Nationalization: The challenges and solutions to contemporary Human Resourcing

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• 30/01/2014
Symposium Session Program

• **Theme:** Innovation Challenges of Oil Industry for the Future Generation

• **Title:** Management Strategy and Human Resource Development for Changing Times

• **Topic:** Nationalization: The Challenges and Solutions to Contemporary Human Resourcing in the Oil Sector
About the Company

- National Company, 100% affiliate and subsidiary of Abu Dhabi National Oil Company (ADNOC)
- Operating in the Emirate of Abu Dhabi, UAE
- Established in 1999
- Line of Business: Crude Oil and Condensate Refining
- Current Refining Capacity: 500K BPSD/Future Capacity: 900K BPSD
- Refining Technologies: HSK/HCK/RFCC/DC/BOR
About the Company, Cont’d

• Current slate of Products: LPG/Gasoline/Gasoil/Jet Fuel/Fuel Oil
• Future slate of Products: Propylene, Carbon Black, Anode Coke
• No. of Employees: About 3500
• Employment demography: 35% Nationals/65% Expatriates
• Y2010: 32% Nationals
• Y2013: 35% Nationals
Background

- Nationalization (Emiratization): is an initiative by the government of the United Arab Emirates to employ its citizens in a meaningful and efficient manner in the public and private sectors.
- High national interest of the nation
- Government key priority for sustainable employment opportunities
- Year 2013 named as “The Year for Emiratization” to promote employment of UAE nationals.
- ADNOC Planned (75% nationalization by year 2017)
Market Trend (Oil Sector)

• Oil Sector is the engine for Abu Dhabi economy growth
• Derived Major Economic Growth in the last 40 years
• Major Oil, Gas and Petrochemical ramp up expansions ($ 40 Billion) to stimulate local economy
• National population constitute about 1 Million people / 8 Million expat.
• Talent market competition
• Various disciplines and job categories
• Major Challenge: National Human Resources
Top National Human Resourcing challenges in Oil industry

• Highly Technical Sector (oil, gas and petrochemical)
• Talent Crunch
• Shortage of Skills (small size of population)
• Low no. technical institutes/vocational colleges with high demand of technical jobs (engineering/technical positions)
• Low % students seeking science stream education
• Higher percent of job seekers are women (nature of work)
## Statistics

<table>
<thead>
<tr>
<th>Year</th>
<th>Trainees (No.)</th>
<th>National Employees (No.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>181</td>
<td>580</td>
</tr>
<tr>
<td>2010</td>
<td>164</td>
<td>620</td>
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<tr>
<td>2011</td>
<td>192</td>
<td>686</td>
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<tr>
<td>2012</td>
<td>316</td>
<td>835</td>
</tr>
<tr>
<td>2013</td>
<td>575</td>
<td>1133</td>
</tr>
</tbody>
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What is our Strategy? The solutions

1) Human Resources Strategy
- Follow Government Development Master Plan
- Part of Abu Dhabi 2030 Vision
- Initiate key critical organization position/leadership model master plan
- Appoint UAE Nationals Recruitment Committee
- Create innovative work environment (introduce faster business process improvements)
- Tie-up with Academic Partners (universities/technical colleges/vocational institutes)
More Key Solutions Cont’d

1) Human Resources Strategy cont’d

• Enhance Development Programs and study leaves for career growth
• Design and develop manpower mobilization plan
• Create enhanced recruitment process in line with recruitment budget
• Introduce External employment campaigns
• Introduce Internal vacancy campaigns to instigate qualification purist for those with higher education ambitions
2) Human Capital Development Strategy

• Appoint UAE Nationals Development Progress Review Committee

• Create Professional Ladder System

• Retain and motivate UAE nationals talents who will in turn retain and energize UAE nationals development

• Continue UAE national training competency development (close identified gaps)

• Make business case for leadership development of UAE nationals
More Key Solutions Cont’d

2) Human Capital Development Strategy Cont’d

• Develop highly skilled national workforce to take more responsibilities in the organization.
• Develop Strategic Framework for national capability management.
Thank you