

QATAR UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
QATARIZATION PRACTICES AT QATAR GENERAL ELECTRICITY AND WATER
CORPORATION (KAHRAMAA): CHALLENGES AND FUTURE CONSIDERATIONS
BY
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ABSTRACT

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Title: Qatarization Practices at Qatar General Electricity and Water Corporation
“Kahramaa”: Challenges and future considerations

Supervisor of Project: Prof. Said Elbanna.

This study explores the current practices and challenges for Qatarization at Kahramaa, the Qatar General Electricity and Water Corporation. This is a government entity in the energy sector and the study asks about the impact of important national strategic policy on Kahramaa in effectively engaging with it, as well as offering some future considerations and recommendations. It is a qualitative study that relies on primary and secondary sources. The former include semi-structured interviews and the latter includes both articles in journals, books, websites, newspapers and Kahramaa’s website and internal documentation of procedures and policies related to Qatarization. The purpose of this study necessitated an exploratory study design. Triangulation using multiple data sources and thematic analysis were both used for the data analysis. The results show that Kahramaa faces six major challenges in adopting Qatarization: a limited control of the implementation of this policy; the multiple standards that Kahramaa was obliged to meet; the lack of governmental and internal policies; the cost of training and development programs and the consequent inefficient investment in them; its work ethic; and its reward system, involving benefits and salaries.

The major limitations of the study were the deficiency of information and difficulty in obtaining reliable data from official sources related to Qatarization, the limited number

of literature, researches in Qatar especially in its energy sector, the lack of local and regional-based case studies on Qatarization. In addition, the Corona pandemic and the many precautionary measures that accompanied it like the inability to conduct face-to-face interviews.

The importance of this study lies in focusing on the Qatarization practices, the main factors, and challenges that affect the progress and success of achieving Qatarization. It tries to be one of the first studies exploring Qatarization in Kahramaa. There is a lack of local case studies, which provide an appropriate content of Qatarization for researchers, practitioners, decision makers, and students. So, this study is introducing the case of Qatarization in Kahramaa as crucial governmental entity in the energy sector, which is an addition to this direction.

Keywords - Qatarization, workforce, localization, nationalization, energy sector, and human capital.

DEDICATION

I dedicate this study to my mother who supported me during the MBA program.

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CHAPTER 1: INTRODUCTION

The State of Qatar has paid great attention to human development, represented in several strategies and visions, the most important of which is the "Qatar National Vision 2030" and several other strategic plans. The issue of nationalizing the workforce, or the so-called "Qatarization", is one of the most important aspects of those plans that the state has been striving for nearly two decades ago to achieve greater progress in this policy and achieve its goals. The energy sector in the country is one of the important sectors that are concerned with this aspect due to its economic importance. This chapter provides an overview of the energy sector and Kahramaa, its activities, services, vision and objectives. Then it discusses the research questions, its objectives, its importance, and some limitations that it encountered.

1.1 Energy Sector

The energy sector is one of the most important and powerful sectors in the State of Qatar and is one of the biggest factors affecting and shaping the features of its economy. 'Energy' in Qatar refers to energy production and consumption, and the relevant policies about these in the State of Qatar. Ever since the time of the emergence of oil, Qatar has given much emphasis to this sector and thus on its policy for a sustainable development strategy, due to the great importance of energy in economic and human development.

Qatar is entirely self-sufficient in terms of energy. The total production of all its electric energy generating facilities is 40 billion kWh, which is also 107 percent of the country's own needs. The balance of the self-generated energy is either exported or unused. Production, imports, and exports, in addition to pure consumption, play a crucial role and

have a major influence. Other energy sources are also used, such as natural gas or crude oil (worlddata.info, N.D.).

In the year 2000, the energy sector had 16 companies, and currently has 35 companies with approximately 33,000 employees. These companies operate in such fields and industries as power generation and distribution, oil, gas, petrochemical, and support services by various companies operating in aluminum and steel production, shipping, insurance, and other services. Among the companies operating in the energy sector are Kahramaa, QPower, M Power, Nebars Power, not to mention those in the oil and gas industries (Ras Gas, QP, Total, Shell, and others); in the petrochemical industry (QAPCO, QAFCO, QChem, and others); and in supporting industries (Waqood, Naqilat, Qatar Steel, Qatalum, and others) (Strategic Qatarization Plan, N.D.).

1.2 Kahramaa at a glance

In the early 1950s to the late 1960s, the two separate departments supplying power and water were operated by the British. The first plant of desalination was built in 1953 with a capacity of 150,000 gallons per day and the first diesel power station was constructed in Mushaireb in the same year. In 1963, the steam turbines of the Ras Abu About power station began to operate. In 1971, the Minister of Electricity and Water was appointed and joined the Council of Ministers. In 1977, the first Electricity Systems Control Center was built to ensure a reliable supply to customers and to improve the safety of employees and equipment. In July 2000, Qatar's General Electricity and Water Corporation, called Kahramaa, was founded under the Emiri Law number 10 to control and preserve the nation's supply of water and electricity. The electricity and water sector in Qatar has always so far been a monopoly in its distribution and operation (kahramaa, N.D.).

1.2.1 Activities and services

The main activities of Kahramaa are to buy, distribute, and sell electricity and water in Qatar. Thus, it prepares the Power and Water Purchase Agreements (PWPA) that serve as contracts between this producer as the seller and the consumer as the buyer. Furthermore, it provides the necessary support for building installations for power generation and desalination. Moreover, it controls and operates electricity and water distribution networks and transmission. In addition, it formulates the regulations and standards for water and electricity supplies to constructions and facilities, together with services of consultancy to those associated with its functions and activities. Finally, through the Tarsheed program it ensures the sustainability of electricity and water for future generations (kahramaa, N.D).

1.2.2 Stakeholders

Kahramaa has around 3000 employees work in many areas to serve its customers and provide them with high quality water and power. Kahramaa has four types of customer: residential, commercial, industrial, and governmental. It has licensed consultants and contractors as moderators between Kahramaa and the owners of buildings, who apply the service connections when necessary. Kahramaa purchases the electricity and water from more than 10 independent water and power plants (IWPPs), which are companies serving both as desalination plants and power plants. It is the main supplier to the Qatar Electricity and Water Company (QEWC) and its subsidiaries. It also procures materials and services from domestic and international suppliers (kahramaa, N.D).

1.2.3 Organizational culture

The organization culture in Kahramaa focuses most on the customer. Thus,

Kahramaa employs all its organizational resources, such as human resources, financial resources, and technological resources, to provide consumers with the high quality services that satisfy them. Moreover, consumers' complaints are handled with the greatest respect and the belief that the customers always right. The front desk employees enhance the overall customer service by the soft skills that they have developed. Furthermore, a neutral consultancy firm measures customer satisfaction in a yearly survey. Kahramaa uses new technology in its stations to ensure that no disconnection will disrupt its supply of water and power. Moreover, it provides mobile and website services for the application of its services.

1.2.4 Structure

In the first quarter of 2009, under the Minister of State for Energy, Kahramaa was transformed from a semi-governmental to governmental organization. The hierarchy of Kahramaa has a wide scope and many layers. It is a functional structure with four directorates, ten departments, and one unit under the president of the company. The four directorates supervise the electricity network, water network, technical affairs, and shared services. Each of them has several departments. The departments look after District Cooling Services, Conservation and Efficiency, Customer Services, Health, Safety and the Environment, Planning and Development of Production and Water Resources, International Cooperation Unit, Internal Audit, Planning and Quality, Legal Affairs, Public Relations and Communication, and Finance as shown Appendix A – Organization Chart - (kahramaa, N.D).

1.2.5 Strategic posture

Vision

The vision of Kahramaa is “By 2030 our people, assets, systems, and processes will set a global benchmark for performance, technological innovation, environmental sustainability and social responsibility in the electricity and water sector” (kahramaa, N.D).

Mission

The mission of Kahramaa is “Providing High Quality and Sustainable Electricity and Water for Better Living in Qatar.” (kahramaa, N.D).

Values

Kahramaa has five main values that reflect what it finds most important, as follows:

- 1) Being customer-centered: customers join in the decision making to ensure that their needs are met.
- 2) Responsiveness and Performance: high effectiveness and efficiency are provided to meet Kahramaa’s needs and those of its stakeholders.
- 3) Teamwork: Working with other employees in collaborative, open and confidence-based way to active organizational objectives.
- 4) Transparency: the open and transparent conduct of its business activities encourages confidence.
- 5) Loyalty: to be loyal to Kahramaa is to support its objectives.

(kahramaa, N.D).

Kahramaa’s Objectives

Kahramaa has ten main objectives that will lead to the fulfilment of its strategic plan.

1. Excellent customer services.
2. High-quality provision of electricity and water.
3. Enhanced support for society and environmental compliance.
4. Encouragement of regulations changes in the power, water, and markets for district cooling.
5. Building a strong financial performance.
6. Enhanced risk management and corporate governance.
7. Improvement of its systems and processes.
8. Optimized asset performance.
9. Application of high standards for a safe and healthy environment of work.
10. Ability to attract highly-skilled employees and support for Qatarization.

(kahramaa, N.D).

1.3 Research Questions

There is no doubt that the policy of Qatarization has gone through many phases of development since the first legislation in this regard in the 1960s. Over time, it has faced many challenges that have undermined desired progress, especially in the energy sector, represented by Kahramaa Corporation. With this in mind, this study seeks to answer the following questions:

- What are the current Qatarization practices at Kahramaa?
- What are the current challenges to the implementation of these Qatarization practices?
- What actions are needed to enhance the Qatarization practices at Kahramaa?

1.4 Research Objectives

The objectives of this study are as follows. First, to explore the current practices

and challenging factors for the Qatarization policy. Second, to see how these challenges impact on Kahramaa in its engagement with this major national policy. Third, to provide some future considerations and recommendations for attaining the goals of Qatarization that could give some insights into overcoming these challenges and thus contribute better to achieving Qatar National Vision 2030.

1.5 Importance of the Study

The importance of this study lies in focusing on the main factors and challenges of the Qatarization practices that have affected the progress and success of its attainment. In addition it seems to be one of the first studies to explore this topic in regard to Kahramaa, which is one of the country's most important bodies, on account of the way that it affects the livelihoods and the economy of Qatar. In countries of the Arab world, more specifically in Qatar itself, there is a lack of local case studies which provide enough content for researchers, practitioners, decision makers and students. In light of this, the present case study concerns the nationalization of the workforce at Kahramaa as a governmental entity and as a crucial part of the energy sector in Qatar, which is an addition to this direction.

1.6 Limitations of the Study

The major limitations of the study were the deficiency of information and difficulty in obtaining reliable data from official sources related to Qatarization, the limited amount of documentation, the scarcity of research on Qatar especially its energy sector, and the lack of local and regional-based case studies on Qatarization. In addition, the Corona pandemic and the many precautionary measures that accompanied it like the inability to conduct face-to-face interviews brought further difficulties.

CHAPTER 2: LITERATURE REVIEW

2.1. Definitions and Concepts in Workforce Localization

There are many definitions for the meaning of the term “Localization”, but we can describe it for the moment as “the set of actions and policies that serve to make things or people more local. This includes transforming some services and ideas, etc. to fit the national culture by using more indigenous people in management, employment, etc.” When we talk about the localization of the workforce, we are talking about the human element; that is, the human capital.

Several studies have defined the “localization of the workforce” as a planned replacement of expatriate workers by locals (Elbanna, S., Obeidat, S., Younis, H., & Elsharnouby, T. 2021). This occurs largely through imposing targets for the employment quota (Abaker et al., 2019); Al-Harbi, 1997; Salih, 2010; Toledo, 2013). Many other studies have dealt with the meaning of “localization of the workforce” and provided some definitions that exemplify but do not restrict this meaning. According to Al-Harbi (1997), workforce localization is “the replacement of the expatriate labor force with a trained and qualified local labor force in a planned manner that will ensure the continuity of work”. It is “the recruitment and development of citizens to increase their employability, thus reducing a country’s dependency on expatriate labor”, according to Waxin et al. (2018).

Another conceptualization is introduced by Abaker, Al-Titi, and Al-Nasr (2019) who defined workforce localization as a “policy that includes restrictions to recruiting expatriates in the public sector as well as private companies in order to reduce foreign employees and rely more on locals”. It has been described also as the “substitution of

expatriate workers with skilled and qualified local labour, due to low rates of native employment” (Forstenlechner and Rutledge, 2011; Jabeen, F., Faisal, M. N., & Katsioloudes, M., 2018).

2.2. Workforce Localization History in GCC countries and Qatar

These efforts to promote workforce localization through policies and legislation in the GCC countries date back to a time between the 1960s and the early 1980s. Many sectors paid attention to this issue and the interest in it increased significantly in the 1990s until the beginning years of the new millennium. Even though Oman initiated the workforce localization as far back as 1988 (proptnergrou.com, 2019), only in 1995 did it implement a reasonably successful program. The United Arab Emirates (UAE) has recently established itself as a policy leader.

The desire to increase employment opportunities for national residents has grown in importance across the six member countries of the GCC. The Kingdom of Saudi Arabia (KSA), the Sultanate of Oman, the United Arab Emirates (UAE), Kuwait, Qatar, and Bahrain have all launched politically-led localization initiatives (Looney, 2004; Rees, Mamman and Bin Braik, 2007; Waxin M-F. and Bateman, R. 2015), namely Saudization in the KSA 4, Emiratization in the United Arab Emirates (UAE) 5, Kuwaitization in Kuwait 6, Omanization in Oman 7, and Bahrainization in Bahrain 8. Similarly, Qatar has what is called its “Qatarization” policy. All of these initiatives target the employment of native-born workers.

There has been some research done on Saudisation like (Al-Asfou and Khan, 2014; Sadi and Al Buraey, 2009), Emiratization like (Al-Ali, 2008; Rees et al., 2007; Muysken and Nour, 2006; Al-Waqfi and Forstenlechner, 2012; Al-Waqfi and Forstenlechner, 2014;

Goby et al., 2015, 2017), Kuwaitisation such as (Salih, 2010); Omanisation (Al-Lamki, 2005; Al-Hamadi et al., 2007; Swailes et al., 2012); Bahrainisation like (Metcalf, 2007), and Qatarization such as (Williams et al., 2011). However, fewer writers have focused on Qatarization than on localization in the other five GCC countries.

The development of human capabilities for citizens in the member countries of the GCC is considered a major strategic priority (Waxin M-F. and Bateman, R. 2015). Government policies and legislation for enhancing the participation of GCC nationals in the workforce have altered the human resources' view in these countries (Randeree, 2009). This has resulted in making workforce localization a major recruitment consideration for international businesses that operate in these countries (Looney, 2004; Mellahi, 2007; Rees et al., 2007).

The Qatarization plan was first drafted in 1962 in accordance with Qatar's Labor Law No. 3 of 1962. This law stipulated giving priority to Qatari nationals when filling vacant positions in the workforce (Brewer, D. J., Augustine, C. H., Zellman, G. L., Ryan, G., Goldman, C. A., Stasz, C., & Constant, L., 2007). The vacancy is first offered to a non-Qatari Arab, and next to a non-Arab foreigner, if it cannot be filled it with a Qatari citizen (Gonzalez, Gabriella C., Lynn A. Karoly, Louay Constant, Hanine Salem, and Charles A. Goldman, 2008).

