

4th Middle East HR Conference & Expo 2005

The Future of Human Resources

Dubai, 22nd & 23rd February 2005

HR

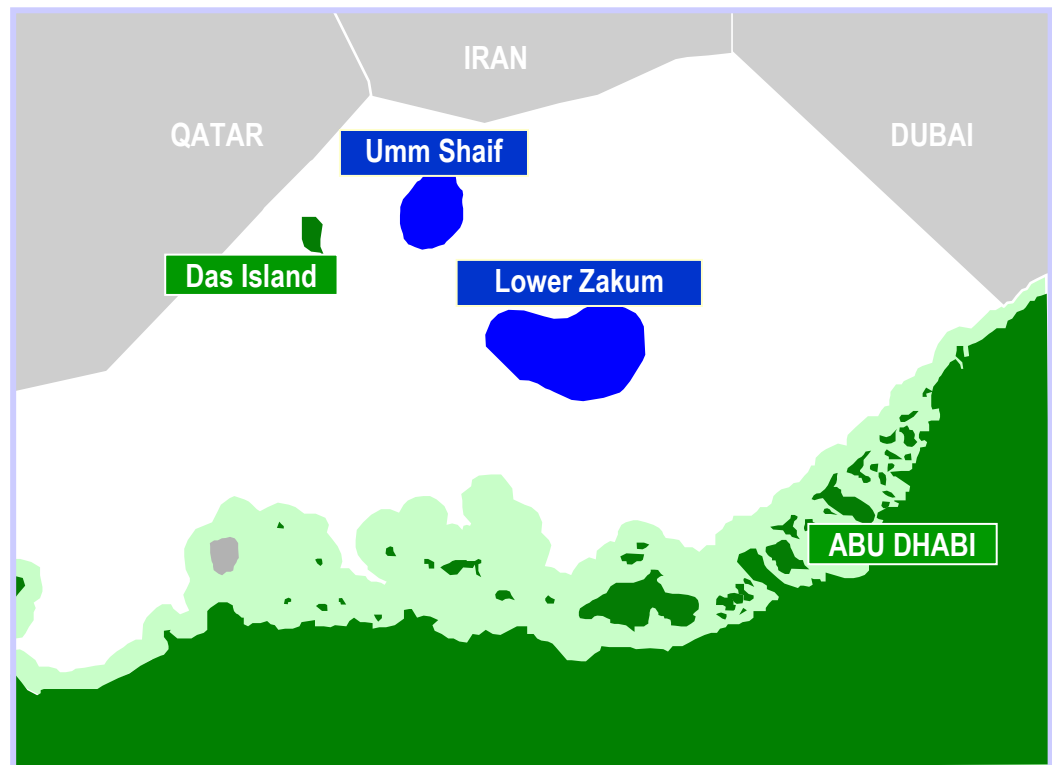
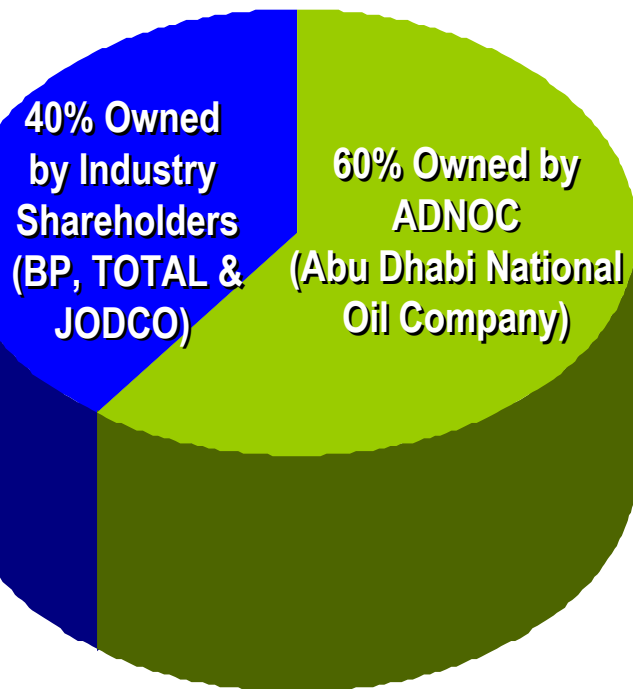
Becoming a Strategic Partner

Bud Fackrell – General Manager
Adma-Opco

Dubai, 22nd & 23rd February 2005

Abu Dhabi Marine Operating Company

A locally incorporated Oil & Gas Joint Venture Company Operating in Abu Dhabi Offshore Areas



Abu Dhabi Marine Operating Company



Adma-Opco a pioneer Oil & Gas producer from two major offshore fields of Abu Dhabi (Umm Shaif & Zakum) since 1954.



