

Report On
Changes to Chevron BD's approach to learning and development:
A comparative analysis of pre-pandemic vs. post-pandemic
approaches.

By

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ID- 19104090

An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

BRAC Business School
Brac University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

MD Raiyan Khan
19104090

Supervisor's Full Name & Signature:

Md. Arif Hossain Mazumder
Assistant Professor, BRAC Business School
BRAC University

Letter of Transmittal

Md. Arif Hossain Mazumder

Assistant Professor

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship report on ‘Changes to Chevron BD's approach to learning and development: A comparative analysis of pre-pandemic vs. post-pandemic approaches.’

Dear Sir,

This is my immense pleasure to submit my internship report on ‘Changes to Chevron BD's approach to learning and development: A comparative analysis of pre-pandemic vs. post-pandemic approaches,’ to which I was appointed by your direction. I am working as a legal intern at Chevron Bangladesh from July 6 to an extended period until October 5, 2023. This report will showcase a collection of Chevron Bangladesh activities and how I have been able to make my contribution to them through my work.

I have attempted my best to finish the report with the essential data and recommended proposition in as compact and comprehensive a manner as possible.

I hope my efforts will satisfy the requirements of the report required for graduation.

Sincerely yours,

MD Raiyan Khan

19104090

BRAC Business School

BRAC University

Non-Disclosure Agreement

This agreement is made and entered into by and between Chevron Bangladesh and the undersigned student at Brac University.

.....MD Raiyan Khan.....

Acknowledgement

In the beginning, I would like to express my profound gratitude to Almighty Allah for making the internship process simple and giving me the opportunity to learn and improve every day.

This report would not be possible without the support and help of my internship advisor, Md. Arif Hossain Mazumder, Assistant Professor of Brac Business School, Brac University.

And my humble appreciation to Mrs. Nameera Ahmed and Mrs. Manal Mohamed, Legal Department supervisors, and M. Mushfiqur Rahman, Learning Experience and Talent Partner at Chevron Bangladesh, who supported me in completing my report on time. This experience and report would not be possible without their kind consideration for me. I am truly grateful for the opportunities provided to learn, grow, and apply my knowledge in a real-world professional setting.

Executive Summary

This report aims to fulfill the internship requirements for the BBA program, enabling students to apply their classroom knowledge in real-world corporate scenarios.

To start with, this report aims to collect information, observe, and demonstrate the significance of HR systems in Chevron Bangladesh's daily operations, providing an overview of the organization, its history, and its operations in Bangladesh.

Furthermore, this report provides an overview of the learning and development duties performed by the Chevron Human Resources department. It analyzes the pre-pandemic and post-pandemic approaches to help Chevron executives become skilled and resourceful in making long-term business decisions and reducing risks. All of the data was collected through conversations and first-hand knowledge from working with Chevron Bangladesh's Human Resources team, processed, and structured based on interviews during my three-month stay in the host organization.

The report was created with the non-disclosure agreement signed with Chevron Bangladesh, ensuring that the information in the report does not impact the security and privacy of the data.

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List of Acronym

CBT- Computer-Based Training

LMS- Learning and Management System

L&D- Learning and Development

HRM- Human Resources Management

BBU- Bangladesh Business Unit

CA- Corporate Affairs

SCM- Supply Chain Management

HSE- Health, Safety and Environment

NDA- Non-Disclosure Agreement

MNC- Multinational Corporation

OE- Operation Excellence

Chapter 1

Overview of Internship

1.1 Student Information

Name: MD Raiyan Khan

ID: 19104090

Department: BRAC Business School (BBS)

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management and Finance Banking and Insurance

1.2 Internship Information

1.2.1: Company Information:

Name: Chevron Bangladesh

Department: Legal Department

Tenure: 6th July, 2023 to 5th October, 2023

Address: Gulshan 2, Gulshan Centre Point, 14th and 15th Floor, Dhaka 1212

Logo:



Figure 1: Chevron Logo

1.2.2: Supervisors Information:

Supervisor's Name: Manal Mohamed

Designation: Legal Director

Department: Transactions and Legal, International E&P

Organization: Chevron Bangladesh

1.2.3: Job Description/Responsibilities:

During my tenure at Chevron Bangladesh as an intern, I had the opportunity to work alongside the legal team, assuming various job responsibilities and tasks. These tasks included:

Database Structure and Management: During my internship period, I created databases for the legal team, structuring and generating them according to project criteria and document management.

Document Management: Handling documentation for Chevron Bangladesh's Legal Department constituted a significant portion of my responsibilities. This involved handling a range of hardcopy documents, such as case files and letters. My responsibility included identifying, sorting, and properly filing these documents to ensure easy access for the legal team. Another task was to work on drafting routine legal documents and ensuring their timely dispatch. Organized various documents, including those related to court cases, legal petitions, lawsuits, and general correspondence, by scanning, renaming, and placing them in designated folders within Chevron's database. To enhance accessibility, all the documents were linked to hyperlinks to facilitate quick retrieval for the team, meeting our operational needs.

Correspondence Management: In my role, I managed a correspondence tracker, facilitating communication between Chevron Bangladesh and external parties. Originally set up by previous interns, the tool operated as a calendar view, recording distinct issues and corresponding messages. It categorized incoming and outgoing letters according to their received and sent dates, associating each response with the original letter. To optimize document handling, incoming letters underwent scanning, renaming, and uploading to Chevron's database. This database was integrated with the calendar view, thereby improving accessibility and organizational efficiency.

Administrative Tasks: Assisting with administrative tasks, including scheduling, filing, and organizing calendars. Coordinating meetings to facilitate team development and contribute to the planning of ongoing projects.

