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Tomorrow's Wealth
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Kuwait Petroleum Corporation (KPC) and its subsidiaries have historically adopted a philosophy and clear business strategy that became the foundation of all of its successes and basis of its excellence in its various departments: “Our Human Resources... The Secret to Our Excellence”. From that point forward, KPC leaders have strived for generations to build and qualify national cadres of first- and second-line managers to be capable of facing challenges, and put Kuwait on the global oil industries’ map strongly and steadily.

And in light of the great challenges and responsibilities lying ahead, and the accelerating developments in the global oil industry, KPC and its subsidiaries put together an ambitious plan distinguished with accumulated experience and flexibility in carrying out a comprehensive vision to hire newly-graduated national manpower, while training oil sector employees in line with the requirements and ambitions of the oil sector in various fields.

With regards to hiring national manpower, the oil sector targets creating 4,680 jobs in the next 5 years. Meanwhile, it managed to achieve a ‘Kuwaitization’ percentage that reached nearly 89.5% of oil sector employees, while stressing its strategy of giving priority to hiring fresh graduates in several career fields.

Furthermore, the oil sector was keen on hiring national labor forces as contractors according to controls it specified when tenders were awarded. The Kuwaitization percentage of contractors’ staff reached around 26.4%.

In parallel with their commitment to hiring national manpower, KPC and its subsidiaries gave great attention to qualifying, training and developing their employees’ performance inside and outside Kuwait, in order to best serve there mega developmental projects, and enhance their capabilities to carry out those projects. Around 1,476 training courses featuring more than 26,000 employees were held in one year and in various fields; a clear indication of the understanding of KPC and its subsidiaries of training’s importance in qualifying and developing human resources.

Since the oil sector’s ambitions are limitless, KPC and its subsidiaries stressed that its constant approach to achieve the symphony of success does not stop on the current achievements in human resources’ development. Instead, they plan to build a future capable of developing and improving the capabilities of oil sector staff, and enable them to become competitive in the global oil market in various fields, thus producing distinguished national cadres that spread their philosophy and vision inside Kuwait, or from its offices around the world.
This Issue’s Main Topics

Interview of the Issue
Sheikh Faisal Al-Sabah:
1476 Training Courses Featuring 26,332 Participants in 2017/2018

Human development
Our Youth and the Oil Sector

Training and qualification
Oil Sector Blended Learning Approach

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Project development
‘Marine Operations’ Plan to Upgrade KOC Fleet

Training and qualification
Al-Adsani: Shuaiba Gas Plant’s Production Capacity Improved to Cover Local Market’s Demands

Training and qualification
KUFPEC Contributes to Kuwaiti Youth Training, Development

Training and qualification
Al-Azmi: KOTC Attaches Importance to Investing in Kuwaiti Youth

Training and qualification
Discipline Experts Council... School of Competencies and Experience

Certified instructors
Yousuf Khuraibet, an International Instructor from KOC
Kuwait Petroleum Corporation (KPC) and its subsidiaries adopt a clear vision towards qualifying and developing the capabilities of their employees to carry out the 2040 Strategy, and face the rapid-changing developments in the global oil industry to cement Kuwait’s regional and international positions.

K-Pulse interviewed KPC Acting Deputy Managing Director for Human Resources Sheikh Faisal Al-Jaber Al-Ahmad Al-Sabah to learn more about the main elements KPC and its subsidiaries use in training, qualifying and improving their employees. Sheikh Faisal explained that giving attention to human resources’ development in the oil sector is not new, but has rather been a philosophy and strategy that senior oil sector officials have adopted for years, reflecting their belief that human resources are the secret to excellence and success.

Furthermore, he mentioned ‘specific controls’ that were put in place to select oil sector employees in accordance with the business behavior at the oil sector, and to provide the best human resources to carry out the strategic projects the oil sector is currently implementing and are expected to achieve a quantum leap in the Kuwaiti oil industry and its ability to compete globally and internationally.

KPC and its subsidiaries are keen on hiring newly-graduated Kuwaiti young men and women in various fields, he added, noting...
that the oil sector plans to embark in an ambitious plan to create around 4680 new jobs for Kuwaiti manpower within 5 years.

In addition, he pointed out that KPC and its subsidiaries have annual plans to hire fresh graduates and experienced candidates, noting that non-Kuwaitis are only hired in ‘rare fields’ that are unavailable in the Kuwaiti labor market.

According to Sheikh Faisal Al-Jaber, KPC and its subsidiaries have a clear and strong business strategy with regards to training and qualifying employees through development plans and programs that make them qualified to take vital jobs in the oil sector. In this regard, he added that more than 1476 training courses were carried out in 2017/2018 featuring 26332 participating employees in various general, technical and professional fields required in the oil sector, with an increase compared to the approved plan.

On Kuwaitization, he explained that the oil sector managed to achieve high Kuwaitization levels in various fields, and plans to achieve more. He noted that Kuwaitization reached 89.5% in the oil sector, excluding Ahmadi Hospital staff who assume specialized positions, pointing out that the Kuwaitization level of contractors’ workers reached 26.4%.

The following are excerpts from the interview:

"Human resources are the secret to our success, while training and developing them is a priority in the oil sector."

"Around 5226 Kuwaitis were hired in the past 5 years by KPC and its subsidiaries."

"Ambitious plan to create around 4680 new jobs for Kuwaiti manpower in the oil sector within 5 years."
Distinguished Efforts

• First of all, we would like to know about the efforts of KPC and its subsidiaries in qualifying the oil sector’s employees to achieve the 2040 Strategy.

The global oil and gas industry is witnessing rapid changes that require significant preparation of oil sector employees in various fields to be able to address those developments. From this point forward, KPC and its subsidiaries strived to put the proper principles and standards to improve the capabilities of oil sector staff in various fields and in line with its plans to meet current and future requirements according to a clear strategy, thus enabling the oil sector to play a main role in the global oil and gas industry.

I would like to point out here that efforts to train and qualify oil sector staff have increased in the past few years, as KPC embarks in executing mega capital projects including Al-Zour Refinery and Petrochemicals Complex, and the Clean Fuel Project which is nearly 99% complete and creates jobs for young kuwaitis. Giving this level of attention is not new, but has been a strategic vision since the establishment of KPC and its subsidiaries, because employees are the oil sector’s main wealth and key to its progress, and at the same time the secret to its success and ability to compete regionally and internationally.

Furthermore, it’s worth mentioning that KPC’s executive management has been keen on developing training and fully supporting the Petroleum Training Center to carry out its mission, amid the great attention that executives give to training and learning strategies.

• Has the training field witnessed any improvement in recent years?

The human resources sector in the oil sector has witnessed a notable improvement in the past few years, as 1476 training courses were carried out, featuring 26332 trainees in various general, technical and professional fields in the oil sector during 2017/2018, and with an increase compared to the adopted plan.

Training Needs

• How do training programs meet the needs of KPC and its subsidiaries?
Training at KPC and its subsidiaries is a main supporter for business and staff development plans, and contributes to achieving the goals and plans of projects that the oil sector carries out. Furthermore, the Petroleum Training Center serves the oil sector through a system that follows an annual plan agreed upon via coordination with KPC and its subsidiaries. Training requires capabilities such as training halls and oil equipment to achieve results on the ground. In case the number of participants increases, contracts are signed with local hotels to organize training programs there.