The first Shipment of Oil was exported from its Umm Shaif Oil field in 1962.



Above 2000 workforce comprised of more than 40 different Nationalities.



An annual budget (Capital & Operating) of more than US Dollar 1 Billion.

Abu Dhabi Marine Operating Company

Adma-Opco operates two major offshore (at sea) oil fields in Abu Dhabi:

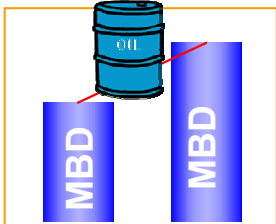
- Umm Shaif Field
- Lower Zakum Field

Zakum is one of the largest offshore field (among top ten offshore oil fields in the world).

Adma-Opco's production of Oil & Gas is transferred to Das Island where it has the processing and storage facilities to export Oil around the World. Gas is transferred to ADGAS (Sister Company).



Challenges Facing Adma-Opco



Increasing production capacity by 50% over next 10 years



Managing ageing reservoir and production facilities



Manpower demographic changes:

- Ageing Expatriates.
- Young UAE Nationals.



Transforming Adma-Opco into Performance Driven Organization



- Performance Driven Organization (Flat Team Based).
- Cultural Change. (Behaviour in line with Adma-Opco objectives).
- Performance Management System (Key Performance Indicators).

HR : Traditional Role

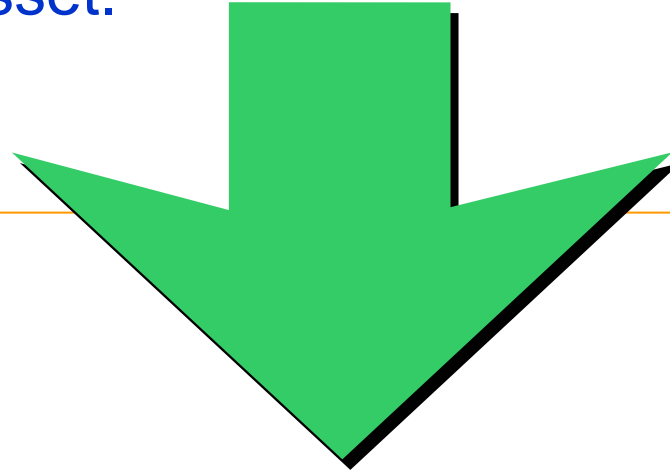


- Policy and Job evaluation Functions.
- Implementation of Policy.
- Salary & Benefits Administration.
- Recruitment and selection.
- Training coordination.

Human Resources Challenge



People are the most valuable asset.



How to utilize them to Manage the Challenges.

Human Resources as a Strategic Partner with Line / General Management

- Participating in setting / driving Company objectives.
- Enhancing employees competencies.
- Building effective performance Teams.
- Manning the organization (Recruitment, succession planning, competency development).
- Rewarding effective performance.



