

# A Sustainable HR Strategy at Tasweeq

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# OUTLINE

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OVERVIEW OF TASWEEQ

TASWEEQ'S EXPORTS

STRATEGY DEFINITION

STRATEGY FRAMEWORK

STRATEGY MANAGEMENT

DEVELOPING HR STRATEGY

TALENT MANAGEMENT

SUMMARY SLIDES

# Qatar's Key Export Locations



## RAS LAFFAN Industrial City (since 1996)

**Qatar's North Field Gas reservoir**

- LNG
- Gas to Liquids
- Pipeline Natural Gas
- Future Petrochemicals

## MESAIEED Industrial City (since 1949)

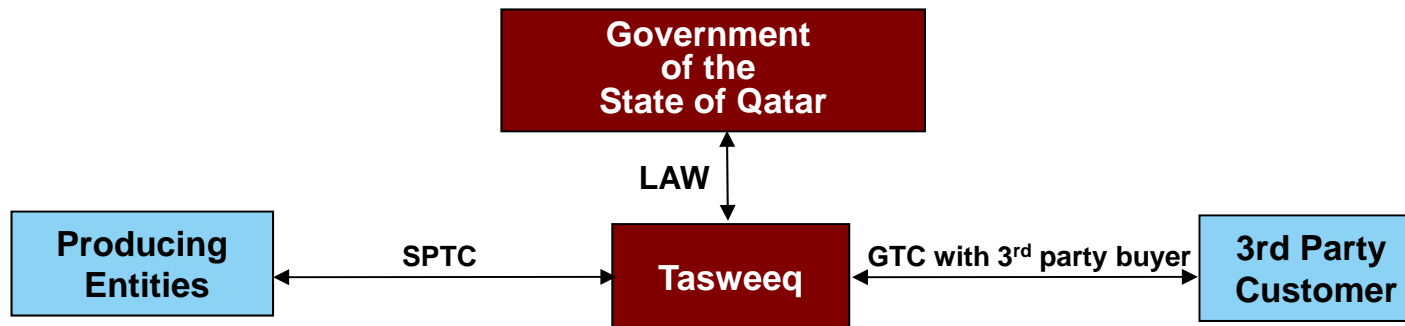
**Development of Qatar crude fields**

- Refinery production
- Gas Processing
- Petrochemicals
- Crude Exports
- Aluminum

## DUKHAN Industrial City

- Crude & Condensate Production

# What is Tasweeq?



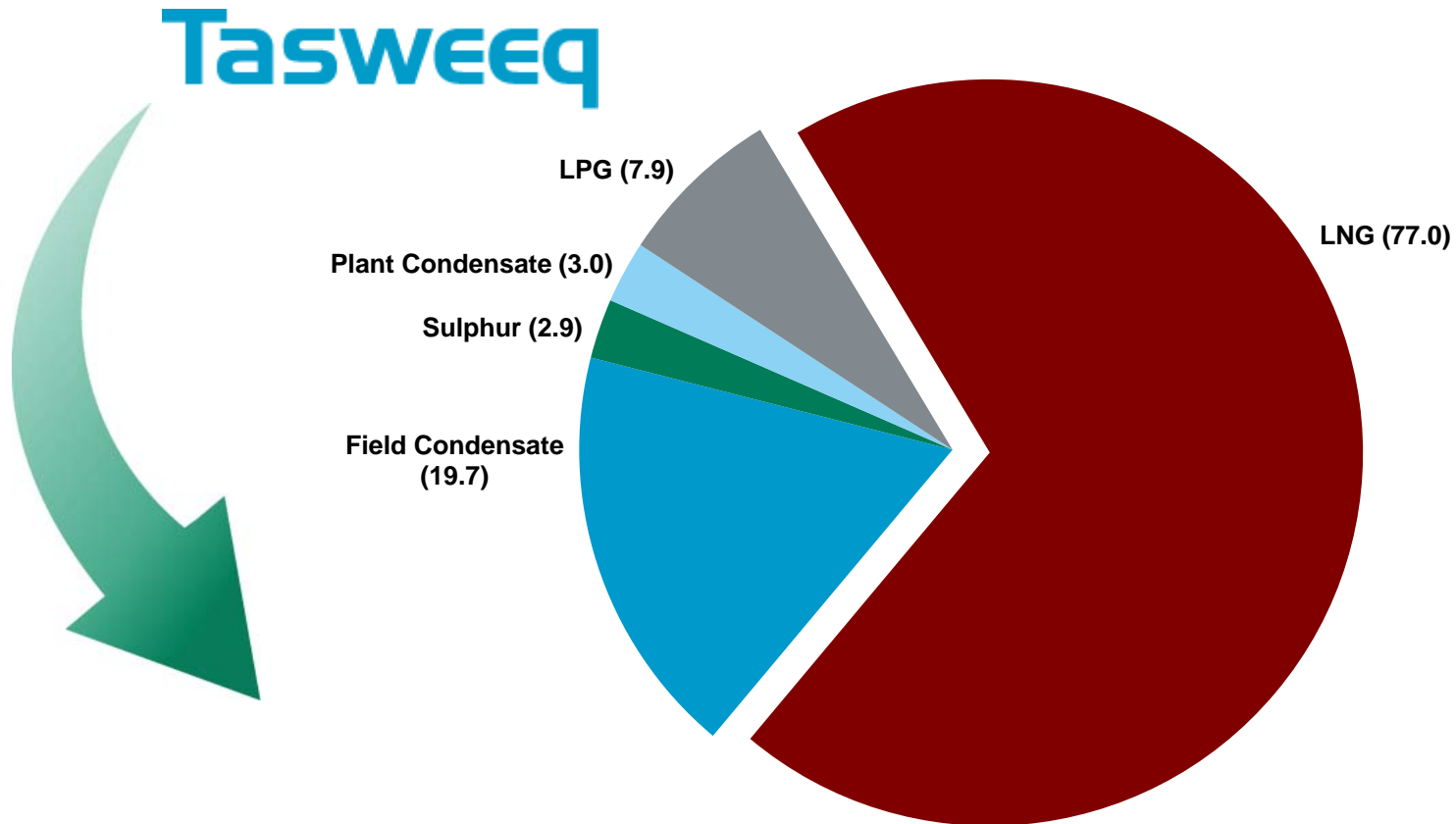
## 🕒 Marketing company created by Qatar Law number 15 of 2007:

- 100% owned by the State of Qatar (Not a subsidiary of Qatar Petroleum).
- Producing Entities (PEs) must sell regulated products to Tasweeq.
- Sole exporter and takes ownership of **Regulated Products**.
- Tasweeq is independent from PEs and prohibited by law from sharing marketing information and abides by the anti-trust/ competition law.