There is constant coordination with KPC and its subsidiaries to design programs that labor needs require. Meanwhile, KPC is taking great efforts in light of the expanding projects and operations under the 2040 Strategy.

**Competency System**

- Can you brief us on the achievements made in developing the performance of oil sector employees?

KPC and its subsidiaries put together specific controls to select employees according to standards that go in line with its business philosophy and strategy with regards to academic qualification and behavior. KPC and its subsidiaries continuously adopt the principle of staff development to meet its current and future needs, and to be able to compete inside and outside Kuwait. I would like to point out here that KPC managed to achieve several achievements related to the development of its human resources who are considered its secret to success, which include:

- Applying the competencies system which is considered an evaluation and training tool and is useful in filling vacancies in competencies and training needs, thus helping improve performance. Through this system, performance development planning (PDP) was completed in the oil sector by applying it on the learning management system (LMS) for the first time.

"89.5% Kuwaitization percentage, which we seek to increase in the coming years"

"26.1% Kuwaitization percentage of contractors’ manpower"

"Training and development go in line with KPC and its subsidiaries’ plans and projects"
• KPC exerts distinguished efforts in preparing the second-line of leaders. Several specialized programs were prepared and executed in this regard by distinguished and internationally-certified training centers.

• A talent management system was establishment for qualified team leaders, while a preliminary analysis was made for the results of each company separately.

Memorandums of Understanding

• What were the highlight efforts of the training group at KPC’s human resources department in terms of improving employees’ performance?

The training group at KPC’s human resource department signed several memorandums of understanding (MoU) with specialized academic organizations, including the Australian College in Kuwait (ACK), in order to provide internal scholarships as part of the scholarship program for employees of KPC and its subsidiaries. Furthermore, an MoU was signed with the Kuwait Institute for Scientific Research (KISR) to provide training for three years.

Subsidiaries

• What about subsidiaries’ efforts in training and qualifying their staff?

There have been increasing tangible efforts carried out by subsidiaries to implement projects scheduled in their operational

“Giving attention to human resources has been a main pillar of the oil sector’s business for years”

“Specific conditions for employees’ selection that go in accordance with the business philosophy and strategy of the oil sector”
plans. Kuwait Gulf Oil Company (KGOC) successfully completed two of the most successful training programs in the oil sector: the ‘Fab Lab’ program of applied sciences workshops in cooperation with the Sheikh Sabah Al-Ahmad Giftedness and Creativity Center, and the intense training program for technical specialties in cooperation with Compagnie General Geophysique (CGG); a leading company specialized in analyzing three-dimensional seismic survey data at the divided land zone.

Meanwhile, 12 employees from Kuwait Oil Company (KOC) and KGOC have joined Kuwait Foreign Petroleum Explorations Company (KUFPEC) offices abroad, which comes as part of the latter’s efforts to provide training opportunities for oil sector employees to share technology and experience between upstream operations inside and outside Kuwait.

100 Companies

**Has there been any cooperation with local or international companies in the field of training?**

The Petroleum Training Center presents its programs in coordination with its KPC and its subsidiaries to serve their projects in various fields. Meanwhile, training courses outside Kuwait are done as per the oil company’s request, provided that the course would not be available in Kuwait. Cooperation is already in place with around 100 local and international companies to present programs at the Petroleum Training Center. Selecting those companies is done according to a mechanism that ensures the quality of training and learning outcomes. International companies carrying out mega projects inside the oil sector trained workers at the center. It’s also worth noting that the Petroleum Training Center hosted training programs for technical workers at the Clean Fuel Project.

**Training Plans**

**Can you brief us on plans to hire national manpower in the coming 5 years?**

Among the main goals that the oil sector seeks to achieve is making sure that its accomplishments are made by graduates who join careers that KPC and its subsidiaries announce in various fields. The oil sector has an ambitious plan to create 4680 new jobs in the oil sector within 5 years, while adopting the latest training programs to qualify newly-hired staff in accordance with the rapid changes in the oil and gas industry. It’s worth noting that KPC and its subsidiaries focus in principle on hiring national manpower in all fields.
**Main Pillar**

While taking care of human resources’ development is considered a main pillar in the goals of the company’s 2040 strategy, there is no doubt that strengthening youth’s role is given paramount importance in the strategy, considering that they are the company’s true wealth, and its effective tool in achieving future goals.

In this article, we shed light on the main programs and systems that the company implements through three main departments: Corporate Planning, Training and Career Development and Human Resources, in order to achieve its vision of continuous staff development, and motivating them positively to play an active role in realizing success for the company according to the best technological means available worldwide.

**Kuwaiti Youth**

Corporate Planning Development Director Fahhad Al-Ajmi says that stemming from the strong faith and trust in the capability and ability of the Kuwaiti youth to assume larger responsibilities and roles in facing the oil industry’s challenges, KNPC gave special attention to developing human resources in the labor field, providing new training methods, and continuously...
creating a positive working environment to enhance their sense of belonging to work, increasing their job satisfaction level, and enabling them to improve their performance and job excellence. He added that KNPC is embarking on a promising new period of growth, in every sense of the word, and during which the company seeks to contribute in increasing profits, and creating new job opportunities for national labor forces, which in turn would push development forward in Kuwait, and achieve further prosperity for our people. The efforts of KNPC staff is the source of this plan and the basis of its success, as well as the cornerstone to carrying out its tasks optimally and maintaining its leading position.

2040 Strategy

Al-Ajmi further indicates that the 2040 strategy is the fruit of great efforts exerted for months, and it clearly specifies the goals that KNPC seeks to achieve in the coming period. Meanwhile, Kuwaiti engineers played an active and positive role in achieving this ambitious strategy in an initiative that embodied the company’s belief in the importance of encouraging and supporting the role of Kuwaiti young men and women among its employees, and utilizing their energy, considering that they will be the flag-bearers in the march towards a brighter future. KNPC management was keen on involving young employees representing various departments in bearing the responsibility side by side with their more experienced peers in the team responsible of the strategy, and they were called the “strategy ambassadors”. During the ceremony to launch the 2040 strategy, those ambassadors made simplified presentations on some key aspects related to the strategic map of KNPC, which explained the goals, initiatives and the main ways to follow up with the implementation of those initiatives to achieve the desired
goals. They also highlighted the strategic initiatives to achieve the 2040 strategic goals of KNPC, and took part in coordinating the media campaign to introduce the strategy throughout the company. Furthermore, they were honored by the CEO of the company in recognition of their efforts in delivering the message clearly.

**National Manpower**

Meanwhile, Human Resources Department Director Ahed Al-Khareef says that KNPC is keen on fulfilling its duty in announcing vacant posts at Kuwait Petroleum Corporation (KPC) and its subsidiaries, which come as part of plans to hire young Kuwaiti newly-graduates from specialized engineering colleges in various fields (chemical, electric, environmental, precision machines, industrial, computers, communications, electronics, mechanics, mining, safety, firefighting), and all scientific fields (except for geology).

