



Nationalization: The challenges and solutions to contemporary Human Resourcing

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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

Year	Trainees (No.)	National Employees (No.)
2009	181	580
2010	164	620
2011	192	686
2012	316	835
2013	575	1133

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

More Key Solutions Cont'd

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