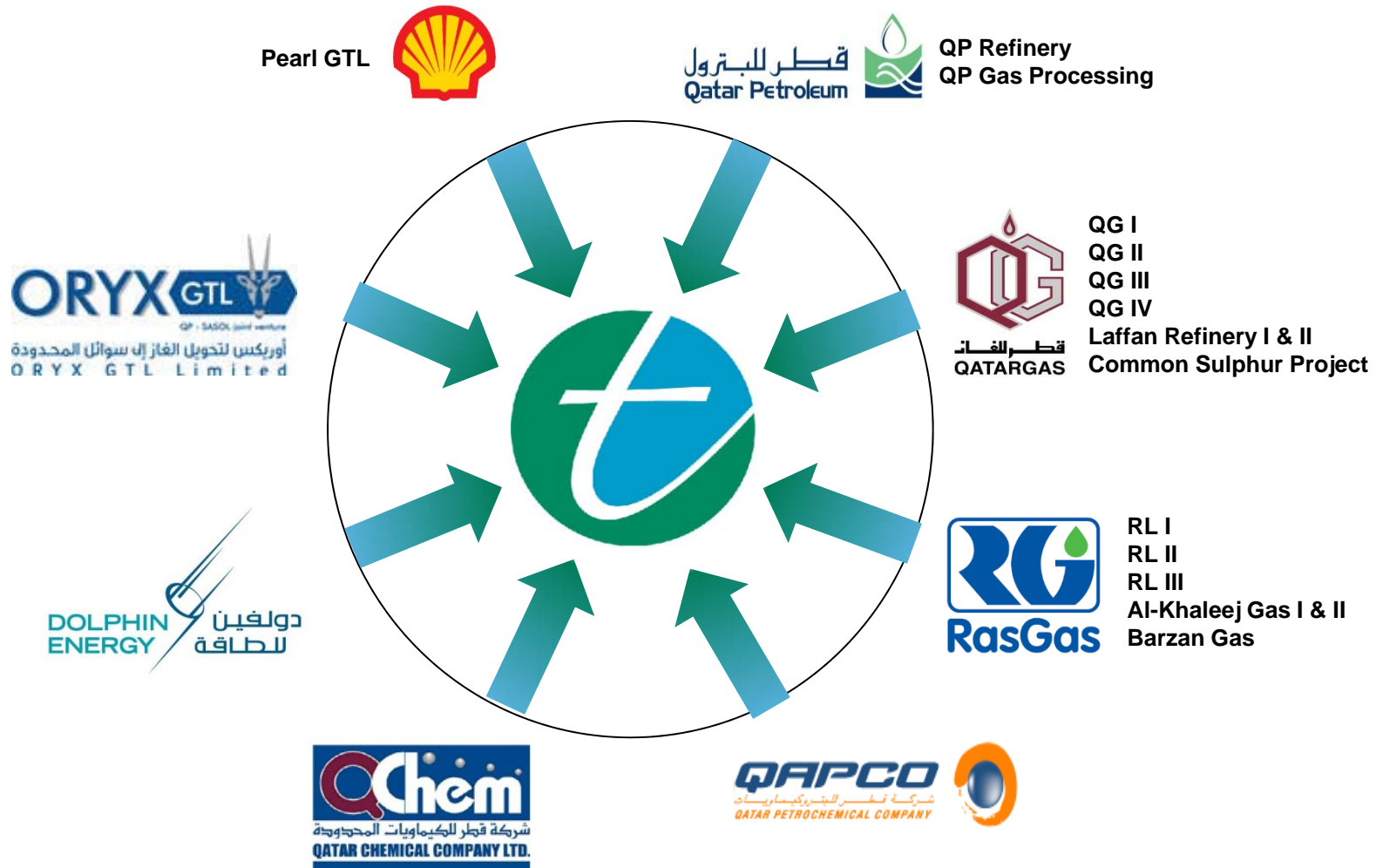
## 🕒 Ministerial Directive of May 21, 2009:

- Agents for QP to export crude oil and import certain petroleum products, called **Non-Regulated Products**