In 1970, a government census showed that Qatari citizens represented only 16% of the economically active population, and, as a result of the Qatarization policies, the oil industry was the only industry that reflected a higher percentage of Qataris than of foreigners (Kobaisi, Abdulla Juma., 1979).

In the early 1970s, a decision was made to localize management positions in the

public sector. This resulted at the beginning of the 1990s in the Qatarization of 97% (Brewer, DJ, Augustine, CH, Zellman, GL, Ryan, G., Goldman, CA, Stasz, C., & Constant, L., 2007) or 96%, according to Gonzalez and Gabriella C. (2008), of the senior administrative positions in the school system.

In May 1997, an Emiri decree established a percentage of at least 20% for Qatarization in private sector companies (Gonzalez, Gabriella C., Lynn A. Karoly, Louay Constant, Hanine Salem, and Charles A. Goldman, 2008). During the last two decades more efforts have been made to enhance the practice of Qatarization.

On June 1, 2000, the Qatarization program entered a new era and emerged with a more comprehensive structured plan, which was implemented. It aimed to reach a Qatarization rate of 50% of the national workforce in the energy sector by the beginning of 2005 (Brewer, D. J., Augustine, C. H., Zellman, G. L., Ryan, G., Goldman, C. A., Stasz, C., & Constant, L., 2007).

However, the program did not attain its goal; by this deadline only 28% of the workforce in the energy sector were Qataris (Gonzalez, Gabriella C., Lynn A. Karoly, Louay Constant, Hanine Salem, and Charles A. Goldman, 2008). Later reports of the “Strategic Qatarization Plan” for the energy and industry sector have indicated a Qatarization rate of 29%, which is still below the targeted rate of 50%. (qatar-tribune.com, 2021).

In 2002, Qatar officially ended the policy of automatic public sector recruitment of Qatari high school and university graduates. And by that time, the government had started to assist job seekers through the Training Center of the Ministry of Civil Service Affairs and Housing – MoCSAH. It also implemented a number of five-year plans to enhance the

employment of “quality” Qatari nationals in the private and mixed sectors (Gonzalez, Gabriella C., Lynn A. Karoly, Louay Constant, Hanine Salem, and Charles A. Goldman, 2008).

In March 2008, Qatar’s Civil Service Minister announced another scheme to localize 20% of the workforce of the private sector within a year (Charts & Numbers, 2008).

2.3. Defining Qatarization

Workforce localization in Qatar is called “Qatarization”. Several writers have provided different conceptualizations and definitions of it. This section lists some of their definitions as examples. According to Maryam Al-Subaiey (2010), Qatarization is “a policy which aims to develop the national labor force to replace professional expatriates in critical positions with Qatari nationals”. It is “a strategic initiative by the Government of Qatar to provide employment for its citizens in the private and public sectors” (Qatar Foundation QF, N.D.). Williams, J., Bhanugopan, R., and Fish, A. (2011) introduced the following definition: “the purpose of the program is to ensure workforce participation of nationals mainly through a quota system and training”. Another definition states that it “refers to the national strategy of developing a competent Qatari workforce through education and training” (Hukoomi.gov.qa, N.D.). Strategic Qatarization Plan for the energy sector conceptualized Qatarization as the process of attracting, motivating, developing and retaining Qataris in order to produce a more-qualified workforce and provide valuable career opportunities with a bright future”. This is set with the aim of ensuring the presence of qualified Qataris in permanent posts, such as key sensitive positions, linked to the business plans of corporations (Strategic Qatarization Plan, N.D.). Cave (2004) described

workforce localization as “the recruitment and development of citizens to increase their employability, thereby reducing the country’s dependence on an expatriate workforce”. According to Abdelkarim (2001), localization efforts are “a multi-level process through which dependency on the expatriate workforce is reduced and nationals are prepared to take up jobs performed by expatriates”.

2.4. Energy Sector and Qatarization

It is known that the energy sector is one of the most important contributors to the economy of the State of Qatar and its sustainable development. Qatar has a rational management of energy resources in order to meet the needs of future generations and it is making remarkable efforts to develop educated, well-trained, ambitious and dedicated Qatari workers. All these efforts are in alignment with the pillars of Qatar National Vision 2030.

The energy sector is required to target an overall 50% of Qatarization and maintain or improve its Qatarization rate above this percentage in all of its member companies and partners. It has shown its high commitment through its unremitting efforts to reach these goals, which would support Qatar Vision 2030. One of the most important of these efforts is the “Strategic Qatarization Plan”, which will be described in the next section.

“Strategic Qatarization Plan” for the energy sector

The partnership of the 35 companies in the energy sector began to focus its efforts on Qatarization in the year 2000, in parallel with the new era, for the more effective implementation of the Qatarization policy.

As a result, the Strategic Qatarization Plan was established in the energy sector. This plan dealt with setting Qatarization policies, the required percentage for the sector, and with

following up the progress of efforts by companies and partners in the sector, like attracting, developing, motivating, and retaining Qataris to achieve its goals. The Strategic Qatarization Plan was also established to align the energy sector in the State with Qatar's National Vision 2030 and its pillars, which support greater growth and well-being for Qatar and its people.

In the words of Saad bin Sherid Al Kaabi, The Minister of State for Energy Affairs and the President and CEO of Qatar Petroleum, when he welcomed the plan online:

“Our efforts did not stop at managing, exploiting and monetizing our oil and gas resources. We were convinced that the secret to lasting success lies in developing dedicated, educated and well-trained Qatari human resources – hence the Qatarization strategy” (Strategic Qatarization Plan, N.D.).

To support these goals, the plan has established strong partnerships with both the education sector and local communities to ensure the highest levels of success in its efforts, in addition to designing effective development procedures to ensure rewarding results for Qatar's young people. Unlimited resources have been allocated to ensure that they and their careers are provided with ongoing support.

During about two decades of Qatarization as a result of this plan, the energy sector has become one of the largest employers of Qataris through the unique partnerships advocated in the plan with many educational and other entities. This plan has exceeded its totals and worked to develop qualified and empowered Qataris to take permanent positions in the energy sector and all its supporting industries.

The 19th edition of the Qatarization Review at a meeting, held on 2nd May, 2019, the annual date when the progress of Qatarization in the energy sector is reviewed,

stated that the number of Qataris employed in the energy sector has more than tripled from 2900 to 9300 employees, which is approximately 28% of the total workforce in the energy sector (www.marhaba.qa, 2019; Gonzalez, Gabriella C., Lynn A. Karoly, Louay Constant, Hanine Salem, and Charles A. Goldman, 2008). It is also worth mentioning that this is one of two meetings for this purpose. It is held by the steering committee and is held periodically during the year.

Below is the vision, mission, and how to reach the Qatarization targets as stated in the official website of the Strategic Qatarization Plan (Strategic Qatarization Plan, N.D.):

- VISION STATEMENT

“An overall goal of 50% Qatarization in the Energy Sector resulting in a capable and motivated workforce.” (Strategic Qatarization Plan, N.D.)

- MISSION STATEMENT

“In support of the Qatari National Vision of 2030, the Energy Sector is developing strategies to support work towards the target of 50% Qatarization and maintain or improve the Qatarization percentage above this level“(Strategic Qatarization Plan, N.D.).

- The Qatarization target will be reached by the following actions:

- Develop human capital strategies for long term success
- Work with communities, people, and the education sector
- Recruit, develop, reward, and maintain quality, competent Qataris
- Provide opportunities and develop the right people for leadership roles

(Strategic Qatarization Plan, N.D.)

2.5. Qatar National Vision 2030 and Qatarization

The GCC countries have worked to develop long-term strategic visions within the framework of comprehensive development for their people. Qatar was among the countries that took great practical steps in this regard, as seen in the “Qatari National Vision 2030”, which is a long-term strategic vision that seeks to make Qatar an advanced and developed country with the ability to create sustainable development and provide a high standard of welfare and living for its citizens. The national vision rests on four key pillars (Human Development, Social Development, Economic Development and Environmental Development). Considering the human development pillar, which is concerned with developing the nation’s workers to enable them to maintain a prosperous society, in addition to social development, economic growth and environmental development. This vision also addresses a set of major challenges facing Qatar. The most important of these are the quality and size of the expatriate workforce and the chosen path of development, which is represented by the Qatarization strategy of “localizing human resources”. In addition to several other challenges such as modernization and the preservation of traditions, covering the needs of the present and future generations, uncontrolled expansion and managed growth, economic growth, the development of society and the management of the environment (*Government Communications Office, N.D.*). We observe here that the Qatari Vision 2030 pays great attention to the localization and development of the workforce through the Qatarization policy included in its first pillar, which is human development. This reflects the high priority given by its leaders and decision makers to Qatarization in the sustainable development strategy of the state.

2.6. Challenges to Qatarization

From the beginning of the Qatarization plan in the 1962 until the year 2000, as in several other countries in the GCC, Qatar took a relaxed approach to implementing it. Since 2000, decision makers have realized more the importance of using national human capital especially in the energy sector, considering it as one of the most critical and fast growing sectors that has a significant impact on the national economy.

The official Planning and Statistics Authority (PSA) data showed as of May 2020 that the population of Qatar was around 2.8 million (PSA, 2020). Approximately 333,000 Qatari nationals were living in Qatar in early 2019, which implies that Qataris represented about 10.5% of the total population at the time (priyadsouza.com, 2019; worldometers.info, N.D.; onlineqatar.com, 2019).

The demographics aspect alone makes the rationale for Qatarization very clear. It is crucial to indicate that Qatari employees constituted only around 8 percent of the total labor force (Williams, J., Bhanugopan, R., & Fish, A, 2011). Indeed, according to PSA's Labor Force Sample Survey (2019), Qatari employees made up only 5 percent of the total labor force. Figure 1 below shows the relative distribution of nationality and sex in the labor force for 15-year-olds and above (PSA, 2019):

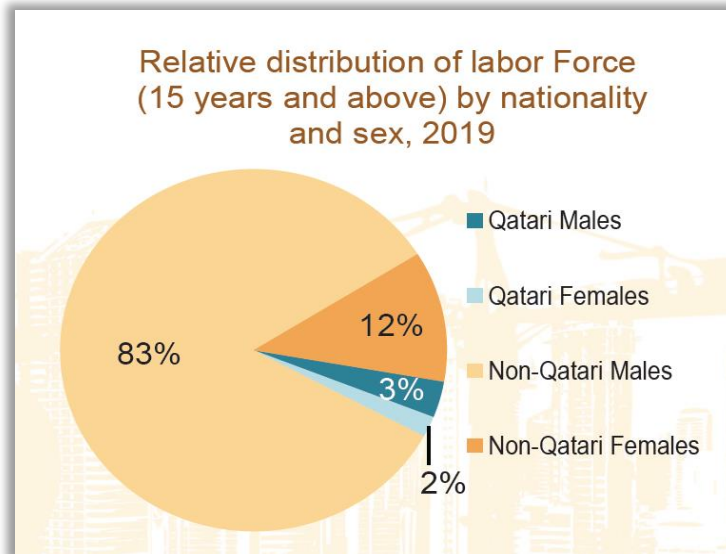


Figure 1: Relative distribution of the labor force by nationality and sex

This makes the localizing of the workforce a very important developmental, social and economic issue, particularly because Qatar is a small country, full of natural resources such as gas and oil, with an economy considered one of the world's fastest-growing and one of the top-ranking countries in GDP per capita (worldbank.org, 2020). Other factors, too, have motivated the government and decision makers to enhance the Qatarization process and spotlight the energy sector. Some of these are the faster growth of globalization and the major technological progress in such fields as communications, transportation and digital platforms. This has led to the emergence of the urgent need to develop programs for the Qatarization strategy and policies to advance energy and the human resources of this important sector in order catch up with the rest of the world while at the same time preserving the identity of the country and focusing the investment on its people.

Certain localization challenges are common to most of the GCC countries and Qatar, including an inefficient quota system that mostly focuses on quantity more than

quality of recruitment, the a culture more focused on prestige than performance, strict customs and traditions in the treatment of women as part of the labor force in the workplace, and systems of education that do not respond to the needs of the market (Williams, J., Bhanugopan, R., & Fish, A, 2011). Moreover, the demographics shifts, increasing costs, citizens' high expectations, and the high number of expatriates which is continuously increasing all pose significant and ongoing challenges to Qatar and the GCC countries (Williams, J., Bhanugopan, R., & Fish, A, 2011). Khalid Al-Horr and Adel H. Salih (2011) have also addressed some challenges to what are considered the most crucial human resources management (HRM) functions, such as evaluating current human resources (HR) in relation to future needs. Some organizations and companies in Qatar lack any documented plan for their HR needs. According to Khalid Al-Horr and Adel H. Salih (2011), more than 87 percent in their survey of Qatari organizations had recruitment policies in their recruitment process, that encouraged "buy your employees' policies" instead of "make your own employees' policy through employing skilled, experienced, and qualified employees, who are mostly expatriates needing no more training". Therefore, the general trend in most Qatari organizations is to meet their immediate needs by employing experienced, qualified, and skilled employees under conditions of an extremely quick development process, but at the same time undermining the process of Qatarization that strives strongly to localize jobs. Organizations take too much account of scientific and professional qualifications and the required capabilities for the job to employ many nationals. Over 50% of the companies in Qatar still rely equally on both external and internal recruitment, which reflects that at least 50% pay some attention to diversity in their recruitment practices, but at the same time it erodes the Qatarization process (Khalid Al-

Horr and Adel H. Salih, 2011).

Most governments in the Middle East have realized that greater dependency on a large foreign labor force has significant social, economic and political consequences. Yet some industries have achieved little localization (Al Lamki, 2005).

Although the unemployment rate, of 0.5% in 2011 and around 0.09% in 2020 (data.worldbank.org, 2021) in the State of Qatar, is very low – one of the lowest worldwide – this may not be a long-term problem. But there are many future challenges with regard to sustainable development which also impact the Qatarization process. They include the voluntarily unemployed young people, the mismatch between candidates' skills and the needs of labor, the high dependency of employment on the public sector, the lack of graduates especially in technical fields, science and technology, related sustainability challenges in education, training, cultural preservation, treatment of the environment and long-term economic development (Alan S. Weber, 2013).

Most of the countries in the Middle East are still setting policies of localization that focus on replacing expatriate employees by qualified and skilled nationals. This is because of the low cost of employing nationals, especially in the private sector (Jabeen, F., Faisal, M. N., & Katsioloudes, M., 2018). Still, like several countries that are still crafting their nationalization process, Qatar has recognized the need for solid educational systems that enable Qatari nationals to participate in the labor force (Al Dosary, A. and Rahman, S.M., 2005; Stasz et al., 2007).

According to Forstenlechner and Rutledge (2010), Harry (2007) and Rees et al., (2007), the education type could matter more than the education level. Education based on the market and employers' requirements rather than the education usually offered to

locals is crucial for integration. In addition, greater synergy is required between the curriculum in Qatari universities and their um and the sectors of industry including the energy sector (Jabeen, F., Mohd, N. F., & Katsioloudes, M. I. 2017).