**Hiring Mechanism**

Al-Khareef further indicates that hiring announcements follow a unified mechanism at KPC and its subsidiaries, to ensure justice, equality and equal opportunities, and to attract the best candidates. This mechanism includes:

- Publishing the announcement in newspapers and on the company’s website.
- Studying applicants’ documents and comparing them with the announcements’ conditions.
- Conducting English language and specialization tests.
- Conducting interviews.
- Adopting the results at KPC and posting them online.
- Distributing the accepted candidates at the oil sector via a draw.

**Kuwaitization**

With regards to refinery operators, Al-Khareef explains that Technological Studies College graduates are hired in the fields of refinery operation and chemical industry technologies according to specific conditions and controls, in order to fill the company’s needs. Furthermore, KNPC gives special attention to the Kuwaitization program, creating job opportunities for Kuwaitis, and achieving the Kuwaitization percentages as stipulated by KPC, reflecting its belief in the importance of the national labor’s role.

**Training and Development**

KNPC gives extra attention to training programs and labor development systems, by developing training programs that ensure preparing a generation of competent employees who are able to execute the company’s future projects distinctively and efficiently. In this regard, Training and Career Development Department Director Dina Al-Khedhr indicates that the department follows the approach of KNPC and KPC in terms of human resources management and training, noting that the department is currently working on improving employees’ efficiency in general, and newly-hired young staff in specific at all departments. She further explained the roles of other divisions inside the department, pointing out the “Training Center” whose role focuses on organizing programs and technical training courses on various levels for refinery staff at KNPC. Furthermore, she mentioned a successful experience for KNPC by hiring a number of experienced retired employees from operations departments via contractors, and that after qualifying them to become certified trainers, with the aim of utilizing their experience in training operations employees in the same divisions where they served for long years. This way, they become a main source
for transferring experience and information to newly-hired refinery operators, she said, adding that they carry out other tasks as well such as determining the technical requirements for technical departments. In this regard, training courses are constantly held to make sure that necessary technical competencies are available to ensure safe and sound operations. Enhancing Innovation

Al-Khedhr also highlighted the role of the career development division, which is responsible for internal and external employee training programs and organizing training conferences, noting that the idea about training inside halls has changed, and field training has become more effective, using the latest techniques and learning methods such as e-learning. Moreover, she added that there are several programs applied in this field, such as officials assuming the role of mentors or trainers by following up with their employees’ performance and work development, guiding them in each step, correcting any mistakes instantly, enhancing their task performance abilities, and encouraging innovation. Theoretical courses now represent a small percentage in employees’ development programs.

Al-Khedhr further indicated that as the department strives to diversify training programs, it organized the “Capacity Management” training program that sheds light on an elite group of employees who have special talents and abilities, and develops their capabilities and highlights their points of strength through custom-made training programs, so that they can contribute in business development initiatives.

Overall Assessment

Meanwhile, Al-Khedhr mentioned programs that the department applies to qualify and prepare newly-hired employees, such as the “systematic on-the-job training (SoJT)” program, which gives new engineers the opportunity to improve their knowledge and gain experience. It is considered a leading systematic approach in engineers’ training and qualifications, in terms of helping them attain necessary skills to conduct business efficiently and in the shortest possible time, adding that several administrative jobs were added to the program to increase the scoop of beneficiaries.

According to Al-Khedhr, the program is applied at the department for the first time, and aims at carrying out an overall assessment for each employee upon hiring in order to identify their potentials and points of strength and weakness, and determine the best ways to improve their performance. The best available technology is used in each program, she added.
In Line with the Wish of KPC and its Subsidiaries

Oil Sector Blended Learning Approach

The team held its first awareness lecture on blended learning on 12 February 2019 at the Petrochemical Industries Company (PIC), titled “Oil Sector Blended Learning Approach (70:20:10)”, in presence of department directors, team leaders and training coordinators to boost the blended learning culture throughout the oil sector.

8 Factors

Learning and Development Culture Enhancement Team Leader Haifa Al-Yohi explained the main points in the learning and development strategy, as well as the roles assigned to officials and employees, which are as follows:
Employees/workers bear the responsibility of their learning and self-development.

KPC and its subsidiaries provide the resources, opportunities and procedures to support the development of employees/workers.

KPC and its subsidiaries determine the capabilities and skills required from employees/workers for each task/job to help them plan their career development.

Officials and supervisors are responsible for applying learning and development procedures to make sure that employees/workers carry out their tasks efficiently.

Officials and supervisors play the role of mentors to develop employees/workers.

The department of human resources and staff and training development is an active partner with officials and specialists in determining the needs and suitable solutions for learning and developing employees/workers.

The department of human resources and staff and training development is the sponsor and responsible of learning and development procedures in cooperation with the management and concerned officials.

Investing learning and development on national manpower to provide talented labor forces at all levels.

**Learning Methods**

Al-Yohi further explained KPC’s vision for the modern learning methods, noting that the blended learning and development methods are a group of various learning programs in a specific job field, which give the employee the chance to learn and practice the expected competencies at a specific limit.

These methods were distributed on groups with a ratio of (70:20:10) according to the attached diagram on learning methods. Among those is the formal training methods through lectures that include internal and external programs, and certified programs in which professional certificates are awarded.

In addition, there are methods to learn from others through delegation or practical learning at a company from outside Kuwait’s oil sector or outside Kuwait, and with clear training and development goals. Participating in leading practices in the industry such as conferences and exhibitions is also one of those methods.

Al-Yoha noted that the highest percentage for the blended learning sources is for learning through practicing, including e-learning that the employee performs personally using digital platforms, and self-learning in which the employee learns independently using various means. There is also the on-the-job learning method in which the employee learns by carrying out certain required tasks.
Partnership in Development

Meanwhile, team member Hussam Awadh explained the project’s importance to the oil sector, as it constitutes the future training roadmap for oil companies, and reflects KPC’s commitment to providing a better business environment that allows the development of its human resources’ skills, and creating suitable opportunities through various learning and development methods that help unleash hidden potentials in the best possible way and elevate employees’ performance.

According to Awadh, the strategy and principles of KPC stress that successful development depends on making the employee a partner in leadership towards a highly efficient learning culture, in addition to operating in a close partnership with concerned parties to improve employees’ capabilities and career aspirations, which are necessary for the overall success of the business strategy by consulting with experts, as well as designing and presenting high quality integrated operations and active learning solutions.

Al-Mutairi said that organizations widely use e-learning to provide some or all of their training, noting that some of its main features include:

- **Flexibility:** Access to learning opportunities anytime, anywhere.
- **Scalable:** Training, ideas and concepts can be quickly and easily communicated to a large number of employees.
- **Self-directed learning:** Empower employees and increase engagement.
- **Vision:** Partners in leadership towards a highly efficient learning culture.

In the meantime, Professional Competencies Team Leader at the Petroleum Training Center Mohammad Suhail Al-Mutairi gave a detailed explanation on online or e-learning, as well as KPC’s future plans in this regard.

