



Post Conference Report of Key Findings,
Ideas, and Recommendations for

THE ABU DHABI EMIRATISATION FORUM

Improving Retention by Harnessing
Motivation



Presented by:
Abu Dhabi University



جامعة أبوظبي
ABU DHABI UNIVERSITY

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EXECUTIVE SUMMARY

Abu Dhabi University (ADU) proudly presented the second event in its successful series of conferences tackling issues related to Emiratisation. The conference themes tackled at this event were established through feedback received from past delegates, government representatives and industry leaders as well as a prominent advisory committee. This forum identified the specific need to improve retention and harness motivation amongst UAE Nationals in the workplace. This two day event called The Abu Dhabi Emiratisation Forum took place on Sunday 30 and Monday 31 of May 2010 at the Fairmont Bab Al Bahr Hotel in Abu Dhabi.

This event was well attended and brought together over 150 heads of leading organisations including Government Representatives, Emiratisation Managers, HR Directors, CEOs, Chairmen, Training and Development Experts, Career Development Specialists, Education Providers and Recruitment Specialists to share and discuss the critical issues of motivating and retaining Emirati Nationals in the workforce. Industry sponsors such as Abu Dhabi Commercial Bank (ADCB), Etihad Airways, The Injazat Institute and the recruitment partners Executive Solutions provided an impressive show of support for the success of the event. This conference hosted fifteen influential speakers providing insights into their strategies to motivate individuals and case study examples from successful organisations. A unique panel session consisting of four young Emirati students from ADU provided an invaluable insight into the issues that motivate our future workforce and the whole event was received with overwhelming enthusiasm.

The Abu Dhabi Emiratisation Forum 2010 identified many challenges in retaining Emirati staff in the workplace. Some of these included management and cultural differences, a lack of support and encouragement, no career progression or personal development, unrealistic expectations, competition and confidence issues, lack of teamwork and family pressures.

Suggestions from the experts on how to overcome these challenges were shared and the outcomes of this conference are reviewed in this document. In summary, organisations should assess the key factors that drive retention in their organisations and ensure their goals match with the employee's goals. Once these are in place the HR team must align their activities to deliver a highly motivated, high performing workforce through effective assessment at the recruitment stage, setting expectations and outlining career progression from the start. Managers should ensure that employees feel involved and are encouraged; communication should be honest and open and emphasis placed on employee autonomy and success through mentoring and coaching.

In this document we provide a summary of the speakers' presentation as a reference for future discussion on the subject of Emiratisation. We also suggest three practical ways to meet Emiratisation targets which include effective employee assessment, continual career guidance and personal coaching or mentoring.

We present this report to encourage organisations to continue their Emiratisation strategies and ensure they reach their targets. By working together to create a strong Emirati workforce we can expect organisations to succeed whilst meeting the country's objectives.

SUMMARY

After two days of insightful presentations and interactive workshops on how to motivate Emirati Nationals for increased retention within organisations, some key themes began to emerge and are summarised.

Many challenges were stated from both private and governmental organisations on retaining Emirati staff in the workspace. A few of these are listed below.

- An insensitivity of management to cultural differences
- A lack of a mentoring and coaching culture
- The reluctance of employees to work long hours
- Unpopular shift schedules and uniforms
- A lack of perceived career progression and personal development
- The unrealistic expectations of fast promotion
- The lack of a performance-based culture
- Potential competition with colleagues
- The manager's negative behaviour
- Lack of teamwork and collaboration
- The lack of a performance-based culture
- Family pressures

However, motivating and retaining Emiratis in the workplace was the key theme of this conference and speakers shared an expansive list of suggestions for tackling these issues. A review of these suggestions is summarised below.

- Aligning the company goals with the employee's goals
- Assessing the organisations design to reflect the key factors that drive retention of high-performing Nationals
- Ensuring the HR team align their activities to delivering a highly motivated, high performing workforce
- Assessing the culture, system and individual needs of the organisation to increase retention rates
- Setting the expectations of the role right from the beginning
- Encouraging communication which is direct, honest and open to build positive attitudes
- Creating clear goals, defined KPIs, objectives and expectations for employees
- Involving employees and encouraging their individual initiative
- Increasing employee autonomy with flexibility and support
- Placing a strong focus on employee career progression
- Creating a recognition culture and rewarding high performers
- Offering coaching or mentoring for support and encouragement
- Implementing a strong learning strategy to expand knowledge through further education and development

By systematically working to improve employee motivation, organisations will find success in reaching their Emiratisation targets and improve retention rates.