## LNG and Co-Products Production (in mtpa)

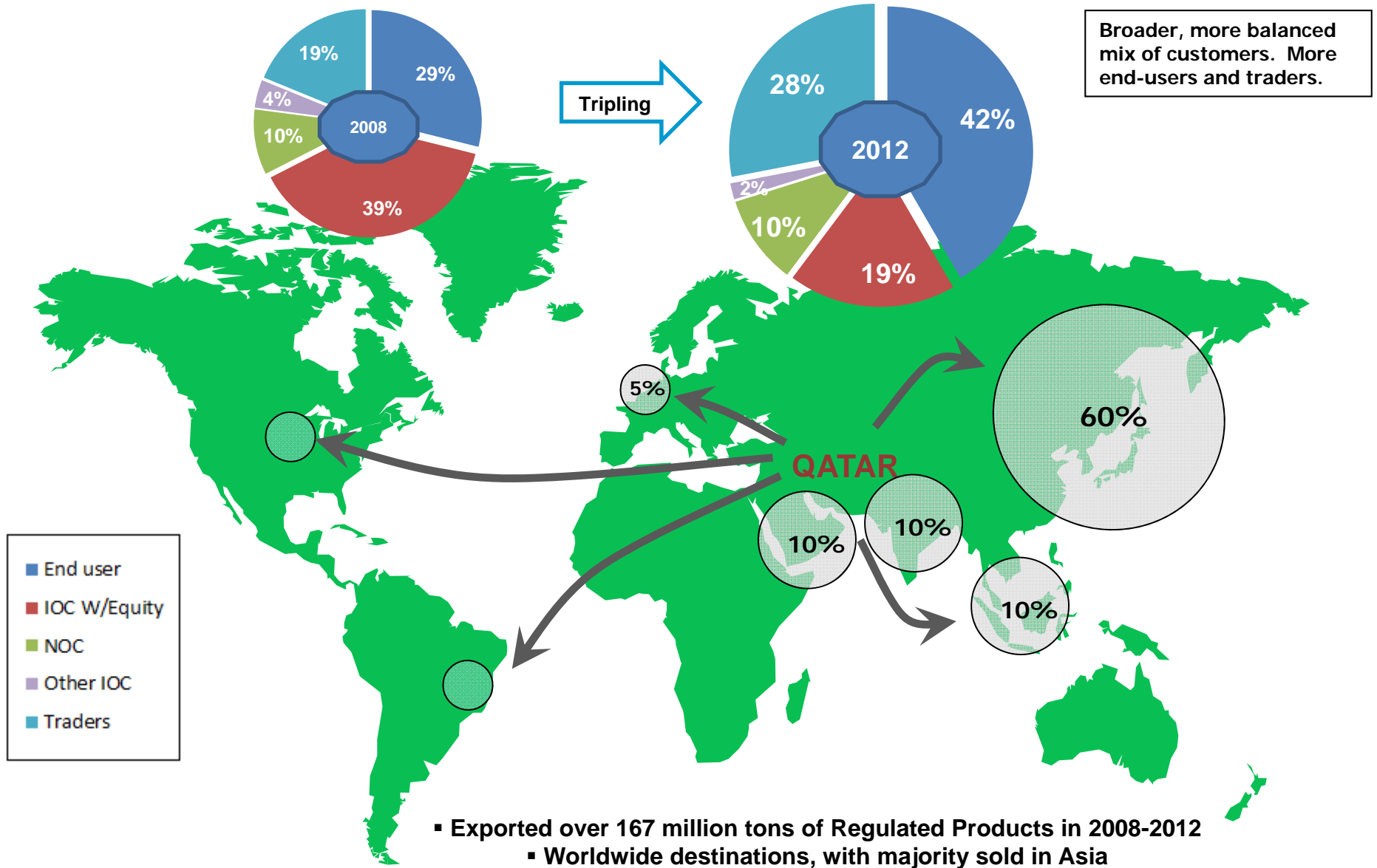


# Sole Regulated Export Marketer for Qatar Projects



# TASWEEQ'S EXPORTS

# Qatar Regulated Products Exports 2008-12





# REGULATED PRODUCTS

## Condensates

### Introduction

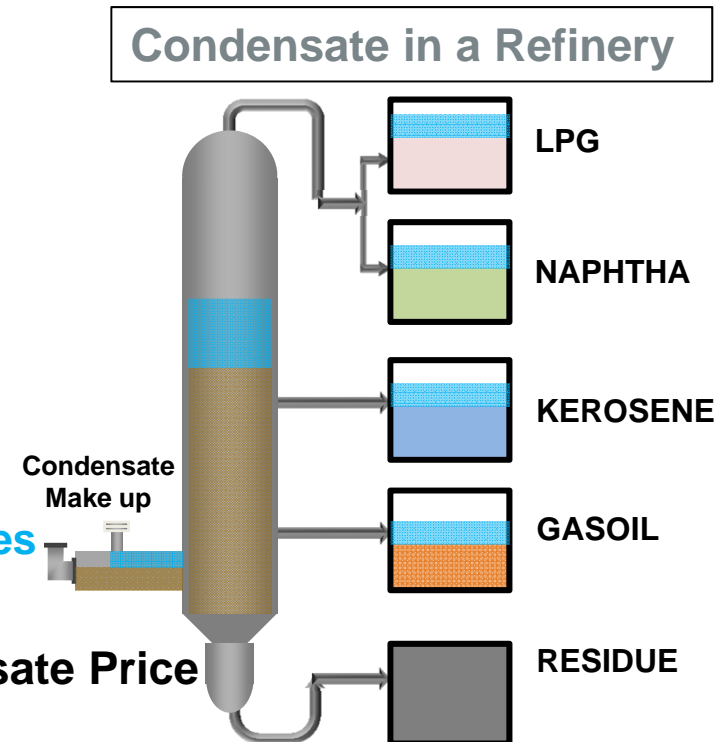
- Co-product from the production of natural gas
- Considered as light crude
- Consist ~50% naphtha

### Market Fundamentals:

- Qatar is the World's Largest Exporter of Condensates
- Asian refineries are the main outlets
- Tasweeq has its own price called: Qatar Condensate Price

### Condensate Main Usages as feedstock for:

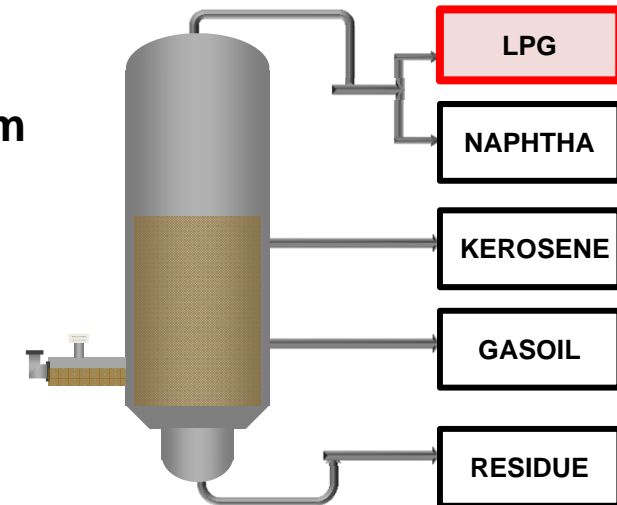
- Refineries (blended with crude)
- Splitters
- Petrochemical crackers



## Liquefied Petroleum Gas (LPG)

### Introduction

- Co-product from LNG gas processing trains and from stabilizing condensates (~52%)
- From refineries and gas plants (~48%)
- Commercial LPG consists of two elements: Propane (C3) and Butane (C4)
- Asia is the main market for Tasweeq (~95%)
- Qatar is one of the World Leader's in LPG Exports



### LPG Main Usages

- Commercial and residential heating or cooking gas (~52%)
- Feedstock for petrochemical crackers to make plastics (~17%)
- Motor fuel (~10%)



# Naphtha

## Introduction

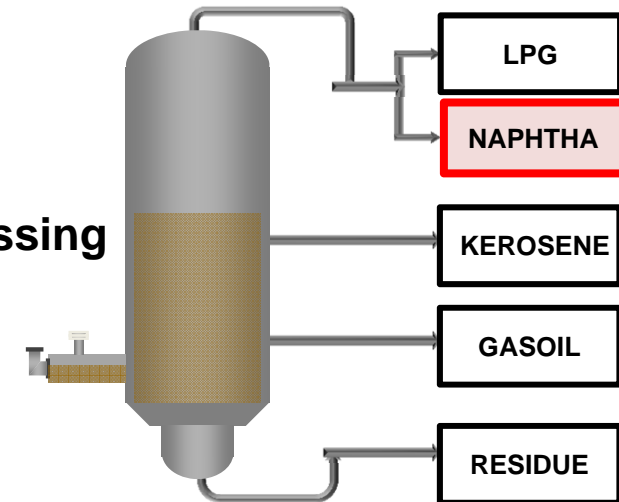
- Consists of light hydrocarbons (C5+)
- Produced mainly from Refining crude and gas processing

## Background

- Tasweeq exports 6 grades of Naphtha
  - GTL Naphtha — [Qatar is the World Leader in GTL Production](#)

## Naphtha Main Usages

- Light naphtha is a feedstock to make plastics
- Used in refineries to convert into gasoline components
- Heavy naphtha used in aromatics industry (e.g. paints, tires and cosmetics)



# Sulphur

## ⌚ Introduction

- Sulphur is an inorganic chemical material
- Produced by extracting from petroleum products

## ⌚ Background

- Tasweeq exports ~2 million tons/year
- Tasweeq's need to secure reliable off-take
- Tasweeq has its own posted price called: Qatar Sulphur Price
  - Established as a leading benchmark in the market



## ⌚ Sulphur Main Usages

- To make Hydro-sulphuric Acid for fertilizers
- Metal leaching
- Fire works

# Strategy

- *A strategy is a declaration of intent, defining where you want to be in the long-term. Understand the process involved and how to avoid potential pitfalls to help you plan successful strategies*
- **Bruce & Langdon**

# Vision

- *A Vision statement outlines what the organisation wants to be. It concentrates on the future. It is a source of inspiration. It provides clear decision-making criteria.*

# Mission Statement

- *A Mission statement tells you the fundamental purpose of the organisation. It concentrates on the present. It defines the customer and the critical processes. It informs you of the desired level of performance.*



# Effective Vision Statement

- *Clarity and lack of uncertainty*
- *Vivid and clear picture*
- *Description of a bright future*
- *Memorable and engaging wording*
- *Realistic aspirations*
- *Alignment with organisational values and culture*

# TASWEEQ VISION

Tasweeq is the world's petroleum marketing company, delivering Qatar's energy to the Globe - Reliably, Efficiently and Responsibly. We create value for stakeholders by capitalizing on our world-class employees and best practices.