Al-Mutairi explained that organizations widely use e-learning to provide some or all of their training, noting that some of its main features include:

- **Flexibility:** Access to learning opportunities anytime, anywhere.
- **Scalable:** Training, ideas and concepts can be quickly and easily communicated to a large number of employees.
- **Self-directed learning:** Empower employees and increase engagement.
- **Vision:** Partners in leadership towards a highly efficient learning culture.
• **Message:** Working in close partnership with all relevant parties to improve competencies and career aspirations necessary for employees to achieve success by consulting with experts, as well as designing and presenting high quality scientific solutions.

**Unified Learning Management System**

The unified learning management system supports the Learning & Development (L&D) strategy that was put together by the Organizational Capability and Development (OCD) committee and signed by the higher management in 2015.

OCD includes members from all Kuwaiti oil sector companies to support that goal. It carried out various initiatives to support the 2030 human resources strategy, and among its results were creating a self-development training plan that can be presented through various learning methods, analyzing training needs and efficiency, in addition to the unified learning management system.

![A view of the audience](image)

**E - Learning is ...**
- **Flexible** - “access to learning opportunities anytime, anywhere”
- **Scalable** - Training, ideas and concepts can be quickly and easily communicated to a large number of employees
- **Self-directed learning** - “empower employees and increase engagement”
- **Cost-effective and Measureable**

*Organizations now commonly use eLearning to deliver some or all of their training, with 75% using Learning Management Systems to do so.*
‘Bahra’ First Boat of 10 Crafts Project

‘Marine Operations’ Plan to Upgrade KOC Fleet

Kuwait Oil Company’s (KOC) teams and groups work according to ambitious plans, and with an accelerated and organized pace to achieve the company’s goals and strategies related to increasing production. This requires its various departments and groups to expand and develop their respective infrastructures and equipment to achieve that specific goal which ultimately benefits our beloved Kuwait.

In this regard, the Marine Operations Group continues to upgrade its fleet and expand its operations to achieve that strategy and keep up with the latest developments in the marine field. This past October, the group celebrated launching the operation to build its first craft: the ‘Bahra’ crew boat, which is part of a project to build 10 crew and pilot boats.

K-Pulse interviewed Marine Operations Group Director Sami Al-Sawagh to know more about this project and the schedule to receive the crafts.

10 Crafts

The project to build 10 pilot and crew boats is listed among the marine facilities development project at KOC. The Group recently celebrated launching the project to build the ‘Bahra’ boat, the first according to an agreement signed with the Dubai-based Grandweld Shipyards.

This is not the first time that KOC cooperates with the UAE company. Four boats were built in recent years as part of the company’s fleet upgrade project. It was a successful deal, as the boats have been operating for nearly two years in high quality and efficiency and without any issues.
**General Stages**

The deal with Grandweld stipulates that KOC receives 6 pilot boats and 4 crew boats according to a schedule agreed upon between the two companies, and as per the project’s work plan. In general, the shipbuilding process goes through three main stages after the designs are made, tenders are awarded and contracts are signed, according to the general customs and rules. These stages are:

- **First Stage:** Cutting the first steel part to build the ship.
- **Second Stage:** Putting the hull of the ship into the water after completing the building of its hollow structure, hull and main part, in the attendance of the agreement’s parties.

- **Third stage:** Organizing the ceremony to receive the ship after installing devices, radars and equipment, and carrying out necessary tests.

Therefore, the successful launch of the ‘Bahra’ boat and putting it into the water without problems is considered an important operation in the marine customs related to shipbuilding, as there are many other things that depend on it. In this stage and at that moment, it can be confirmed that the craft is free of all design or manufacturing defects that could lead to sinking, and that’s why ship owners are always keen on attending such ceremonies to make sure that everything is ok.

**Project’s Goals**

This project is part of the Marine Operations Group’s list of projects to upgrade KOC’s marine facilities, and aims at meeting KOC’s needs in light of its expanding operations and goals related to increasing the production and exporting capacity of oil and gas.

This expansion and increase come in light of the volume of marine operations that KOC carries out, in terms of docking and evacuating between 2000 and 2200 ships at various quays annually for exporting oil at the southern or northern quays of Al-Ahmadi, Abdullah and Shuaiba ports and Mina Abdullah Island, or at offshore docks. They can also be used in evacuations and emergencies in ports and quays in which the

**Marine Operations Group celebrated launching its first crew boat**

**Project achieves joint benefit for various oil companies**

**Boats were designed according to the highest quality standards adopted by IMO and global shipbuilding company**
company operates, and to transport employees of KOC and other companies to their offshore sites.

**Serving Associates**

The project achieves common benefits to associate oil companies. Not only do the Marine Operation Group’s tasks cover KOC operations, but they also serve and cover operations of other Kuwait Petroleum Corporation (KPC) subsidiaries.

Therefore, the crafts are used to help other subsidiaries meet their obligations, such as crude exports of KOC, exports of products of Kuwait National Petroleum Company’s (KNPC) refineries, as well as the needs of the Petrochemical Industries Company (PIC) and EQUATE. Moreover, a number of crafts were allocated to support and cover operations of the Kuwait Integrated Petrochemical Industries Company (KIPIC) in the southern zone, and will help transport KNPC employees to artificial islands and their offshore work sites.

**Latest Technologies**

As usual, KOC strives to keep up with the latest technologies in its various operations. This is embodied by the Marine Operations Group by redesigning its shipbuilding plans to stay up to date with the latest technologies in the shipbuilding industry, and in line with the highest quality standards according to the International Maritime Organization (IMO) and global ship ranking companies, while taking into account their suitability to the requirements and needs of the company’s operations.

Therefore, the crafts that KOC received and will receive in this project are equipped with the latest equipment, technologies and devices used in this field, including active radars and pollution detectors, which remain active even during night hours.

**Time Schedule**

Receiving the boats and other crafts is done according to a specific time schedule that is agreed upon between KOC and various shipbuilding companies. The Marine Operations Group makes sure during the contract’s period to carry out checking, examination and follow ups during the manufacturing process of all crafts, in order to verify that they meet specifications mentioned in the contract and international shipbuilding standards, and are in line with security, safety and environment requirements.

**The Fleet**

The group is set to receive the ‘Bahra’ boat in the first quarter of 2019 when it becomes ready for operation. Reception of the remaining 9 boats will follow, as all 10 are supposed to be received completely by the fourth quarter of the 2019/2020 fiscal year. By then, the Marine Operations Group would have completed 90% of its fleet upgrade project, with the only task remaining being the building of a ship for fighting marine oil pollution, for which the contract is expected to be signed soon.
Outstanding Efforts in Fighting Marine Pollution

Marine Operations Group Director Sami Al-Sawagh stressed the keenness of KOC and the group in specific on commitment to their environmental responsibilities, particularly in the field of fighting marine pollution. He noted that since the marine pollution fighting team was established in September 2015, it successfully carried out various environmental tasks in coordination with other bodies like KPC and the Environment Public Authority (EPA), as well as foreign parties including the Marine Emergency Mutual Aid Center (MEMAC), the Regional Clean Sea Organization (RECSO), Oil Spill Response Limited (OSRL), the Regional Organization for the Protection of the Marine Environment (ROPME) and others.

