

Report on the Training Cooperation Program

—Kuwait and UAE—

1. Overview

A JCCP delegation visited Kuwait and UAE from September 6 to 13, 2013 under the Training Cooperation Program, which aims to promote JCCP training programs in oil-producing countries. The visits to Kuwait and UAE, in particular, were made as part of the effort to renew JCCP's training programs, and specifically aimed to promote the program that is scheduled to be offered to management candidates beginning next fiscal year, the new university collaboration program for national oil companies, and customized seminars on environmental issues. The delegation comprised Mr. Eiji Okuyama, General Manager of the Operations Department, and Tetsuo Arai, Master lecturer of Training Department, JCCP.

In regard to the new program for management candidates to be commenced next fiscal year, national oil companies in Kuwait (Kuwait Petroleum Corporation (KPC) and Kuwait National Petroleum Co., (KNPC)) and national oil companies in UAE (ADNOC and TAKREER), which the JCCP delegation visited, welcomed its commencement and expressed their intention to cooperate in sending participants. They also shared the understanding that the program content would focus on the management practices of manufacturing businesses in Japan.

In regard to the new university collaboration program for national oil companies, all relevant departments at ADNOC welcomed the program. JCCP will thus examine specific details of the program hereafter with the Petroleum Institute (PI), Zayed University, and other relevant institutions.

For customized programs on environmental issues, which JCCP has recently been expanding in oil-producing countries, the JCCP delegation discussed specific preparations for future cooperation with environment-related departments in both countries.

2. Kuwait

(1) KPC Center for Leadership Development (K-LEAD)

The JCCP delegation met with Mr. Husain Ali Sanasri,



At K-LEAD:
Mr. Husain Ali Sanasri, Team Leader,
Executive Performance Management (center)

Team Leader, Executive Performance Management, Leadership Development Department, who gave a lecture on KPC's leadership development program at last year's JCCP symposium. The KPC Center of Leadership Development (K-LEAD) is a department that reports directly to the Managing Director of the personnel affairs department at KPC. As a department that mainly takes charge of training and developing future management personnel, it welcomed the launch of JCCP's new training program for management candidates.

K-LEAD has cooperative relationships with many universities and oil companies, but it has never engaged in cooperation with Japan. Toward the first cooperation between the two institutions, the JCCP delegation gave a general description of the new course on strategic management that is scheduled to be offered to management candidates next fiscal year, which mainly focuses on management practices in Japan's manufacturing industries and exhibits Japan's distinct strengths. The members of K-LEAD expressed their understanding of the course, and said they would like to recommend the course to their close-to 200 manager-level employees. They also noted that the approval of management is necessary to send their employees to participate in the course, and requested sufficient time to make the necessary preparations.

(2) KNPC Personnel Development Department

The JCCP delegation visited KNPC's Personnel Development Department and met with Mr. Fadhel Mirza Abdulla, Team Leader, Employee Development

and Mr. Abdulrahman Al-Olayan, Team Leader, Training Project.

The JCCP members explained JCCP's efforts for the renewal of its training programs in response to changing needs accompanying the initiatives taken by oil-producing countries to expand their training efforts. The KNPC side responded favorably to the strategic management course, noting that the combination of basic knowledge and technical management practices is a novel approach. In particular, they said the program uniquely offers both classroom lectures and offsite training at plants and other oil-related facilities, which major universities cannot, and requested not only the implementation of the course for managers, but also that of a short-term course for team leaders. Besides the above, the KNPC members expressed interest in receiving training programs on optimization in the refinery and finance management, and also mentioned that KNPC is seeking partners able to cooperate in providing an attachment program for KNPC employees.

(3) KPC Petroleum Training Center (PTC)

At the Petroleum Training Center (PTC), which undertakes all training programs for the KPC Group, the JCCP delegation met with Mr. Khaleel E. M. Husain, Team Leader, Coordination & Follow-up. The Center mainly provides training programs to the KPC Group through external training institutions, and provides programs designed for each employee level across the Group. Further information exchanges with the Center could be useful in the renewal of JCCP training programs and in offering improved programs that exhibit Japan's strengths.

(4) KPC Environment Department

JCCP has recently had two occasions to strengthen its friendly relationship with KPC's Environment Department—the implementation of the Customized Program-Overseas (CPO) on Carbon Management held two years ago, and the Environment Conference on Water and Waste Management held last January. This year, the two organizations agreed to again hold a Customized Program-Japan (CPJ) on environmental management and advanced technology in November, and took advantage of the JCCP delegation's recent visit to discuss the specific content of the program and preparations for sending participants to Japan. The JCCP members met with Dr. Fatimah Al Shatti, Manager and other relevant members of KPC, and further deepened



At KPC's Environment Department

their mutually cooperative relationship, which has been growing stronger in recent years, as seen in the increasing participation of KPC employees in JCCP regular courses on the environment and energy at the recommendation of the Environment Department.