RECOMMENDATIONS & SUGGESTIONS

This conference highlighted the need to motivate and retain Emirati Nationals in the workplace in order to advance its people and move the UAE towards meeting its targets set out for the future. This conference highlighted that many organisations have set Emiratisation targets and it is our goal to help them achieve these.

In order to do this, the following three steps have been developed as recommendations that need to be in place for Emiratisation success.

- Employee Assessment
- Career Guidance and Counselling
- Coaching and Mentoring

We would like to take this opportunity to offer suggestions for implementing these recommendations as practical working solutions for your organisations.

- Employee Assessment

Before entering into a role within an organisation all employees need to be assessed thoroughly to ensure that:

- The employees goals align with the organisations goals
- The employee meets the requirements of the position both academically and based on skills
- The employee has a good understanding of the expectations for the role

By ensuring these assessment criteria are met in advance of recruitment, organisations can expect to obtain the best qualified candidates and be confident that they have the right people in the right positions.

- Career Guidance and Counselling

The key success factor expressed by many organisations on retaining Emiratis in the workplace was the implementation of a directed career progression path that included further development. This was confirmed during the student panel discussion when each member of the panel listed career progression as the main criterion for joining and staying at an organisation. By offering career guidance throughout the employee's career, organisations will ensure commitment not only to achieve personal targets but maximise buy-in to the company's development and success.

- Coaching and Mentoring

This conference was ground breaking in many ways but for the first time in history four Emirati Nationals took to the stage to share their confidence of coaching and mentoring at work. It became clear that coaching and mentoring not only encourages active communication but allows for mistakes to be shared, confidence to be built and recognition to be rewarded. This proves that by encouraging Emiratis to share their concerns and by providing sufficient support and encouragement they will thrive and organisations will prosper.

The above recommendations suggest how to make the findings of this conference into practical working solutions that can be implemented into any organisation. The key theme running through all of these is the need to select and motivate Emirati Nationals for successful Emiratisation.

EVENT REVIEW & FINDINGS

Day one opening remarks were delivered by Dr. Nabil Ibrahim the Chancellor of Abu Dhabi University. Dr. Nabil's welcome address stressed the importance of harnessing Emirati talent and outlined how this forum was an opportunity to learn and gain insights from current best practices.

The opening keynote presentation on improving retention by harnessing motivation using comprehensive frameworks was delivered by His Excellency Omar Bamadhaf the Chairman of Sundus Management Consultancy. H.E. Omar Bamadhaf began with a slide showing that in the year 2009, 96,319 Emirati Nationals were employed and around 10% of Emirati Nationals were unemployed. He stressed how leadership and communication was the key to retention within organisations and mentioned how the government is already making huge strides by supporting organisations to create and implement numerous opportunities for Emiratis. He described the key challenges to Emirati employment as the failure to retain staff in the workplace, a lack of career development, failures in performance management, talent management and people management. His suggestion to address these issues was to assess the organisations design to reflect the key factors that drive retention of high-performing Nationals. Organisations need to assess the culture, system and individuals needs and ensure the HR team has a framework in place that aligns their activities to the overall business. Finally, he drove home that individual competencies are equally important to supporting the organisations success for enhanced individual performance.

Dr. Bob Nelson the President of Nelson Motivation shared his opinion of the current challenges organisations face in retaining Nationals in the workforce. These included a lack of perceived career progression; insensitivity of management to cultural differences; a lack of a mentoring culture; a reluctance to work long hours; unpopular shift schedules & uniforms; expectations of regular promotions; a lack of a performance-based culture; potential competition with expatriates, manager's negative behaviour and little or no sense of teamwork or collaboration. He went on to suggest six key strategies to engage Nationals in the workplace which included creating clear goals and expectations for employees; ensuring direct, honest and open communication with employees; involving employees and encouraging their initiative; increasing employee autonomy with flexibility and support; continually focussing on career progression and finally to recognising and rewarding high performers to create a recognition culture within the organisation. Dr. Nelson gave examples of employee reward systems in place at various international organisations some which included gift items, tokens, time off and increased attention. Finally, he stressed the importance of praising individuals and supporting them even when they make mistakes to ensure you get the most from your workforce.