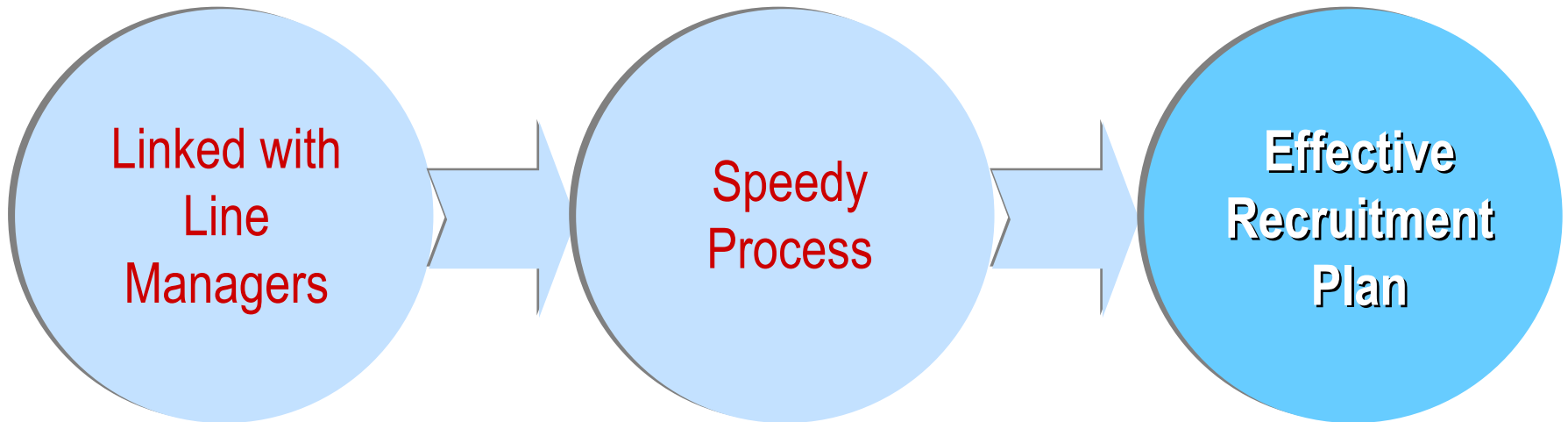
Professional Ladder

Professional Ladder is a Systematic function defining range of grading standards for a genuine Professional Discipline / Job Family in terms of required levels of Technical / Business and Behavioural Competencies for each grade.

Partnering Example: Promotion through Professional Ladder	
Before Professional Ladder	After Professional Ladder
↪ Centrally Owned by HR	↪ Owned by Line Manager
↪ Promotion against Vacancy	↪ No need for Vacancy
↪ Promotion criteria developed by HR	↪ Shared development & assessment with Line Manager
↪ Activity based promotion	↪ Competency based promotion
↪ Stranded Personnel	↪ Growth (Career Development)
↪ Rolled out by HR	↪ Rolled out by Line Manager