# Vision

**Tasweeq is the world's petroleum marketing company, delivering Qatar's energy to the Globe, Reliably, Efficiently and Responsibly.**

**We create value for stakeholders by capitalizing on our world class employees and best practices.**

## Six key components of Tasweeq's Vision

<b>Reliability</b>	<b><i>(e.g. invoice timing, PE payment, etc.)</i></b>
<b>Efficiency</b>	<b><i>(e.g. operating expenses, etc.)</i></b>
<b>Responsibility</b>	<b><i>(e.g. internal audit, HSE record, etc.)</i></b>
<b>Stakeholder value</b>	<b><i>(e.g. price benchmarks, etc.)</i></b>
<b>World-Class Employees</b>	<b><i>(e.g. Qatarisation, recruitment, etc.)</i></b>
<b>Best Practices</b>	<b><i>(e.g. quality assurance, etc.)</i></b>

# TASWEEQ MISSION

**While at all times operating in compliance with the 12 Core Principles of the Law governing Tasweeq, our mission is to:**

- **Assure reliable and efficient off-take of Regulated Products, while maximising value, in a transparent, cost effective and equitable manner for stakeholders.**
- **Implement and maintain commercial, operational, technological, corporate governance and controls practices consistent with the highest international standards.**
- **Provide an environment to attract and develop high-potential Qataris while recruiting and retaining a diverse high-calibre workforce.**
- **Be a centre of excellence on (in the) energy markets, making this knowledge available to the State of Qatar.**
- **Present the State of Qatar as a leader in business ethics, integrity and professionalism.**

# TASWEEQ VALUES

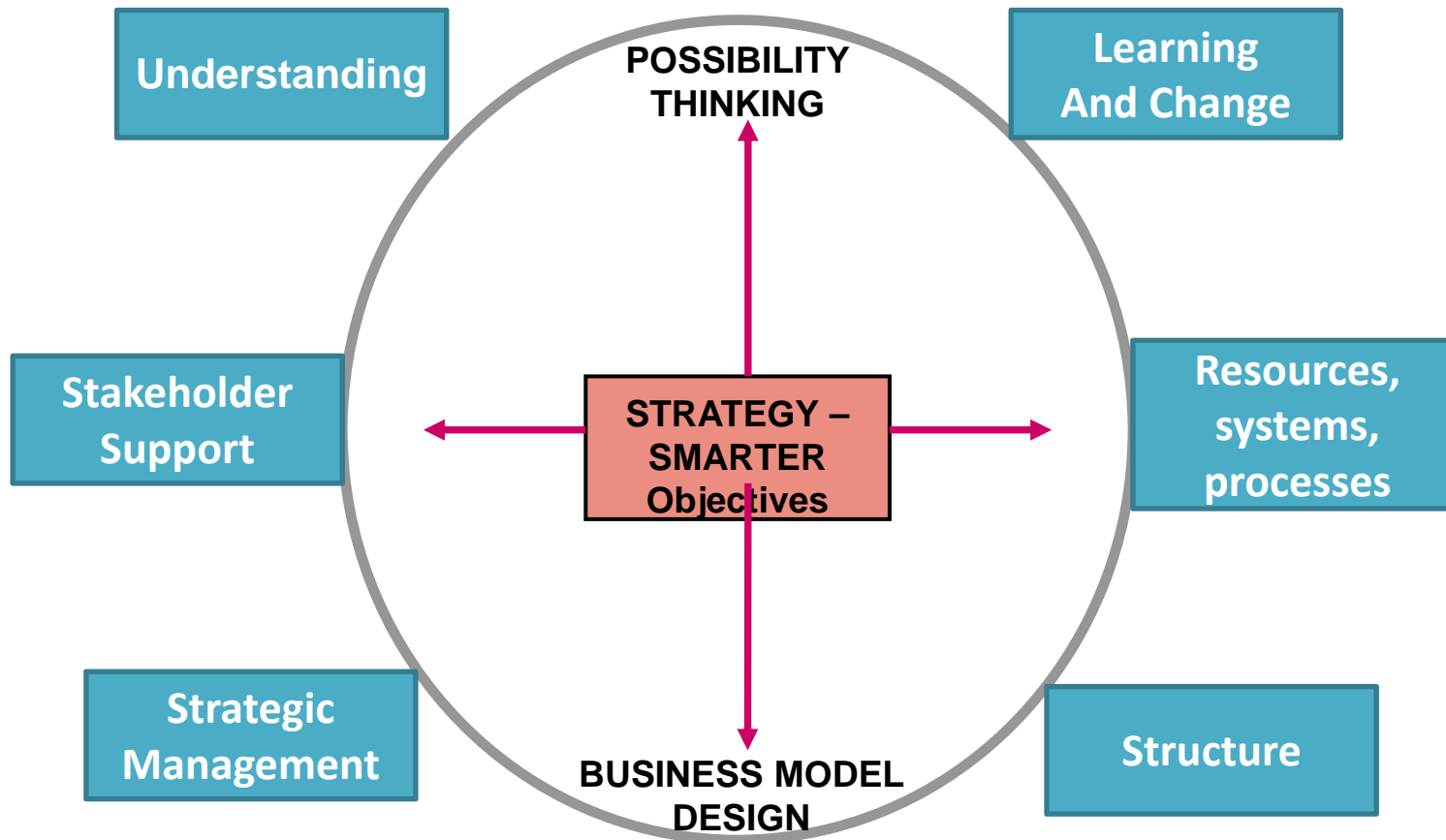
Tasweeq achieves the highest standards of ethics, compliance and safety through the continuous development of our employees who embody the following core values:

- Mutual Trust, Respect and Understanding
- Honesty and Integrity
- Responsibility and Accountability
- Commitment and Recognition
- Teamwork and Innovation

# TASWEEQ OBJECTIVES 2014

- 1- Re-examine and align Tasweeq's direction and strategy.
- 2- Communicate and enhance employee awareness about Tasweeq's vision, mission and strategic goals.
- 3- Increase effectiveness of meetings and remain focused while ensuring decisions are implemented.
- 4- Dedicate sufficient and exclusive time for corporate strategy discussions (i.e. off-site leadership meetings, team building meetings, etc.)
- 5- Ensure consequential delegation and empowerment of directors and managers to foster the progression of future leaders.
- 6- Continue to review succession plans to ensure continuation of adequate organizational performance should leadership changes occur.
- 7- Rationalize the overall budget/ operating expenses.
- 8- Enhance the control processes in Tasweeq.
- 9- efficient use of QTRADES.