Eng. Faisal Al Kamali the Head of Infrastructure at Aldar Properties gave a compelling presentation on individual motivational strategies. Eng. Al Kamali believes that motivation should be encouraged at home from siblings and parents and reinforced at school to encourage grades and activities. Motivation at work should include a clear career path, support and encouragement, acknowledgement and reward and expanding knowledge through further study. He explained how motivation for Nationals at Aldar includes an attractive package with clear career goals, defined KPIs and objectives. Aldar also provide incentives such as bonuses, sponsorship, speaking at events and allowing employee's children to attend Aldar schools, free of charge. Aldar has also developed many international partnerships to encourage staff to further develop themselves with the opportunity to attend the Lead Program in collaboration with Cambridge University, a graduate programme with The London School of Business and an accelerated development programme with Sandhurst Military Academy. Aldar also has a partnership with the University of Reading for a graduate programme and graduate development is mentored by internal staff to create effective managers. Emirati Nationals working at Aldar receive support from all levels of management and are treated fairly and encouraged to be involved in social activities. Eng. Al Kamali's final statement drove home that individuals should not wait for others to motivate them but rather motivate themselves through thinking and planning for the future, setting goals and achieving them.

Mr. Hassan Al Hosani the Manager of Manpower Development at Abu Dhabi Marine Operating Company (ADMA-OPCO) focussed his presentation on retention from a learning and development perspective. After a brief introduction of ADMA-OPCO, Mr. Al Hosani went on to state some of the reasons why employees leave organisations. His key message suggested early individual and organisational alignment for increased retention rates within organisations. He described ADMA-OPCO's Competency Assurance Management System (CAMS) that does just that by aligning the company goals with the employee's goals. ADMA-OPCO's CAMS system has company wide support, rewards excellence and shares ideas to create champions within their organisation. He went on to discuss how they use the 'Future Leaders Conference' to align young professionals within the company and encourage communication to build positive attitudes regarding their future at the organisation. Their employees also learn, enjoy, facilitate and reflect at this meeting and are provided with role models as well as competence based personal development plans and ladders for individual success.

Mr. H. Amin Carter the Senior Retention Advisor for Abu Dhabi Company for Onshore Oil Operations (ADCO) discussed his role as a Retention Advisor at ADCO. His job includes recommending retention initiatives to the ADCO executive team and implementing effective retention strategies. He does this by studying the ADCO culture and suggests ways to change it or add to it whilst still maintaining alignment with the core values of the organisation. He suggested that the audience assess their organisation's current initiatives on encouraging Nationals and then decide if these align with the individuals own values that they bring to the organisation. Mr. Carter revealed that in many cases the individuals values do not fit with core values of the company which need to be communicated clearly and effectively at the beginning. Mr. Carter went on to share some of the new initiatives he has implemented at ADCO which include the implementation of a new website called 'my profile' where employees have the opportunity to share information about themselves, work or family to stay connected with colleagues. Employees also have a section on the site to write down the 3 best skills they possess which contributes to the ADCO skills bank so others can be aware of these skills as a resource. This site also helps in internal recruitment and information sharing. Mr. Carter has implemented a volunteer opportunities programme for environmental issues to encourage employees to give back to the community. Another initiative called 'building the product pipeline one student at a time' provides literature for parents telling them the exact skills required for students to be employed at ADCO. Successful candidates receive a scholarship which helps ADCO build the workforce pipeline early on. Other initiatives ensure that each employee understands the core values of the organisation. In addition, ADCO has created 'experience retention positions' and 'knowledge retention positions' in which retirement age expatriates are offered the opportunity as coaches and mentors to train a National to take over the role upon retirement. Finally, Mr. Carter revealed that ADCO's goal is to have a 75% Emirati workforce by 2014 which he is confident they will achieve.

After an effective networking break for lunch, two parallel workshops were conducted. The first was delivered by Summit Career Management Services on the topic of discovering Emirati talent and was presented by Mr. Fadi Bin Haider Al Attas the Recruitment & Retention Manager and Mr. Chris Jolliffe the Assessment Manager at Summit Career Management Services. This workshop invited the sharing of experiences on awareness, motivation, assessment and selection of employees to recognise and promote best practice within organisations. Emphasis was placed on how strong collaboration and the establishment of a link between local universities and private companies are needed to address issues that hinder UAE Nationals from working in the private sector.

The second workshop was delivered by **Dr. Bob Nelson the President of Nelson Motivation** and covered aspects of building a team culture within organisations for individual success. Dr. Nelson discussed evidence that suggests that ties between the employees to the organisation are even stronger in environments where a team culture thrives. Dr. Nelson shared effective team building techniques which provided attendees with practical solutions to develop their teams forward. Issues that were discussed included overcoming challenges associated with multi-cultural teams, improving inter-team communication, understanding how buy-in to the mission and vision of the organisation is vital to the team's success and maintaining motivation levels through team building to achieve personal and organisational goals and objectives.