Investment in education for example, has become a strategic step for the KSA. In preparing to implement localization, the KSA has 24 universities, 508 colleges and institutions and more than 75 training centers offering vocational studies. In addition, a five-year scholarship program has been instituted, which sends more than half a million Saudis abroad to receive higher education. It was designed to meet the skills needed by both the public and private sectors. It also in 2013 spent 25 percent of the country's total budget on education, which is one of the top-ranking totals worldwide for an education budget. Despite all these efforts, there is still a great need to the change local people's mindset and align it with the initiatives of the government to harness the national efforts towards Saudization (A. Al-Asfour and S.A. Khan, 2013). Similarly, Qatar is ready to implement the Qatarization programs, having brought in many prestigious universities, mainly represented by the Qatar Foundation, and having also appointed high-level Qatari leaders to direct the educational process. However, disturbing trends that should be noted are that expatriate employees are still much depended upon and the education systems are not comprehensively aligned with the needs of the work market (Gonzalez, Gabriella C., Lynn A. Karoly, Louay Constant, Hanine Salem, and Charles A. Goldman, 2008). It is also clear that the educational and training institutions of the country are still not producing the right kinds of graduates or any graduates of the right quality to meet the market needs of a knowledge economy; this can only obstruct the localization progress (Forstenlechner I., 2008). There is a need for educational re-crafting in the expertise and skills that the labor

market requires (Al-Waqfi and Forstenlechner, 2014).

Around 50% of Qataris have indicated that they would not be happy to accept certain jobs due to the perception of the low social position and status they imply and the low salaries that they would earn (Labor Force Sample Survey, 2019). In addition, Qataris may also prefer to like better to have no job at all than to take such jobs due to the traditional view of them. This possibility is supported by such writers on employment and status perceptions in GCC countries as Achoui (2009). Even when nationals may have some interest in accepting such jobs, the job offers do not meet their ambitions; they do not confer the desired work privileges and ask for too many working hours (gulfnews.com, 2010).

Although the localization targets and quotas are allocated by the government according to sectors and industries, the quota method for some industries seems to be unrealistic and is not considered an attractive method of localization (Barnett, A. H., Malcolm, M., & Toledo, H. 2015). For example, the Qatarization program was initially intended for Qatarizing 20% of the jobs in the private sector. However, due to the unrealistic plan and goals, this percentage was lowered (Kamrava, 2009). Usually, the response of organizations and companies is to resist the government's directives for localization (Harry, 2007), which makes the governments monitor compliance more strictly.

Despite optimism about future trends the targets of Qatarization as initially crafted have not been met. For example, the energy sector has achieved the Qatarization of only 28 percent of its workforce (Zahra Aziz, 2016; Gonzalez, Gabriella C., Lynn A. Karoly, Louay Constant, Hanine Salem, and Charles A. Goldman, 2008), which is well below the targeted rate of 50% (qatar-tribune.com, 2021).

Localization must not become a game of numbers. It will need the effective and wholehearted participation of Qataris and a review of all the strategies and policies associated with education and workforce participation (Forstenlechner I., 2008).

Regardless of the government's notable efforts in Qatar to promote localization in the public, private, and mixed sectors, efforts in this regard have several times been obstructed (Jabeen, F., Mohd, N. F., & Katsioloudes, M., 2018). The governmental or public sector is the largest employer in Qatar and for all of the GCC countries, because it provides better employment conditions (Forstenlechner I., 2008). Although the private sector offers some advantages and benefits, Qataris still prefer to work in the public sector because the latter does not offer job security, a powerful position, fewer working hours, high wages and many other advantages. Like other GCC nationals, Qataris rarely work in low-ranking or menial jobs, because most locals looked down upon them (A. Al-Asfour and S.A. Khan, 2013).

Qataris do not like to work in the private sector or the mixed sector, including the energy and industry fields, for several reasons, such as the strict performance monitoring, the sharper focus on quality, long working hours determined by the conditions of the market, the low-waged expatriate labor, cultural and social perceptions, control over the process of production, lack of social integration in a multicultural environment and difficulties of job tenure. In addition, when they try to apply Qatarization they meet challenges, the main ones being (1) Qataris ask for more salary than expatriates do, (2) Qataris dislike the lack of job security and the long or uncertain career paths, and (3) Qataris' perceive that the fields of technical work demand long working hours and sometimes confer low social status (Al-Waqfi and Forstenlechner, 2012). Thus expatriates

dominate the private and mixed sectors for several reasons, including their practical experience, the educational qualifications required to occupy certain jobs, acceptance of lower salaries than a Qatari employee would require, and acceptance of technical and vocational posts that may require long working hours. In addition, expatriates are prepared to accept simple or menial jobs and to engage in multicultural and multinational work environments.

The participation in Qatar of female citizens in the workforce was approximately 56.7% in the year 2020, according to The World Bank (data retrieved on June 21, 2020). Qatar has the highest participation rate of female labor, closely followed by the UAE at 52.4% (Rana H., 2016). Unlike Saudization, Qatarization is directed not only towards Qatari men, but toward women as well. Qatari women are highly involved in this strategy, owing partly to the higher proportion of females to males in the Qatari population. Women mostly work in the public sector and very rarely in the private sector (A. Al-Asfour and S.A. Khan, 2013).

Retention remains the main reason for the not even higher share of UAE nationals, for example, in the banking sector, where recent – but unofficial – numbers estimate a retention rate of 40% (Forstenlechner I., 2008). Policies of Emiratization have succeeded only a little in practice and UAE nationals represent only 0.5 per cent of the jobs in the private sector (Jabeen, F., Mohd, N. F., & Katsiolouides, M., 2018). Retention was also considered as a grave challenge for Alpha bank in Qatar as per Dalloul, A., Amanulla, R. M., and Elbanna, S. (2021).

According to Williams, J., Bhanugopan, R., & Fish, A (2011), the perceptions of Qataris and expatriates are also in conflict about what Qatarization is. Is it only about

replacing expatriates with Qataris? If so, it might result in the perception of a serious threat to expatriates' jobs that could impact on their performance due to the lack of job security. For Qataris, has Qatarization been successful yet? Will the quotas be increased in the future? What other aspects of work does it focus on?

Although the perspective of the government and decision makers is that national employees and workers are as skilled and productive as its expatriate workers are, the perspective of employers in the private sector is that national employees and workers have inadequate skills and are not as productive as expatriate employees (Toledo, 2013). This creates another challenge for the decision makers; they must think about bridging this gap of perception and persuade employers to recognize the long-term significance and targets for the localization process for the country and its economic future.

There is a need for information on the participation and commitment of nationals employed to meet localization quotas at the workplace (Forstenlechner I., 2008; Williams, J., Bhanugopan, R., & Fish, A, 2011), in view of the high commitment and accountable jobs that would at the same time ensure the quality of localization. This can be increased by a measure that identifies and evaluates specific aspects of a company that can improve localization.

CHAPTER 3 METHODOLOGY

This chapter describes the methodology used to answer the study questions.

3.1 Study Approach and Design

This is a qualitative study, where a cross-sectional view of data was used. It is a case study that has the characteristics of depth and detail and it used multiple sources of information.

In order to explore the practices and challenges of Qatarization, it used an exploratory study design because it was exploring the current practices and key challenges of Qatarization with a focus on the Kahramaa corporation as part of the energy sector in Qatar. The purpose of this study is to explore the current practices and challenging factors for the Qatarization policy, how these challenges impact on Kahramaa in engaging effectively in this important national strategic policy, and to provide some future considerations and recommendations. Thus, this case study attempts to gain some insight into the relevant strategies, current practices, and challenges.

3.2 Study Population

The population that has been targeted for this study is the accessible executives or professional staff of Kahramaa who are in charge of or involved with the Qatarization policy and its practices – that is, its crafting and designing of strategy and practices in implementation, managing and controlling the process overall.

The exclusion criterion for the population excluded the employees and executives who were not involved in the policy and practices of Qatarization.

3.3 Sampling and Sample Size

3.3.1 Sample

A sample was selected from the population based on those who were entitled to engage in the crafting and designing of the Qatarization strategy, and the implementation, managing and controlling of the process. This included directors, managers, heads of sections, and/or professional staff working on localization.

In coordination with the HR department of Kahramaa for the sake of the study requirements, objectives and conditions of the target sample, a number of employees have been nominated to participate in this study. Those who have accepted the interview were asked to sign a consent form to confirm that they had agreed to participate. The consent form is shown in Appendix B.

3.3.2 Sample Size

The target was to have a sample size of at least 3-4 interviewees and 7-10 at most. However, due to the use of purposive sampling in this study, the sample size was determined by data saturation. That meant that sampling continued until no new significant information was being discovered, or a phenomenon was identified, or enough information had been received, or redundant information was being offered (Zhi, H. L., 2014). In this study, saturation started to appear in the fourth interview, when redundant information was encountered.

Eight interviewees were nominated by the HR department. However, only

seven of them responded and agreed to participate and one of these did not keep the appointment for an interview. One of the seven interviewees apologized for agreeing to participate when he noticed that his job did not altogether show the effects of the Qatarization policy and thus could not properly answer the study questions. Table 1, below, summarizes the study sample and the response rate.

Table 1: Study sample and response rate

Invited	Total Responding	Valid Responses	Total Response Rate	Valid Response Rate
8 Nominees of executives and professional staff	7 Individuals	6 Individuals	87.5 %	75 %

and Table 2, below, shows the number of interviews by nationality:

Table 2: Interviewees' Demographics

Interviewees Nationality	Number	Qatarization Strategy Field	Qatarization Implementation Field
Qatar Nationals (Qatari)	4	1	3
Expatriates (Non-Qatari)	2	1	1
Total	6	2	4

3.3.3 Sampling Technique

Due to the limited number of persons who could serve as primary data sources, the limited time and the limited labor available for the research, purposive sampling was used.

Purposive sampling refers to a researcher's use of non-probability sampling techniques to select a sample of subjects or units from a population. It can be beneficial when a researcher's resources, time, and labor are limited. It can also be used when the goal of the study is not to produce results from which broad generalizations will be made about the population as a whole (Ilker Etikan, Sulaiman Abubakar Musa, Rukayya Sunusi Alkassim, 2016), as is the case in the present exploratory study. Qualitative methods are mostly intended to deepen understanding (Patton, M. Q. 2002; Iker Etikan, Sulaiman Abubakar Musa, Rukayya Sunusi Alkassim. 2016). Thus, purposive sampling is typically used with such methods (explorable, 2009; alchemer, 2021; BRM, N.D). Purposive sampling was used because the sampling had to be consistent with the objectives set for this qualitative study. In purposive sampling, also, subjects are selected on the basis of the study's goals, with the hope that each participant would contribute unique and valuable information to the study.

3.4 Data Analysis Method

Data analysis was conducted through the triangulation method; i.e. the practice of using multiple data sources to analyze data for the purpose of enhancing the credibility of a study. The thematic analytical method was also applied to the

entire environment of the Qatarization practices at Kahramaa, both internal and external. Data were systematically transcribed, coded by iterative comparison (that is, inserted because of some similarity into larger categories of subthemes and themes). For the interviews in English, some web application solutions were used for quick transcription, such as amberscript.com, sonix.ai, and happyscribe.co. However, the Arabic interviews were transcribed manually, which was challenging and time-consuming. Below Figure 2 shows the phases of thematic analysis:

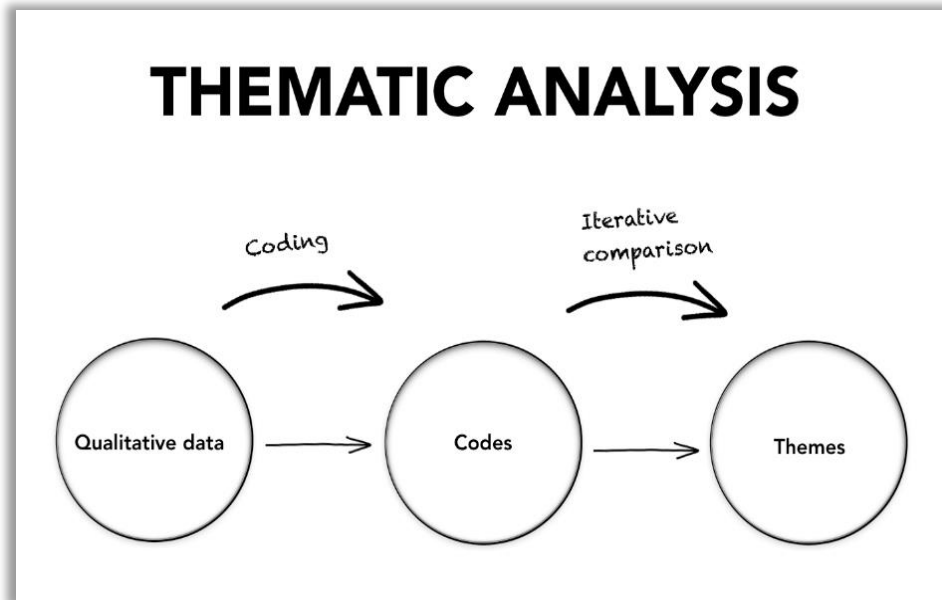


Figure 2: Thematic Analysis

It relies on qualitative data and emphasizes the use of results for insight into strategy, current practices, and challenges.

This study was conducted on Kahramaa’s premises under field conditions, with the divisions that have been involved with the Qatarization policy and its practices – that is to say, under their own environmental conditions.

Table 3 summarizes the main themes that were identified after coding the interviews and adopting iterative comparison.

Table 3: The main themes that have been identified in this study:

Key Qatarization Practice	Themes Identified
Recruitment & selection	Low control
Regulations & the Quota system	Multiple standards
Employee retention: retaining & controlling.	Lack of governmental or internal policies
Training & development	Cost & inefficient investment
Employee management	Work ethics
Career management	Benefits, salaries, & rewarding

3.5 Data Collection Method

Data in this study were collected from primary and secondary sources.

3.5.1 Primary Data

The primary data were collected from semi-structured interviews with Kahramaa's executives and professional staff who have been in charge of or involved with the Qatarization program, its policy and practices, because they were the target sample of this study.

During the exploration phase of the search strategy, two methods were used

for primary data collection (Cooper, D. R., & Schindler, P. S., 2014):

- 1) Expert interviews: with those who knew about the challenges of localization and/or their possible solutions.
- 2) Individual Depth Interviews (IDIs): with individuals involved with the Qatarization.

After sharing the study requirements and objectives and informing possible respondents of the target sample conditions, eight interviewees were nominated by HR department. A sample of the interview questions, in English and Arabic, is given in Appendix C. Due to the current COVID-19 pandemic and the severe restrictions imposed by the government on almost 80% of organizations in Qatar, including Kahramaa, the researcher was not allowed to visit the Kahramaa premises to conduct the interviews in person. Therefore, all interviews had to be conducted remotely using Microsoft Teams.

The interview embraced 5 major topics:

- 1- Current situation of Qatarization at Kahramaa
- 2- Qatarization practices at Kahramaa
- 3- Qatarization challenges at Kahramaa
- 4- Future considerations
- 5- Recommendations

3.5.2 Secondary Data

The secondary data in this study were collected during the exploration

phase of the research strategy. One method was used for secondary data collection (Cooper, D. R., & Schindler, P. S., 2014), namely:

- Discovery and analysis of secondary data sources: this included articles in journals, books, websites, and newspapers. Kahramaa's internal documentation of some procedures and policies related to Qatarization, its website, the websites of the energy sector companies, and many other websites related to localization were also examined, in addition to published studies, document analysis, and information from some organizations' databases. All were used in the secondary data for exploring Qatarization practices and challenges.

