



Attock Refinery Limited

Great Heritage
Greater Vision



**FROM
COMFORT ZONE
TO A
PERFORMANCE ZONE**

**Compa
ny**

Asif Saeed

Manager (HR & A)

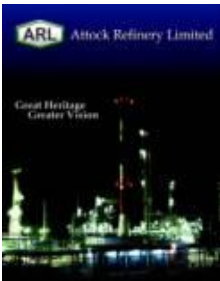
Attock Refinery Limited

asif@arl.com.pk



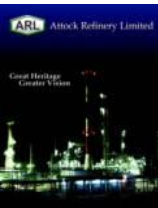
SESSION TRAILER

- 1. Introduction and Background of Attock Refinery Limited (ARL)**
- 2. Organizational Transformation – General View**
- 3. Why Transformation at ARL?**
- 4. Our Philosophy**
- 5. Stepping Stone- Psychological Contract**
- 6. Beginning of Journey**
- 7. Development of Frameworks & Strategy for Organizational Transformation**
- 8. Impact Analysis**
- 9. Conclusion**



INTRODUCTION AND BACKGROUND OF ARL

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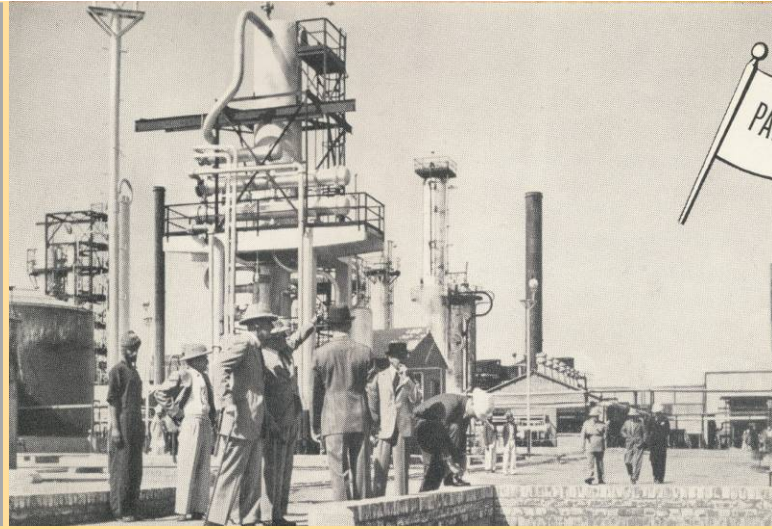
ARL is a member of Attock Group of Companies, a fully integrated group covering all segments of oil and gas industry from exploration to production, and refining to marketing of a wide range of petroleum products in Pakistan. Besides being also engaged in power generation, manufacturing and trading of cement and other entrepreneurial activities in Pakistan.

- **ATTOCK REFINERY LIMITED**
- **NATIONAL REFINERY LIMITED**
- **PAKISTAN OILFIELDS LIMITED**
- **ATTOCK PETROLEUM LIMITED**
- **ATTOCK CEMENT PAKISTAN LIMITED**
- **ATTOCK GEN LIMITED**
- **ATTOCK HOSPITAL (PVT.) LIMITED**
- **ATTOCK INFORMATION TECHNOLOGIES SERVICES (PVT.) LIMITED**





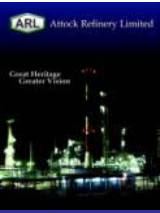
HISTORY



Dewaxing, and Clay Cont
which Lummus engineered
Entire system was initially
to run American crude,
but with a flexibility
to permit switch-over to G

Governor's party inspects
a Lummus-designed-and-built
Naphtha Rerun Unit in Pakistan.
Lummus also constructed
Atmospheric and Vacuum Distillation
facilities at the same site.

- Since its commissioning in 1922, ARL has passed through various stages of **transformation** and stood the test of time through war and peace.
- From batch distillation stills of 2,500 barrels per day (BPD), today it has grown into a modern state-of-the-art refinery with a capacity of 43,000 BPD.
- It was subsequently converted into a Public Limited Company in June 1979 and is listed on the three Stock Exchanges of the country.