Day two began with an exciting panel discussion chaired by **Mr. Bill Spindle the Head of Business Content at The National newspaper** on understanding the motivational factors of young Emiratis about to enter the workforce. The panel members included four female students from ADU Ms. Alanoud Al Madhi a Senior Management Student and the Student Council President, Ms. Maitha Al Mazroui an English Student, Ms. Shamsa Al Qubaisi studying HR Management and Ms. Zeinab Al Rifaei a Senior Marketing Student and the Vice President of the Student Council. The first question asked the students about their hopes and expectations for the future. They agreed that a challenging position, a clear career path aligned with their chosen field of study and personal and professional development were their main expectations. When asked how the university has helped them prepare for a working future they replied that their education has given them solid theory to build practice on and it has taught them cooperation and problem solving. On the issues of what motivates them, the student's answers reflected much of what was mentioned in the previous day's presentation; ultimately they look for an organisation that respect them, encourages continued development, has appreciative managers, and offers obvious recognition and new challenges. When the students were asked if salary is a primary factor in accepting a position, they all agreed that salary was important but other things such as job security, learning and development, contributing to the country and company, respect, new challenges and the organisation's culture are equally important. A question from the audience asked the students if they felt that it is important for them to enter the workforce at a managerial level role or to work their way up in an organisation. Panellists suggested that the work must be commensurate with her education which in her case meant managerial level roles. Another student expected periodic feedback and assessments after which she expects to be in upper management positions as soon as possible. Another mentioned how she would prove herself in the role and meet the clear KPIs outlined for her by her manager. She also stressed that in a managerial position she would ensure she is not isolated and is aware of the whole organisation.

The students were asked what Abu Dhabi University has done to help them find positions in the government sector and the panel mentioned the annual ADU career fair and internships which have been offered to them in government organisations. On the issue of how their families affect their career decisions all panel members agreed that their families wanted them to succeed, were supportive of their careers and advised on career decisions. They all stressed that they want to work within the private sectors because they wanted challenging roles that would develop them and provide a multicultural workplace essential for learning. When asked what they think their responsibility is to an organisation the students mentioned that meeting the organisation's expectations was important; proving themselves and earning respect within the organisations through hard work were also vital. Finally, the students were asked why they chose to attend Abu Dhabi University over the various other government supported universities in the region. Two of the students admitted that they initially began their education at the government funded Zayed University but left because of the rigid timetables. They all agreed that as a private university ADU attracts a more diverse range of students thereby creating a multicultural environment similar to a workplace.

Dr. Alia Al Serkal the Senior Director of Recruitment at du (Emirates Integrated Telecommunication Company) gave an insightful presentation on assessing employees for company success. She described how everybody has natural abilities that can be assessed through psychometric testing centres. She stressed the importance of organisations being able to identify the right talent for the right job and showed how psychometric tools and centres help identify these. She explained how assessment centres undergo a battery of exercises which simulate the activities carried out in the target job thereby predicting the future performance of the employee. She revealed the results of a study in which she took 239 graduates of an average age of 24 of which 60% were females. Each graduate completed 30 multiple choice questions in 20 minutes that measured their abstract reasoning. Her results revealed that the average score in the test group was 17.59 out of a total of 30 which was 5 clear points below than the published norms of the UK DAT abstract reasoning test. She found that male graduates revealed an average of 20.72 and females averaged at 15.85 out of 30 indicating a need for UAE National norms to be devised and published for different psychometric tools to ensure a fair process for UAE National graduates. Dr. Al Serkal mentioned that when considering ability for the position, family pressures and natural ability as well as grades must also be considered. She shared information about du's successful graduate trainee programme which sets the expectations of the role right at the beginning for the employee. She stressed the importance of how the position must match the personal growth of the employee and she also confirmed that employees must understand that promotions may not be available on a regular basis.

Mr. Gary Hazel the Training Manager at The Injazat Institute stressed the point that the whole organisation is responsible for managing the talent of their employees and emphasised how career counselling and planning help to develop employees for future success. In this session two case study examples were presented firstly by **Ms. Lina Al Hubshi** a Consultant Developer who began her role four years ago as a Business Analyst in the applications team of the Injazat Institute. She later moved to the consulting team after she had completed a consulting qualification from the UK. She spoke about how she now works on bigger projects and shared her goal to become a Consultant Specialist within one year. She explained how her work challenges her at Injazat and how she receives support when she needs it. The second case study was given by **Ms. Sara Al Buainain** a network and security team member who has also worked with Injazat for four years. She explained how she began as an Internal Support Engineer and developed her skills from building computers to building servers. She revealed how she is motivated to succeed at Injazat and is provided with career guidance which led to her to complete the CCSP Certificate. She is currently working on anti viruses and is specialised in semantic antivirus systems for many clients.

