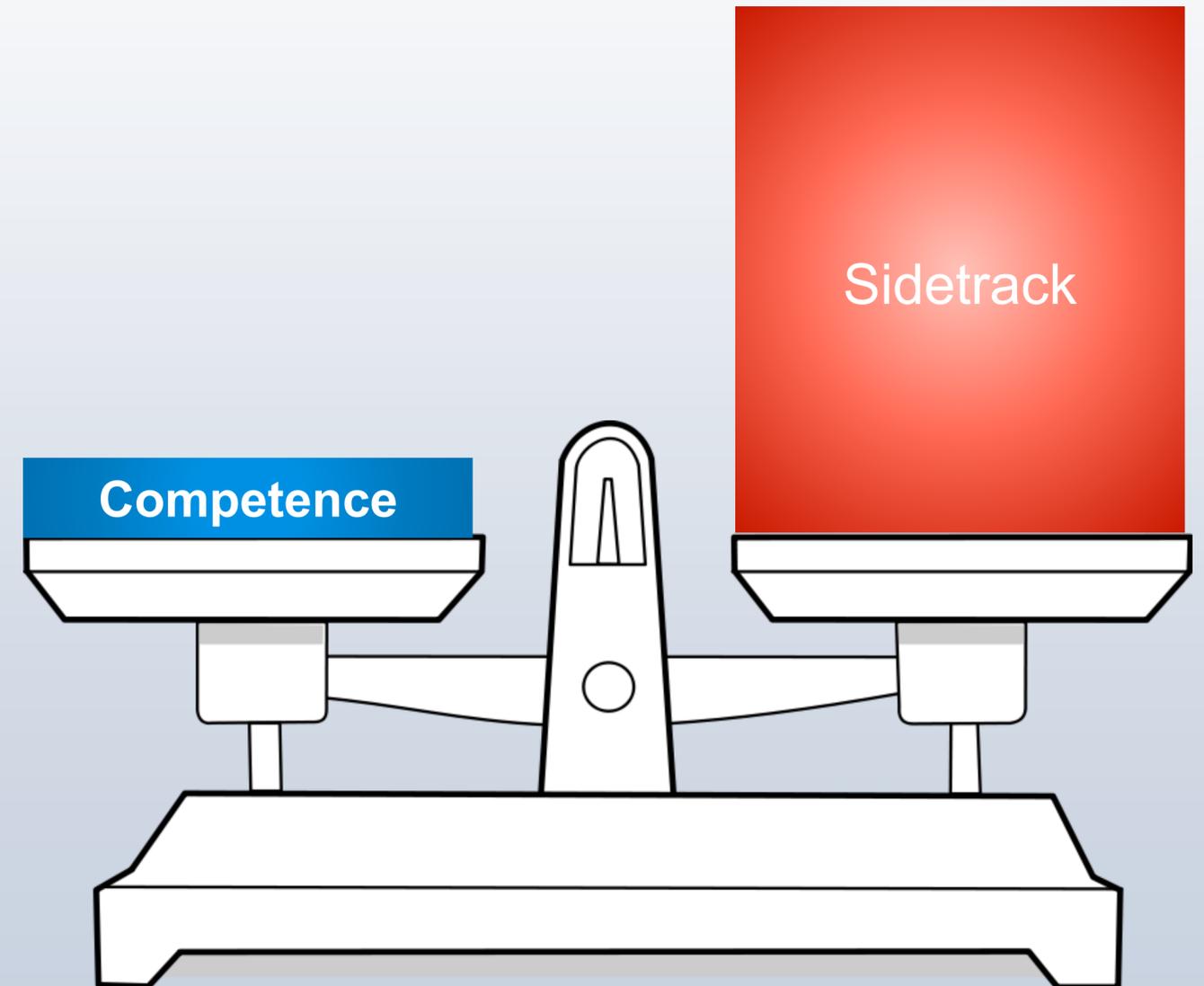
- *Design mistakes → compromised well integrity, sidetracks, well control risks*
- *Poor planning → NPT, extra cost*
- *Underperformance isn't only cheap — it's dangerous*
- *One bad outcome sets trust and local content efforts back years*

Incompetence casts a very long shadow — on safety, budget, and reputation

The Cost is Tiny

- *Structured development costs less than 1/2 hour of rig time for a typical offshore well*
- *One sidetrack easily = 1000x the cost*
- *Funded by National Oil Companies, Operators / Contractors, not by graduates*
- *Boosts retention and regulatory confidence*

“It’s not expensive. Failing is expensive.”