Event organization and management: Throughout my term, we organized several events, and I was responsible for managing the logistics of each one. For instance, during the farewell event for my former interns, we arranged a BBU Legal Team Lunch. In preparation for this occasion, I created a spreadsheet to monitor the total number of attendees and the event's location. This initiative enhanced my organizational skills and efficiency, particularly in breaking down tasks and paying attention to details. Additionally, I assisted in packaging and delivering gifts to our departing interns. Collaborating with my supervisor, I crafted an invitation card, which I then distributed to the attendees.

Furthermore, I contributed to the development of an event toolkit. This toolkit contains diverse templates, designs, and ideas for future events, aiming to facilitate the team's event preparation process without disrupting our regular work.

Handover to future interns: During my last days at work, I was tasked with creating a workflow for upcoming interns, providing step-by-step instructions on specific tasks. The objective is to make learning and execution easier for interns by providing a convenient reference for quick reminders.

1.3 Internship Outcomes

1.3.1: Student's Contribution to the Organization

I've had the chance to apply my academic skills in a practical setting at Chevron Bangladesh. As a member of the legal department, my role involved assisting in document management and organization. I've previously mentioned some of the contributions I've made to the company.

Throughout my internship, I completed tasks such as delivering over six fully organized cabinets for the department, aiding in updating an organizational system for future interns, managing a self-development tracker, and uploading designations for upcoming documentation.

I took the lead in assisting colleagues with the management of databases for contractor litigation and ensured the entire team stayed updated on all related information. Additionally, I collaborated with a fellow intern on developing an event toolkit, which streamlined event planning, budgeting, and prop creation for the legal team.

During my internship, my focus has been on personal improvement, providing assistance to my team with my skills, and identifying and addressing my areas for improvement each day.

1.3.2: Benefits to the Student

Chevron Bangladesh provides an environment that fosters the development of exceptional organizational abilities. During my internship, I acquired valuable skills and insights into the corporate world and the oil and gas industry.

Interns at Chevron have a unique opportunity to learn directly from department directors and actively participate in decision-making and managerial activities. This hands-on experience offers early exposure to potential employees, helping them understand and respect the time and workload of each team member. I developed the skills to interact professionally and empathetically with colleagues. The legal team prioritized teamwork and interdepartmental communication, fostering a collaborative rather than competitive environment. We collaborated on tasks, met deadlines, and mutually enhanced our skills.

Adhering to OE and Chevron work principles, interns can prepare for future leadership roles within organizations. Chevron's guiding principle, "Do it safely or don't do it at all," emphasized the importance of prioritizing health over work. I diligently reported safety hazards to the team, becoming more observant in the process.

Chevron Bangladesh provides extensive networking opportunities. As a legal intern, I shared meals and conversations with fellow interns from other departments and seniors and respected secondees from outside counsel, building valuable connections facilitated by Chevron's networking scope.

The company offers department-specific training and orientations through a monthly interactive session named "Lunch and Learn," ensuring everyone understands the various functions of the organization. Learning about database management tools and ADAIRO enhanced my efficiency and effectiveness in time management.

I learned from my mistakes, addressed shortcomings, and received guidance from my supervisor and other seniors. I had the privilege to work closely to support important events.

I am confident that the knowledge acquired at Chevron Bangladesh will contribute to my success in my field and help me flourish in the near future. Throughout my internship, I honed my soft skills, including multitasking, communication, task management, and time management.

1.3.3: Difficulties faced during the internship period

In Chevron Bangladesh's traditional and relatively small legal department, I initially struggled with a generation gap between myself and the permanent employees. Adapting to office etiquette and transitioning from a business background to a legal internship required a shift in mindset, emphasizing rationality over creativity in approaching tasks with legal documents. Despite occasional confusion, I improved over time. Navigating formal and informal conversations posed challenges, especially in bridging the communication gap

between generations. Small talk often felt difficult, and transitioning to legal work introduced unfamiliar terminology and dialect found in court files, necessitating a learning curve. Despite these challenges, the experience provided valuable opportunities for reality checks and learning from mistakes. Because the subject of my internship was not closely related to my major, I had limited chances to use the knowledge gained from my relevant courses in my work.

1.3.4: Recommendations for Chevron Bangladesh

- Placing interns in diverse departments to offer them a well-rounded learning experience. This exposure enables interns to grasp different business processes and understand the company's culture, fostering the discovery of their interests and the enhancement of their skill sets.
- To organize an internship review meeting involving management and interns from various departments. The goal is to pinpoint any shortcomings or areas for improvement within the organization.
- Provide technical training for existing employees, aiming to streamline workflows and facilitate the transfer of knowledge within groups.

Chapter 2

Organization Part- Chevron Bangladesh



2.1: Introduction

Chevron Corporation is a global energy company with a long history and dominant sway over the oil and gas sector. It was originally known as the Pacific Coast Oil Company, Chevron was established in 1879 and is currently one of the biggest oil companies in the world. It is headquartered in San Ramon, California, and has its operations in over 180 countries. Chevron is involved in all aspects of the oil and gas industry, from exploration and production to refining and marketing. The company also manufactures and sells chemicals and generates power. Chevron distributes gasoline and sells natural resources and oil in more than 180 countries, hence called a green company.

Chevron is involved in downstream, upstream exploration and production, and a growing pharmaceutical industry. Upstream exploration entails the discovery, extraction, and production of natural gas and oil. The downstream business involves petroleum and natural gas sales, packaging, and marketing.