Al-Sawagh also revealed that the team’s efforts in this field were crowned with the honoring of its members, including its former leader Captain Nasser Al-Najdi, by former oil minister Essam Al-Marzouq, in recognition of their efforts while handling the marine pollution that resulted from the oil spill in Al-Zour, south of Kuwait, stressing that the honoring is “proof of these continuous achievements”.

He added, “The group continuously receives requests from the EPA regarding cases of pollution around Kuwait, despite the fact that KOC’s responsibility lies in the central zone which includes oil areas and ports from the northern quay in Abu Hliafa to the Abdulla Port in the southern zone. Yet, the Marine Operations Group is always keen on answering those calls for the best interest of Kuwait, and to maintain our beaches clean whether in areas that fall under the company’s responsibilities or other locations”.

It is worth mentioning that during the last five years, the Marine Operations Department built and received several crafts that entered operation successfully and in high efficiency and quality. They include:

- **14 Tugboats**: including nine 80-ton and five 50-ton boats, built by the Dutch Damen Shipyards.
- **6 line-handling boats**: built by UZMAR Shipbuilding.
- **4 other crafts (boats with cranes)**: built by Grandweld Shipyards in Dubai.

Those are added to the fleet’s ships and crafts that are in excellent condition as a result of the periodic maintenance and commitment to international conditions, requirements and standards in this field, bringing the total to over 34 crafts.
The 2040 Strategy of Kuwait Petroleum Corporation (KPC) gives maximum attention to training, employing and qualifying young Kuwaiti university graduates and holders of intermediate qualifications to work in the oil sector inside and outside Kuwait, reflecting its belief in their strong potentials in managing the oil wealth. In this regard, the Kuwait Foreign Petroleum Exploration Company (KUFPEC) exerts all efforts possible to serve young Kuwaitis and new Kuwaiti oil sector employees through its projects outside Kuwait.

KUFPEC provides employees through its delegation program the possibility to earn experience, knowledge and opportunities they don’t have access to in the local market. This process gives delegates opportunities to improve their career development paths by working closely with specialized experts and multidisciplinary task forces. On their part, the delegates bring the experience and knowledge they learn to their respective companies, including KUFPEC and any other KPC subsidiary.

From this point on, KUFPEC focuses on investment opportunities that help transfer technology and knowledge to the local market by sending Kuwaiti employees in long-term programs that continue for over six months, and other short-term programs that last for less than six months. Among leading projects that KUFPEC utilizes to achieve training and development tasks are the Wheatstone LNG project in Australia, the Kaybob Duvernay project for condensates-rich shale gas in Canada, Norway’s projects in Gina Krog, Sleipner and other areas, in addition to the Indonesia Natuna Sea Block A (NSBA) and the Malaysia PM-304 projects.

**The Wheatstone LNG Project**

The Wheatstone LNG project is an example of KUFPEC’s successful schemes, as it was the first venture for KPC and its subsidiaries in the LNG field. This project provides important services related to modern oil technologies that can be transferred to the Kuwaiti oil sector.
Employees from KUFPEC and other oil sector companies participated in the project, as they were delegated to the KUFPEC – Australia office and to work with the operator’s team, in addition to participating in technological and operational leadership meetings. This allowed KUFPEC to present tangible contributions in training, development and skills transfer to Kuwaiti employees. For example, KUFPEC’s Head Office sent three Kuwait Gulf Oil Company (KGOC) employees in short-term programs via work and training visas, included in the project’s engineering program. Among the delegated employees was Mr. Bader Arti from Kuwait National Petroleum Company (KNPC), who had the opportunity to work at an important engineering site with the operator’s team for several years. He had tangible contributions to the project and to Chevron, something that was recognized by the operator through multiple requests to extend his delegation’s contract. Arti was able to play a practical role in influencing the project’s teams and achieving success, and is expected to complete his mission by transferring the skills and experience he earned to Kuwaiti oil companies.

Kaybob Duvernay Project, Canada

The Kaybob Duvernay project for condensates-rich shale gas in Canada is KUFPEC’s first investment in North America, and allows the company to have several opportunities to develop the shale gas technology with the best operators in the world. At the same time, the project helps employees to deal with modern multiphase cracking technologies used in the project.

Furthermore, KUFPEC started sending employees from other KPC subsidiaries to join its special operations team in Alberta, Canada, in order to learn about the latest developments and experiences available with operators at the project, and then transferring those experiences to the Kuwaiti oil sector in cooperation with the KUFPEC – Canada office. Ten employees from KGOC and Kuwait Oil Company (KOC) were sent in the past couple of years to train under different programs in Kaybob Duvernay, including two who joined long-term development programs.

Norway

KUFPEC is keen on benefiting from Norway’s experience in the upstream field, and using it to Kuwait’s advantage especially in terms of offshore deep drilling, enhancing extracted reserve, projects facilities, health, safety and the environment, developing small fields, enhancing extracted heavy oil, and injecting carbon dioxide to improve production and protect the environment.

Moreover, KUFPEC creates opportunities to send Kuwaiti employees to work with its Norwegian partners, while at the same time creates opportunities to send Norwegian employees to work in Kuwaiti companies. In addition, KUFPEC creates opportunities to exchange experience between the two countries, as it acts as a mediator to present partnership opportunities, joint projects, and workshops in cooperation with KPC and its subsidiaries with the Norwegian Petroleum Directorate in various fields, including oil, gas, energy, upstream and downstream. Also, KUFPEC sent 11 employees from KGOC and KUFPEC to projects in Norwegian areas including Gina Krog and Sleipner in the past two years as part of different long and short term programs.

Indonesia and Malaysia

KUFPEC’s projects in Indonesia and Malaysia contribute to the training of Kuwaiti employees and improving their skills through various projects, including the Indonesia Natuna Sea Block A (NSBA) and the Malaysia PM-304 projects. Three KGOC employees were sent to Malaysian projects in long-term training programs, while three others, including two from KOC, were sent in short-term training programs. Moreover, two KGOC employees were sent to Indonesia in long-term programs, while one KGOC employee was sent there in a short-term program.

And reflecting its commitment to having a high quality team of workers who can enable it to achieve the 2040 strategy, KUFPEC employed 30 staff members with outstanding abilities, which further increased the volume of its Kuwaiti manpower to become nearly 81% of its total workforce.

It is worth mentioning that KUFPEC, a subsidiary of KPC, is an international petroleum company that is active in the fields of exploration, development and production of crude oil and natural gas outside Kuwait.
Kuwait Oil Tankers Company (KOTC) carries out several important projects at the Shuaiba LPG filling plant, with the goal of improving production lines to increase the plant’s production capacity in line with the company’s strategy of covering any potential increase in the local market’s needs, maintaining the strategic reserve of gas cylinders, and at the same time contributing to the comprehensive development of Kuwait according to the national development plan, also known as the Kuwait Vision 2035 (New Kuwait).