3.6 Ethical Considerations

Before distributing the interview questions to the target sample, ethical approval for the interviews was obtained after the request had been reviewed by the Qatar University Institutional Review Board (IRB). The interview questions used in this study were granted ethical approval number QU-IRB 1526-EA/21. This was the major ethical consideration.

The following measures were used to satisfy additional ethical considerations:

1. The interviewees were given a briefing about the purpose of the interview as well as the study concept.
2. Before audio recording the interviews, the interviewees gave their permission.
3. To encourage them to speak freely, their names and positions were removed and their words were kept anonymous.

4. The conversion and processing of the scripts under analysis also maintained an ethical level in providing an accurate idea of what the interviewee had said.

3.7 Consent

In order to take part in this study, voluntary permission had to be given by the participants. A consent letter was provided at the beginning of each interview and all the participants were asked to read the consent statements and confirm that they were fully informed of the procedures to be used in the study and understood that they could withdraw from the interview or the study at any time without being held accountable. An option for allowing or forbidding audio recording of their words was also provided.

All the interviews were conducted under the assurance of anonymity. The interviewees asked not to be directly mentioned or described in the study report in any way, by name, job title, or any other information that could expose their identities' t condition was already provided in the consent form. A sample of this form is shown in Appendix B.

3.8 Confidentiality

The participants were informed that the information they provided would only be used for this study. The primary data gathered from participants were safely archived in a secure place. Furthermore, the participants were told that the information would be kept totally confidential. This study revealed the identity of none of its participants.

CHAPTER 4: RESULTS

4.1 Present state of Qatarization at Kahraama

Most of the interviewees were happy and seemed optimistic about the current situation of Qatarization and its progress at Kahraama. It was described as “Excellent” by one of the program representatives. They supported their words by the awards gained by Kahraama at the Annual Meeting for Qatarization of the energy and industry sector managed by the “Strategic Qatarization Plan for the Energy Sector”. At this meeting a number of companies were honored for their achievements in Qatarization. Kahraama was awarded for strengthening the power of this program in various ways, especially for its support of training and sponsorship programs for students. The last award was Qatarization Pioneer Status in the energy and industrial sector in 2020, which it has gained for several years - twice in the last 5 years. Appendix D shows one of the certificates given to Kahraama for being the best member in the energy sector at supporting student sponsorships under the Qatarization program and the certificate award for supporting Qatarizaion in 2020 (Strategic Qatarization Plan, n.d.).

According to the Job Replacement and Qatarization Plan 2020, the percentage of Qatarization required for jobs in the government sector in human resources departments is 95%, except for vocational and laboring jobs. Moreover, a fixed rate estimated at 4% annually has been set for the Qatarization of other jobs, to which government institutions are committed during the implementation of the replacement and Qatarization plan 2018-2022 (raya.com, 2020). At the same time, the private sector state-owned or partially owned companies, which

contribute, as other entities do, subject to the retirement and pension law, to the increase of the rate of Qatarization rate to 60% (as a ratio of Qataris to non-Qataris working there) and to 80% in their human resources departments. It should be recalled that the children of Qatari mothers and non-Qatari fathers are treated as Qataris when calculating the Qatarization percentage (hukoomi.gov.qa, 2020; medium, 2020; gulf-times, 2020). Kahramaa is also part of the energy sector and is a member of its “Strategic Qatarization Plan” which imposes a target of 50% Qatarization for all of the member companies of the sector.

In addition, the Qatarization quotas are defined externally with government authorities like the Ministry of Administrative Development, Labor and Social Affairs (MADLSA). Quotas are also defined internally in coordination with other departments and divisions and all this is adapted to suit the business requirements of Kahramaa. Hence the quota varies from year to year. These percentages are set for the purpose of avoiding saturation in some major job fields and to facilitate the application by MADLSA of a replacement plan with the required number. the Qatarization rates achieved also differ across the departments of Kahramaa. For example, the Customer Services Department has the highest Qatarization rate of about 50% or more but in some other departments the rate is very low at around 20% or below.

The current procedure is that every year the MADLSA requests Kahramaa to send it the number of vacancies available, the list of jobs required for Kahramaa’s business, and the list of jobs needing to be updated for Qataris. MADLSA in turn will approve a certain number of applicants according to the

availability in each job field. All this is treated through the ‘Kawader’ online portal – the new employment platform for nationals – launched by MADLSA. Kawader aims to provide citizens with the opportunity to find jobs that suit their qualifications in government bodies as well as private entities (thepeninsulaqatar, 2020; Doha News, 2020).

For the replacement and localization plan, MADLSA sends a number of job titles attached to the relevant application forms to Kahramaa, requiring it to apply the replacements within a certain period, but not insisting on any particular percentage in this regard.

Kahramaa set a 40% target by 2013 (alarab.qa, 2013). Nowadays, “Kahramaa is basically targeting a quota percentage of 60 – 70 % for each period of the strategic plan a percentage which could increase or decrease depending on the demand for employment at the time in Kahramaa and the number of application forms submitted from the MADLSA according to one of the interviewees. The current achieved quota at Kahramaa is approximately 44% (of the 60% required for state-owned companies and those subject to the retirement and pension law and HR Act) across all its levels and departments, and is 38% (of the 50% required by the Strategic Qatarization Plan for the energy sector). The percentage of Qatarization for administrative jobs is 73% and for non-administrative jobs (technical or vocational jobs) is 34%. The total Qatarization percentage for the last five years is approximately 36% as shown in the table below.

Table 4: Job Qatarization Percentage at Kahramaa

Job Type	Percentage
1) Administrative Jobs	73%
2) Non-administrative Jobs	34%
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Total Qatarization % (in the last five years)	36%

This has encouraged Qatari nationals to take the leadership of all departments; apparently no department is managed by expatriates, at least at departmental level. These percentages were sent to us by email from two interviewees and derive from Kahramaa’s internal reports and documentation.

4.2 Qatarization and Kahramaa’s Strategy

Qatarization is one of many elements in Kahramaa’s strategy. Kahramaa has programs and initiatives of various types that support Qatarization and ensures that Qatari nationals are attracted to join its staff. They include some training and replacement programs, all in accordance with the guidelines of the Ministry of Administrative Development, Labor and Social Affairs (MADLSA) and its plan to implement Qatarization and the required quotas with specific mechanisms. The main objective of the Qatarization program at Kahramaa is to attract, train, and retain Qataris. To do so, an active group of people from both the HR department and strategic planning divisions actively participate in events such as the annual career fair held by the government. They invite university graduates to apply for a job, even those who want some kind of on the job training or internship, for Kahramaa differs from other entities due to its operational business which demands technical training in the field.

Both HR and Strategic Planning in Kahramaa are linked through two major aspects:

a) Mandating/delegation

Where both departments clearly define their roles and responsibilities on the way to a specific function of Qatarization. Then, on a monthly and quarterly basis, they have what they call the Performance Management Business Cycle; that is, corporate performance review meetings. At the beginning of the year, they set the targets for various key performance indicators (KPIs) like Qatarization in the case of the HR department, vacancies, and employee satisfaction. Using these KPIs, they track the attention of the employees and can measure the main objectives of attracting, developing and retaining staff.

b) Alignment with Qatar National Vision 2030

On a higher level, they align their efforts with Qatar's National Vision 2030 which aims to localize the workforce through its development of human resources. Now this objective at the national level completely permeates Kahramaa.

Within the overall picture, every department submits a plan to the strategic planning division. Then strategic planning set the strategy to meet the targets and the direction for the future and then applies these targets to specific objectives. When strategic planning formulates and sets the strategy, every manager, every section, and the stakeholders across Kahramaa are all involved and consulted over their challenges and concerns, since they believe that any KPI that does not agree with the stakeholders' needs is only statistics. This makes it very relevant and

palpable. Targets set by the strategic planning division are stretched in every possible way to be more effective and efficient in terms of workforce localization, “Qatarization” and also in matters of technical development and other businesses according to best practice worldwide. In addition, staff are trained, challenged and also involved in setting some of the targets. The Strategic Planning division then compares these targets with best practice to make them more challenging and then sets the final targets.

“We study their people, their challenges and then provide them with the best practices, whatever is good practice all over the world. And what is applicable here, we explain to them, we educate them, we even challenge them”, one of the interviewees said.

4.3 Qatarization management

Qatarization in Kahramaa is managed by the HR and the Strategic Planning divisions. There are no specific roles for other management levels at Kahramaa for managing and supporting this program. However, each management level participates and is involved in sharing the challenges and concerns with the two divisions above, as explained earlier. This participation in Kahramaa’s organizational structure also appears from its top management, as demonstrated by the president of Kahramaa through directives for following up the progress of the program, its goals, and its procedures for all the departments concerned.

A comment on this point by one of the interviewees was “The president of Kahramaa said [that] Qataris should join us in the planning forum, the performance review meetings, so they understand the language of planning and performance

management and strategy”. Since the top management represented by the president himself encourages this if there is a new graduate has joined Kahramaa and is still not satisfied, he/she is encouraged to join the senior Qataris with the senior management, to ask questions during the planning forum and the annual and the quarterly performance reviews. This shows the firm’s openness in getting all the young Qataris involved.

The second level is represented by the directors of departments who receive the employment applications for candidates from the Human Resources Department (HR) and provide full support for whatever will facilitate the employment of Qataris or the replacement of expatriate employees. New staff are given job-specific training or workshops which fully explain the function and mechanism of the department concerned ... etc. The third level is represented by first-line managers (heads of sections and supervisors) who carry out this training or directly supervise and evaluate it and provide direct field support for its trainees.

4.4 Quota System Assessment

Most of the interviewees say that applying the quotas as a system is considered an encouraging idea at Kahramaa. However, they show some concern about the limitations of such a system. One of the major concerns with the quota system and the current procedure of MADSLA is that it approves only a certain number of the applicants submitted by Kahramaa – or any governmental entity – according to the availability in each job field, which sometimes makes it difficult to localize particular jobs and focus on others that may not foster Kahramaa’s core business. One more concern with the replacement policy set by MADSLA is the

mandate for completely replacing the holders of a certain number of jobs by Qatari employees. This is sometimes difficult due to a shortage of applicants for certain jobs or a lack of the experience and qualifications required to perform those jobs. This confirms what one source said about setting unrealistic quotas.

Another interviewee was concerned that the quota policy concentrates more on quantity than quality, when the tasks defined in the job descriptions are the same for both Qatari employees and the expatriate employees who must be replaced, as long as the Qatari employees have the minimum qualifications and experience.

4.5 Advantages and disadvantages of Kahramaa's Qatarization Program:

Advantages

To begin with, the Qatarization team in Kahramaa are working hard to align their efforts with the best practices and procedures of HR management (HRM) around the world including recruitment, selection, training, career development, talent management, etc. Job descriptions, for example, are very well defined and updated with new business requirements and changes in the overall external environment. In addition, the career development plans include attachment programs with Qatar Petroleum (QP) that concentrate on the long-term goals of having knowledgeable and well-educated staff in each business field. Kahramaa sends a number of engineers for a six- to twelve-month period to QP to enhance their empirical learning in their fields. It assigns collaborative research and studies with QP to other engineers. Other attachment programs are also in place for sending engineers internationally, for instance, some programs with

Singapore. Kahramaa also has an annual event called “Engineer’s Day” to which each engineer can contribute his/her own research paper or study in his field of work; Kahramaa fully supports this and has taken it into its culture. Kahramaa is one of the proactive entities in supporting the Qatarization policy by providing advanced programs to enhance and raise the efficiency of all its Qatari employees; for example, its training programs include job-specific skills training. Furthermore, we have observed that Kahramaa focuses keenly on the training and development fields, as was confirmed by the Qatarization awards they have gained in the Annual Meeting for Qatarization for the energy sector as shown in Appendix D. In conclusion, there is an openness to the hiring of young Qataris, as noted above.

Disadvantages

One of the points that has been highlighted by most of the interviewees as undermining the Qatarization process at Kahramaa is the limited control over Qatarization among the management. Governmental authorities, especially MADLSA, have much greater control of it. “Before the MADSLA began to handle Qatarization, Kahramaa used to have great more control and freedom in selecting its recruits” stated one of the interviewees. This reflects the challenges to the firm’s selecting and recruiting functions.

Another disadvantage to be highlighted here is that even though HR and the Qatarization team in Kahramaa are doing their best to retain best practices and procedures, salaries and other benefits still represent a major challenge and disadvantage. New Qatari employees do not expect more salary at first, but over

time as their experience and knowledge build up for two to three years, they ask for salary increments, over which Kahramaa does not have as much control as the government. Thus, these employees move out of Kahramaa and look for other opportunities outside it. They “are required to sweep across the corniche, but their hands are tied behind their backs, because the salaries and benefits are defined by the government and not by them” as one of the interviewees commented. Kahramaa can still attract new employees, but government controls mean that they cannot retain them. One example of this inability to retain employees was that “almost all the managers in just the last five years in Kahramaa are new, because the older and more experienced ones have moved out from Kahramaa”.

An aspect that also needs to be developed is that Kahramaa, being an institution dominated by the nature of engineering and technical work, pays great attention to the cadre in these two areas, with less focus on the quality of employees from the administrative cadre, including development and privileges. “From my point of view, I believe that more attention should be paid to developing and providing privileges to the employees from the administrative cadre” one of the interviewees said.

4.6 Qatarization practices and leading organizations

➤ Career growth opportunities (Development and promotions)

Kahramaa provides opportunities for career growth through the implementation of the “Job Succession” program, which subjects all the program’s employees to a psychological test, and then assigns them to one of the appropriate programs for them, including management and leadership programs. Furthermore,

Kahramaa has an advanced development plan that focuses on the technical and engineering fields – the core business of Kahramaa. It includes sponsorship scholarships and attachment programs with every opportunity for sending engineering trainees to many advanced countries, for training perhaps in a new technology, new kinds of gadget, hardware, artificial intelligence for tracking losses, etc. Kahramaa as a result has “one of the most advanced in the world” as one of the interviewees said of its water network.

In addition to the focus on the technical and engineering fields, Kahramaa also considers supervisory and administrative jobs. It includes the current employees, new employees, and even new interns and scholars. “Some interns and scholars have been promoted to supervisors and section heads and to even higher positions after completing their development program” stated one of the interviewees. The employees of this program are entitled to a final evaluation and to promotion either financial or in the hierarchy. The program evaluation employees with the best scores are the candidates for such promotions. One more practice included within this development program is that the announcement of some vacancies is internal – especially supervisory and administrative jobs. If the employees who have completed their development program in the same field as the job vacancy apply, the process mentioned above for top scorers will be followed, in addition to reviewing the candidates’ CVs. “Such practice is considered as giving an opportunity and priority to the career growth of internal employees especially because they are part of Kahramaa environment and they are very fully involved with its work, guidelines, policies and culture” an HR

interviewee said. Appendix E contains an example of an internal announcement for a job vacancy.

➤ Job security and a sustainable development plan.

In terms of job security and as part of a governmental entity, Kahramaa guarantees job security for Qataris in a position of power. However, it provides more educational and training opportunities for the career development of Qatari employees than other governmental entities do, which gives it an advantage as a recognized employer with more secure jobs.