Chevron has placed a strong priority on OE, technology innovation, and corporate responsibility. CVX is committed to reducing its carbon impact and regularly invests in R&D

to discover clean, sustainable energy solutions. Chevron contributes to the communities in which it operates by financing educational, health, and environmental programmes. The company's social and environmental initiatives are intended to create long-term benefits while also improving relationships with stakeholders.

2.1.1 History of the Company

Chevron Corporation was founded on September 10, 1879, but its journey began much earlier. In the 1860's prospectors were fascinated with a new type of black gold. This black gold is crude oil. Chevron Corporation went through multiple name changes and transitions before being recognized as Chevron Corporation.

It was previously known as California Star Oil Works in the 1860s. California Star Oil Works eventually struck gold in 1876 when they discovered oil in Pico No. 4, a remote section of the Pico Canyon (Chevron, Chevron history 2022). This was California's first successful oil well, and the state was proclaimed an oil-producing state. On September 10, 1879, Pacific Coast Oil Co. purchased California Star (Chevron, Chevron history 2022).

Pacific Coast Oil Co. accepted to be bought by Standard Oil Co. in 1900 because the latter possessed the marketing expertise and financial security that Pacific Coast Oil Co. was dearth of. Pacific Coast Oil Co., on the other hand, desired to keep its original name. After 6 years of collaboration and structural modifications, the two firms merged in 1906 to establish Standard Oil Co. (California). Then, in 1926 it established a new corporate structure and modified its name to Standard Oil Co. of California, or Socal. After draining a great deal of the United States' oil supplies during World War I, Socal emphasised its growth in Saudi Arabia. Upon approval of the Saudi government, Socal discovered oil in 1938 and formed a partnership with Texaco to establish Caltex (Chevron, Chevron history 2022).

After WWII, Socal started going through a phase of expansion. From 1951 to 1969, revenue increased from \$1 billion to over \$6 billion. Socal created products such as Chevron Gasoline, Chevron Supreme Gasoline, and Chevron Custom Supreme at that time (Chevron, Chevron history 2022). Socal intended to broaden its reach in 1984. So, on March 5, 1984, Socal chairman George Keller made a proposal for Gulf Oil Corp., the 5th largest petroleum business in the United States (Chevron, Chevron history 2022). Following the purchase of Gulf Oil Corp, Socal's expansion was doubled and the company was renamed Chevron Corporation as a result of the reorganization. After acquiring the Unocal Corp. in 2005, Chevron Corporation was renamed to Chevron Corp., making it simpler for growing into Asia-Pacific region. As a result, Chevron began operations in Bangladesh.

2.1.2 Company Profile

Name of the Company	Chevron Corporation
Type	Multi-national Corporation
Industry	Energy, Oil and Gas
Founded	September 10, 1879
Founders	Charles N. Felton, George Loomis and Lloyd Tevis
Headquarters	San Ramon, California, U.S
Parent	Standard Oil Co.
Current CEO	Mike Wirth
Products	Gasoline, natural gas and other petrochemicals
Brands	Chevron, Texaco, Caltex, Havoline, Techron, Calso (1946–55), Gulf (1985–2010)
Revenue	Increase US\$246.3 billion
Net income	Increase US\$35.47 billion (2022)
Total equity	Increase US\$159.3 billion (2022)
Region	180 countries
Subsidiaries	Chevron Phillips Chemical, Chevron Sri Lanka
Email Domain	xyz@chevron.com
Website	www.chevron.com

2.1.3 The Chevron Way

The Chevron Way is a set of beliefs, vision, mission and values that defines Chevron's operations and foster a shared comprehension of the company's culture and goals.

Chevron believes that human creativity can solve any issue and overcome any barrier. The company is committed to exploring technologies and improvements that will result in improved prospects for everyone, such as utilizing the world's growing energy demands in sustainable ways.

"We define energy in human terms" is the vision statement of Chevron Corporation. Chevron holds the view that human energy is the main source of energy and that innovation and enhancing the world are impossible without human insight. Thus, Chevron considers human energy as a solution in the long-run and puts emphasis to supply energy to the people who depend on the corporation all around the world (Chevron Policy, About Chevron 2023).

Chevron's mission is to utilize human energy and creativity to overcome every challenge. According to Chevron (Chevron Policy, About Chevron 2023), without invention, creativity, and teamwork, no challenge can ever be surmounted. The company thrives to improve the planet for next generations using these.

Chevron has a very diverse and caring work culture. The company believes delivering results safely and responsibly is more important than meeting huge goals. Chevron's motto is – "Do it Safe or Don't Do it at All". The motto emphasizes that employees should always prioritize their health, safety, and family over work. This is translated into the flexible working hours Chevron provides for the ultimate work-life balance. And this small detail enables the company to deliver unwavering quality (Chevron Policy, The Chevron Way 2022)

Chevron offers a caring and diversified workplace culture. The company believes that reaching objectives is less essential than meeting the purpose in a safe and responsible manner. The motto of Chevron is "Do it Safe or Don't Do it at All." The phrase highlights the importance of family, health, and safety comes before work.

2.2 Overview of the company

2.2.1 Chevron Bangladesh

In Bangladesh's energy sector, Chevron Bangladesh, a subsidiary of Chevron Corporation, has started an incredible adventure. Chevron Bangladesh has played a great role in discovering and producing natural gas since its arrival into the country in 1995, which has bolstered the nation's economic development and energy security. Chevron is the most significant American investment in Bangladesh.

Chevron's experience in Bangladesh kicked off with the acquisition of Occidental Petroleum's holdings. As of today Chevron Bangladesh now employs over 3000 people, 95% of whom are Bangladeshi citizens. Chevron Bangladesh has produced around 1.5 billion cubic feet of clean energy for Bangladesh since 2006.