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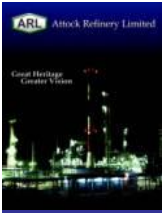
VISION

To be a world class and leading organisation continuously providing high quality and environment friendly energy resources



MISSION

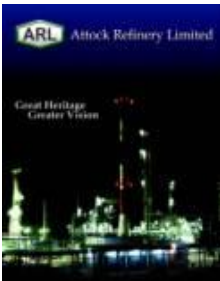
To be a model diversified energy resources and petrochemical organisation exceeding expectations of all stakeholders. We will achieve this by utilising best blend of state-of-the-art technologies, high performing people, excellent business processes and synergetic organisational culture



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ARL's VALUES





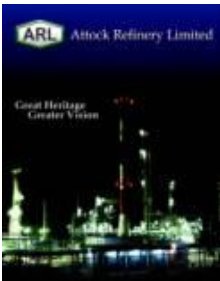
ORGANIZATIONAL TRANSFORMATION

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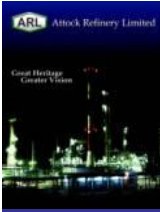
- From *Comfort State* to *Performance State*
- Includes Both
 - **Organizational transformation**
 - **Individuals/Teams Transformation**





WHY TRANSFORMATION AT ARL?

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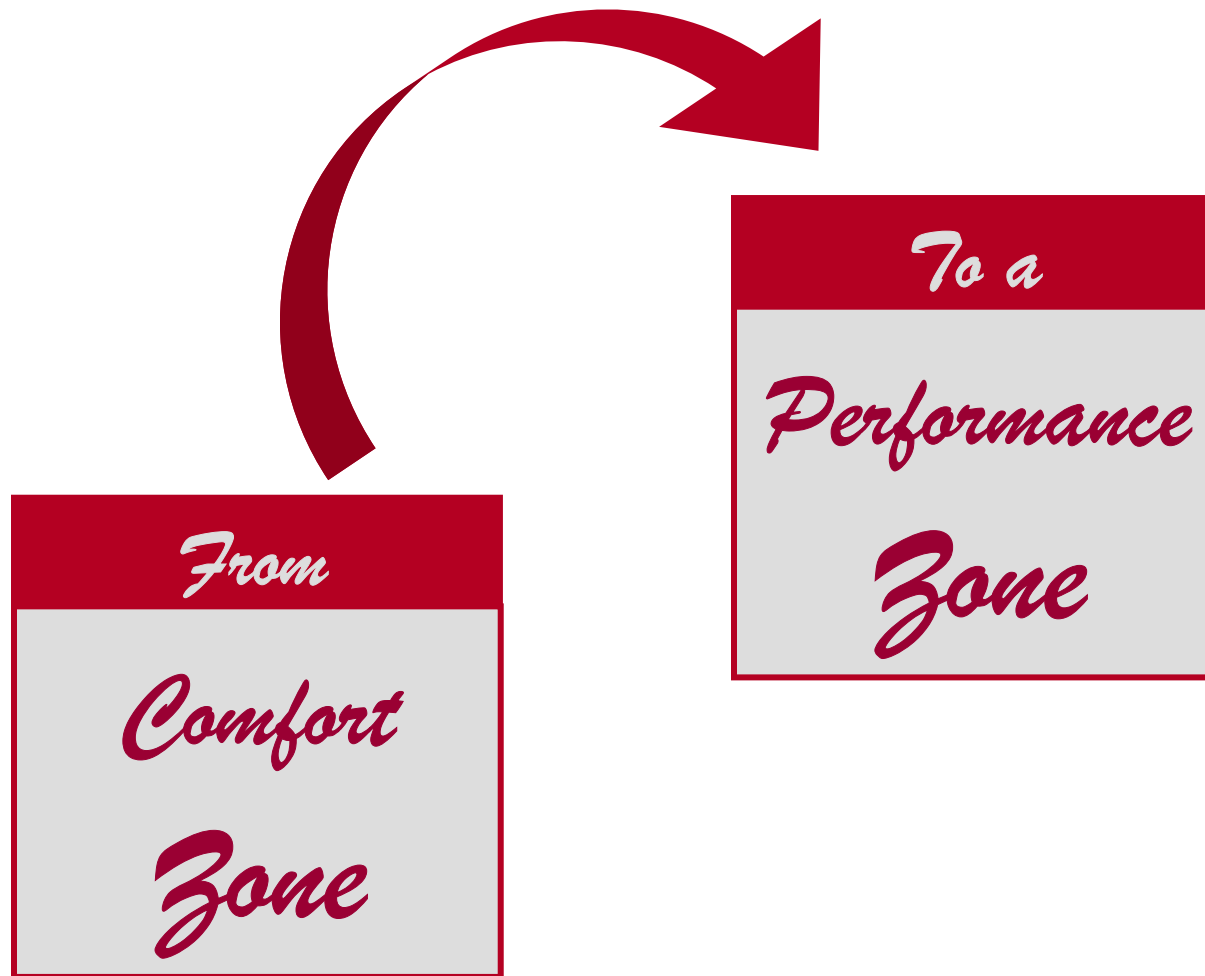
- Being a winning organization over the decades, Management of ARL has been pursuing for excellence.
- However the real challenges started in late 2004 with happening of the following:
 - **Deregulation of Petroleum Sector gained momentum in 2004;**
 - **Pressure from International Donors Organizations (IDO) to bring reforms in Petroleum Sector;**
 - **Pressure on the Government to eliminate/reduce subsidies on petroleum products;**
 - **Requirements of IDO & Market Forces for adoption of stringent product specifications;**
 - **Rising phenomena of Petroleum & Crude oil Prices in the International Markets started in 2004;**
 - **Competition in Refining Sector in Pakistan due to the entry of new players; and**
 - **Massive Growth of Refining sector in the Region.**