3. UAE

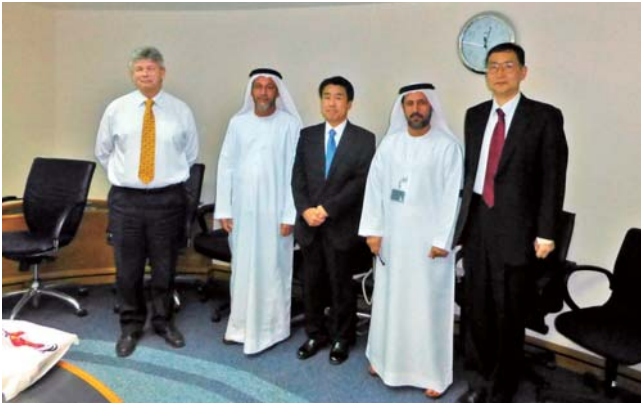
(1) ADNOC Administration Department

At ADNOC, the JCCP delegation met with Mr. Zayed Mohamed Al Shuaibi, Manager, Travel Department, who participated in this year's JCCP Program Seminar. Mr. Al Shuaibi noted that cooperation in training between ADNOC, universities and JCCP coincides with ADNOC's aspiration to develop a broad range of personnel, and that the Administration Department is responsible for arranging a meeting with top management. He also mentioned that ADNOC has the need for an attachment program on public relations.

(2) ADNOC Training & Development Division

The JCCP delegation met with Mr. Jumaa Rashed Al Ali, Manager, and other relevant members of the Training & Development Division to introduce the new training program for management candidates and to discuss possible collaboration with universities cooperating with ADNOC's training programs. The JCCP members explained the improved content of JCCP regular courses for fiscal 2014, as well as the new course on strategic management for management candidates, which will include lectures on management practices in Japan's manufacturing industries, visits to plants, and discussions. The ADNOC side agreed that the new course fully features the characteristics of Japan's manufacturing industries, and expressed its cooperation in sending participants to the course.

With regard to ADNOC's training cooperation



At ADNOC:
Mr. Jumaa Rashed Al Ali, Manager (second from left)

scheme with universities, the ADNOC members explained that the company has a study leave system, which employees use to study at universities inside and outside of UAE. As university cooperation fully coincides with ADNOC's policy, they welcomed JCCP's new initiative to collaborate with universities, and advised the JCCP delegation to begin making specific preparations by sending a letter to the top management of ADNOC.

(3) TAKREER Training & Career Development Department

At TAKREER, the JCCP delegation met with Mr. Anwer Mahmoud Ghalib Al Mutawa, Head Training Section, Training & CD Department and presented an overview of new JCCP regular courses that are scheduled to be offered in fiscal 2014. In regard to the new course on strategic management, Mr. Al Mutawa noted that it would be suitable to division manager-level employees at TAKREER, and expressed his cooperation in sending participants to the course. He also said he would continue



At TAKREER:
Mr. Anwer Mahmoud Ghalib Al Mutawa, Head Training Section, Training & CD Department (second from right)

to send participants to regular courses related to human resource development.

Mr. Al Mutawa welcomed JCCP's training cooperation with universities in UAE, as TAKREER also has a study leave system for employees desiring to acquire an academic degree. He also expressed his interest in customized programs on human resource development, maintenance and new technologies, and said he looks forward to receiving a proposal from JCCP. Finally, in regard to regular courses, he explained that since there have been numerous applications, the training department sends formal application to JCCP after making adjustments.

(4) ADNOC Group Environment Committee

The JCCP delegation next met with Mr. Abdulqader Al Kamali, Chairman of the ADNOC Group Environment Committee, which is responsible for all environment-related matters of the ADNOC Group. Mr. Al Kamali is also Vice President, HSE of Abu Dhabi Gas Industries Ltd. (GASCO). Through the implementation of two customized programs with the Environment Committee over the past two years (CPO on Energy Efficiency and CPO on Water Management), JCCP has deepened its cooperative relationship with the Committee, which sends an increasing number of participants to JCCP regular courses related to the environment. With respect to the new course on strategic management, Mr. Al Kamali advised the delegation that shortening the duration of the course could be one way to offer a program that management-level employees could more readily attend.

In regard to training cooperation between the ADNOC Group, universities and JCCP, Mr. Al Kamali



At the ADNOC Group Environment Committee:
Mr. Abdulqader Al Kamali, Chairman (second from left)

suggested engaging in cooperation with the Petroleum Institute (PI), with which ADNOC has a cooperative relationship. PI offers lectures to an environmental management team comprising mechanical, chemical, electrical, civil and process engineers from the ADNOC Group, and members of the group can receive university credits by attending them.