Dr. Salwa Al Nuaimi the Vice President of Talent Acquisition in Human Resources for Etihad Airways discussed the difference between coaching and mentoring and its applications at Etihad. She stated that coaching is a process that enables learning and development to occur and is used for improving performance, raising awareness and transferring knowledge. Mentoring is an activity between two (or more) people, one helping another to learn to navigate often competing values, and the many varied risks attached to each. Mentoring leads to significant transitions in knowledge and includes sharing experiences, brainstorming and recognition. Dr. Al Nuaimi mentioned how coaching and mentoring help organisations maximise knowledge transfer, increase skill levels and succession planning. In her opinion coaches and mentors possess excellent communication skills, are motivated and enthusiastic, goal oriented, creative and patient and if effective can increase employee retention and confidence, both of which save the organisation time and money. Dr. Al Nuaimi suggests that role model leaders and managers can link the coaching and mentoring outcomes to the business thereby providing a cultural change.

Two cases studies were presented by Etihad employees revealing the effectiveness of the Etihad coaching and mentoring system. **Ms. Fatima Al Haddad** the Marketing Projects Manager at Etihad talked about her experience of coaching. In the two years that Ms. Al Haddad has been at Etihad she has had both classroom experience and one-on-one coaching. In the classroom she learnt about communication barriers and understood how to deliver meetings with confidence. She also discussed how coaching helped her career success by giving her confidence to complete tasks. The second case study was delivered by **Mr. Ali Al Hosani a Graduate Manager at Etihad**. He shared his initial fears of having a mentor because he wanted people to respect him and did not want to reveal his lack of experience to others. Later he developed a trust with his mentor and they met regularly where he was advised and guided. Being mentored gave Mr. Al Hosani confidence in his work and helped him develop himself as an employee and a person.

Following a networking break for lunch, two parallel workshops were conducted on day two. The first workshop looked at effective career guidance and counselling strategies and was delivered by **Ms. Preeti Goyal the Supervisory Careers Advisor for Summit Career Management Services** and **Ms. Amy Robinson the Portfolio Manager for Abu Dhabi University Knowledge Group**. In this workshop the presenters looked at the issues of motivation and how by ensuring employers stay in touch with the employees' sense of connectedness to the organisation can greatly increase motivation in employees. Some practical and effective career guidance and counselling strategies and delegates took home practical tips they could use to ensure that their employees did not feel abandoned, overwhelmed or out-of-place. The key take home messages included nurturing employees' natural interests and aptitudes, having the right people in the right positions and engaging staff in meaningful work. Furthermore, developing personal career plans to improve retention rates and keeping employees feeling connected were also discussed.

The second workshop on day two was on the topic of blended learning strategies and was delivered by **Mr. Chris O'Callaghan the Head of Learning and Development at ESNAAD** a leading provider of oil and gas services in Abu Dhabi. Mr. O'Callaghan shared with the attendees how by implementing a strong learning strategy within the organisation ensured empowered employees thereby guaranteeing progress and developing a sustainable talent pool for the future.

CONCLUSION

In order to achieve Emiratisation targets set out in the Abu Dhabi Economic Vision 2030, it is vital to create a motivated, educated workforce. By encouraging academic and personal success from a young age we can ensure that we will reach this goal and the UAE can look forward to not only fulfilling its manpower requirements for the future but also be proud that it develops talent and to be among the greatest leaders in the world.

We would like to thank the speakers, chairpersons, delegates and dignitaries who supported us and helped create an outstanding conference. We look forward to meeting you at the next Abu Dhabi Emiratisation Forum.

For an electronic copy of this document please contact Dr. Tahira Rashid at tahira.rashid@adu.ac.ae.

SPEAKER BIOGRAPHIES



Dr. Nabil Ibrahim

Chancellor, Abu Dhabi University

Throughout his career, Dr. Ibrahim has attracted over \$20 Million in research & development grants, served as principal investigator to some 35 technical projects, produced 57 publications & conference presentations, developed a number of laboratories and produced numerous student theses. In addition, he holds two US patents in Advanced Materials Engineering. Dr. Ibrahim received his BS Degree in Engineering from Cairo University and his PhD from McMaster University in Canada.



H.E. Omar Bamadhaf

Chairman, Sundus Management Consultancy

With over 35 years experience in wide ranging sectors such as Oil and Gas, Banking, Education, and Government, Omar is considered one of the most experienced HR and Change Management specialists in the GCC. His career has seen him involved in some of Abu Dhabi's most significant start-ups e.g. Abu Dhabi Islamic Bank and Dolphin Energy, and his counsel and views are regularly sought by business leaders.