## Holistic Strategic Framework



# Strategic Management

- 1) *Strategic Analysis*
- 2) *Strategic Choice*
- 3) *Strategic Implementation*



# Strategic Analysis

- *The Environment*
- *Cultural and stakeholder expectations*
- *Resources and strategic capability*

# The Environment

- *Political*
- *Economical*
- *Social*
- *Technological*
- *Legal*
- *Environmental*

# The Environment

## PESTLE Analysis

# Cultural & Stakeholder Expectations

- *Internal*
- *External*
- *Vision*
- *Mission*
- *Values*

# Resources and strategic capability

- *Resource Audit*
- *Value Chain Analysis*
- *Model for Strategic Capability*

# Organizational Gaps

1. *Opinion Surveys*
2. *Communication Surveys*
3. *Focus Groups*
4. *SWOT Analysis*

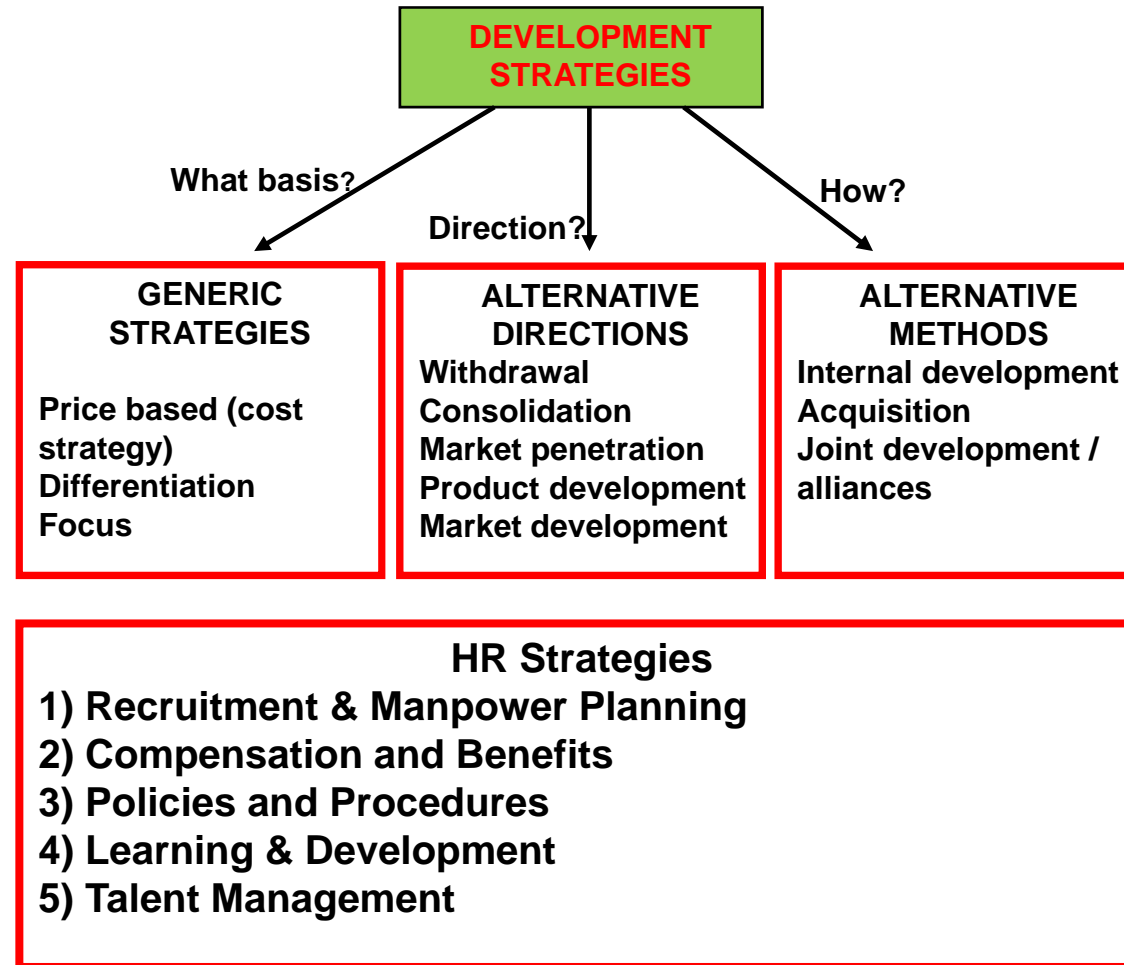
# Tasweeq's Employee Online Satisfaction Survey

- **1) Remuneration.**
- **2) Work Culture.**
- **3) Career Planning/Advancement.**
- **4) Performance Management.**
- **5) Workflow Processes.**
- **6) Future Outlook.**
- **7) Workload.**
- **8) HR Services.**