Chevron Bangladesh operates three fields in Bangladesh: Bibiyana, Jalalabad, and Moulavi Bazar, producing more than 50% of the country's gas consumption and more than 80% of condensate. ("Chevron: A 25-year journey towards energy sustainability in Bangladesh") Chevron sold all of its extracted natural gas and condensate to PetroBangla (PB), Bangladesh's government-owned national gas utility, under the Project Sharing Contract (PSC). Chevron Bangladesh regularly contributes in community development initiatives with an intention of well-being, socialization, and educational growth. The company took initiatives to support educational and vocational growth, particularly the places near its operations.

Chevron Bangladesh has collaborated with PetroBangla and the Bangladeshi government to secure natural resources and support Bangladesh's efforts to become a developed nation by 2041 (January & Walker, Chevron: A 25-year journey towards Energy Sustainability in Bangladesh 2023).

2.2.2 Products of Chevron

Natural Gas: Chevron Bangladesh is engaged in the exploration and production of natural gas from different parts of the country. It is essential to Bangladesh's energy supply for home consumption, industrial infrastructure, and the production of electricity.

Condensate: Condensate is a light liquid hydrocarbon produced along with natural gas. Condensate is extracted, produced and sold by Chevron Bangladesh. Refineries utilize this feedstock to make petrol, diesel, jet fuel and other petroleum-based goods.

Natural Gas Liquids (NGLs): Hydrocarbons extracted from natural gas are known as natural gas liquids (NGLs), and they include substances like pentane, propane, butane, and ethane. NGLs are used for residential, commercial, and industrial purposes, as well as feedstock for the petrochemical sector. Chevron Bangladesh processes and distributes NGLs.

Power generation: Chevron Bangladesh contributes to the energy generation by serving natural gas to gas-fired power stations. Natural gas is an effective and clean fuel source for power generation, assisting the country in meeting its expanding energy demands.

2.3 Management Practices

2.3.1 Leadership of Chevron

Chevron Corporation believes that its culture is entrenched on trust, ingenuity, accountability, and integrity. Thus, Chevron's executives are role models who believes that the unrivaled way to lead the future of energy is to proudly defend the culture. Chevron is always focused on maintaining operations that are based on business excellence. CVX places a high value on the health of its employees, customers, and the communities in which it conducts business.

Chevron's leadership is segmented into two groups: the board of directors and the corporate executives. They are in charge of controlling and decision implementation of the corporation's operations. They are experts in policy, science, technology, research, academia, and engineering, as well as government, legal, and regulatory challenges (Chevron, Chevron leadership 2023). Chevron CEO Michael K. Wirth serves as Chairman of the Board of Directors.

2.3.2 Departments of Chevron

Chevron Bangladesh has 9 departments that are responsible for different aspects of the company's operation. These are – HR, Legal, Compliance, IT, HSE, CA, Finance, SCM, and Operations. Most departments are based in Dhaka, but operations is based at the gas fields (Jalalabad, Moulavi Bazar, and Bibiyana).

- The HR department handles all administration, recruitment, performance management, employee relation, compensation and benefits, and payroll. It also handles any disruptions reported to them.
- Chevron Bangladesh's legal department is distinct from those of other companies. In most companies, the Legal department is only in charge of any lawsuits that the company may face. However, in Chevron Bangladesh, the Legal department does much more. Apart from addressing lawsuits, most departments must consult with Legal before taking any action.
- The CA department must go via the Legal department to make sure that the speech will not result in any lawsuits. Legal collaborates closely with the compliance department. The Compliance department is in charge of company ethics and the ethics code. Every employee is trained by the Compliance department to ensure that they acknowledge Chevron's ethics.
- The IT department manages technology, including office equipment, servers, and databases. The HSE focuses on workplace safety and security. Alongside, it ensures that all of the employees are fit for duty. The department follows a motto – “do it safely or don't do it at all”. This encourages every employee prioritizes their health first and work second.
- The CA department promotes Chevron's positive reputation through CSR and charity events.
- The Finance department controls finances and analyzes outcomes.

- The SCM department manages goods, materials, data, and finances for production.
- The Operations department ensures safety and efficiency in producing natural gas and condensate in the three gas fields.

2.3.3 Recruitment Process and Leave Management of Chevron

Chevron's recruitment process is quite rigorous. It comprises of five tests. Initially, candidates apply for a position, and their CVs are sorted based on department criteria. After sorting the CVs, selected candidates are contacted via call and notified. The candidates must then attend an exam, depending on their department i.e. the Legal department interns have to sit for the GRE English exam. On the other hand, the Finance or SCM departments, candidates have to sit for both GRE Math and English exam.

Candidates must score 80% or above on the exam to be called for the next stage. The interview panel consists of highly qualified persons from many disciplines. After passing the exam, they are called for medical and security screening. Medical tests include alcohol, blood, and urine tests, with Chevron Bangladesh covering the costs. Security screenings are conducted using information from FCPA forms. Chevron Bangladesh requires candidates to provide academic certificates, transcripts, birth certificates, and fill out an FCPA form. After passing both tests, Chevron contacts candidates through phone calls and sends an offer letter and NDA via email. Candidates can start working after signing and sending a scanned copy of the NDA.

Chevron Bangladesh allows the interns a total of 5 days of paid leave throughout the internship. Interns must fill out a form indicating the reason for leave and submit it to HR. The HR department then reviews the form and grants the leave. In case of health emergencies, Chevron Bangladesh gives extended paid leave. After reviewing medical documents, the HSE department considers the employee unfit for duty and allows the person to report to work only after acquiring medical clearance from specialized doctors.