The JCCP delegation also received an inquiry from the ADNOC Group Environment Committee about possible cooperation with JCCP on environment-related issues, and agreed to hold continued exchanges of information hereafter.

(5) ADNOC Marketing & Refining Directorate

The JCCP delegation met with Mr. Mahmood Al Mulla, Administration Coordinator and Ms. Naeima Al Maskari, Controller, Marketing Budget Accounting in ADNOC's Marketing & Refining Directorate. A new division, the Business Integration & Performance Division, was established in the directorate to take charge of the directorate's medium-term plan, so inquiries concentrated on the possible implementation of the following types of courses that would correspond to the direction of the plan.

- Special courses on each type of oil product (LPG, base oil, gas & sulfur, supply of crude oil & refined products, etc.)
- Quality management courses that cover content intended for inspectors from marketing divisions
- Courses that provide an environment friendly to female participants

Since the training program for future management personnel and collaboration with universities are a means for social contribution to ADNOC, the refining and



*At the ADNOC Marketing & Refining Directorate:
Mr. Mahmood Al Mulla, Administration Coordinator (second from right)*



*At Zayed University:
Prof. Abdel Mohsen Onsy Mohamed, Vice Provost*

marketing departments also expressed their cooperation.

(6) Zayed University

At Zayed University, one of the most representative national universities in UAE, the JCCP delegation met with Prof. Abdel Mohsen Onsy Mohamed, Vice Provost, who has cooperated in JCCP technical cooperation projects and training programs in the past. He welcomed the framework of cooperation between ADNOC, universities and JCCP as representing a mutually complementary relationship, and proceeded to a discussion of specific preparations, agreeing first of all to cooperate in formulating a plan for an environment-related program. Prof. Mohamed pointed out that university management would be willing to provide full cooperation if the content of the program is beneficial to all parties.

(7) Petroleum Institute (PI)

At PI, a higher education and research institution of the ADNOC Group, the JCCP delegation met with Dr. Ismail A. Tag, Acting President & Provost and Dr. Ebrahim Al Hajri, Director of External Relations & Collaborations to discuss the possibility of future cooperation.

After sharing an understanding of JCCP's training programs through Q&A, the two sides discussed a framework of cooperation between PI's lectures and JCCP's training programs. As PI is also working with the ADNOC Group Environment Committee to implement training on water treatment, HSE and soil remediation, Dr. Tag noted that cooperation with JCCP could help PI further improve its programs. He also implied the possibility of PI and JCCP joining hands in an academic-industry partnership in preparing an intensive summer course. Furthermore, the two sides held an active



At Petroleum Institute:
 Dr. Ismail A. Tag, Acting President & Provost (third from left),
 and Dr. Ebrahim Al Hajri, Director of External Relations &
 Collaborations (fourth from left)

discussion on combining JCCP's customized program with a plant visit in UAE, and agreed to hold continued information exchanges on the possibility of future cooperation.

4. Summary

(1) New training course for management candidates

Each of the departments of the KPC and ADNOC Groups welcomed JCCP's plan to strengthen its training programs for management candidates, evaluating it as incorporating contents they seek.

In regard to the commencement of the new training programs next year, the JCCP delegation explained and engaged in Q&A on the main contents of the programs. With the understanding of each of the departments of the KPC and ADNOC Group, JCCP gained an impetus to prepare programs that mainly include visits to representative manufacturing industries in Japan, lectures and discussions with experts on Japanese management practices and technologies, and workshops (on environment and energy strategies, new projects, etc.).

As the courses will be intended for employees with a certain amount of management experience, their participation would require necessary procedures based on the approval of top management. Furthermore, since there was also a request to increase the participant capacity by designing a separate course for team leaders, JCCP will hereafter make further consideration to improve the content of the programs.

(2) ADNOC/JCCP/university collaboration program

JCCP programs, which are made possible by the participation of business experts and industrial technical specialists, were confirmed as having complementarity with universities and other higher education institutions. Particularly in UAE, the various departments of the ADNOC Group widely expressed their support of JCCP's plan, as the ADNOC Group is strengthening collaboration with universities from the perspective of comprehensive human resource development.

JCCP will continue to hold information exchanges for future cooperation, and hopes to proceed with specific preparations soon with the approval of top management.

(3) Cooperation with environment departments in national oil companies in oil-producing countries

JCCP has deepened its cooperative relationship with the ADNOC Group and KPC Group especially since last year through continued implementation of customized programs on environmental issues. As a result, the central organizations of the environment department in each Group have begun to send a continuous stream of participants to JCCP regular courses. A relationship of trust has begun to develop between the JCCP and the two companies, but JCCP hopes to further strengthen ties with them, as they share an awareness of environmental issues and have strong interest in Japan's environmental technologies.

<by Tetsuo Arai, Training Dept.>