➤ Accommodation with the high turnover rate of Qataris

To cope with the high turnover rate of Qatari employees, when employees leave, whether by resignation or retirement, Kahramaa has the ability to attract other Qataris by offering different allowances such as the corporation allowance, which is a private allowance for Kahramaa employees; the one additional work hour allowance – employees may work eight hours instead of the seven official working hours of other governmental entities, which gives them a percentage of the basic salary and is subject to the employee’s annual evaluation; and the regular social allowance for Qataris that is similar to those of any other governmental entity. Kahramaa also provides many other allowances, which differ from one job to another, especially for engineering, operational, and technical jobs. Such allowances are not offered by any other governmental entity in Qatar whether a ministry, organization or authority. Kahramaa still does not offer as many allowances as do leading organizations for energy and telecommunication such as the oil and gas companies or Ooredoo, and also offers less compensation than they

do. For these reasons and the salary restrictions, it is still difficult for Kahramaa to attract senior staff; it mostly attracts inexperienced Qataris. It also has a challenge in attracting junior staff, especially to its technical jobs. Most of the junior staff of Kahramaa especially those in technical posts are more attracted by the high salaries that the military sector and the big companies of the energy sector offer, which tempt them to leave Kahramaa. Commenting on this point, one of the interviews said “Before the COVID-19 pandemic, we had 300 technical job vacancies. During the pandemic, a lot of people were let go, and now the vacancies have grown even more”. Thus, Kahramaa was forced to choose outsourcing, especially with the acceleration of economic growth in the country and the large number of projects, businesses and investments. This explains why Kahramaa needs more improvements to keep pace with resignations, attrition, and vacancies.

However, Kahramaa has one of the best development and training programs in either the public or the private sector. In addition, as noted above, it has received many awards for its efforts to implement the Qatarization Plan (Qatarization Plan, N.D). So, in terms of training and career development, Kahramaa gives a very good grounding and is very good at attracting Qatari graduates.

And when the number of Qatari applicants for employment increases does Kahramaa provide the necessary jobs to accommodate this number? When one of the interviews was asked about this, he said that the number is always set by MADLSA which sends a list of available candidates to match the requirements that Kahramaa sends every year. Sometimes the full list is accepted and sometimes only part of it. So this is still being controlled by MADLSA.

➤ Education sponsorships of related programs or training

Until 2017, Kahramaa had an education scholarship program. Nowadays, education scholarships are available only through the Government Scholarship Program of the Ministry of Education and Higher Education and MADLSA. However, the scholarship unit of Kahramaa offers a “Summer training program” for certain majors - students must be in their graduation year and the program includes only relevant training in the student’s major at his/her college.

➤ Encouraging departmental managers to support hiring Qataris efficiently.

“The Corporation president is the main supporter of the Qatarization Program” one of the interviewees claimed. There is a Qatarization committee that is headed by the president of the corporation and formed by the directors of the various departments across the corporation. It aims to encourage Qataris to join the members of the senior Qatari management team and to ask questions during the planning forum, the annual and the quarterly performance review. This has built a culture of openness to hire the young Qataris and encourage them to join Kahramaa. In addition, it not only encourages Qatarization, but also adds a responsibility for these directors and managers to monitor the progress of Qatarization at Kahramaa and attract Qataris. The committee has the initiative of attracting Qataris including fresh graduates and is ready to provide the necessary education, training and development programs for them.

HR has also a practice in this regard: it sends emails to encourage managers to hire more Qataris in their departments as per Appendix F: Encouragement email

to Departments Managers for attracting Qataris to work with Kahramaa.

- Generating jobs that are demanded by Qataris and socially accepted.

Kahramaa accepts all kinds of applicants and gives on the job training whatever their background. It looks for suitable jobs to give applicants experience. However, Kahramaa still faces a challenge in creating vacancies for the administrative jobs that are more in demand from Qataris and that considered more socially acceptable. However, Kahramaa is primarily an engineering company with technical and operational operations that impose a technical training on the field. This means that it has more vacancies for operational, technical and vocational jobs even for juniors, high school graduates, which Qataris would not be happy to accept due to traditional beliefs and the perception that such jobs occupy a low social position and status (Qatar Statistics Labor Force Survey, 2009). This is also supported by some other literature on employment and status perceptions in the GCC countries (Achoui, 2009).

“We cannot provide administrative jobs that create additional burdens and may form an undesired administrative overload. Although we have an abundance of vacancies for operational and technical professionals, we also cannot create or update specific jobs in such fields to be more acceptable, especially since KAHRAMAA is an institution dominated by the nature of operational and technical work. Still, administrative jobs can be created if required” one of the interviewees said.

- Competing with leading organizations in Qatar for benefits

Kahramaa set its strategy in motion seven years ago. It adopted initiatives to make itself comparable with other companies, especially private companies and semi-governmental ones such as Ooredoo and QP. Meanwhile, while Kahramaa is not the best in terms of benefits, in terms of the actions and best practices that are undertaken to enhance Qatarization, Kahramaa is better than many.

Kahramaa also competes with other entities in the public sector and can be considered one of the best governmental entities in Qatar in terms of providing additional benefits such as allowances and the well-established training and development programs mentioned above. However, it is difficult to equate Kahramaa with those organizations and companies in the energy, industry, and telecommunication sectors, due to the many additional allowances provided in these organizations and several other benefits. As one of the interviewees commented, “The greatest attraction for most people is the compensation and the compensation at the moment ... we cannot compete with companies like QP or Qatar Gas and the big companies in the energy sector. All these companies offer more and better compensation, salaries, and other benefits”.

In addition, the Human Resources Act, which includes Kahramaa, and its unified compensation system, is unlike other companies that are characterized by their many privileges, allowances, and bonuses, such as high compensation, health insurance, education for children, and some special contracts that contain additional benefits depending on the nature of the job, qualifications and experience. Kahramaa, for example, does not provide health insurance or education allowances for the children of its employees.

4.7 Challenges to Qatarization

One of the major challenges that has been mentioned several times during each interview and is considered a main factor that undermines the Qatarization process at Kahramaa is the lack of control over Qatarization among the management of Kahramaa, with greater control of the process in the hands of governmental authorities especially MADLSA. Before the MADLSA handles the Qatarization strategy, Kahramaa and other entities in Qatar had more control and freedom in selecting recruits. “Previously, we ... participated very actively in the Annual Career Fairs in the Qatar Foundation and Qatar University. However, now, we are more restrained as we cannot receive or collect job applications directly from applicants and our role in these fairs is limited to introducing the institution – what are our business requirements? who are we? and so on” stated one of the interviewees.

The following challenges affect Kahramaa:

➤ Attracting qualified Qataris

Even though Kahramaa is still a preferred employer for nationals as a government entity, there seems something of a challenge in attracting qualified Qataris, because qualified Qataris are also offered very competitive salaries and many other benefits especially by the military sector and the oil and gas companies. However, Kahramaa is still a very competitive employer for qualified Qataris when compared to other government entities. As a government entity, Kahramaa is subject to the Human Resources Act, a law which regulates job grades and determines the upper limits of salaries. This is one of the limitations that makes it

difficult to attract Qatari employees when they compare Kahramaa's job offers with those of its peer companies in the energy sector.

There is also a challenge in attracting junior staff to operational and technical jobs due to the good salary offers from the oil, gas, and military sector, especially since the significant rise in salaries in the state in 2009. Another challenge is that firms are not allowed to announce any vacancy through the media except after checking with the MADLSA to ensure that no qualified Qatari citizen can fill the job. However, in the event that the lists of job seekers lack a Qatari graduate suitable for filling the vacant position in any of the various ministries and government agencies, the ministry or government agency is told this result, and it has the right to publish an advertisement for a job vacancy. Qatari nationals are given priority as recruits, then those who were born to Qatari mothers, next to Arab from abroad, and only then to other nationals (Gulf-Times, 2016; Qatar Labor Law, n.d.; International Labour Organization, N.D.).

➤ Managing, retaining and controlling Qatari employees.

Kahramaa still faces a major challenge in retaining Qatari employees, as explained above, especially those in technical jobs. Another challenge here in regard to the control of Qatari employees is what can be called "attrition"; that is, when several employees leave in succession. "When a Qatari employee wants to leave, nobody can stop him" according to one of the interviewees. The only sanction that Kahramaa has here is that employees who have been sent abroad to study or a for long attachment must work for Kahramaa for at least two years after the study or the program ends.

One interviewee expressed a controversial view to other interviewees regarding the retention of Qatari employees, supporting it as follows: “Kahramaa is one of the best employers in Qatar in view of the training and development programs they provide to their employees, especially engineers, and many other benefits and privileges”. He added that many senior state officials with high positions in many organizations and institutions in Qatar had their beginnings as engineers in Kahramaa. He added that most of the administrative positions at Kahramaa, including managers, section heads and supervisors are from the younger generation; they began their professional life step by step with Kahramaa. In addition, each department through the HR department regularly takes feedback from new employees about the process of transferring knowledge and whether any issues or difficulties arise from it.

➤ Managing and controlling expatriates to ensure the efficient transfer of knowledge

In Kahramaa’s contracts, all expatriates are required to train Qataris and ensure a knowledge transfer. Each department in Kahramaa has its own coordination with the training section in the HR department to manage and ensure the transfer of knowledge from the expatriate employees to new Qatari employees. Monthly reports for the new Qatari employee are sent to the training section from day one of joining Kahramaa for the next three to six months to ensure this. The only challenge here occurs when there is a mismatch between the requirements of a department and the qualifications of a new trainee working there, since the

training and transfer of knowledge will need more effort and time.

➤ Stereotype of Qatari employees

From most of the interviews conducted, it seems that a stereotypical perception of Qataris as less committed or less competent is still held. One of the interviewees attributed this perception to the past experiences of managers with the Qatari employees who used to work with them. The interviewee was not happy with such judgements from managers; he said. “It is unfair to judge and generalize to everyone that they are incompetent just because of previous experience with one or two employees they have dealt with. There are many others who are excellent and very ambitious”.

Managers usually feel skeptical when they sense that some employees are doing less work, are less committed, or less competent than others. Equally, when Qatari employees feel they are not part of the plan, their level of trust becomes compromised and they may tend not to perform their tasks as expected, which contravenes the corporation’s work ethic.

➤ Managers’ resistance to Qatarization

Regarding the resistance of some managers to hiring Qataris in their business units, due to their stereotypical perception of Qataris, one of the interviewees mentioned that most managers also do not welcome Qatari female employees, and they attribute this to their belief that females get excessive leave. “The recruitment section at HR is always encouraging and urging managers to have a look at the profiles of new Qatari applicants submitted by HR and to meet them, and then evaluate them during the evaluation period of three to six months”

the interviewee said. He added, “After the evaluation period, many managers find that their pre-judgment was wrong, since the employee shows a high level of commitment”.

➤ Attracting Qataris to technical and vocational jobs.

Kahramaa differs from other government entities in its bias towards technical and vocational jobs. One of the major challenges resulting from this, according to most of the interviewees, is attracting junior staff to undertake such jobs due to the better job offers from the military sector and the big energy companies like QP and Qatar Gas. Another challenge facing Kahramaa regarding this type of job is that many Qataris do not accept the shift work system that is usually concomitant with such jobs, and the added requirement with some of these jobs of making outdoor site visits and wearing a specific uniform, which creates a perception among Qataris of low social status and position for people who do jobs of this type (Labor Force Sample Survey, 2019; Achoui, 2009).

“Even though some applicants have the required qualifications for such jobs, but once they know the nature of the work, as mentioned before, they just refuse it. But if an applicant has already worked before in a similar situation and has experience of such work, he sometimes shows interest and is willing to accept the job” one interviewee said.

➤ Promoting the national interest to high commitment and accountable jobs.

His Highness The Emir Sheikh Tamim bin Hamad Al Thani stated in a

speech in 2017 that “Citizenship is not a group of privileges, but rather a sense of belonging to the homeland and a responsibility” (Government Communications Office. ND; al-watan.com, 2017), which shows the importance of raising awareness of the national interest in highly committed and accountable jobs. Most of the interviewees mentioned that raising awareness of responsibility, commitment and accountable jobs is part of Kahramaa’s strategy and its corporate social responsibility. Kahramaa has a “Charter of Work” in this regard, and more focus was given to it after the speech of His Highness the Emir, by making periodic awareness announcements on the “Charter of Work” and its terms for all the employees of Kahramaa to keep them aware and constantly informed of it. Appendix G shows the “Charter of Work” of Kahramaa.

This point was endorsed by an interviewee: “The vice president has set a policy that we should promote the Arabic language so that our culture will not be forgotten”. This is observed in meetings, discussions, official letters, and/or official communications. Minutes of meetings may be written in English for non-Arabic speakers to refer to, but all discussions must be in Arabic. All reports submitted at a national level are translated into Arabic. In addition, Kahramaa meetings contain many reminders, especially those of the annual planning forum in performance management for the review meetings. At most of these meetings the president of Kahramaa promotes this to make every member of it aware that they are key to Qatar’s future. Furthermore, commenting on this point, one interviewee has said “In our contract, we are also expected to transfer knowledge to all the Qataris. Our HR does everything to attract Qataris and retain them. So in

many facets of this support for the national vision, we have a clear mission to be the best in the world”.

➤ Integrating Qatarization as part of Kahramaa’s main strategy.

In 2013, Kahramaa formulated its strategy, which is supposed to be updated every five years. However, it was able to revise and update it only after seven years, due to the many economic, technological, and environmental changes. “We are in the middle of it. It will take another two to three months, but we will finalize the revised and updated strategy” one of the interviewees said. The Qatarization program is an important part of Kahramaa’s main strategy. It is discussed periodically through the quarterly meetings of top-ranking management and the department concerned with strategy planning on one side, and, on the other side, all the other departments of Kahramaa. During the meeting, departments submit their reports and provide their feedback, concerns and observations on the Qatarization program. They also discuss the progress of the program in each department, the requirements, the jobs that require Qataris, and the challenges they face. So, in formulating the strategy, all the Qatarization issues and concerns are considered.

This type of practice creates an interactive communication between HR management and the strategic planning, because this represents the so-called “Two-way linkage” between the Qatarization program – as part of human resources management – and the planning department in Kahramaa. The two-way linkage is defined as “The linkage that allows for consideration of HR issues during the strategy formulation process” (Noe, 2003).

The figure 3 below shows the levels of integration between the HR management and the Strategic Planning management (Noe, 2003):

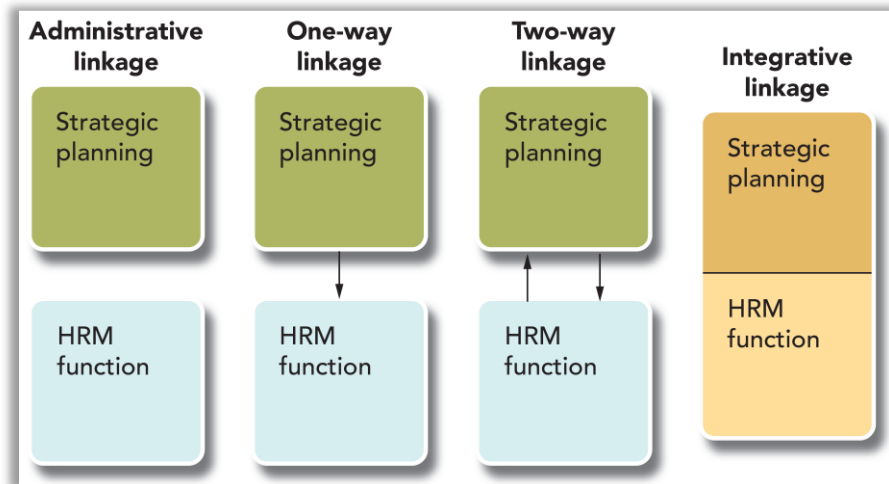


Figure 3: Linkages between Strategic Planning and HR Management

➤ Retaining Qataris after they have acquired wide experience

“We are between a rock and a hard place” is how one of the interviewees described the challenge of retaining experienced Qatari employees. The main objective of Kahramaa’s Qatarization program is to attract, train and retain Qatari employees, but it is still challenged in retaining them.