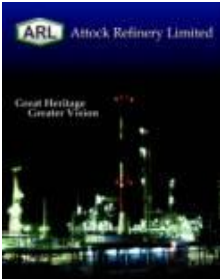
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In early 2005, ARL management vowed to transform its corporate culture



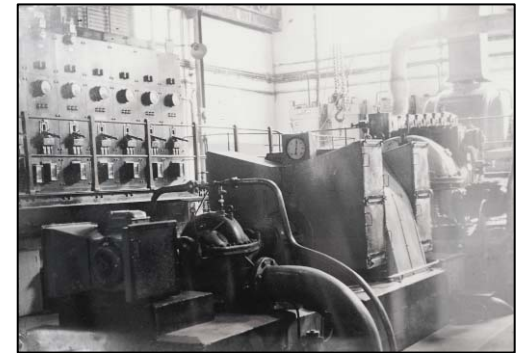


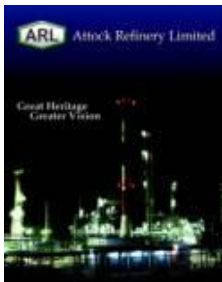
OUR PHILOSOPHY



- Our philosophy for transformation was:

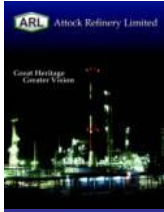
to own change as a way of life.





STEPPING STONE- PSYCHOLOGICAL CONTRACT

5



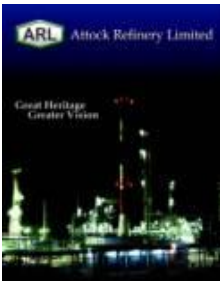
Think !!

Why employees make expectations???

Why the management can't control them???