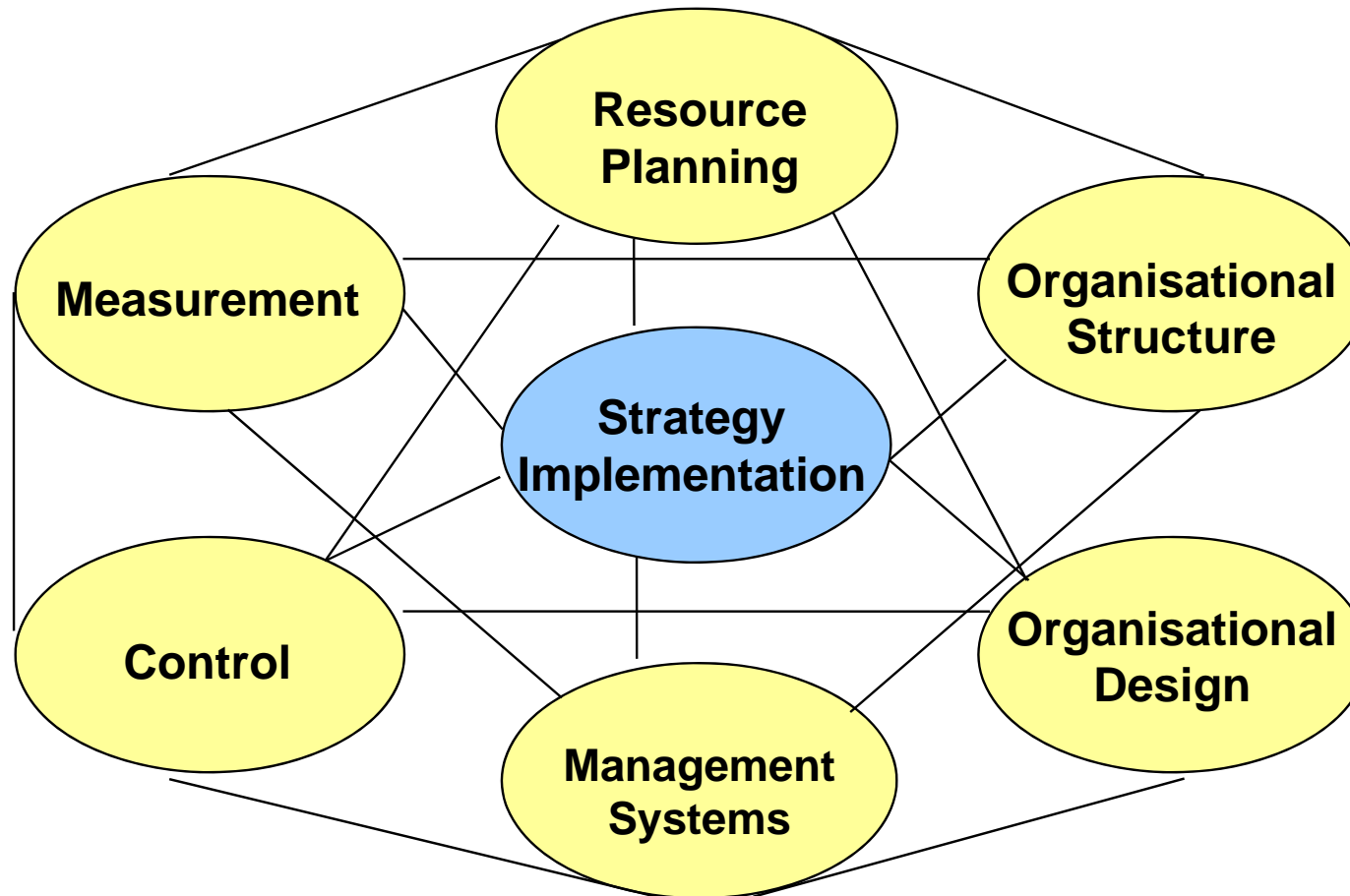
# Formulation of Strategies

- 1) Identifying Options*
- 2) Evaluating Options*
- 3) Selecting Suitable Options*





# Strategy Implementation



# Developing HR Strategy

- 1) Get the Big Picture/Identify Key Driving Forces.
- 2) Develop a Mission Statement or a Statement of Intent.
- 3) Conduct a SWOT Analysis
- 4) Conduct a Detailed HR Analysis (COPS).
- 5) Determine Critical People Issues.
- 6) Develop Consequences and Solutions.

# Talent Management

**Learning :**  
Acquiring  
Knowledge/Skills

**Development:**  
Mastering Skills  
Behavior Habits

**Training :**  
A task-oriented  
activity



## Why Talent Management?

**Business Needs/Goals**

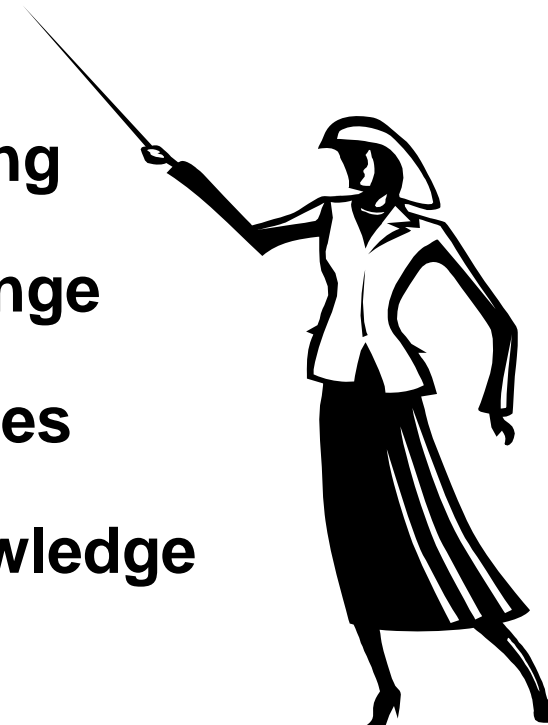
**Performance**

**Succession Planning**

**Management of Change**

**Organizational Values**

**Acquiring/Sharing Knowledge**





## HUMAN RESOURCES IN TASWEEQ

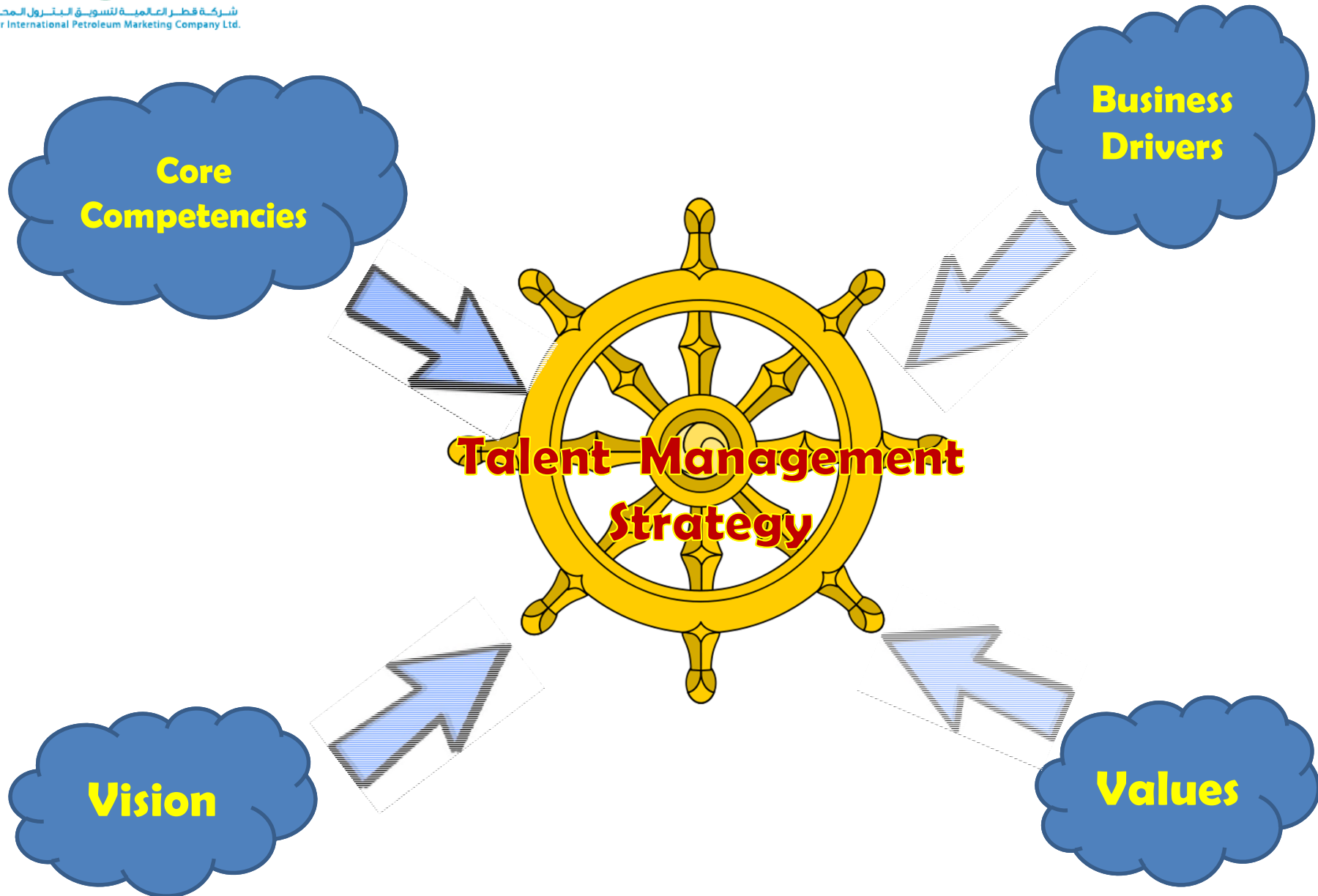
Tasweeq's HR Department offers continuous support and assistance to all employees in order to ensure smooth, efficient and reliable HR services to strengthen Tasweeq's employee relations.