To learn more about the projects that the company implemented and its future plans to develop the Shuaiba plant, K-Pulse interviewed LPG Supplies Team Leader Mr. Khalid Al-Adsani, who explained that the projects and periodic upgrades that the company carries out contributed greatly in improving the plant’s production capacity to meet the projected population growth in the next five years, and meet the demands of new residential areas including Sabah Al-Ahmad, Al-Khairan and Al-Mutlaa. These projects include:

- Upgrading production line (A) for filling size-10kg gas cylinders, and increasing its production capacity to 1,600 cylinders per hour; a 25% increase, while upgrading the leak detection device according to international standards to ensure users’ safety, in addition to improving the rubber ring quality check device before filling for all liquefied petroleum gas (LPG) cylinders.
Upgrading the cylinder cage ‘compaction’ devices at filling stations, which helped reduce errors and increase production levels.

Importing, installing and operating two ‘KVA 2000’ (standby) diesel-powered electricity generators, with a sync panel and low voltage panels at the Shuaiba LPG filling branch, in order to secure the power source and keep the plant operating in case of a power outage. This helped improve readiness for emergencies, and ensure the continuity of LPG supplies to the local market.

**Future Plans**

Speaking on future plans and goals of the upcoming phase, Al-Adsani said that KOTC carefully studied plans for further development in the coming years, which include:

- The project to design, procure and operate a solar power station, which is an important strategic project planned in cooperation with the Kuwait Institute for Scientific Research (KISR). The project’s initial design is currently under process, with the goal of generating between 3.5 and 4 megawatts of electricity, on the area available in the safety zone around the plant (a similar project will be executed at Um Al-Aish plant). This project comes in implementation of His Highness the Amir Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah’s wish of diversifying energy resources, and producing 15% of total energy production using renewable energy by 2030. After the project is implemented, the company will operate a large part of the plant using solar power.

- Improving production lines at the B and C filling stations in Shuaiba plant, in order to improve their production capacity while maintaining the highest
quality and safety standards to keep up with the steady increase in demand rates in the local market, and meet the demands of state departments appropriately.

- An advisory study is currently in progress to prepare the engineering designs for the renovation of infrastructure of all buildings and facilities at Shuaiba plant, and that during the upcoming five-year plan.

- Designing and building a new plant for air compressors that serves all production lines and workshops.

- Renovating the firefighting network and alarm systems.

- Renovating and updating LPG operations’ control systems.

Production’s Volume

On the volume of production in the fiscal year 2017/2018, Al-Adsani explained that it reached
around 13 million cylinders produced at the two plants in total, including 6 million cylinders at Shuaiba plant and 7 million at Um Al-Aish, with a 3% increase compared to last year.

**Local Consumption**

Regarding the current volume of local consumption and its projections for the coming years, Al-Adsani noted that it reached around 5,635,625 cylinders in the fiscal year 2017/2018, adding that this number is expected to increase to 5,804,694 in 2018/2019, and to 5,978,835 in 2019/2020. Furthermore, he indicated that coordination is ongoing with the Public Authority for Housing Welfare (PAHW) to provide the company with periodic population statistics and capacity of new residential areas, based on which five-year plans are placed to determine future production targets. In addition, he pointed out that the strategic reserve of LPG at the Shuabia and Um Al-Aish plants covers the local market’s needs for 40 days, which is considered a very reasonable period.

**False Information**

Commenting on rumors that are often circulated alleging a shortage of gas cylinders in the local market, Al-Adsani said, “Such rumors are untrue, and there is no shortage in LPG cylinders.”

“Demand on gas varies from one period to another, and we evaluate demand on LPG periodically to address any expected increases,” he went on. “This operation is carried out in coordination with concerned state departments, including PAHW which provides the company with future population projections that we use to make studies on meeting the current and future demands of the local market on gas cylinders, and cover any projected increases in demand and consumption, especially in Ramadan and the winter when consumption rates increase.”
“In parallel with our keenness to cover the local market’s needs of gas, the company is also keen on maintaining a strategic reserve of LPG to face any emergency that can affect production and distribution,” he stressed. “The operational emergency plan at the plant ensures providing the necessary means, capabilities and resources in extreme emergencies to maintain continuity of operations and the strategic reserve of LPG, in order to meet the local market’s demands fully. Also, the operation hours at the plant’s filling stations are organized to provide sufficient stocks of cylinders.”

Quality of Services

Meanwhile, Al-Adsani stressed that KOTC follows up with all complaints and suggestions received from consumers and distributors of gas cylinders and their accessories, which are handled by the customer service teams at Shuaiba and Um Al-Aish plants. He added that the company conducts periodic field tours at gas branches in order to review the quality level of the company’s products and services, follow up with any complaints, observations or suggestions.

The Recent Rain Crisis

Al-Adsani noted that KOTC exerted great efforts during the recent rain crisis that affected Kuwait, pointing out that the local market’s supplies of gas were completely unaffected, while any shortage in gas cylinders were prevented around the country.

In this regard, he expressed gratitude for the efforts of the higher management, and to officials and staff at the Shuaiba and Um Al-Aish plants, crediting their ‘clear and strong efforts’ seen during the crisis.

‘Um Al-Aish’ plant contains the latest technologies and helped meet increasing gas consumption demand

Strategic reserve at ‘Shuaiba’ and ‘Um Al-Aish’ plants covers the local market’s needs for 40 days; a very reasonable period
with a great attention, and finding proper solutions to achieve customer satisfaction and improve the quality of services, ensuring safety and quality standards. Al-Adsani concluded by noting that consumers can make any complaints or suggestions, or report any cases of emergency on a 24-hour basis by calling the following numbers: 98004071 / 98004072 / 98004073, or online at: http://www.kotc.com.kw/surveyar.asp.

Rumors about shortages of cylinders in the local market are untrue, and demand is periodically evaluated.

**Various Departments**

Al-Adsani explained that in addition to supplying the local market with its needs of gas cylinders in various sizes, KOTC also supplies the industrial sector and Kuwaiti factories with their needs of LPG. Furthermore, he said that KOTC supplies several commercial companies and state departments with gas, including the Interior Ministry’s special tasks camp, Avenues Mall, the Jaber Al-Ahmad Cultural Center, in addition to some hotels such as the Regency and Jumeirah.
Kuwait Oil Tankers Company (KOTC) exerts all efforts to provide Kuwaiti youth with scientific and training qualifications in line with the vision of Kuwait Petroleum Corporation (KOC) in this regard, which aims at taking advantage of young Kuwaiti capacities in reinforcing comprehensive development in Kuwait, in accordance with the national development plan’s goals. In this regard, KOTC attached great importance to the educational process, including scholarships, to improve human resources and serve Kuwait’s development efforts. To learn more about KOTC’s efforts in teaching and training Kuwaiti youth, K-Pulse met with Fleet Crew Affairs Group Director Mr. Abdullatif Al-Azmi, who started by saying that KOTC attaches special importance to the educational process and sending Kuwaiti students in scholarships abroad, stemming from the strategies of KPC and KOTC of investing in national human...
resources, achieve a quantum leap in the navigation field to keep up with the global progress, and push Kuwait’s development forward.

**Qualifying and Training**

Al-Azmi said, “The Fleet Crew Affairs Group harnesses all of its capabilities to implement KOTC’s strategy, in order to achieve optimum investment and maximum benefit of national youths’ capacities. In this regard, it qualifies male high school graduates to study marine engineering and navigation at the best specialized colleges in the United Kingdom, and then trains them after graduation before they join KOTC’s fleet.”