2.3.4 Training and Development Initiatives of Chevron

Chevron Bangladesh holds 1-2 training and development activities every month that are necessary for all of the employees. The events are arranged on a variety of themes each time, with an immense emphasis on safety, security, and personal growth.

Aside from that, these events try to analyse and address existing issues in the market or inside the company itself. An open mic Q&A session is held right before the end of each event to encourage employees to ask questions or speak out about an issue. During our time as Legal Interns, the Legal Department organized a variety of training courses with the assistance of different departments. This is a rare opportunity for interns from various departments. The training courses are titled "Who We Are: Leading the Chevron Revolution." During these training sessions, many departments educate us how they function and the Chevron Way.

Compliance, IT, HSE, CA, and SCM departments provided us with training. Aside from that, interns from each department are given inductions, which are brief introductions to various departments. Finally, to learn more about Chevron each intern gets the opportunity for worldwide training through online from the Chevron organization.

2.3.5 Performance Management (PMP) of Chevron

Chevron Bangladesh has its own a extensive way of measuring the performance of its employees. The measurement is called Performance Management or PMP. PMP Goals are goals determined by the employees themselves to achieve personal growth and development targets. Every employee has a PMP Goals sheet and is assessed by their supervisor annually.

The PMP Goals are separated into four categories – Align and Inspire, Build Relationships, Grow Capabilities, and Deliver Results. The employee is offered with the opportunity of choosing his or her own goals in the first three categories. The Deliver Results part demonstrates how the employee achieved those goals.

PMP places a heavy emphasizes on cooperation, teamwork and self-growth. The employees are encouraged to form relationships by engaging in interdepartmental communication and aligning with their coworkers. They are also encouraged to inspire their teammates to be better and improve regardless of age and position. Upon successfully reaching the goals and delivering results helps the employees earn recognition and take lead for upcoming operations.

2.4 Marketing practices

2.4.1 4Ps of Marketing Mix of Chevron Bangladesh



Figure 2: 4Ps of Marketing Mix

The Marketing Mix is made up of the 4 Ps – Product, Price, Place, and Promotion. These are the elements that are utilized to ensure reaching desired targets.

•Products

Chevron Bangladesh mainly supplies natural gas and condensate associated by-products. The condensate is then used to produce jet fuel, gasoline, and diesel.

•Price

Prices may be negotiated through long-term contracts with buyers in the energy sector. Chevron Bangladesh bases its pricing on the components like market demand, supply dynamics, and government regulations.

•Place

Chevron Bangladesh distributes their production to PetroBangla under the PSC agreement. PetroBangla is responsible for selling the products in the market.

•Promotion

Chevron does not have a marketing department. The CA department is responsible for assuring that the Chevron name has a good connotation. The CA department is also responsible for PR or press conferences. They strive to find ways to pay back to the society and the environment. They achieve this with CSR. Chevron Bangladesh announced a \$10 million CSR plan in 2014 to assist Sylhet residents in starting small companies (Khan, Chevron announces \$10m CSR scheme 2015). Since 2017, the CA department also organizes donation activities for individuals with disabilities.

Besides, Chevron Bangladesh implements a variety of promotional strategies to raise awareness, enhance brand image, and communicate the value of its products. This includes public relations activities, industry events etc. The company also engages in community outreach programs to demonstrate its commitment to corporate social responsibility.

2.5 Financial Performance and Accounting Practices

The Finance department is in charge of the company's income and expenditure of funds. They receive and manage the funds on behalf of the company and analyze outcomes before concluding any financial decision.

2.6 Operations Management and Information System Practices

The operations department is in charge for producing natural gas and condensates in the three gas fields in Bangladesh. They assure that the gas fields are operating properly and safely, determine ways to make efficient and quicker production, and also ensure all of the equipment is up to standards so no hazards or accidents can occur.

The IT department is in charge of all of the technological aspects. They are in charge of maintaining the office equipment, servers, setting up new devices, and ensuring the security and integrity of all information and databases. If anyone encounters any technical issue, it is advised to report the issue to IT department.

2.7 Industry and Competitive Analysis

Below are Porter's Five Forces, SWOT and Pestel analysis for Chevron Bangladesh –

2.7.1 Porter's Five Forces

Porter's Five Forces is a concept that identifies and analyzes five competitive forces that shape every industry and helps determine an industry's weaknesses and strengths. Five Forces analysis is commonly used to determine an industry's corporate strategy.

Porter's model can be used to any sector of the economy to comprehend the degree of industry competitiveness within the industry and enhance a company's long-term profitability. The Five Forces model is named after Harvard Business School professor Michael E. Porter.

Porter's five forces are:

- Competition in the industry
- Potential of new entrants into the industry
- Power of suppliers
- Power of customers
- Threat of substitute product



Figure 3: Porter's Five Forces

- **Bargaining Power of Buyers (Low)**

There is a reduced bargaining power of buyers of the natural gas industry in Bangladesh. Government, the natural oil companies, power companies and industrial consumers are the primary buyers of Chevron Bangladesh. Chevron being the largest gas and oil company operating in Bangladesh right now, buyers have a limited option to choose from or nothing at all. Apart from this, natural gas is the most demanding energy source in Bangladesh, which reduces the chances of bargaining power.

- **Bargaining Power of Suppliers (Moderate)**

Suppliers have little to moderate influence on negotiation since Chevron Bangladesh collaborates with PetroBangla and the Bangladeshi government. Although there are alternative companies that can also supply power, the intervention of the government

maintains the balance of the situation. Without the government's intervention, the suppliers could obtain the access to negotiate better terms.