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BEGINNING OF JOURNEY – PERFORMANCE DIMENSIONS

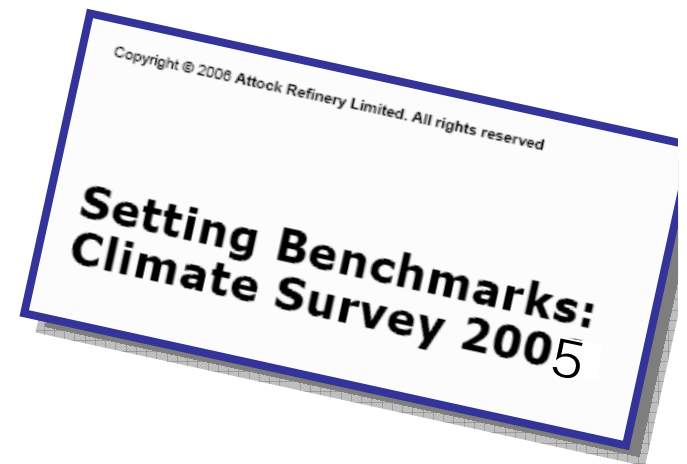
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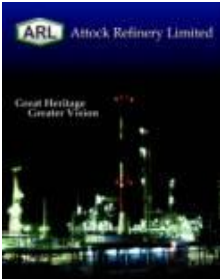
CLIMATE SURVEY – 2005

Key Dimensions:

- Teamwork
- Job satisfaction
- Trust
- Empowerment
- Salary & Benefits
- Training & Development
- Vision, Mission & Values
- Communication
- Performance management
- Work life balance and
- Working conditions







STRATEGY FOR TRANSFORMATION

- Development of Strategy
 - a. Interpersonal Framework
 - b. Policy Framework
 - c. Monetary Framework
 - d. Logistics / Working Conditions



- Formation of Working Teams
 - Focus Groups -- Enhanced form of a team
 - HR Optimization Team
 - Performance Improvement Team
 - Values Embedding Team -- V-team
 - Limits of Authority Rationalization Team
 - Quality Circles
 - etc





a) INTERPERSONAL FRAMEWORK

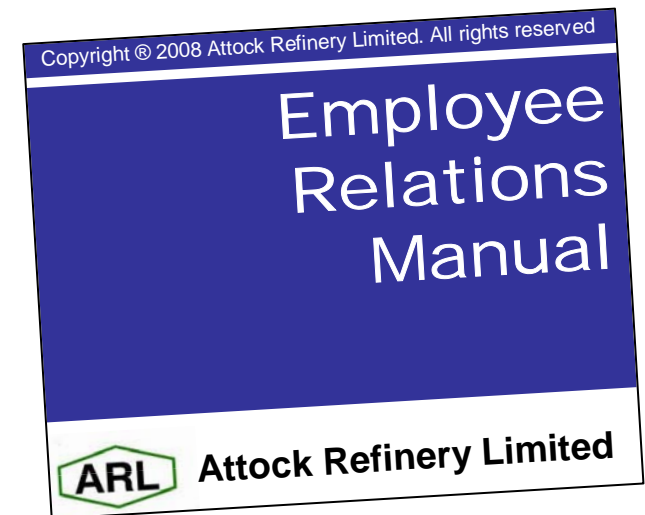
- Promoting open communication
- Embedding Core Values
- Formal Coaching and Counseling
- Forming Help Desks (HR, Finance, IT & etc)
- Intra/ Inter departmental meetings to improve communication
- Career planning of staff featuring cross functional rotation
- Performance Improvement Program (PIP)
- Revamping of Grievance Handling Procedure
- Inculcating learning culture
- Skill Development Programs





b) POLICY FRAMEWORK

- Transformation & communication of HR policies
- Strengthening Performance Management System
 - Revamp of Induction process
 - Training of appraisers
 - Effective target setting
 - Revamp of Appraisal procedures
- Succession planning
- Career planning and T&D synchronized
- Organizational Restructuring –HSEQ/BR&A/C&MM
- Optimization of Manpower



b) POLICY FRAMEWORK (Cont'd...)