Many view Kahramaa as an employer offering better pay than some private and governmental organisations. Sometimes it gives people the opportunity to rise to a higher positions in another government entity. For example, a Qatari section head in Kahramaa might find a managerial vacancy elsewhere (for instance, in another government organization, he/she would think of using this chance to leave Kahramaa. The same interviewee continued, “Somebody here used to be one of the senior staff and went directly to a ministerial or assistant ministerial post somewhere. This depends on their

qualifications, their MBAs from the United States or United Kingdom or somewhere else. If you don't train them, then they aren't effective. If they get trained, they become infected and they leave". This explains the current difficulty of retaining experienced Qatari employees at Kahramaa.

According to most interviewees, competitors like the military sector and oil and gas companies poach employees by offering higher pay. They also mentioned that when new hires feel underpaid, they look for better employment offers. For many citizens, the link between job and income can be assumed damaged (Brown, 2007), leading to the perception that money is less important to citizens than the status and image of having a well-paid job (Forstenlechner, I, 2010).

4.8 Covid-19 pandemic implications on Kahrama's Qatarization

The implications of the Covid-19 pandemic on Kahrama's Qatarization can be divided into internal and external:

- Internal implications

a) Implications on the workplace and work-flow

Like many government agencies, Kahramaa during the pandemic has felt the challenges of keeping its work flowing and meeting clients and business partners. Despite the precautionary measures that have been implemented, such as using advanced equipment for the early detection and diagnosis of health conditions, providing masks and sterilizers for employees, applying physical distances between all employees and implementing home quarantine for them, whether they themselves have Covid or a family member, returning from abroad, has imported it. The company was forced to close most of

its buildings and keep only the government service complexes, and the call center. Remote work, implemented in accordance with government instructions and those from the Ministry of Health, was carried out in stages, starting with 20%, then 50%, and so on to 80% in the last phase of implementing the restrictions related to the Covid-19 pandemic. During these phases an additional workload was imposed on the available alternative channels and on all departments and sections, including the Qatarization team, where social distancing changed many of the administrative procedures of the Qatarization program. No-one could work as usual, causing some disturbances and disruption in the completion of tasks.

b) The implications of new IT systems

Technological precautions and measures were activated to ensure the provision of the most important services and the completion of government transactions. In addition, employees were empowered with every possible tool and technological resource to work remotely, stay productive, healthy and connected to the work environment. However, the increasing load on the electronic channels and IT infrastructure from the new working methods, gave the IT department an unprecedented workload, disrupting some services to both customers and employees, and also burdening the Qatarization team. Many of the program's administrative procedures were changed due to the social distancing imposed in the workplace. For example, it was not possible to interview candidates for new jobs, especially given the lack of technological platforms for remote work at the beginning of the pandemic.

- External implications

Another impact resulted from the government decisions regarding the layoff of non-Qatari employees or the reduction of their salaries by 30% before June, 2020, as a result of the fiscal deficit (aljazeera.com, 2020) which was one of the main consequences of the Covid-19 pandemic. Before the onset of the pandemic Kahramaa had around 300 technical job vacancies but during it many people were let go, and the vacancies increased. At first many who were concerned about Qatarization in Kahramaa considered this an opportunity to enhance the progress of Qatarization and increase its percentage. However, this had the added effect of forcing Kahramaa to change some of its recruitment plans of and opt instead for outsourcing, especially with the shortage of Qatari applicants, the acceleration of economic growth in the country and the large number of projects, businesses and investments demanded by several enterprise clients and events, such as the FIFA World Cup Qatar 2022. The results of all this is not yet clear while the pandemic continues and the government enacts further measures from time to time.

4.9 Changes in the Qatarization program during the current pandemic

Kahramaa has implemented a number of preventive measures for all its offices, strategic locations and sites to ensure sustainable service. These actions are part of Kahramaa's commitment to following and implementing the highest standards and measures of safety, health, and security in all locations, operations and activities, and providing a high standard working environment for both employees and customers.

In 2013, Kahramaa formulated its new strategy, which is planned to be reviewed and updated every five years. Since the beginning of the Covid-19 pandemic, this strategy has been reviewed, including the Qatarization program policy. No significant change was made to this program in terms of its strategy, but some revisions and procedures were reformulated for it. For example, a team or a committee for Qatarization was convened to follow up the program and put in the necessary procedures to ensure its continuity under the necessary health and precautionary conditions during the pandemic period and comply with the national strategy for COVID-19. The major role of this team is to ensure that Kahramaa follows the national government guidance, because only one organization may deal with the World Health Organization (WHO), which is guiding all the countries in the world. Apart from that, there are general administrative procedures in Kahramaa that have been modified to ensure its sustainability, including measures to provide new technological systems such as remote work platforms (like Microsoft Teams and Cisco Webex) for the sake of the continuity of its work, replacing office interviews by virtual ones, including interviews for job candidates and everyday work meetings, temporarily suspending some meetings and activities related to new employees which integrate them into Kahramaa's environment and introduce its culture. "The COVID-19 issue has hardly been discussed internally and there will be changes in terms of what technologies to adapt and how to improve the training, and a lot of things" one of the interviewees said. At present, as the interviews are being analysed, the firm's strategy revision is still in progress and it may take two to three months to finalize it. Kahramaa has engaged KPMG,

which is a global professional network of accounting, tax, and advising business that provides tax, audit, and services of advisory, with an industry focus and is one of the big four accounting firms in the world (home.kpmg, N.D.). This will ensure that the latest and best practices anywhere in the world in managing and foreseeing the future are being brought in to benefit the management, its electricity and water supplies at the lowest cost.

4.10 Future considerations and desired government support

For future considerations and its expected or desired support from government to enhance Qatarization and reach its goals faster and more effectively, Kahramaa is preparing for two new initiatives. These highlight its problems and should protect its future. One initiative is to benchmark salaries, benefits, comparisons with other entities in the energy sector and the public sector, to highlight a danger that Kahramaa may encounter and produce a report about it to send to MADLSA. The benchmarking will indicate that “Kahramaa is in danger of not having enough staff and enough qualified staff. We have to protect the future of Kahramaa” one of the interviewees said.

Another initiative is to make an organizational study of the structure. Is the structure of Kahramaa sufficient to meet future demands? Is it still suitable? Workable? Is it able to boost the progress towards Qatarization? “Given that there are many new technologies coming into the country, if we don’t have the right jobs and positions and all those things to handle the new block-chain technology, for example, or solar power, this is also new. Nobody has surveyed a grand scale solar field and nobody has integrated rooftop solar energy. There are

a lot of things to consider” one interviewee said.

Therefore, Kahramaa should keep in touch with the government authorities concerned about Qatarization, such as MADLSA, to present Kahramaa as a special government entity, considering that Kahramaa is not like other governmental entities which mostly do administrative work. Kahramaa does technical and operational work that depends heavily on technology. And its work is a key part of the country’s infrastructure. If it lacks the right human resources this will suffer. Commenting on this point, one interviewee said “We may have the best and the latest technologies, but the people are not trained and there are not enough people. So it is like giving a smart phone to somebody who has little idea how to use it. It’s a very expensive phone, but that person is not using even ten percent of its capability. So what is the use of having all the greatest technologies in the world if we don’t know how to take advantage of them?”.

Additionally, some of the interviewees mentioned things that they desire and believe that government can support. These include increasing employment opportunities for all job levels, bringing world-class training centers to the country, and increasing scholarship opportunities for all academic disciplines.

One of the future considerations that need to be treated internally, in the eyes of some interviewees is to develop clear plans to retain and develop employees with high potential, and creating a talent path to develop Qataris’ competencies and prepare them for key leadership positions.

One more future consideration raised by another interviewee is that the candidates sent by MADLSA, especially new graduates or those with little

experience, should be prepared for their interviews before they are sent to the nominated entities. This was endorsed by the rest of the interviewees, who mentioned that when candidates with excellent qualifications are interviewed they are found to lack interviewing and communication skills, which gives the interviewers a bad first impression of them. In turn this may affect their acceptance rate for the jobs they are candidates for. Some interviewees also suggested that government authorities concerned with Qatarization, such as MADLSA should coordinate their qualification programs to ensure the readiness of candidates for new jobs. Moreover the Ministry of Education, represented by schools and universities, should offer special courses or programs that teach those skills. They believe that teaching these skills should start in the early stages of undergraduate education and form part of the development of communication skills and personal development.

CHAPTER 5: CONCLUSION

This chapter provides a summary of the major results and findings along with some recommendations for Kahramaa executives and Qatarization policy makers. The chapter ends by outlining the limitations of this study and identifying possible future avenues of research.

5.1 Conclusion

This case study explores the current practices and key challenges of Qatarization, with a focus on the Kahramaa corporation as part of Qatar's energy sector, and asks how these challenges impact on its ability to participate effectively in this important national strategic initiative. Future considerations and recommendations for achieving the required Qatarization goals that could provide some insight into ways of overcoming these challenges are also provided, which in turn could improve Kahramaa's contribution to Qatar National Vision 2030.

Six major themes and challenges have been identified in this study. These are the low control of recruitment and selection, the multiple standards and regulations of the quota systems, the lack of internal and governmental policies for employee retention, the cost of and inefficient investment in training and development, the work ethics related to employee management, and the career management issues related to the benefits, salaries, and rewarding system. Table 3 summarizes these major themes together with their related Qatarization practices. The next section discusses each of these themes in turn.

Low control refers to Kahramaa's weak control over the Qatarization management and mainly the recruitment and selection functions; greater control over these is held by

the governmental authorities, especially the MADLSA.

Next, Kahramaa is tied to the multiple standards and regulations of the quota systems related to Qatarization. It is a governmental entity that belongs to the mixed sector as well as to the energy sector, each of which has its own standards, policies and quotas related to Qatarization. Kahramaa must follow each of those standards. The state-owned or partially owned companies to which it contributes, as well as other entities that are subject to the law of pension and retirement, are all required to meet a Qatarization rate of 60% (as a ratio of Qataris to non-Qataris working there) and 80% in their human resources departments (hukoomi, 2020; medium, 2020; gulf-times, 2020). Kahramaa is also part of the energy sector and is a member of its “Strategic Qatarization Plan” which imposes a target rate of 50% Qatarization for all sector member companies. In addition, the percentage of Qatarization required for jobs in the government sector in human resources departments is 95%, except for vocational and labor jobs. Furthermore, there is a fixed rate for the Qatarization of other jobs estimated at 4% annually, to which government institutions are committed throughout the implementation of the replacement and Qatarization plan 2018-2022 (raya.com, 2020). Complying with all these different standards makes it difficult for the firm to focus at the same time on improving the progress of Qatarization.

Continuity and experience are important factors for the success of the Qatarization process, but retaining employees is problematic due to the lack of internal policies or even governmental ones that would regulate the retaining and controlling of Qatari employees especially those with high qualifications and wide experience. This lack would tend to disrupt or undermine the functioning of Qatarization and may result in serious attrition of

the workforce, w putting it in turn at high risk.

Then, although Kahramaa puts much effort into training and developing its employees by investing in several related programs locally and abroad, it still faces the problem that some of its employees leave after a certain period in post, having gained the appropriate training and experience. They do so for many reasons, the most important of which is the competitive job offers from some entities in the country, such as those in the military or energy sectors. Kahramaa cannot at present compete with such offers. Moreover, the absence of policies regulating the movement of employees to other institutions until a certain number of years is passed is also an important and influential factor in this regard.

Furthermore, the work ethic related to employees' managers, for instance, when managers believe that certain employees are performing less work than others, frequently makes them skeptical and they cease to trust such employees. When employees, for their part, believe they are not a part of a plan, their trust is compromised, and they may fail to perform their duties as planned, which contravenes the company's work ethic.

Finally, some career management issues relate to the benefits, salaries, and the reward system, such as financial incentives, job promotion, and other incentives. Kahramaa does not have full control over these; they are subject to the Human Resources and retirement act entrusted with regulating these affairs.

In conclusion, it is obvious that the Qatarization at Kahramaa is not as easy as it might have been, even though good progress has been made and the government supports it; in addition, several Qatarization programs and initiatives are running that focus on this sector such as the "Strategic Qatarization Plan". The government needs to understand better

the nature of Kahramaa's work as a governmental entity operating in the energy sector, its requirements as an organizational structure and the perceptions of Qatarization by the energy sector. Equally, Kahramaa and the energy sector need to understand the national aspects of Qatarization that include values, traditions, beliefs, behavior, and attitudes.

5.2 Recommendations

Based on the study results, findings, and answers to the study questions, it can be stated that the Qatarization at Kahramaa is not the easy objective it may have seemed. Several challenges require more focus and cannot be met at least in the short term. For Kahramaa executives and Qatarization policy makers, this study has come up with some recommendations for motivating the local workforce in Qatar to join Kahramaa and thus to enhance its progress towards Qatarization. Below, the recommendations for the six major themes and challenges mentioned earlier are discussed and some general recommendations offered that could enhance the Qatarization progress at Kahramaa.

In the first place, to tackle the issue of the low control over the management of Qatarization, the recruitment and selection functions, the multiple standards of regulations and the quota system, Kahramaa should maintain its communication with the government authorities concerned, such as MADLSA, to present itself as a special government entity. Considering that Kahramaa is not like other governmental entities which mostly do administrative work. Kahramaa has technical and operational work that heavily depends on technology. And its work is a key part of the country's infrastructure. If it lacks suitable workers, this will suffer. This was well summed up by the example of the smart phone quoted in the previous chapter. In addition to setting a uniform standard and a more realistic quota system that would ensure the gradual progress of Qatarization with highly qualified

Qatari employees, it would clarify Kahramaa's vision so that it could focus on compliance and improve the progress of Qatarization.

Next, for the issue of employee retention, it is highly recommended for the government and Qatarization policy makers to set new policies that would regulate the retention of the national workforce with their current employers. It is also recommended for Kahramaa to set the necessary internal policies and procedures to manage the retention and control of Qatari employees, especially those with high qualifications and experience, and to provide contracts with more attractive benefits that are aligned with and support the retention policy. Continuity and experience are crucially important factors, not only for the success of Kahramaa's Qatarization, but also for its core business.