Recruitment

PROCESS



Competency Assurance Management System

Adma-Opco Promotes Continuous Learning Environment

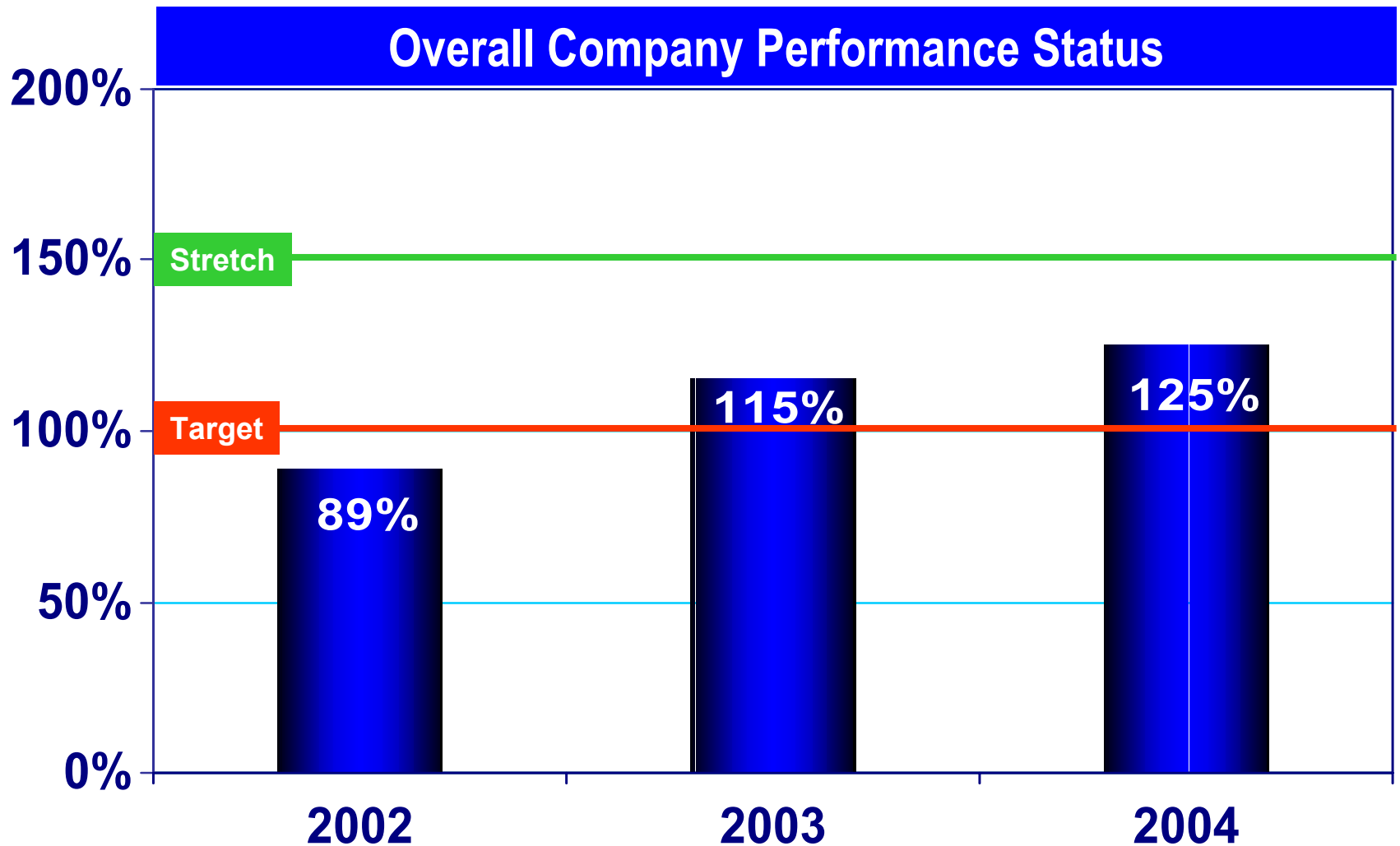
Competency Assurance Management System

Jointly Driven by Line Managers / HRD / Employees Participation

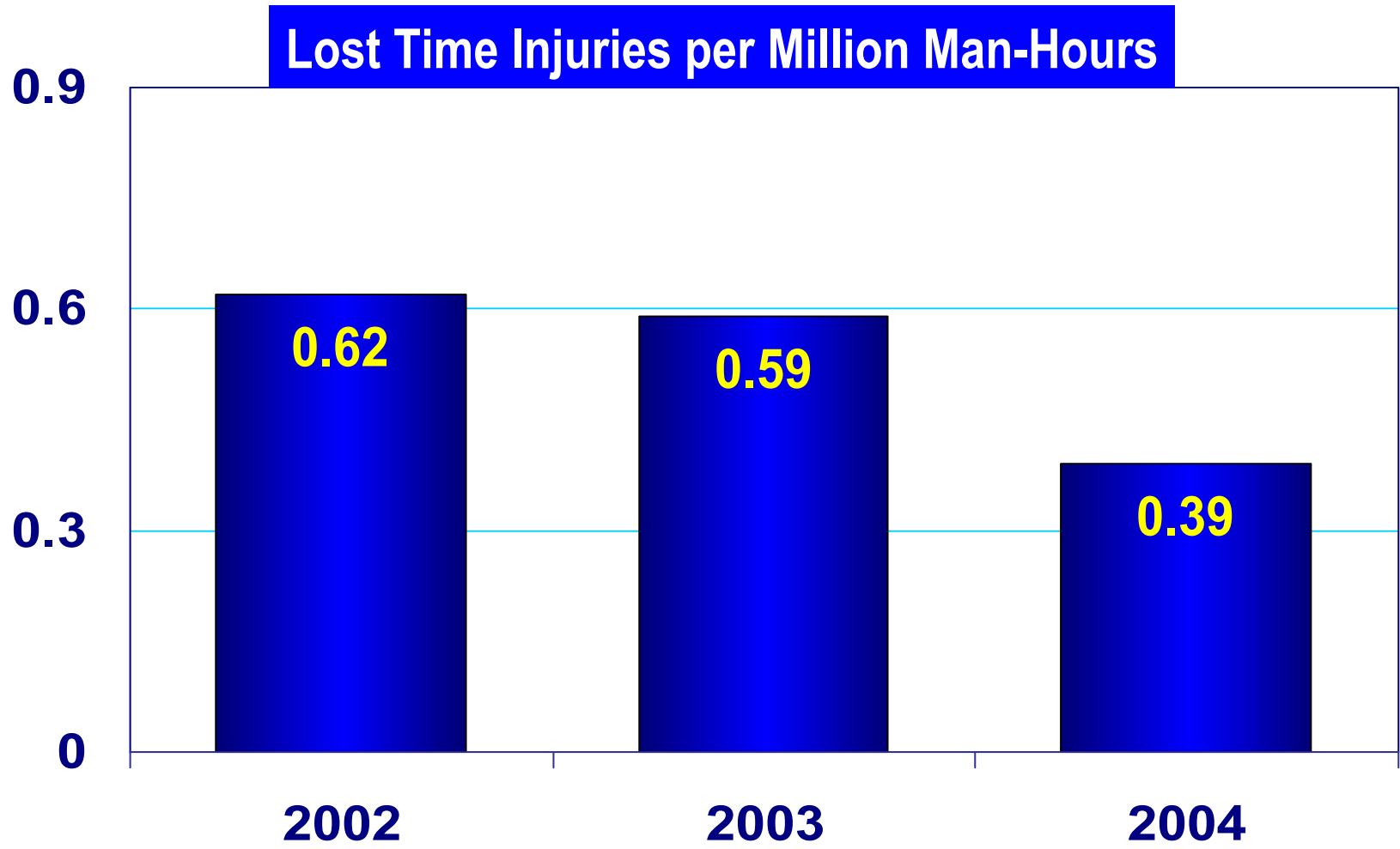


COMPETENT WORKFORCE

Performance Contract Achievements against set targets

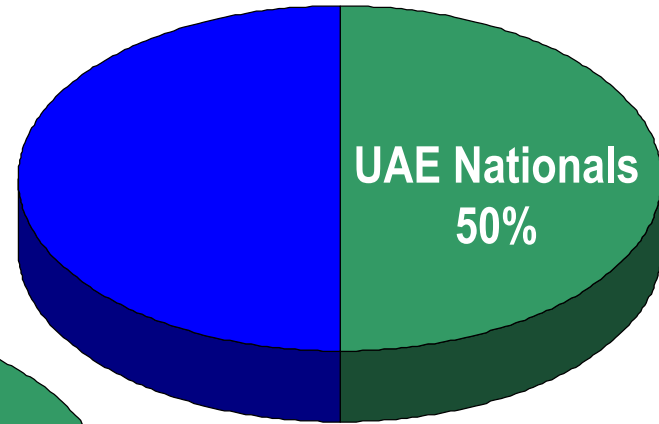


Health Safety & Environment Lost Time Injury Frequency Rate (LTIFR)