- Revision of Limits of Authority company wide
- Structured rotation plan
- Revamp of recruitment process (interviewing & assessment)
- IMS Certifications to adopt international standards
 - Adoption of UN Global Compact Principles
- HSEQ Compliance



c) MONETARY FRAMEWORK

- Revision of Employment terms and Conditions
 - Profit Sharing extended to contractual staff (Bonus)
 - Medical and Insurance coverage to contractual staff
- Revamping Outsourcing process
- Adjustments in compensation practices

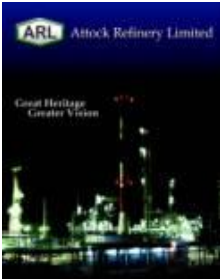




d) LOGISTICS / WORKING CONDITIONS

- Automization
 - Upgradation of Plants control system from pneumatic to State-of-the-Art DCS
 - ERP Applications
 - etc.
- Alignment in Refinery Timing & Holidays
- Gender Friendly Environment
- Improvement in Working Condition



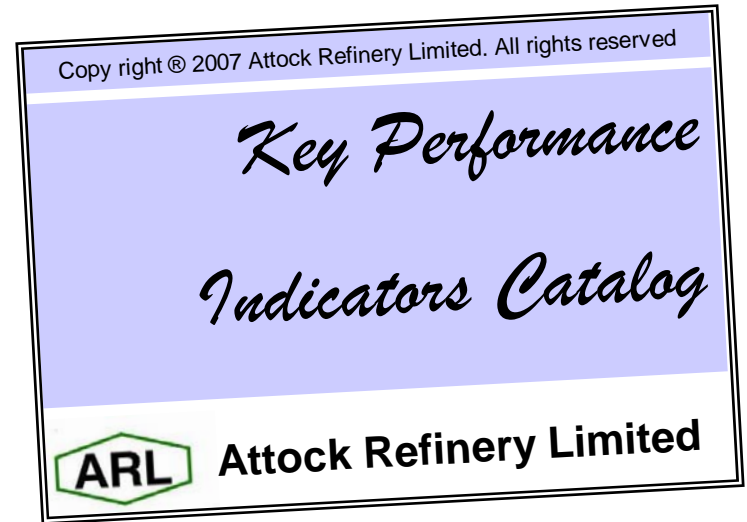


IMPACT ANALYSIS



PERFORMANCE INDICATORS

- Key Barometer
 - Employee Turnover
 - Behavioral Safety Audit
 - Training Hours
 - Maximum Safe Hours- LTIs
 - Employee Grievances Received
 - Recruitment Lead Time etc.
- Exit Interviews
- Informal Surveys
- Review and Implementation of Corporate Targets



PERFORMANCE INDICATORS

- Committees have been formulated to ensure the smooth implementation of *Transformation Program* at ARL
 - Reward & Recognition Committee
 - Succession Planning & Career Management Committee
 - Values & Ethics Committee etc
- Wining of Dr. Shahid K. Hak, Award of PIP by ARL Engineer
- International Research Publications
- Indigenous developments





PERFORMANCE INDICATORS

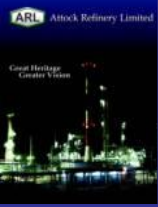
- Best Corporate Report Awards by ICAP & ICMAP
- ARL being first organization to get accreditation of its Laboratory for ISO 17025 in Pakistan
- Most Gender Friendly Company Award
- People as Key Resource Award by Employers' Federation of Pakistan (EFP)



PERFORMANCE INDICATORS

- Platts Global Energy International Award in the category of community Development
- ACCA-WWF Best Sustainability Report Award
- CSR Awards
- Best Exporter Awards
- Environmental Excellence Awards

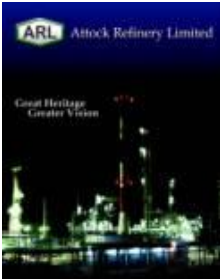




Smouldering Attock Oil Refinery

REMEMBER

"We should not judge organizations by their peak of excellence; but by the distance they have traveled from the point where they started."



THANKS