With regard to training and development, if the retention issue is properly managed by the government and Kahramaa, the cost of and inefficient investment in training and development will improve. It is recommended to activate the government's role in developing the education process from an early stage to ensure the acquisition of knowledge and practical skills without the need to spend more on investing in training and development courses for employees in the future, by integrating practical field education and skills with regular education or by bringing in advanced training institutes to qualify employees before they begin work with their employers. Moreover, the government can also link the education system and its output with the needs of the labor market, which in turn reduces the cost of training and development and ensures effective and efficient training. There is also an urgent need for further development and further reviews of the primary, secondary and university education systems, strengthening practical work experience, promoting disciplines that contribute to the nation's development such as

science, technology, engineering, mathematics, and so on and improving the competitiveness of state employees, instilling in them the values of hard work and continuous development. For Kahramaa, it is recommended to increase the number of years an employee can be retained if he/she receives training, development or a scholarship from a period of two years, which is the current period, to, say, four years, which in turn would ensure effective and efficient training programs and thus improve the progress of Qatarization as an important element. It is also recommended to retain skilled expatriate employees, providing them with a positive work environment, ensuring their job and psychological security, and providing them with appropriate career development opportunities. The cooperation of a skilled foreign workforce can play an important role in a successful Qatarization process (Elbanna, S., 2021), for example, through training citizens and providing them with appropriate skills and competencies. This would develop national skills and capabilities to maintain an acceptable long-term Qatarization growth rate, eliminating the extra cost of external training and ensuring effective internal training.

In addition, regarding the work ethic issue, it is recommended that Kahramaa should consider support from HR professionals in the company. Their training would support conflict resolution and other aspects of employee relations like stereotyping. Clear communication and honest interactions are also recommended, such as explaining the reasons for assigning and delegating tasks and their contribution to the overall goal. This would help resolve skepticism and uncertainty in most instances, because it builds trust between Qatari employees and their managers. Furthermore, management is recommended to implement any feasible suggestions by HR and other managers to show it is listening to employees' concerns and finding what HR specialists and managers can do about difficult

situations.

Finally, regarding the career management issues related to the benefits, salaries, and rewarding system, management is recommended to discuss with the relevant government authorities and explain the nature of Kahramaa as a national entity dominated by engineering and technical work, which entails the need for an organizational structure that differs from that of other government entities governed by the Human Resources Act.. Management could then reformulate the salary, appraisal, benefits, rewarding and retirement system to resemble some governmental entities that have their own structure and system. This would enable Kahramaa to have more control over these matters and allow it to make attractive job offers that would ensure attraction and retention of talent.

Some other recommendations may be made related to some of the current practices. For example, the transfer of knowledge from an expatriate talented or experienced person with a contract to stay for five years on a relatively high salary; alternatively, an option might be to offer a contract lasting two or three years only, with additional benefits like allowances and some incentives given if the maximum efforts were made to transfer enough knowledge and experience in the shorter time to train the replacement Qatari employee at least as well as the expatriate expert. This would ensure the early departure of the expatriate while ensuring the transfer of knowledge and experience to the Qatari employee efficiently and relatively fast. This also would encourage the Qatari employee to become qualified, and at the same time, give the impression of job security under the terms of the contract to the expatriate employee, because the shorter his/her stay in the country and the faster the transfer of knowledge to the Qatari employee, the more money he/she would earn. This would help the expatriate to leave Kahramaa after a short time and also

speed up the Qatarization. Another recommendation with regard to training scholarships abroad funded by the government would be that trainees were required to work abroad for a time when the study period ended. This would ensure the refinement of the knowledge obtained and that trainees gained practical experience and knowledge in a competitive work environment that would qualify them to return to Qatar as talented and experienced employees. It would broaden their perspective by competing with the best talent and experiencing a competitive environment; this works well in the creation of talent.

Some general suggestions and recommendations for the government and policy makers to consider are as follows:

We suggest establishing specialized research centers that would help to diagnose challenges to sustainable development in the country, including Qatarization challenges, and would provide government officials and policy makers with recommendations and possibly plans to manage Qatarization rationally and overcome its challenges. An example of this is Kahramaa, the subject of our study, and the need to consider the nature of its work, its requirements, and the challenges it faces in the progress of its Qatarization.

Work to improve the commitment of institutions to the effective implementation of efforts and strategies for Qatarization is also suggested. This would overcome the negative stereotypes associated with the employment of citizens, such as the expectation of high wages and low levels of productivity. This support might use innovative means such as granting some government contracts or benefits to private sector institutions that adhere to effective Qatarization practices in order to set a good example to other institutions in the private and mixed sectors.

Next, we suggest that the Qatarization legislation should be reviewed, because the inclusion of appropriate legal rules and regulations can be a binding factor for the success of the Qatarization strategy. We also suggest to policy makers the importance of revising the quota system by taking into account the views of different stakeholders before implementing it.

To overcome the issue of overcrowding of Qatari employees in the public sector, we suggest creating a balance between the public and private sectors by comparing the wages paid in both these and the mixed sectors, providing direct social welfare payments to citizens working in the private sector, and creating an outlook attuned to work and diligence, which can remove the sense of entitlement that has arisen among some citizens.

In addition, it is important to change the culture associated with work by creating the cultural and social climate that would support Qatarization and increase the job opportunities for citizens. Finally, it is highly recommended to increase public awareness of the importance of Qatarization.

5.3 Limitations

As with any study, this case study has had some limitations. One was the difficulty in obtaining reliable data from official sources related to Qatarization to conduct the study, such as the actual percentages achieved, showing the level of commitment among institutions and the employment participation of citizens with the aim of achieving Qatarization. Another limitation, unfortunately, was the shortage of studies on localization in the State of Qatar, more specifically in the energy sector, even though most of the GCC countries have produced literature that has been concerned with this matter. In addition,

we lack local and regional-based case studies, which provide appropriate content for researchers, practitioners, and decision makers as well as students. One of the major limitations to the study was also the restrictions of the Covid-19 pandemic and the inability to conduct face-to-face interviews with the people concerned in Kahramaa. These were replaced by remote interviews conducted via Microsoft Teams, which lost the element of live interaction and the ability to check out some internal reports that could not be shared via email or any other means. There was also a difficulty in accessing the secondary sources from Kahramaa related to its Qatarization results; the firm could inform us only of some of the results of the progress of Qatarization; some interviewees classified the rest as confidential information. Finally, the confidentiality of the information and the consequential agreement of "Terms and Conditions of a Research/Study Program" with Kahramaa played a part; procedures to ensure the confidentiality of information and other clauses took several days to complete.

5.4 Future research

There is a need for more investigation into the success of Qatarization and the workplace commitment to and participation in employing nationals in the interests of Qatarization, specifically in the energy sector. Therefore, quantitative data studies are required to determine reliable statistics on this subject. Some studies are also required to identify the barriers to Qatarization, which in turn would help guide public policy and the subsequent implementation of Qatarization. Finally this study could be extended to cover the whole energy sector so that results could be generalized over all of the companies in the sector.

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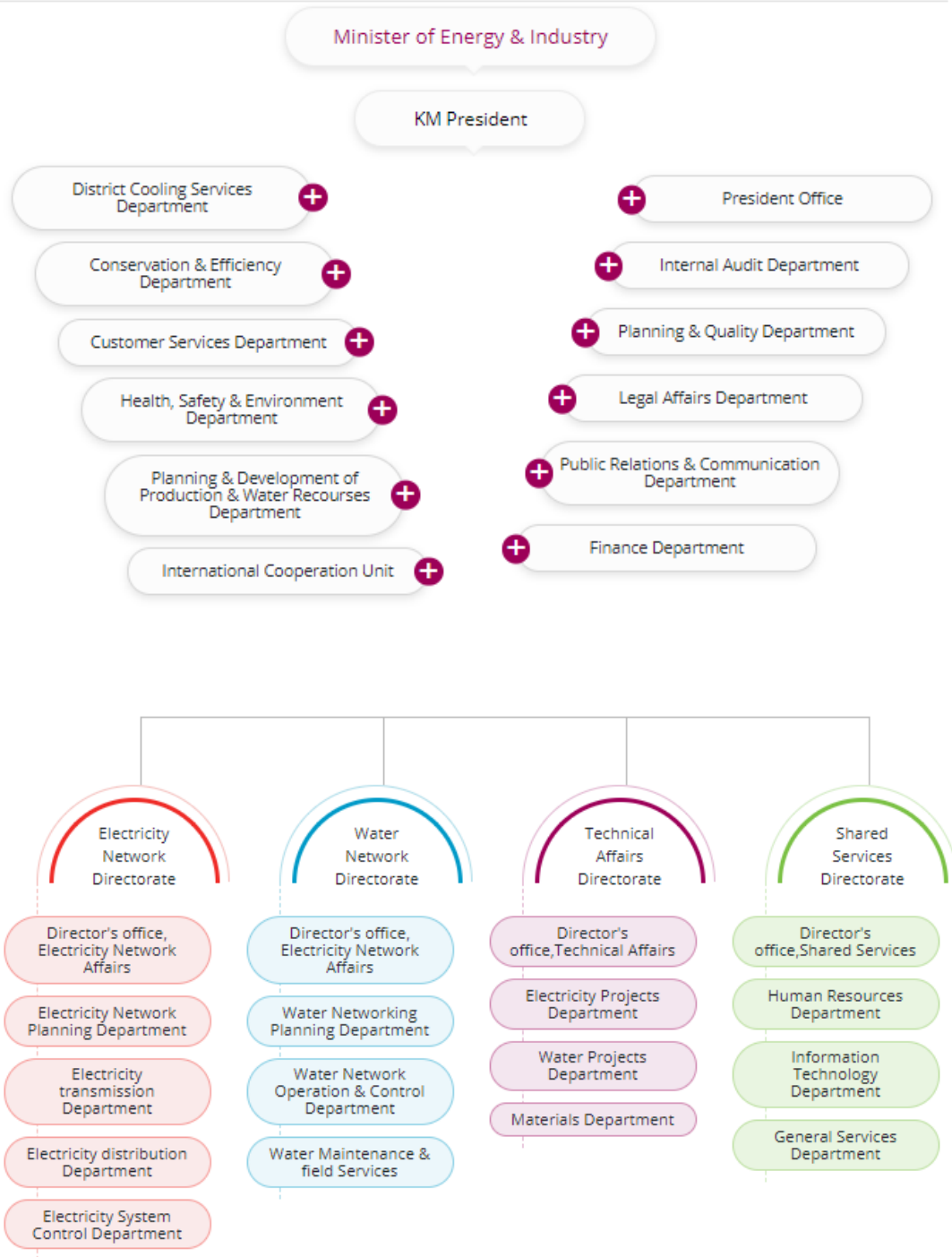
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APPENDIX

Appendix A: Kahramaa' Structure

Organization Chart



Appendix B: Consent Form

Qatarization practices at Qatar General Electricity and Water Corporation (Kahramaa)

Consent Form

Dear Respondent,

We would like to invite you to participate in this study titled **Qatarization practices at Qatar General Electricity and Water Corporation (Kahramaa)**. Qatar University Institutional Review Board (QU IRB) has approved this study with the approval number (QU-IRB 1526-EA/21). The study is being conducted as part of a graduation project requirements in the MBA program at the College of Business and Economics - Qatar University.

This case study aims to explore and evaluate the current Qatarization practices, the challenges and the future considerations at “Qatar General Electricity and Water Corporation (Kahramaa)” as one of the most crucial national entities in power and water sector. It will be one of the few case studies (if not the only one) that focuses on the key factors and challenges impacting the success of Qatarization process - in one of the most important national entities - and that gives some considerable future recommendations.

There are no associated risks involved in participating in this interview. The interview will take only 30 - 40 minutes. The information collected will be kept strictly confidential and secure, where only the researchers have access to it. Your participation is completely voluntary and anonymous. The data will not be re-used for any other purpose in the future. By signing below, you give your full informed consent to participate in this study. You can withdraw from the interview and the study at any given time with no explanation required, and can skip any questions during the interview. If you have any questions related to this study, you may contact me or my project supervisor Prof. Saïd Elbanna (College of Business and Economics - Qatar University) via the following:

- Prof. Saïd Elbanna (Principal Investigator - PI) - email: selbanna@qu.edu.qa - Phone: 44036478
- Mohammed Al-Yafei (Co. PI) - email: 200201158@qu.edu.qa - Mobile: 55880799

If you have any questions related to ethical compliance of the study, you may contact QU IRB at (QU-IRB@qu.edu.qa).

I have read the above statements and have been fully informed of the procedures to be used in this study. I have been given sufficient opportunity to ask any questions I have about the study. I understand that participation in this study is voluntary. I also understand that I can withdraw from the study at any time without being held accountable.

I agree to the audio recording of my interview Yes No

Name & Signature of Participant

Date

Signature of PI (Prof. Saïd Elbanna)

Date

Signature of Co-PI (Mohammed Al-Yafei)

Date

Thank you for your valuable time..

ممارسات التقطير في المؤسسة العامة القطرية للكهرباء والماء (كهرماء)

نموذج الموافقة

عزيزي المشارك،

ندعوك للمشاركة في هذه الدراسة التي تحمل عنوان "ممارسات التقطير في المؤسسة العامة القطرية للكهرباء والماء (كهرماء)". وافق مجلس المراجعة المؤسسية بجامعة قطر (QU IRB) على هذه الدراسة برقم الموافقة (QU-IRB 1526-EA/21). تُجرى هذه الدراسة كجزء من متطلبات مشروع تخرج في برنامج ماجستير إدارة الأعمال في كلية الإدارة والاقتصاد - جامعة قطر.

تهدف دراسة الحالة هذه إلى استكشاف وتقييم ممارسات التقطير الحالية والتحديات والاعتبارات المستقبلية في "المؤسسة العامة القطرية للكهرباء والماء (كهرماء)" باعتبارها واحدة من أهم المؤسسات الوطنية في قطاع الطاقة والمياه. ستكون هذه الدراسة أيضاً واحدة من دراسات الحالة القليلة (إن لم تكن الوحيدة) التي تركز على العوامل والتحديات الرئيسية التي تؤثر على نجاح عملية التقطير - في واحدة من أهم المؤسسات الوطنية - وتقدم بعضاً من التوصيات المهمة والمعتبرة للمستقبل.

لا توجد مخاطر مرتبطة بالمشاركة في هذه المقابلة. ستستغرق المقابلة 30-40 دقيقة فقط. سيتم الاحتفاظ بسرية وأمان المعلومات التي يتم جمعها بحيث لا يتمكن سوى الباحثين من الوصول إليها. مشاركتك طوعية تماماً ومجهولة المصدر. لن يتم إعادة استخدام البيانات لأي غرض آخر في المستقبل. بالتوقيع أدناه، فإنك تعطي موافقتك المستنيرة الكاملة للمشاركة في هذه الدراسة. يمكنك الانسحاب من المقابلة والدراسة في أي وقت دون الحاجة إلى توضيح، كما يمكنك تخطي أية أسئلة أثناء المقابلة. إذا كانت لديك أية أسئلة تتعلق بهذه الدراسة، فيمكنك الاتصال بي أو بمشرف مشروعي الأستاذ الدكتور/ سعيد البنا (كلية الإدارة والاقتصاد - جامعة قطر) عبر قنوات الاتصال التالية:

- أ.د/ سعيد البنا (الباحث الرئيسي) - بريد إلكتروني: salbanna@qu.edu.qa - هاتف: 44036478

- محمد اليافعي (مساعد الباحث) - بريد إلكتروني: 200201158@qu.edu.qa - جوال: 55880799

وإذا كان لديك أية أسئلة تتعلق بالامتثال الأخلاقي للدراسة، فيمكنك التواصل مع مجلس المراجعة المؤسسية بجامعة قطر (QU IRB) على البريد الإلكتروني: QU-IRB@qu.edu.qa.