In his most recent capacity as Assistant Undersecretary in the Department of Civil Services, he managed the Leadership Development Programme, delivering a comprehensive development programme for selected high potential employees. Omar completed his MBA at Oxford University, is CIPD qualified, and is currently the Chairman of Oxford Business Alumina in the Gulf.



Dr. Bob Nelson

President, Nelson Motivation

Bob Nelson, PhD, is president of Nelson Motivation Inc., a management training and consulting company located in San Diego, California; co-founder of Recognition Professionals International; and a leading international advocate for employee recognition and engagement for more than 15 years. He has worked with most of the Fortune 500 companies to help improve their strategies, systems and programs for better motivating employees to achieve exceptional performance and is a best-selling author of multiple books including *1001 Ways to Reward Employees* and *The 1001 Rewards and Recognition Fieldbook*. He has appeared extensively in the national media including CBS 60 Minutes, CNN, CNBC, MSNBC, PBS, and National Public Radio; and is a frequent expert resource for *The New York Times*, *The Wall Street Journal*, *Business Week* and *Fortune* magazines, and numerous other media. He holds an MBA in organisational behaviour from UC Berkeley and received his PhD in management from The Peter F. Drucker Graduate Management School at Claremont Graduate University in Los Angeles. His books have been translated into over 30 languages.

Dr. Gene Crozier

VP Strategy and Business Solutions, Abu Dhabi University Knowledge Group

Dr. Gene joined Abu Dhabi University four years ago as the Founder & Director of IED, the Institute for Executive Development. With over twenty years experience in the management development field, Dr. Gene brings a wealth of expertise to the region. Dr. Gene is credited with having launched the world's first competence-based professional program for managers in 1990 with the British Institute of Management (BIM) working with the UK's Open University. He is also the architect behind the EQUIS accreditation scheme for top international business schools and was a director of the EuroArab Management School (EAMS) in Granada, Spain (1999-2003). His work in the competency field has involved personal responsibility for the assessment of over 500,000 managers from all sectors across the world. He has worked in the Arab world for ten years, first through EAMS, then the Doha Asian Games (Qatar) and the EuroJordanian Advanced Business Institute (EJABI) in Amman, followed by his work for ADU over the last four years.

In the public sector, he has worked closely with Government on the development of standards for leadership, research into the effectiveness of management development practices and closely with key Government departments to develop national schemes and qualifications, including the UK's Ministry of Defence, the Office of Government Commerce, the Police and the National Health System. He was also Chief Examiner for the Chartered Manager award for the Chartered Management Institute, targeted at many talented leaders in the public sector and linked to business awards in Singapore. In the assessment field, Dr. Gene has been instrumental in the development of competency

frameworks used by public sector organisations as well as blue-chip companies such as the Financial Times Group, HSBC, SABME and Standard Charter. He has developed a number of psychometric tests and developed assessment centres for top organisations across Europe.



Eng. Faisal Al Kamali

Head of Infrastructure, Aldar Properties

Eng. Faisal Ismail Al Kamali was born on 6th June 1976. He received a Master's degree in Engineering Systems Management in 2009 from American University of Sharjah and a Bachelor of Civil Engineering in 2002 from University of Dayton, Ohio, USA.

Eng. Al Kamali worked at Abu Dhabi Water and Electricity Authority from 2002 until Dec. 2007 as the:-Civil

- Engineer, supporting project managers technically in all aspects
- Water Projects Engineer, managing several water projects
- New Developments Coordinator, coordinating between ADWEA and affiliated companies and the developers of all major developments in Abu Dhabi
- Worked in major projects at ADWEA such as Shuweihat twin 1600 mm pipeline projects from Silaa to Musaffah

He joined Aldar at the end of 2007 as Infrastructure Manager, then as Head of Infrastructure Department supporting all Aldar project teams with the relevant utilities authorities for all infrastructure related issues. Eng. Al Kamali contributed greatly in ensuring utilities were available on Yas Island for the F1 Race Track prior to race day. This involved proper coordination between the project delivery team and the authorities. Also he plays a major role in coordinating with the authorities for the infrastructure recovery of all Aldar projects, where 1.9 Billion is expected to be recovered in the 2010 and 2011.



Mr. Hassan Al Hosani

Manager Manpower Development, Abu Dhabi Marine Operating Company (ADMA-OPCO)

Hassan Mohamed Al Hosani, Manager Manpower Development in Abu Dhabi Marine Operating Company (ADMA-OPCO), holds a bachelor degree in Industrial Engineering from the University of Miami in the United States.