Our main functions include recruitment of high caliber employees and provide learning opportunities to develop the necessary skills to successfully perform in the workplace. We strive to continuously deliver efficient HR and Personnel Administrative services with systems enhancements to better serve our employees.

HR's foundation of our organizational culture and work ethic is to ensure Mutual Respect and Understanding, Honesty and Integrity, Responsibility and Accountability, Commitment and Recognition, Teamwork and Innovation.

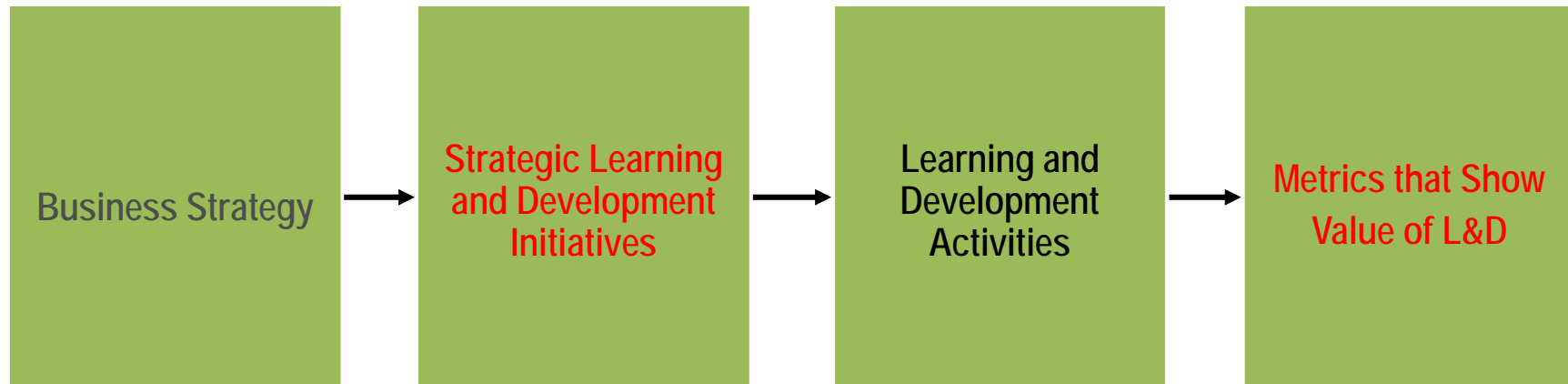
### Core Values

COMMITMENT  
COMMUNICATION  
CUSTOMER SERVICE  
DEVELOPMENT  
IMAGE  
PROBLEM SOLVING  
TEAMWORK  
TRUST





# The Strategic Training and Development Process



Noe, 2008

# Identifying Needs

## Training Needs Analysis (TNA)

Identify the Gaps Between what is Needed and What is Currently Available

# Behavioral Competencies

- **Organisational Commitment**
- **Initiative and Commitment to Achieve**
- **Teamwork**
- **Understanding Others**
- **Adaptability and Innovation**
- **Customer Focus**
- **Continuous Learning**
- **Leadership**
- **Effective Communication**
- **Strategic Thinking**
- **Professionalism**

## Behavioral Competencies

Behavioral Competency	Organisational Commitment	Initiative and Commitment to Achieve	Teamwork	Understanding Others	Adaptability and Innovation	Customer Focus	Continuous Learning	Leadership	Effective Communication	Strategic Thinking	Professionalism
Job Title											
Executive Director Marketing & Shipping	S	S	S	S	S	S	S	S	S	S	S
Marketing Director	S	S	S	S	S	S	S	S	S	S	S
Shipping Director	S	S	S	S	S	S	S	S	S	S	S
Marketing Manager	P	P	P	P	P	S	P	P	S	P	P
Chartering Manager	P	P	P	P	P	P	P	P	P	P	P
Singapore General Manager	P	B	P	P	P	P	P	P	P	B	P
Business Coordinator [SRO]	B	A	B	B	B	B	B	A	B	A	B
Ship QA Manager	P	B	P	P	P	P	P	B	P	B	P
Sales Operations Manager	P	P	P	P	P	P	P	P	P	B	P
Freight Operations Manager	P	B	P	P	P	P	P	B	P	B	P
Demurrage & Claims Manager	P	B	P	P	P	P	P	B	P	A	P
Ship QA Coordinator	P	B	P	P	B	B	B	B	B	A	B
Sales Contract Administrator	B	B	P	P	B	B	B	B	B	A	B
Shipping Contract Administrator	B	B	P	P	B	B	B	B	B	A	B
Executive Assistant	B	B	B	B	A	B	B	A	B	A	B
Marketing Assistant	B	B	B	B	A	A	A	A	B	A	B
Customer Service Liaison	B	B	B	B	A	A	A	A	B	A	B

## Technical Competencies

Technical Competency	Functional Technical Knowledge	Market Analysis	Contract Negotiation	Marketing Economics	Marketing and Shipping Operations	Product Quality	Freight	Marketing Finance	Business Controls	Refinery and Plant Operations	Risk and Exposure Management	Strategic Planning and Business Development	Finance Organization Management	Financial Risk Management	Treasury Management	Corporate Financing	General Accounting
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Job Title																	
ED Marketing & Shipping	S	P	P	P	B	P	P	P	S	B	P	S	B	P	B	B	A
Marketing Director	P	P	P	P	B	P	P	P	P	B	P	P	A	B	A	A	A
Shipping Director	P	P	P	P	B	P	S	P	P	B	P	P	A	B	A	A	A
Marketing Manager	B	P	P	P	P	B	P	P	P	B	B	B	A	A	X	X	X
Chartering Manager	B	P	S	B	P	A	P	P	P	A	A	B	A	A	X	X	X
Ship QA Manager	B	X	B	A	B	A	B	X	P	X	B	B	A	X	X	X	X
Singapore General Manager	B	B	B	A	B	A	B	B	P	A	A	B	A	A	A	A	X
Business Co-ordinator [SRO]	A	P	B	B	A	B	B	A	B	A	A	A	A	A	X	X	X
Freight Operations Manager	B	A	B	B	P	B	P	B	B	A	X	A	A	X	X	X	X
Sales Operations Manager	B	A	B	B	P	B	B	B	B	B	A	A	A	X	X	X	X
Demurrage & Claims Analyst	A	A	B	B	P	B	P	B	B	X	X	A	A	X	X	X	X
Ship QA Coordinator	A	X	A	A	B	A	A	X	B	X	B	A	A	X	X	X	X
Sales Contract Administrator	A	A	B	A	B	A	B	B	B	X	A	A	A	X	X	X	X
Shipping Contract Administrator	A	A	B	A	B	A	B	B	B	X	A	A	A	X	X	X	X
Executive Assistant	A	A	A	X	A	A	X	X	A	X	X	A	A	X	X	X	X
Marketing Assistant	A	X	X	X	X	X	X	X	A	X	X	A	A	X	X	X	X
Customer Service Liaison [SRO]	A	X	X	X	X	X	X	X	A	X	X	A	A	X	X	X	X