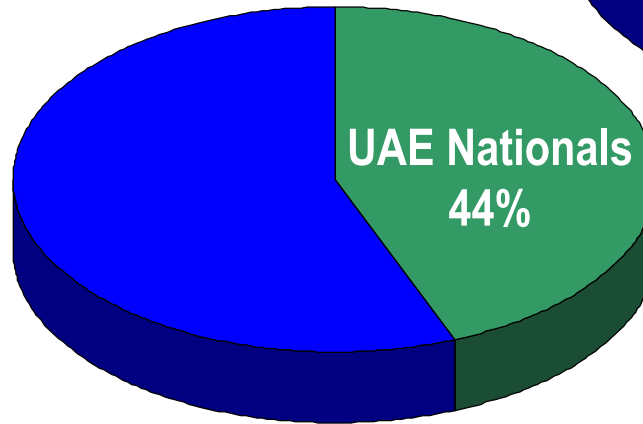


Emiratization

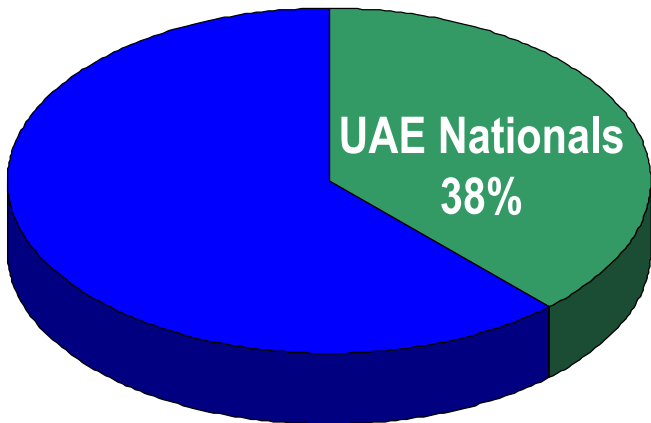
December 2004



December 2003



December 2002



Summary

- ❖ Challenges of the 21st Century Require any Company to “**RE-THINK**” how they utilize their most valuable Asset – **PEOPLE**.
- ❖ Changing the organization “Alone” will not produce Performance Improvement.
- ❖ Challenges facing HR function:
 - ❖ Be part of the **PEOPLE** solution

From Traditional role

To
Strategic Partner
with Line Managers

Thank You