Working for ADNOC & ADMA-OPCO for the last 14 years, Al Hosani started in a technical role within the operation/maintenance function. He shifted to HR to lead the Vocational Training Center. In 2004, Al Hosani was appointed to lead the Competency Assurance Management System (CAMS) implementation project in ADMA-OPCO. Currently he looks after all activities related to learning, competency assurance & development in ADMA-OPCO like CAMS, Professional Ladders, and Talent Management Programs among others.

Mr. H. Amin Carter

Senior Retention Advisor, Abu Dhabi Company for Onshore Oil Operations (ADCO)

H. Amin Carter presently serves as the Retention Policy Advisor for Abu Dhabi Company for Onshore Oil Operations (ADCO). He has been living in the UAE since 2005 and prior to that worked and lived in the United States. He has served as a HR management consultant as well as worked in the public and private sector. A few of his major areas of expertise are as follows: Organisational Development, Organisational Behaviour, Strategic Planning, Employee and Family Value Proposition, Change and Transition Management, Cultural Diversity, Effective Interpersonal and Cross Cultural Communication, Total Quality Management (TQM), Energy Management, Program Performance and Evaluation, Public Policy, and Human Resources Management. He holds professional certifications in ISO 9000 and 14001 as well as housing management, energy management, and community action. He has earned a Bachelor of Arts degree in Political Science and a Master of Public Administration.



Mr. Fadi Bin Haider Al Attas

Recruitment and Retention Manager, Summit Career Management Services

As Recruitment and Retention Manager, Fadi is responsible for leading the Summit recruitment team to generate employment opportunities for our candidates. He is particularly interested in developing and implementing strategies for attracting, recruiting, retaining and developing UAE Nationals in both private as well as public sectors.

Fadi is effectively managing projects with his team to ensure Key Performance Indicators are achieved. His strengths lie in recruitment, employer negotiation and implementing improved working practices that enhance the recruitment processes for Summit.

Fadi holds a Bachelor of Business Administration degree from the American University in Dubai. In addition to this, he has achieved a Level 4 BTEC Professional Diploma in Careers Advice & Counselling. Fadi is also certified to administer and feedback the Profile XT assessment and he is currently working on obtaining his Level A & B Certification in Occupational Testing and Personality Assessment from the British Psychological Society. Fadi has extensive experience in Marketing and Human Resources and is a member of the Society for Human Resource Management (SHRM).



Mr. Chris Jolliffe

Assessment Manager, Summit Career Management Services

Chris has thirty three years diverse experience of managing, developing and delivering career guidance and career development services and has worked for Summit in the UAE for over two and a half years. He was Chair of the National Association for Assessment in Guidance for 12 years in the United Kingdom, and was a member of the editorial board of the learned journal "Assessment Matters" for 11 years.

Chris gained his degree in Psychology in 1976 and immediately joined the UK careers service. He has very wide experience of guidance roles, individual development and management selection using up to date and relevant methods of assessment.

Chris has authored various assessment tools to assist decision making and is delighted to have led the development of the Summit Career Interest guide written in both Arabic and English.



Dr. Alia Al Serkal

Senior Director - Recruitment, du (Emirates Integrated Telecommunication Company)

Dr. Alia Al Serkal is the Senior Director- Recruitment (HR) at du (Emirates Integrated Telecommunication Company). Part of her responsibilities include recruiting and identifying the right talent for the right job, with the introduction of psychometric testing and assessment centres, as well as hiring UAE National Graduate Trainees. In addition, she is involved in various HR initiatives, such as employee engagement. Prior to joining du, she was a Senior Psychologist at Emirates Airline, where she conducted thorough psychometric testing on employees for selection, promotion or developmental purposes, as well as identifying the talent pool for UAE Nationals. Her interests lie in personality, stress and coping, emotional labour, well-being, psychometric testing and norm creation just to name a few. Dr. Al Serkal is a strong believer in ensuring the right person gets selected for the right job, as well as giving opportunities for individuals to develop in their roles and realise their potential. Dr. Al Serkal obtained her PhD in Psychology from the University of Leeds (UK), MSc in Psychology and Health from Stirling University (UK) and BSc Psychology from University of Wales, Bangor (UK).



Mr. Gary Hazel

Training Manager, The Injazat Institute

Gary Hazel is an experienced Training & Development Manager with more than 15 years of experience in training consultancy, design, development and delivery for a number of leading organisations.

