



## ORGANIZATIONAL DEVELOPMENT

### *Succession Management Strategy*

Succession management is one of the ARL's HR major initiative. The main objective for introduction a formal succession management strategy is to ensure leadership and management continuity throughout the company at each strategic key position. Succession management guarantees that replacements have been prepared to fill key vacancies on short notice, and that individuals have the development capacity to assume greater responsibilities and exercise increased technical competency and expanded management role in their work.

### *Cultivation of Learning Culture*

Our core value of learning and innovation is an advocate of promoting learning culture within and outside the organization. ARL employees are encouraged to share their knowledge through participation in conferences and present their papers and publications. On the other hand a very well planned training and development is being pursued for ARL employees. ARL is emphasizing an extra effort on grooming internal trainers and for this an upgraded technical skills development initiative has been rolled out with considerable success.

### *Japan Cooperation Center Petroleum (JCCP) Online Courses*

Due to ongoing wave of COVID-19 Pandemic, JCCP, Japan offered online training courses to its member organizations in lieu of foreign trainings to ensure continuity of learning opportunity for the participants. Four management staff members were selected from ARL for different courses by JCCP.