- **Threat of New Entrants (Moderate)**

An immense amount time, money, research, production, infrastructure, and exploration are vital in the oil and gas industry. Each of these components acts as an obstacle to entry for new businesses trying to enter the nation's oil and gas sector.

However, if the government intervenes to control the number of companies to operate in Bangladesh with the intention to boost and enhance productivity and flourishing then it would rise the threat.

- **Threat of Substitutes (Low to Moderate)**

At present times, natural gas is the most preferred source of energy in Bangladesh. It is a eco-friendly, low cost, widely available, and cost-effective alternative that does not put the environment in a threat. However, the industry is somewhat threatened by the recent move to burning coal for energy. Furthermore, the shift to renewable energy could proof to be a threat to Chevron.

- **Competitive Rivalry (Moderate to High)**

The presence of other multinational corporations (MNCs), local businesses and the government oil company PetroBangla creates a competitive environment in which Chevron Bangladesh works. However, the PSC between Chevron Bangladesh and PetroBangla makes it a bit less animous between the two companies.

Even yet, other components that impacts competitiveness include production capacity, gas field size, the success rate of exploration etc. Chevron Bangladesh has a substantial competitive edge over its rivals since it has been operating in Bangladesh for 25 years.

2.7.2 SWOT analysis

Albert Humphrey is credited for conceptualizing the SWOT framework. He tested the strategy at the Stanford Research Institute during the 1960s and 1970s. Originally designed for commercial purposes, SWOT analysis was dependent on information from Fortune 500 firms. Organizations of all stripes have embraced it as a tool for brainstorming while making business decisions.

The SWOT analysis framework serves to ascertain and evaluate the advantages, disadvantages, possibilities, and threats faced by an organization. The acronym SWOT is composed of these terms. The main goal of SWOT analysis is to raise awareness of the elements that features a business decision or establishing a business strategy. SWOT analyzes

the internal and external environment and the factors that can improve the viability of a decision.



Figure 4: SWOT Analysis Framework

A SWOT analysis for Chevron Bangladesh has been done below –

- **STRENGTHS**

1. The strong partnership between Chevron and the Government of Bangladesh and PetroBangla.
2. The benefits of tax exemption or subsidies allowed due to the partnership with government.
3. The longer period of operation of Chevron in Bangladesh allowed it to achieve the expertise and experience as same as Chevron Corporation since it has been active for 25 years.
4. Possession of technological advances that other oil and gas companies do not have access.
5. As it has established three perfectly operating gas fields, Chevron has an upper hand against its competitors.
6. Chevron has a rigid managerial infrastructure and chain of command according to region, country and operation making it efficient.
7. Chevron has proficient workforce in the field, and the absenteeism rate of employees are low due to provided benefits and good corporate practice.

- **WEAKNESSES**

1. Having strong partnerships with the government means regulations and policies that can impact operations.
2. The fluctuation of prices and the market demand is highly dependent on the natural gas.
3. Focusing only on the production of natural gas limits the growth opportunities.
4. Natural gas dependency could be one of the most affecting weaknesses. As less production of natural gas or less reserve of natural gas during exploration could hamper production.
5. The company must face some legal and political risks due to restrictions in contracts and agreements.
6. Due to signed agreements with government and stakeholders, Chevron Bangladesh has limited scope for diversification.

- **OPPORTUNITIES**

1. Bangladesh has a lot more places yet to be explored for gas and oil extraction. Thus, it serves a possibility for further growth.
2. The growing demands for energy allows Chevron Bangladesh new pathways to expand their achievements.
3. Chevron Bangladesh may diversify their operations towards establishing new infrastructures like gas pipelines, power plant etc.

- **THREATS**

1. Competition: Competitors BAPEX, ExxonMobil etc. like can cause fluctuations in the share market affecting Chevron Bangladesh's finances.
2. As the relationship of price with supply-demand is inelastic. Hence, the worldwide fall of prices will also affect Chevron.
3. Environmental and social concerns may arise due to the exploration of active gas plants.
4. The operations of Chevron Bangladesh may be impacted by fluctuations in the worldwide market prices for petrol and oil.
5. Political turmoil or the political party changes can have a huge impact on the operations and practices of the company.

2.7.3 PESTEL Analysis

A PESTEL analysis is a framework or technique that marketers use to assess and monitor macro environmental (external marketing environment) elements that affect an organization, firm, or industry. A PESTEL analysis is a tool to identify threats and weaknesses for a SWOT analysis.

The six external factors are- political, economic, social, technological, environmental and legal.



Figure 5: PESTEL ANALYSIS Framework

Here is a detailed PESTEL Analysis of Chevron Bangladesh –

- **Political**

1. Chevron Bangladesh is strongly supported by the government of Bangladesh.
2. As a soul provider/supplier of natural gas and oil in the country, Chevron Bangladesh enjoys tax benefits or subsidiaries.
3. The transition of power to a new government party can cause alterations in the operational and regulatory activities of the company.

- **Economic**

1. Chevron Bangladesh assists local businesses to kickoff through their CSR project.
2. Chevron Bangladesh highly promotes women empowerment by introducing new development projects.

- **Social**

1. Raising awareness and helping through charity events for the handicapped people are the most remarkable social works of chevron Bangladesh.

- **Technological**

1. Develops innovative solutions to enhance the growth of the company.
2. Encourages ingenuity among employees and utilizes them afterwards.