Namibia's Advantage

- *Let's say it again — Namibia is in a brilliant position*
- *No legacy systems = a blank canvas. Lets paint something that works*
- *Embed best practices before bad habits form*
- *Align with the international oilfield — and do it your way*
- *Namibia has keen and well-educated engineers — we can build local capability and content*

You're not catching up — you're starting early. That's a huge advantage

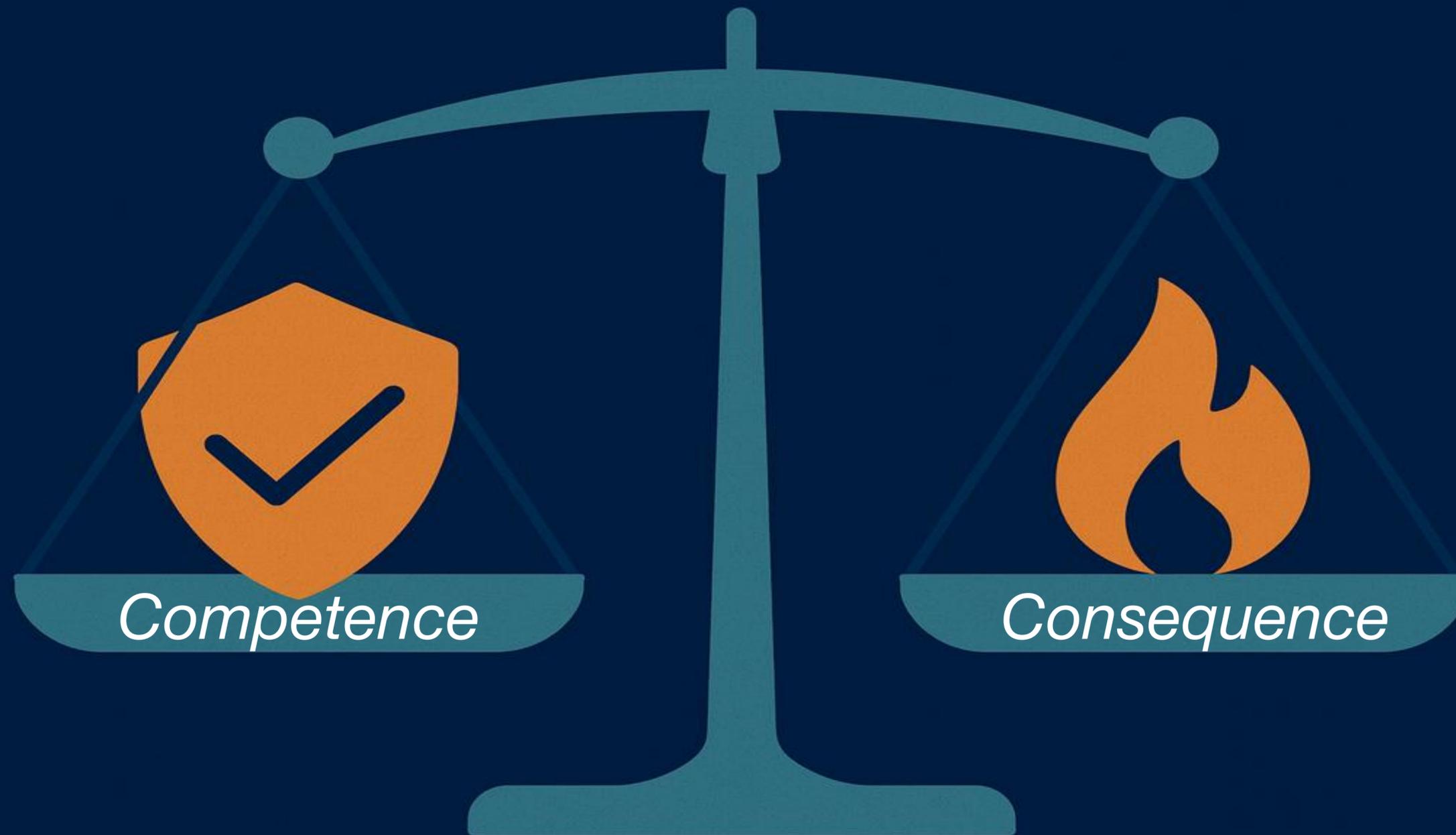
What We Must do

- *Treat competency as a strategic priority not an afterthought*
- *Define a national competency framework*
- *Bring together:*
 - *Government*
 - *Operators*
 - *Training organisations – possibly in partnership with local universities*
 - *Mentors*
- *Local engineers = key to long-term and sustainable success*
- *This is about building capacity, not just creating jobs*
 - *It's about building quality local content — not just numbers*
- *Start now — not after first oil*

And most importantly — someone has to OWN it. Because when nobody owns competency, it becomes “that thing HR was supposed to look at”

Competency or Consequence

- *Wells are drilled by capability not by politics, potential or aspiration*
- *They're delivered by competent engineers — people who've been trained, tested, and trusted*
- *Competency underpins safety, cost, and trust*
- *Let's build something real and build it to last.*
- *The cost is insignificant, the consequences of inaction are not*
- *Let's just say "Competency or Consequence" isn't just a catchy title*
- *Namibia's time to build local capability is now*



Competence

Consequence

tim.morton@rpggroup.im

timmorton2018@gmail.com

+44 7889 181 391