Aware  
 Basic  
 Proficient  
 Skilled  
 X - Not applicable

## Performance Category & Ranking %

<b>Distinguished Contributor</b>	A distinguished contributor is noticeable internally and externally by others in achieving strategic objectives of the department. Measurable outputs are evident of his/her contribution and have lasting improvements in the corporate performance. He/she is a role model to his/her subordinates and colleagues by initiating new ideas impacting positively & improving conduct of business.
<b>Excellent Contributor</b>	An excellent contributor through the achievement of all his/her objectives and continuously exceeds expectations. He/she is capable of enhancing & further developing the performance of self and others.
<b>Valued Contributor</b>	A valued contributor effectively performs all of his/her objectives, occasionally exceeds expectations and consistently meets business requirement.
<b>Improving Contributor</b>	Improving contributor achieves the set objectives partially and may not perform to the expected level. He / She is either still learning the essential functions of the job or improving towards effective performance. Requires further development & training.
<b>Limited Contributor</b>	A limited contributor is not able or willing to perform towards the objectives set. Requires major development & training.

## Addressing Needs

Strategy	Examples
1) On the Job-Learning	Coaching Mentoring
2) Trainer-Led Learning	Workshops Forums Symposiums
3) Deployment	External Attachment Job Rotation Secondment
4) Group Learning	Seminars Networking
5) Self-managed Learning	e-Learning Reading Further Education

# Mandatory Courses



- Code of Conduct
- Anti-Trust Essentials
- EU Competition Law
- Health and Safety courses
- IT Orientation
- SAP Orientation

- Business Continuity C Orientation
- Fire Safety Orientation

Coordinated by:

Learning and Development Section



# Graduate Development Program

## Graduate Development Program (GDP)

### Major Aim

- To develop Qatari National graduates of various disciplines into fully contributing qualified professionals.

### Features of the Programme

- The duration is 3 years and is Performance-based.
- Each SUD has a target position.
- Each SUD has a Coach and a Mentor.
- All SUDs report to the Head of Learning & Development.
- Monthly and end of segment reports are compiled to assess performance.

# S.M.A.R.T. Objectives

**S = Specific**

**M = Measurable**

**A = Achievable**

**R = Relevant**

**T = Timely**

**“ WHAT CAN NOT BE DEFINED,  
CAN NOT BE MEASURED; WHAT  
CAN NOT BE MEASURED CAN  
NOT BE IMPROVED, AND WHAT  
CAN NOT BE IMPROVED WILL  
EVENTUALLY DETERIORATE”**

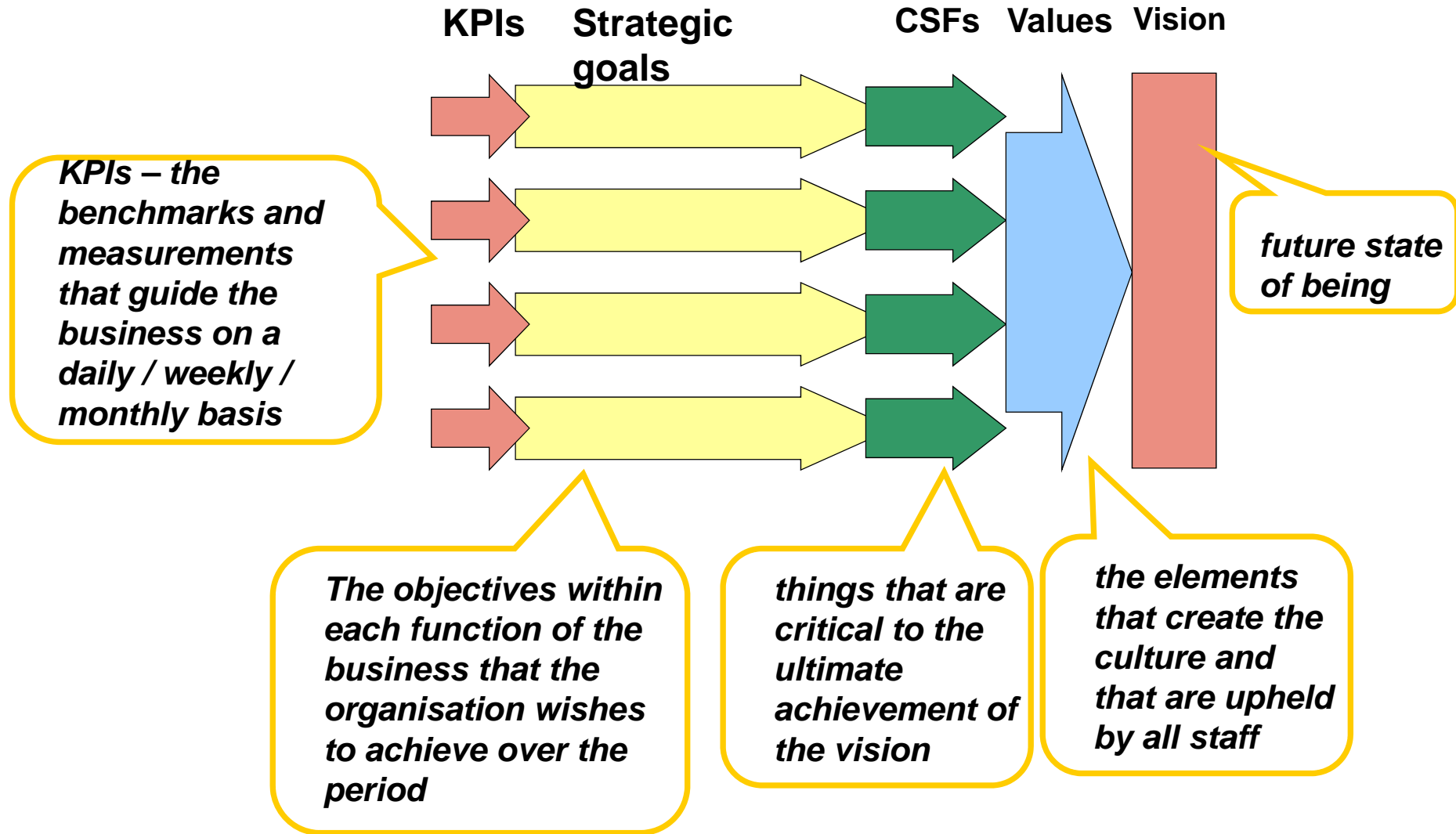
# Evaluation

1) Evaluation of Vendors/Trainers

2) Evaluation of Development Programs



# Compass Aligned Performance System



Find your values

Align actions with values

Vision the future

Enlist others in the vision

Change, grow, improve

Experiments and mistakes

Build trust & shared goals

Strengthen others

Recognise effort

**Celebrate success**

Kouzes & Posner



شكراً  
Thank You

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[www.tasweeq.com.qa](http://www.tasweeq.com.qa)