- **Environmental**

1. Consistently improving environmental performance and minimizing impacts on the ecosystem.
2. By efficiently managing assets, the company reduces its environmental impacts.
3. Prioritizes the environment while decision-making and responds accordingly
4. Perform regular security and safety inspections to ensure that no unintentional gas leaks happen.

- **Legal**

1. Ensures that consumer rights and laws, ethical code and conduct are executed properly.
2. Regulating and upholding health and safety, equal opportunities; advertising standards and environmental laws & policies.

Chapter 3

3.1 Introduction

Chevron Corporation, the Fortune 500 Human Energy Company, is one of the biggest and leading energy companies, active in almost all facets of the energy sector. Managing this human energy company and ensuring productive employees pose a significant challenge.

In this fast-growing world economy, coping with the swift pace of change, uncertainty, and advancements in modern technology shapes the work environment and influences trends in employee development. There is a noticeable shift in human capital development from structured training to fostering a culture of continuous individual growth and promoting learning, teaching, and re-learning. Employees are expected to improve their skills, prepare for leadership roles, and secure their employability for seamless adaptation within and across organizations.

Learning and development (L&D) play a vital role within an organization's HR department, whether it's a local or multinational corporation. In the oil and gas sector, even a multinational behemoth like Chevron uses learning and development as a significant tool to enhance performance because employee participation in successful L&D programs has been linked to increased productivity.

However, the impact of COVID-19 in the past year has affected this increasing productivity. To run a company with a complex and constantly changing nature, highly qualified staff is necessary to maintain operational effectiveness, safety, and sustainable growth. Many systems and approaches have changed before and after COVID in the L&D practices of Chevron Bangladesh.

In this report, I will provide an overview of how, from the perspective of Chevron Bangladesh's HR Department, the approach to learning and development shifted over the period of the pandemic and the periods before and after.

3.1.1 Background/Literature Review

In this world, human capital is regarded as a valuable asset. When employed effectively, it not only boosts a company's market value but also proves to be more crucial in the long run compared to material resources and financial capital (Tharenou et al., 2007; Nadiv et al., 2017; Somogyi, 2020). According to Mayo (2000), the pivotal factor for value growth in any organization is considered to be employee development, which involves the continual creation and sharing of knowledge and experience. A research paper (Mikołajczyk, 2021) has asserted that, owing to COVID-19, profound transformations in various facets of life are not yet complete; rather, we are in the midst of this process. This paradigm shift also extends to

human resources within companies. Furthermore, this pandemic has redefined the realm of learning and development within organizations (Training Magazine, 2019; Kshirsagar et al., 2020; Jingfang and Yates, 2020; CIPID, 2020; Gartner Report, 2020; Raheja, 2021). That research paper also mentions that the coronavirus has acted as a driving force for change, further expediting the evolution of the learning process (LinkedIn Learning Report, 2020).

The contribution of the Learning and Development sector is evident not just in the advancement of individual employees but also in the overall prosperity of the company. Allocating resources to learning and development initiatives not only supports personal and professional growth but also elevates the efficiency and productivity of the organization. Consequently, this results in heightened financial gains and an enhanced corporate reputation (Why Learning and Development Is Extremely Important in Every Organisation - AIMS International, 2023). Another paper mentions workers' weariness and stress as a result of being overburdened with online development projects (Employee Development: Radical Changes to Organizational Approaches During the Covid19 Pandemic, 2023).

3.1.2 Objectives of the Report

Broad Objectives:

The broad objectives of this report is to analyze and compare Chevron Bangladesh Learning and Development (L&D) strategies and practices before and after the COVID-19 pandemic.

Specific Objectives:

1. To evaluate the particular changes and adaptations implemented by Chevron Bangladesh in its approaches to employee development in response to the challenges posed by the COVID-19 pandemic.
2. To evaluate the impact of the global economic recession on the training system.
3. To analyze the availability of time and the willingness to participate in training abroad.

3.1.3 Significance:

The COVID-19 pandemic demonstrated the importance of companies adapting in tough situations. It also highlighted that taking care of employees and keeping them engaged is crucial, especially during uncertain times.

The intention of this report is to showcase Chevron BD's focus on learning and development despite global disruptions. It illustrates how they have changed their approaches and how these changes have been beneficial. The report also emphasizes how crucial learning and

development are for ensuring smooth changes and maintaining business operations, even in the face of global disruptions.

In summary, Chevron BD's experience during the pandemic serves as a real-life example of a large company adjusting its methods of teaching and developing its employees.

3.2 Methodology:

The methodology taken in conducting the survey for this report incorporates a blend of qualitative research. Qualitative research is best employed in an interview situation, as it aids in a more profound understanding of a situation and enables the collection of interviewee opinions and experiences. For instance, I utilized qualitative research methods to interview the Learning and Experience Partner in the Human Resources Department. This approach helped in gaining insights into why changes were implemented during the pandemic and how employees at all levels adapted.

Data and Information Sources: To gather the necessary research data, an exploration of both primary and secondary sources was undertaken.

Primary Sources: An extensive interview was conducted with the Learning and Experience Partner in the Human Resource Department.

Secondary Sources: This encompassed a literature review, examination of pertinent journals, and other relevant publications.

3.3 Findings and Analysis:

The following offers a comprehensive overview of the research findings and analysis:

1. Training System Before and After the COVID-19 Pandemic.
2. The Impact of the Global Economic Recession on the Training System.
3. Availability of Time and the Willingness to Participate in Training Abroad.

Chevron provides ongoing educational and training initiatives aimed at skill development and career advancement. The company assembles a team of highly skilled professionals and offers them opportunities for growth, emphasizing the importance of continuing education and informal collaboration. Chevron's commitment to fostering valuable skills ensures long-term benefits for your career.