He is currently the Training Manager of The Injazat Institute (Ti2), a business-oriented career development initiative of Injazat Data Systems, the leading IT and business process managed services provider in the UAE and the Middle East. He is responsible for the design and development of all Ti2 Programs and Course Materials. His focus over the last 18 months has been to develop the Emiratisation strategy for Injazat and other organisations in terms of Career Consultancy and Career Development Planning.

His previous role was to manage the Transformational Program for 2 years within Electronic Data Systems (EDS) to one of their premier clients, Department of Work & Pensions (DWP). The focus was to ensure that new processes and tools were delivered meeting client Service Level Agreements and gaining CMMI Level 3 accreditation. Gary holds a degree in IT & Computing through the Open University and has completed the Certificate in Personal & Development (CIPD) at practitioner level for the Training & Development function.



Dr. Salwa Al Nuaimi

Vice President Talent Acquisition Human Resources, Etihad Airways

A PhD graduate from Cardiff University, (United Kingdom) in Management and Government Policies, Salwa has 20 years of experience as a management professional relating to education and human resources gained from a number of organisations.

She practiced consultancy in the role of HR Advisor for the management of one of ADNOC Group Companies in Abu Dhabi. Besides teaching an HR Diploma for the employees of Dubai Government and federal ministries, Salwa has been working as an Executive Director for the Continuing Education Division in an academic organisation in Dubai which provides quality management and HR consultancy services for public and private organisations in the UAE and the GCC countries.

Dr. Salwa joined Etihad Airways into a senior position with the key accountability in the overall strategic management of global recruitment. Recently with the emphasis and expansion of Etihad's Emiratisation initiatives her role became more focused to source and attract UAE Nationals with high calibre into different sectors of the Airline. Establishing the Emiratisation unit naturally paved the way for UAE Nationals to contribute actively into the tourism industry.

Salwa has been working closely with UAE Nationals, helping them to understand and appreciate the changes within UAE culture as well as the impact of modernisation.

Being a UAE national herself, she has the advantage and true appreciation and practice of the rich culture and heritage of the UAE. This gives her the added credibility when presenting recommendations to her clients.



Ms. Preeti Goyal

Supervisory Careers Advisor, Summit Career Management Services

Preeti Goyal has over 6 years guidance and counselling experience working with different age groups in a variety of sectors such as health, education and research. Beginning her career in clinical psychology and counselling, she trained as a Counsellor at the University of Delhi whilst working with the "All India Institute of Medical Sciences (AIIMS)".

She joined SUMMIT in January 2008. Working as a Supervisory Careers Adviser, her responsibilities involve providing training and mentoring support to the team, she also works with a range of Emirati and non Emirati jobseekers providing careers development and psychometric assessment services. She is responsible for managing and publicising labour market research and careers information through our monthly newsletter and ADU website. She is also involved in co-delivering the BTEC Professional Diploma in Careers Advice and Counselling.

She has a Master's degree in Clinical psychology and a post graduate diploma in Guidance and Counselling. She has undertaken the courses in Occupational Testing and Personality Assessment accredited to British Psychological Society.



Ms. Amy Robinson

Portfolio Manager, Abu Dhabi University Knowledge Group (ADUKG)

Amy is an experienced trainer from Abu Dhabi University Knowledge Group (ADUKG), a sister entity of Abu Dhabi University. Amy delivers a range of courses to diverse audiences, but finds the Windmills Programs particularly rewarding to teach.

"Windmills can transform a participant's attitude to their career in a matter of days. It is an incredible feeling to watch someone put in place an action plan that will see them realise their career and life goals in a real time frame". Amy is passionate about Windmills, convinced that it can initiate real and lasting change for both individuals and organisations. "Windmills utilise the skills that people love to use – ensuring a win-win scenario for employers and employees".

Amy has a Bachelor of Arts and Law, and a Masters of International Studies from the University of Sydney, Australia. Amy has worked for the Australian Government before moving to Abu Dhabi in 2009 where she took up the position of Portfolio Manager at ADUKG.



Mr. Chris O'Callaghan

Head of Learning and Development, ESNAAD

Chris O'Callaghan has worked across much of the world during the past 20 years. Having started his career in operational management, Chris has developed a wealth of knowledge and understanding on the importance of creating development solutions which are practical, relevant and support organisation and individuals to develop. Since moving from operational management in the mid 1990's, Chris has worked in a variety of generalist HR and training roles for both commercial and not-for profit organisations before taking on wider organisational development roles for global businesses. Graduating with an MA in Organisational Development from the University of Westminster, Chris's approach combines the latest thinking with realistic business application to ensure overall organisational success.