لقد قرأت البيانات الواردة أعلاه وأبلغت بالكامل بالإجراءات التي سستخدم في هذه الدراسة. لقد أتيت لي فرصة كافية لطرح أي أسئلة لدي حول الدراسة. أفهم أن المشاركة في هذه الدراسة طوعية. أفهم أيضاً أنه يمكنني الانسحاب من الدراسة في أي وقت دون أن أكون مسؤولاً.

أوافق على التسجيل الصوتي لمقابلتني:

كلا

نعم

التاريخ

اسم و توقيع المشارك

التاريخ

توقيع الباحث الرئيسي (أ.د. سعيد البنا)

التاريخ

توقيع الباحث المساعد (محمد اليافعي)

شاكرين تعاونك الكريم و وقتك الثمين،،،

Appendix C: Interview Questions

Qatarization practices at Qatar General Electricity and Water Corporation (Kahramaa)

Interview Questions

I- Qatarization and the current situation

1. What is the current situation of Qatarization at Kahramaa?
 2. Is there any special programs/initiatives in Kahramaa for Qatarization? If yes, please mention them and provide us with the relevant information.
(Please provide supporting/relevant documentations).
 3. Is the way in which Kahrama manages Qatarization varies according to the managerial level (i.e.: superior management, middle and lower management and employees)? How? *(Please explain).*
 4. Is there any official quota for Qatarization required to be reached by Kahramaa specifically? Is that quota is the same as the one required for other governmental entities and the public sector? What is the current achieved quota in Kahramaa? How do you assess the Quota system?
 5. How do you assess the current Qatarization practices in terms of both strengths and weaknesses?
-

II- Benchmarking Qatarization practices in leading organizations

6. Kahramaa & leading organizations - To what extent Kahramaa:
 - Compete with leading organizations in Qatar such as oil and gas companies, and Ooredoo in regard the compensation for example and other benefits.
 - Generate jobs that are demanded by Qataris and socially accepted.
 - Provide career growth opportunities.
 - Ensure job security with sustainable development plan.
 - Accommodate with high turnover rate of Qataris.
 - Perform education sponsorships of related programs or trainings.
 - Encourage departments' managers to support hiring Qataris efficiently.
-

III- Qatarization Challenges

7. What are the current key challenges in regards to the implementation of the Qatarization practices that you think they undermine the Qatarization process in Kahramaa?
8. To what extent Kahramaa faces the challenges of Qatarization? (you can consider the following challenges):
 - Attract qualified Qataris.
 - Manage, retain and control Qatari employees.
 - Manage and control expatriates to ensure efficient knowledge transfer.

- Is there a stereotype of Qatari employees that may undermine the Qatarization process? What is it and do you agree with it?
 - Resistances of some managers for hiring Qatari under their business units due to the previous point concern.
 - Attract Qataris toward technical jobs.
 - Promote the national interest to high commitment and accountable jobs.
 - Include Qatarization program as an integrative part of Kahramaa's main strategy.
 - Retain Qataris after they acquire a good experience
9. What is the impact of coronavirus outbreak on Kahramaa's Qatarization program?
(For example: Quota retained? number of Qatari employees has decreased or increased? especially after the latest governmental Non- Qatari Employees cut off\lay-off. *Please give examples*)
10. What are the major changes done to your Qatarization program during current coronavirus outbreak? (this include the policies\procedures\responsible teams\new systems,....etc)

IV- Future and governmental considerations

11. What are the actions and capabilities needed to enhance the Qatarization practices and thus overcome the current challenges and achieve a better Qatarization progress?
-

V- Concerns and Recommendations

12. What is the expected or desired support from government and how do you think it can be enhanced to help your Qatarization program gets its goals faster and more effectively.
13. What do policy makers have to consider next to boost the progress of the human resource localization especially in Kahramaa (Power and Water sector)? (in other words - What are the recommendations for policy makers to overcome the current Qatarization challenges in Kahramaa and power and water sector?)

ممارسات التطوير في المؤسسة العامة القطرية للكهرباء والماء (كهرماء)

أسئلة المقابلة

أولاً: التطوير والوضع الحالي

1. ما هو الوضع الحالي للتطوير في كهرماء؟
2. هل توجد برامج / مبادرات خاصة في كهرماء للتطوير؟ إذا كانت الإجابة بنعم ، يرجى ذكرها وتزويدنا بالمعلومات ذات الصلة. (يرجى تقديم الوثائق الداعمة / ذات الصلة).
3. هل تختلف طريقة إدارة كهرماء للتطوير باختلاف المستوى الإداري (أي: الإدارة العليا والإدارة الوسطى والدنيا والموظفون)؟ كيف؟
4. هل هناك أي حصة/نسبة رسمية للتطوير يتعين على كهرماء الوصول إليها على وجه التحديد؟ هل هذه الحصة/النسبة هي نفسها المطلوبة من الجهات الحكومية الأخرى والقطاع العام؟ ما هي الحصة/النسبة المحققة حالياً في كهرماء؟ وكيف تقيم نظام الحصة/النسبة (الكوتا)؟
5. كيف تقيم ممارسات التطوير الحالية من حيث نقاط القوة والضعف؟

ثانياً: قياس ممارسات التطوير في المؤسسات الرائدة

6. كهرماء والمؤسسات الرائدة - إلى أي مدى:
 - تتنافس كهرماء مع المؤسسات الرائدة في قطر مثل (شركات النفط والغاز و Ooredoo) فيما يتعلق بالتعويض على سبيل المثال أو المزايا الأخرى.
 - توفر/تستحدث كهرماء الوظائف التي يطلبها القطريون والمقبولة اجتماعياً.
 - توفر كهرماء فرص النمو الوظيفي.
 - تضمن كهرماء الأمن الوظيفي مع خطة التنمية المستدامة.
 - تستوعب كهرماء معدل دوران مرتفع للتقنيين.
 - تؤدي كهرماء الرعاية التعليمية للبرامج أو التدريبات ذات الصلة.
 - تشجع كهرماء مديري الإدارات على دعم توظيف القطريين بكفاءة.

ثالثاً: تحديات التطوير

7. ما هي التحديات الرئيسية الحالية فيما يتعلق بتنفيذ ممارسات التطوير التي تعتقد أنها تقوض عملية التطوير في كهرماء؟
8. إلى أي مدى تواجه كهرماء تحديات التطوير؟ (يمكنك التفكير في التحديات التالية):
 - في استقطاب القطريين المؤهلين.
 - في إدارة الموظفين القطريين والاحتفاظ بهم والسيطرة عليهم.
 - في إدارة ومراقبة الموظفين الغير قطريين لضمان نقل المعرفة بكفاءة.
 - هل هناك صورة نمطية عن الموظفين القطريين قد تعيق عملية التطوير. ما هي وهل توافق عليها؟
 - في مقاومة بعض المدراء لتوظيف القطريين في إطار وحدات أعمالهم بسبب النقطة السابقة.
 - في جذب القطريين نحو الأعمال التقنية .
 - في رفع وعي المصلحة الوطنية إلى وظائف عالية الانتماء وخاضعة للمساءلة.
 - في تضمين برنامج التطوير كجزء متكامل من استراتيجية كهرماء الرئيسية.
 - في الاحتفاظ بالموظفين القطريين بعد اكتسابهم خبرة جيدة.

9. ما هو تأثير تفشي فيروس كورونا على برنامج التطهير في كهرباء؟

(على سبيل المثال: هل تم الاحتفاظ بحصة/نسبة التطهير المطلوبة؟ هل انخفض أو زاد عدد الموظفين القطريين؟

خاصة بعد آخر القرارات الحكومية بشأن الموظفين غير القطريين – من تقليص نسبتهم/أو تقليل رواتبهم.

يرجى إعطاء أمثلة

10. ما هي التغييرات الرئيسية التي تم إجراؤها على برنامج التطهير أثناء تفشي فيروس كورونا الحالي؟ (يشمل ذلك السياسات \ الإجراءات والممارسات \ الفرق المسؤولة \ الأنظمة الجديدة ، ... إلخ)

رابعاً: الاعتبارات المستقبلية والحكومية للتطهير

11. ما هي الإجراءات والقدرات اللازمة لتعزيز ممارسات التطهير وبالتالي التغلب على التحديات الحالية وتحقيق تقدم أفضل في عملية التطهير؟

خامساً: الاهتمامات والتوصيات

12. ما هو الدعم المتوقع أو المطلوب من الحكومة وكيف تعتقد أنه يمكن تحسينه لمساعدة برنامج التطهير الخاص بك في تحقيق أهدافه بشكل أسرع وأكثر فعالية؟

13. ما الذي يجب على المشرعين وصانعي السياسات في الدولة مراعاته في المرحلة القادمة لتعزيز التقدم في توظيف الموارد البشرية في كهرباء خاصة (قطاع الطاقة والماء بشكل عام)؟ (بعبارة أخرى - ما هي التوصيات لصانعي السياسات للتغلب على تحديات التطهير الحالية في كهرباء وقطاع الطاقة والماء؟)

Appendix D: Certifications



Appendix E: An internal announcement for a job vacancy

إعلان داخلي – Internal Announcement	
HR Department is pleased to announce to Qatari KM staff the following Jobs opening (Department):	يسر إدارة الموارد البشرية أن تعلن عن توفر وظائف شاغرة بالمؤسسة للقطريين (الإدارة) وفقاً لما يلي :
Position :	الوظيفة :
Qualification : Bachelor's Degree in <u>The role holder will be :</u>	المؤهل المطلوب : شهادة البكالوريوس في <u>أهم واجبات ومهام الوظيفة :</u> 1.
Position :	الوظيفة :
Qualification : Bachelor's Degree in <u>The role holder will be :</u>	المؤهل المطلوب : شهادة البكالوريوس في <u>أهم واجبات ومهام الوظيفة :</u>
Interested employees <u>my apply along with CV to the below email and Mention Job title as email subject:</u>	فمن يجد لديه الكفاءة والخبرة والمؤهل ، يمكنه التقدم بالسيرة الذاتية <u> وإرسالها إلى البريد الإلكتروني مع ذكر مسمى الوظيفة المتقدم لها :</u>

hr-recruitment@km.qa

**Last date for applying is
Thursday 17 / 10 / 2019**

Those who will be found suitable while screening of CVs will be invited for an interview.

**With Regards,
Human Resources Dept.**

hr-recruitment@km.qa

**وذلك في موعد أقصاه نهاية يوم الخميس 17
2019 / 10 /**

سيتم مراجعة السير الذاتية المرسلّة، وسيتم دعوة الموظفين المناسبين لإجراء مقابلة شخصية.

مع

تحيات

إدارة الموارد البشرية

Appendix F: Encouragement email to Departments Mangers for hiring Qataris

Subject: استقطاب مرشحين قطريين على الوظائف الهندسية لعام 2021 TE

المسيد / مدير إدارة مشروعات الكهرباء
المحترم
تحية طيبة وبعد،

يرجى العلم بان إدارة الموارد البشرية تقوم بدراسة نسبة التقطير في الوظائف الهندسية بهدف وضع خطة التوظيف للعام 2021، ولقد تبين لنا تراجع نسبة التقطير بإدارتكم الكريمة.

عليه يرجى تحديد الوظائف التي ترغبون باستقطاب القطريين عليها، وتحديد خمس وظائف للتعيين وترقيتها حسب الأولوية وإضافة أي متطلبات خاصة في القائمة المرفقة، وذلك بعد اقصى يوم الخميس الموافق 2020/10/08.

ملاحظة: في حال عدم استلام القائمة في الموعد المحدد، ستقوم إدارة الموارد البشرية بتحديد والوظائف والتنسيق مع الجهات المعنية بالدولة نظرا لضيق الوقت المحدد من قبل الوزارة.

وتفضلوا بقبول فائق الاحترام والتقدير ...

Regards,

Human Resources Department
Qatar General Electricity & Water Corporation "GAHRAMAA"


T: 
F: 
E: 



Subject: ED/استقطاب مرشحين قطريين على الوظائف الهندسية لعام 2021

السيد / مدير إدارة التوزيع الكهربائي
المحترم
تحية طيبة وبعد،

يرجى العلم بان إدارة الموارد البشرية تقوم بدراسة نسبة التقطير في الوظائف الهندسية بهدف وضع خطة التوظيف للعام 2021، ولقد تبين لنا تراجع نسبة التقطير بإدارتكم الكريمة.
عليه يرجى تحديد الوظائف التي ترغبون باستقطاب القطريين عليها، وتحديد خمس وظائف للتعين وترقيمها حسب الأولوية وإضافة أي متطلبات خاصة في القائمة المرفقة، وذلك بعد اقصى يوم الخميس الموافق 2020/10/08

ملاحظة: في حال عدم استلام القائمة في الموعد المحدد، ستقوم إدارة الموارد البشرية بتحديد الوظائف والتنسيق مع الجهات المعنية بالدولة نظرا لضيق الوقت المحدد من قبل الوزارة.

وتفضلوا بقبول فائق الاحترام والتقدير،،،

Regards,

Human Resources Department
Qatar General Electricity & Water Corporation "KAHRAMAA"



T :
F :
E :



Code of Conduct and Integrity Charter of Public Officials

Charter's Principles

The charter depends on the following:

- 1- Seriousness and exerting the utmost energies and efforts in the performance of office duties
- 2- Honesty and truth that make the employee trustworthy of his/her superiors, subordinates, colleagues, and service recipients
- 3- Providing the employee with objectivity in making decisions and providing recommendations and proposals
- 4- Impartiality and providing public service to all without discrimination
- 5- the provisions of the Code of Conduct and Integrity of Public Officials will be applicable to all civil employees working at ministries and other government agencies and public bodies and institutions
- 6- Introducing members of society to the desired functional behavior and the behavior expected from the public official
- 7- Leadership and work to promote good work values, improving the quality of public services provided by the agency

8- Integrity and impartiality of any special purposes when performing the tasks entrusted to the public employee. This is to achieve the public interest of the state

9- Justice and equality through commitment to provide equal and stimulating opportunities for subordinate performance

10- Transparency and availability of information according to procedures applicable within the agency for public officials and service recipients



ميثاق سلوك ونزاهة الموظفين العموميين

أداء الاختصاصات الوظيفية

على الموظف العام مراعاة ما يلي:

- ١- الحرص على الإلمام بالقوانين والأنظمة النافذة، ذات الصلة، وتطبيقها دون أي تجاوز أو مخالفة أو إهمال.
- ٢- أداء واجبات وظيفته ومهامها الموكولة إليه بكل نزاهة وموضوعية وحيادية، والعمل على خدمة أهداف الجهة التي يعمل لديها وتحقيق المصلحة العامة دون سواها
- ٣- تكريس وقت العمل للقيام بمهام وواجبات وظيفته
- ٤- مراعاة قواعد السلامة والصحة المهنية، والامتناع عن أية سلوكيات تضر بها
- ٥- الامتناع عن أية تصرفات وممارسات تنتهك الآداب والسلوك القويم
- ٦- السعي الدائم لتحسين أدائه وتطوير قدراته المهنية، وتقديم الاقتراحات التي من شأنها تحسين أساليب العمل ورفع مستوى الأداء للجهة التي يعمل لديها
- ٧- عدم استغلال وظيفته لخدمة أهداف ومصالح شخصية