After conducting a comprehensive interview with Mr. M. Mushfiqur Rahman, Learning Experience and Talent Partner of the HR department at Chevron, I gained valuable insights into the workings of the Learning and Development approaches. During the interview, my primary focus was to comprehend the overall process of Chevron's Learning and

Development initiatives. I aimed to explore the advantages and disadvantages of their approaches, understand the reasons behind the changes implemented during the pandemic, and examine how employees at all levels adapted. Additionally, I sought insights into their future plans.

3.3.1 Training System Before and After the COVID-19 Pandemic:

Unlike other multinational corporations worldwide, Chevron Bangladesh has its own learning system designed to enhance the skills of its highly skilled professionals for the intricate operations of the Oil and Gas industry. From the beginning time of operations, Chevron employs its Learning Management System (LMS) to facilitate training programs. They utilize Computer-Based Training (CBT) for recorded training sessions, producing videos covering various topics like business conduct, ethics, compliance, and confidentiality. These videos are accessible to employees independently, and the nature of CBT topics eliminates the necessity for a classroom or instructor. The whole process of LMS and CBT was and is still practiced in Chevron, despite all casualties.

During the pre-pandemic period when everything was normal, the HR department at Chevron managed the entire Learning and Development (L&D) sector through various methods, including Instructor-Led Virtual Training, Classroom Training, and organizing training programs abroad.

In Instructor-Led Virtual Training, instructors from different parts of the world conducted training sessions through Skype, utilizing video conferences as the main tool.

For Classroom training, instructors from various departments and branches flew to Bangladesh to provide in-class training on specific subjects. This involved a fixed module, a designated time, and active participation. Examples include programs like Influential Leadership and Supervisor Skill Development.

In response to the overall performance needs of departments and for critical business cases, participants were occasionally sent to other countries for training on specialized subjects.

When Covid-19 struck, traditional classroom and instructor-based training methods became impractical. For enhanced performance, the HR team opted to transition from Skype to Microsoft Teams for online training. Skype was considered dull, outdated, and ineffective. Microsoft Teams offered more user-friendly features and numerous options compared to the conventional Skype platform. While training through Teams initially proved effective, issues surfaced over time. Online sessions became monotonous, leading to decreased participation, reluctance to ask questions, and diminished attention due to the lack of interaction. However, after Covid, the use of CBT has decreased to a certain extent. Nevertheless, some basic subjects are still taught through CBT.

3.3.2 Impact of the Global Economic Recession on the Training System:

Another finding revealed that before the pandemic, participants were occasionally sent to other countries for specialized training, and trainers sometimes flew in to conduct sessions. However, there was a shift after the pandemic. Chevron gradually returned to classroom training, with trainers and participants once again traveling abroad for learning. However, the global economic downturn led to the discontinuation of overseas training sessions. The decision to suspend or reduce these initiatives was driven by factors such as reduced budgets, travel restrictions, and the need to prioritize essential expenses during economically challenging periods. To cut costs, Chevron reduced the number of flights but prioritized essential needs. They introduced a new model where only one senior or experienced employee from the team would fly to another country, receive training, and then conduct classroom training for their fellow team members upon return.

3.3.3: Availability of Time and the Willingness to Participate in Training Abroad:

The work culture at MNCs like Chevron Bangladesh is intensive and time-focused. Employees in the Gas field area and Head Quarters (HQ) often face demanding schedules, ongoing projects, and responsibilities, making it challenging to allocate time for extended training sessions in foreign locations.

Moreover, personal commitments, such as family responsibilities and health concerns, pose obstacles to employees' willingness to participate in training that involves travel abroad. Balancing professional development opportunities with other obligations becomes a crucial consideration in multinational settings. Addressing this challenge necessitates finding flexible and effective training solutions that recognize workers' time constraints and align with their professional goals.

3.4 Summary and Conclusions

In conclusion, the research on Chevron's training system highlights a consistent dedication to continuous education, aiming to foster a mindset that boosts confidence and ensures ongoing improvement in employee performance. Chevron Bangladesh consistently prioritizes training and learning in the workplace. Throughout my tenure, I gained a wealth of knowledge beyond my initial expectations. Even as an intern, I underwent training that significantly contributed to my learning experience. The Learning Management System (LMS) and Computer-Based Training (CBT) play vital roles, although the transition to Microsoft Teams post-Covid has introduced engagement challenges. Despite a decline in CBT usage, fundamental subjects persist in this format.

In response to the global economic recession, Chevron adjusted by reducing overseas training due to budget constraints. A cost-effective strategy emerged, where senior employees received training abroad and then conducted sessions for their teams upon return.

The demanding work culture, particularly in the Gas field and HQ, poses challenges to the availability of time and willingness for overseas training. Personal commitments and hectic schedules necessitate flexible training solutions that align with employees' time constraints and professional objectives.

3.5 Recommendations and Limitations:

In my opinion, there are several recommendations that could enhance the Learning and Development (L&D) initiatives at Chevron Bangladesh.

Firstly, introducing more user-friendly Computer-Based Training (CBT) programs would facilitate easy training for employees on diverse topics.

Secondly, implementing a Horizontal Development Program designed to cultivate employees through multiple assignments, mentoring, various learning activities, and formal training, supported by technical resources for a specific time period, could be beneficial.

Over time, skilled personnel could conduct in-house training, eliminating the need for overseas training, ultimately saving both money and time.

The limitations faced in the research involved restrictions on using company data and disclosing software names in Chevron Bangladesh due to confidentiality agreements outlined in the NDA.

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