**Steps and Procedures**

On the conditions and steps to join scholarships, Al-Azmi explained that those who wish to join the KOTC marine education scholarship programs must be male Kuwaiti fresh graduates, adding that they are required to apply for jobs after they are posted on KOTC’s website and published in local dailies, and then complete the paperwork and procedures explained in the job advertisements. Students are sent on scholarships annually according to KOTC’s 5-year plan, he noted.

Furthermore, he pointed out that the Fleet Crew Affairs Group continuously follows up

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Students are trained on board of a KOTC tanker

Fleet Crew Affairs Group harnesses all of its capabilities to implement KOTC’s strategy of investing in youth capacities

Scholarships are done annually according to KOTC’s plan
Training and qualification

Dedicated department to continuously follow up with students throughout their studying period

with students throughout their studying period, and that through a dedicated department, adding that the team begins following up with students starting from applying for the announced jobs, until they graduate and join the company’s fleet. Students are sent in scholarships at specialized marine colleges in the UK, he said, adding that the colleges follow specific standards and conditions required for accreditation.

Oil Cooperation

Regarding cooperation with other oil companies, Al-Azmi said that there is great cooperation with KPC subsidiaries, adding for example that KOTC signed a memorandum of understanding with Kuwait Oil Company (KOC), under which KOC benefits from KOTC’s experience in students’ scholarships abroad. The agreement, which also helps improves relations between the two companies, comes according
to the oil sector’s unified strategy of investing in human resources and serve the Kuwaiti youth, he indicated. Furthermore, he said that the Fleet Crew Affairs Group held a program in cooperation with KOC last year to send a number of students on scholarships abroad, adding that this program comes as part of the memorandum of understanding mentioned above which stipulates sending a specific number of students on scholarships to study marine engineering and navigation.

**Job Opportunities**

Asked about the company’s efforts in hiring students who pass the scholarship program successfully, Al-Azmi explained that KOTC guarantees jobs in the oil sector for students accepted in the marine scholarships program after they graduate from marine colleges and obtain the required certificates.

On other roles the group carries out during training, Al-Azmi noted that in addition to sending students on scholarships abroad, the group works continuously on developing its workers on board of its tankers through constant training to improve their capabilities and commitment to international standards, keep up with the latest in the field of navigation, and remove obstacles facing workers in coordination with other teams.

There are several obstacles and challenges facing workers on board of tankers, Al-Azmi said, noting that they include the social life’s nature and isolation from the outside world for long periods of time, experiencing harsh weather conditions, and ensuring the highest operational levels according to local and international laws. “Therefore, KOTC is keen on qualifying its ship crew members in a scientific and proper way for them to be able to face those obstacles and challenges,” he said.

Al-Azmi concluded by wishing success on behalf of the Fleet Crew Affairs Group for all students applying for scholarships, and hoping that they would dedicate all of their efforts and capabilities in service of Kuwait.

Scholarships are important to achieve a quantum leap in the marine field and push Kuwait’s progress forward.

Great cooperation with KPC subsidiaries crowned with signing an agreement between KOTC and KOC.

Scholarships at Most Prestigious Colleges

Al-Azmi explained that KOTC adopts a scholarship program where students are sent to the most prestigious colleges that present the world’s best and latest teaching methods in marine engineering and navigation. He added that KOTC is considered the primary source of trained human resource and marine staff that Kuwait’s marine industry needs. All companies and organizations that have marine activities rely on KOTC to supply them with trained staff, he noted, saying that the company assumes this as a ‘national duty’ in services of the country. With that in mind, KOTC is considered an academy that supplies Kuwait with distinguished cadres and competencies in the marine field.
Training and qualification

Developing Projects Related to Improving Employees’ Technical Competencies

Discipline Experts Council...
School of Competencies and Experience

The improvement of employees’ active competencies depends on a mixture of awareness, knowledge and skills, as well as proving their positions in order to meet the performance standards required for their jobs.

Senior specialists in upstream companies, such as Kuwait Oil Company (KOC), should have a strong technical background that they obtain from the official education system, in addition to knowledge in the oil industry’s culture and the best practices.

And as the oil industry continuously seeks to keep up with the increasing global demand on energy, upstream activities each year attract a large number of young professionals who need to communicate with their more experienced peers in order to attain basic knowledge and skills.

Ironically, the more seasoned veterans approach the retirement age and assume leadership positions, the less they are exposed to the daily technical duties, which limits their ability to transfer knowledge and experience properly. Without that, young professional would have to learn all the valuable lessons that the veterans learned throughout their careers, something the oil and gas industry cannot afford to find enough time for to do repeatedly.

The challenges associated to the transfer of knowledge and skills are not new, since each industry needs strategies to realize transfer of knowledge in an active way as part of the new staff training process, in addition to training executives.

This is the main task of KOC’s Discipline Experts Council, which is thoroughly explained in this article.

Definition and Establishment

The council includes a group of technical experts who represent their respective teams and groups in their fields of specialty. They provide technical support for the training application units at reservoirs to ensure enhancing the quality of staff development in planning, evaluation and sharing of best practices.
To learn more about the future potential senior technical staff members who have experience in various functional groups, KOC carried out a series of labor force researches, analyses and brainstorming sessions at various groups working in activities related to reservoirs.

It included groups and teams working in field exploration and development, while the brainstorming process covered employees who have capabilities in the fields of training, guidance and technical competencies.

After identifying a group of competent senior employees from a technical standpoint as technical experts in various functional groups, the 'Discipline Experts Council' was established, and a group of trainers and mentors (including technical experts) were selected based on specific standards in implementing staff development projects.

Since the technical staff development team is considered a major player in transferring knowledge, the team found out after necessary internal researches were conducted that it already owns enough number of technical experts capable of contributing actively in developing employees’ activities, and are able to play a more active role given their knowledge in their respective groups’ affairs and the company’s strategic goals.

Based on that, the team selected 85 technical experts in all fields, who comprised the nucleus of the Discipline Experts Council, in addition to trainers and mentors.

**Investment and Development**

The Discipline Experts Council members were invested in to develop various projects related to enhancing the technical competencies of individuals. The council members contributed greatly in improving competency models, personal development plans, internal training courses, and the new roadmap for new and current employees in field exploration and development, and related activities.

This also includes investing technical experts as trainers and mentors for the internal training program at work, in order to enhance the skill requirements of technical labor, where they act as evaluators for the internal training courses.

**Projects and Contributions**

The following are some projects in which the Discipline Experts Council contributed:

- **Technical Competencies Models:** The technical experts’ groups that were specified in various vocations and under the supervision of the technical staff development team started developing the technical competencies models. The main competencies were determined, in addition to the secondary competencies in the fields of geological sciences, petroleum engineering, reservoirs engineering, drilling engineering and data management. Those competencies were also specified based on work needs and the company’s strategic goals.

The following table is an example of the main and secondary competencies in the field of geophysics (part of the geological sciences field):

- **Competency Evaluation:** It is always important for any institution to first determine and analyze individuals’ competency gap, or what needs to be developed, before the training plan is prepared. Therefore, an organized workflow was prepared to present the system online, which

![Distribution of the Discipline Experts Council members on various functional groups](image-url)
includes appointing supervisors, auditors and mentors for each employee.

