

# Customized Program on “Human Resource Management (HRM)” in Kuwait (KNPC) and UAE (TAKREER)

In October and November 2008, JCCP implemented a Customized Program–Overseas (CPO) on human resource management (HRM) intended for Kuwait National Petroleum Company (KNPC) in Kuwait and TAKREER in Abu Dhabi, UAE. Both seminars featured the same program.

## 1. Overview of the Seminar

The 5-day seminars were held at hotels in Kuwait and Abu Dhabi. Following a general introduction of HRM under the heading, “Transitions and Status Quo of Japanese-style HRM,” one day each was spent on more details of HRM practices applied by a Japanese oil company and an engineering company. In addition to the general introduction and details of HRM, another day was allotted to topics in “Kaizen,” namely, “General Overview of Kaizen” and “Introductions of Kaizen Examples in Refineries,” as requested by the counterpart organizations. These lectures were provided as an aspect of personnel education, from the approach of “cultivating a Kaizen mind.”

## 2. Seminar Program

The seminar was organized as follows:

### [Day 1, Day 2] “*Transitions and the Status Quo of Japanese-style HRM*”

Two days were spent on a general discussion of the main theme of the seminar, divided into 4 parts: (1) Japanese history and Japanese mentality; (2) Traditional Japanese-style HRM system; (3) Environmental changes surrounding Japanese society and companies today; and (4) Issues and future direction of HRM in Japanese companies.

### [Day 3] “*HRM System of Nippon Petroleum Refining Co., Ltd.*”

A detailed description was given of the company’s HRM system, in reference to its ability assessment

and performance-based compensation systems, which were newly adopted when the company revamped its HRM system in 2002.

### [Day 4] “*HRM System of JGC Corporation*”

The engineering company’s current HRM system was comprehensively examined, including its performance-based personnel, recruitment, and evaluation systems, which were introduced to the company several years ago in response to the general trend of the times.

### [Day 5] “*General Overview of Kaizen*” and “*Kaizen Examples in Refineries*”

This session was intentionally designed to first provide a general overview of the concept of Kaizen prior to introducing Kaizen examples in refineries. It invited participants to consider the meaning of Kaizen and examine the unique “Kaizen mind” of the Japanese people, by explaining the process of implementing Kaizen activities, the “5S” as a means to achieving Kaizen, and the “Toyota method” as a successful example of continuous Kaizen efforts. The session finally expounded on what is necessary for entrenching the Kaizen mind in the workplace.

In a closer examination, specific examples of Kaizen that Idemitsu Kosan Co., Ltd. has actually adopted in its refinery were introduced, with the addition of examples of other companies, in UAE. Visuals were used to provide easy comparison between “before” and “after” implementation of Kaizen, in an easy-to-understand presentation.

The good combination of general and detailed discussions seemed well received and appreciated by all participants.

## Kuwait



*Seminar participants*

### 1. Background

In March 2008, two gentlemen from KNPC, Mr. Ahmad Al-Mudaf, Director, Personnel Department, and Mr. Ali Abdullah, Career Development Team Leader, visited JCCP and requested a CPO-CPJ combination program on human resource development (HRD), on the occasion of their visit. Thereafter, members of JCCP's Training Department and the KNPC side held working discussions on the specific content and schedule of the program, and agreed to conduct a CPO on HRM in October 2008 and a CPJ on HRD the following February.



*Seminar venue*

### 2. Dates of Implementation

October 12–16, 2008

### 3. Lecturers

Akio Hoshino (JCCP Training Dept.)

Takayoshi Watanabe (Personnel Department,  
Nippon Oil Corporation)

Yutaka Yamashita (Personnel Department,  
JGC Corporation)

Nakaha Nishikawa (Quality Control Division,  
Idemitsu Kosan Co., Ltd. Aichi Refinery)

### 4. Summary of the Seminar

- (1) The seminar was attended by 15 HR-related personnel. With the exception of one participant from the Shuaiba Refinery, all were from the HR Department in the Head Office. Due to the administrative nature of the seminar, more than half the participants, or 8 to be exact, were women.
- (2) In this CPO program, the Japanese team included a female lecturer, possibly for the



Mr. Takahiro Watanabe  
from Nippon Oil Corporation



Ms. Nakaha Nishikawa  
from Idemitsu Kosan Co., Ltd.



Mr. Yutaka Yamashita  
from JGC Corporation

first time in JCCP history. In response to JCCP's request for a lecturer to take charge of the segment of the seminar on detailed Kaizen discussions, Idemitsu Kosan Co., Ltd. referred Ms. Nishikawa from the Aichi Refinery. As we were uncertain as to whether a female presence would pose a problem in terms of religion, we checked with the KNPC side and were told that she would be "more than welcome." Though this was Ms. Nishikawa's first overseas assignment, she fulfilled her duty impressively with youthful energy and courage.

- (3) Upon completion of the seminar, the JCCP and KNPC sides agreed to implement a CPJ program on HRM and HRD in February 2009, as requested by KNPC.
- (4) The seminar took place in a hotel that is famous for its restaurant designed in the shape of the traditional *dhow* ship. Since this was the first time for all three members of the Japanese team from JCCP member companies to visit

the Middle East, they were delighted to have had the opportunity of this visit.