The process includes self-evaluation and supervisor’s assessment, as well as verifying and developing the personal training plan by the appointed supervisors. The Discipline Experts Council members had played a major role as mentors.

- **Personal Development Plans:** After the gap analysis is completed, mentors from various functional groups reviewed and analyzed the competency gaps of individuals, then prepared a personal development plan based on the results.

Most mentors who took part in this process were Discipline Experts Council members. Meanwhile, the entire process was carried out using a systematic approach and an online competency management system.

Basic and Advanced Internal Courses: The Discipline Experts Council members came up with the idea of holding basic and advanced internal courses on demand, based on the related main and secondary competencies. The business needs of each group and the company’s strategy were taken into account in designing those technical courses, while the learning goals and content design were determined.

Those basic and advanced courses helped the company fill the individuals’ competency gaps after the personal development plan was formulated.

- **Evaluation Operations:** The process to evaluate the training’s efficiency is a tremendous challenge globally, because it is difficult to establish a model or general tool to measure competency or the return on investment in training. Therefore, many companies developed their own evaluation systems to meet those needs.

It is worth mentioning here that most upstream companies assign this task to external sources.

Generally speaking, evaluation tools available at external sources are built on only one or two factors, which are the evaluation and opinion of the participant, and the evaluation of the mentor. This does not necessarily give a clear and transparent image about all the activities done in a certain event, and ultimately has a direct effect on the knowledge gaps and required competencies.

With the Disciple Experts Council’s help, a model was prepared featuring four main elements of success that were measured through four dimensions.

**Contributions in various activities such as competency evaluation, personal development plans, assessment and training**

**Technical labor development team members played a key role in transferring knowledge and improving employees’ activities**

**Council includes a group of experts who provide technical support to the training application units**

**Oil activities attract a large number of young professionals who need to communicate with their more experienced peers**
Employees are selected for this program based on their ability to deal with fast learning. They must be selected carefully based on their suitability to assume higher positions or perform technical roles. These programs usually require advanced training and individual guidance activities.

In general, companies hire consultants and seek the opinion of external sources in the process to design and develop training courses on various levels. The management approach at KOC was different, however, as it decided to design and develop training roadmaps on two levels (new employees and on-the-job) through the Discipline Experts Council. Those maps are based on competency, and help develop mentors’ capabilities towards technical labor’s development.

The specialized team formed for this purpose includes highly professional technicians, while the selected team members who represent all vocational groups have a strong technical background, as they participated in strategic planning for technical work on the level of the group and the company. This is why the roadmap’s goals and contents are considered more realistic than what’s available in the market.

This was a new achievement for KOC, realized through the Discipline Experts Council members, and a new success for the technical staff development team in implementing the new employees’ roadmap.

### Standards of Selecting Discipline Experts Council Members

- Category 17 or above
- To be a team leader, specialist, consultant or mentor in their field of specialty
- To contribute in the “team’s work planning”
- To have at least 3 years of experience in training and mentorship inside our outside KOC
- To have interest and commitment to staff development and sharing best practices with those of the same specialty, or with teams of multiple specialties, which needs to be taken into consideration in the main performance indicator
Earned a High Certificate in Internal Corrosion from “NACE”

Yousuf Khuraibet, an International Instructor from KOC

Excellence is a basic factor in the employees’ development process at Kuwait Oil Company (KOC). This process comprises several stages done in cooperation between the company and the employee, reflecting their strong desire to pursue continuous development to reach excellence.

This continuous strive to be the best served as the motivation for our guest in this interview to achieve excellence and reach the highest levels in service of KOC and the entire Kuwaiti oil sector, given the critically sensitive nature of his responsibilities that are of paramount importance in the oil industry, and are found in the heart of field operations. Oil passes through pipelines on its way to tanks, reservoirs and others, and therefore priority is given to protecting this wealth, the backbone of the country’s economy, from waste, damage or corrosion.

Corrosion is the main topic of this interview with Chief Corrosion Engineer at the Inspection and Corrosion Team (North and West of Kuwait) Yousuf Khuraibet, who is taking steady steps towards achieving excellence in his field after recently earning a new certificate given by the world’s most notable authority for oil sector standards, which qualifies him to become an international instructor with the highest levels of competence.

The following are excerpts from the interview.

75 Years and Standards

Khuraibet earned his certificate from the National Association of Corrosion Engineers (NACE). Established nearly 75 years ago in the oil field, NACE is the international authority specialized in putting oil sector standards in terms of metals, which are the basis for pipelines and tanks. It is also considered the world’s leader in the field of metals, corrosion, and how to protect metals from decay.

Membership and Efforts

Furthermore, he noted that KOC is a key member of NACE, as it enjoys diamond membership which allows it to renew the subscription of all of its specialized staff and obtain all standards free of charge.

Khuraibet also revealed that KOC, represented by
the Inspection and Corrosion Division, is the only company in the world that made sure that all of its inspection and corrosion specialists, including technicians, engineers, chief engineers and heads of departments, obtain certificates from NACE in all specialties.

**High Levels**

Khuraibet commented on NACE’s courses, saying that they are ‘very difficult’ and include various stages while trainees take lessons in several fields and on different levels. Once a trainee reaches ‘Level 4’, he becomes a consultant in a field related to inspection and corrosion, including cathodic protection that helps protecting pipelines from corrosion, Khuraibet explained.

**Mechanism and Advantage**

Asked about how he was nominated to earn this degree and the company’s role in this regard, Khuraibet pointed out that this process started 14 years ago, and included taking NACE courses in various fields, including pigments (levels 1, 2, 3), internal corrosion (levels 1, 2) and cathodic protection (levels 1, 2, 3, 4), followed by design in facilities before the trainee becomes a professional. All company specialists went through this process, he said, adding that they helped make the Inspection and Internal Corrosion Team one of the strongest in KOC.

**Long Process**

On details of the training process, he indicated that each course requires between 6 and 10 trainees, and it is canceled if the minimum number is not met. While this was an obstacle in the past, it’s not the case anymore since companies are now competing for those courses given the technical improvements they provide for employees after passing the course and obtaining the certificate.
Decisive Interview
When the three letters are obtained, the candidate sends his papers to a specialized committee whose members study the file and examine all standards, he said, explaining that the committee meets once a year on the sidelines of NACE’s main conference in the United States, featuring around 7,000 participants.

Certificate and Ambition
Khuraibet earned a ‘NACE Internal Corrosion Program Instructor’ certificate, which allows him to give training at any activity that the organization organizes. He explained that the instructor starts as an assistant instructor for three intensive courses. He must receive a ‘very good’ evaluation by students before becoming a lead instructor, otherwise he would not be accepted and must make his application and interviews again.

Necessary licenses
Khuraibet stressed the importance of training and obtaining NACE certificates, especially since insurance companies inquire about engineers’ efficiency before giving insurance for facilities and equipment. A NACE-licensed staff provides a guarantee for the quality of work.
Q8 Oils is expanding digital initiatives

With two online platforms filled with expert knowledge and relevant content

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