### 5. Visit to the Mina Abdullah Refinery and the KNPC Head Office

After completing the seminar, the Japanese members visited the Mina Abdullah Refinery, one of KNPC's three refineries. After receiving a welcome from Mr. Sami Malallah, Operation Manager, they received a presentation on an overview of the refinery from Mr. Ahmed Al-Baghli, Senior Process Engineer. As Mr. Al-Baghli had just participated in a Study Tour on Practical Technology for Energy Saving (ST-21-07) this past February, he was full of good impressions of JCCP and fond memories of Japan. In his presentation, Mr. Al-Baghli mentioned an interesting plan that is being considered, to link the other two neighboring refineries (the al-Ahmadi and Shuaiba Refineries) with pipes to enable centralized operations.



Japanese members  
with the dhow ship



Presentation of the completion certificate

## Abu Dhabi, UAE



*Participants of the seminar (excluding the 5 female participants)*

### 1. Background

In February 2008, JCCP members Mr. Hisayoshi Tanda, then Operations Manager, and Mr. Shigeyoshi Takahashi, Lecturer, embarked on a promotional tour of CPO and CPJ programs in the Middle East region. During their visit to TAKREER, they received a request for a 5-day HRM seminar as a FY2008 CPO program. Thereafter, members of JCCP's Training Department and the TAKREER side held working discussions on the specific content and schedule of the program, and agreed to conduct the CPO in November 2008.

### 2. Dates of Implementation

November 9–13, 2008

### 3. Lecturers

Akio Hoshino (JCCP Training Dept.)  
Shinichi Satake (JCCP Training Dept.)  
Hitoshi Miyasaki (Personnel Department,  
Nippon Oil Corporation)  
Nobutaka Nohara (Personnel Department,  
JGC Corporation)



*Seminar venue*



*Opening address by Mr. Ahmed Gattan, Director,  
Training & Career Development*



Mr. Hitoshi Miyasaki  
from Nippon Oil Corporation



Mr. Nobutaka Nohara  
from JGC Corporation



Thank-you speech by one of the  
participants

#### 4. Summary of the Seminar

- (1) The seminar was attended by 21 participants. About half were personnel in charge of human resources in the Head Office, and the other half were staff from TAKREER’s two refineries, and included a number of engineers. Five participants were women.
- (2) Mr. Ahmed Gattan, Director, Training & Career Development, kindly delivered a speech at both the opening and closing ceremonies. Other members of the department, namely, Mr. Ahmed Herzallah, Senior Officer, and Mr. Anwar Mutawa, our counterpart in TAKREER, attended to us throughout our stay in Abu

- Dhabi, and lavished warm hospitality and consideration on us on behalf of TAKREER.
- (3) It seems that the concept of the “Kaizen mind” was new to the participants. They did not leave their seats during the 3-hour lecture on the general overview of Kaizen, but listened to the lecture with strong interest.
- (4) In the closing ceremony, one of the participants gave a heartwarming thank-you speech on behalf of his fellow participants. Moreover, during our visit to the TAKREER Head Office prior to our departure, Mr. Herzallah informed us that the seminar met with high acclaim among the entire staff, which indicated to us TAKREER’s strong expectations and feelings of gratitude to JCCP.



With executive personnel of the TAKREER  
(from third from left: Mr. Anwar Mutawa,  
Mr. Ali Al-Harmoudi Sultan, Mr. Ahmed Gattan;  
second from right: Mr. Ahmed Herzallah)

#### 5. Visit to the Japanese Embassy in UAE, the TAKREER Head Office, and Other Institutions

##### Japanese Embassy in UAE

The Japanese members visited the Japanese Embassy in UAE, where they spent an hour and a half exchanging views on recent situations in Abu Dhabi, general conditions in UAE, UAE’s relationship with other GCC countries, and other such topics of interest, with H.E. Mr. Takuma Hatano, Ambassador Extraordinary and Plenipotentiary, and Messrs. Tomoyoshi Hisamori



Ambassador Takuma Hatano (second from left) and Mr. Tomoyoshi Hisamori, Secretary



At the TAKREER Head Office; Ms. Nadia Al Romaithy, Training Officer (right)

and Atsunori Sato, Secretaries. The members were especially interested to learn about the recent state of affairs in Dubai, which had seemed to enjoy a bubble economy at one time.

#### TAKREER Head Office

The Japanese members met with Mr. Ahmed Herzallah, Senior Career Development Officer, and Ms. Nadia Al Romaithy, Training Officer. Mr. Herzallah was a participant in the FY2007 JCCP Program Seminar (TCJ: special seminar held in Japan, inviting managerial people from oil companies in oil-producing countries), and Ms. Al Romaithy

was a participant in a seminar held the previous week, so they shared their frank views and requests regarding JCCP seminars based on their personal experiences.

The Japanese members also visited the Abu Dhabi Offices of Nippon Oil Corporation and JGC Corporation. At the former, they met with Mr. Baba, Director, and Mr. Shibata, Manager, and at the latter, with Mr. Katagi, Director, and discussed national issues and living conditions in Abu Dhabi, the state of the economy in the Middle East, as well as other general situations and current circumstances in the Middle East as a whole.

<by Akio Hoshino, Training Dept.>



At the Nippon Oil Corporation Abu Dhabi Office: Mr. Baba, Director (second from right) and Mr. Shibata, Manager (right)



At the JGC Corporation Abu Dhabi Office: Mr. Katagi, Director (center)