Chapter-2
Abu Dhabi’s Oil Industry and
Abu Dhabi Marine Operating Company
(ADMA – OPCO)

2.1 Introduction

Oil and Gas meet major part of the energy needs of the world. Middle East region possesses a sizeable reserve of these ‘fossil fuels’. United Arab Emirates is a prominent member of Organisation of Petroleum Exporting Countries (OPEC). This chapter gives an overview of Abu Dhabi’s Oil Industry. A brief account on Abu Dhabi Marine Operating Company (ADMA – OPCO), the focus of this study, is also presented.

2.2 Abu Dhabi’s Oil Industry

The United Arab Emirates (UAE) possesses nearly 10 per cent of the world’s total oil reserves. Oil export from UAE began in the late 1950s. Transformation of Abu Dhabi, the biggest Emirate in UAE started with the advent of increasing revenues from oil exports. Under the rule of late H.H. Sheikh Zayed Bin Sultan Al-Nahyan, which started in 1966, UAE achieved noteworthy progress. As the capital of the nation, Abu Dhabi enjoyed special attention, setting up a wide range of infrastructure and social service institutions. As an Emirate, Abu Dhabi controls more than 85 per cent of the UAE’s oil output capacity and more than 90 per cent of its oil reserve (ADNOC home page).

In 1971, the State-owned Abu Dhabi National Oil Company (ADNOC) was set up, to manage all aspects of the Emirate’s oil and gas operations. Oil policy for Abu Dhabi is being decided by the Supreme Petroleum Council, which came into being in June 1988.
ADNOC controls the entire proven oil reserves in Abu Dhabi, accounting for around 97.8 billion barrels, the fourth-largest national reserves in the world behind Saudi Arabia, Iraq, and Kuwait. It also controls proven reserves of 6.1 trillion cubic feet of natural gas. ADNOC, through its subsidiaries, oversees oil production of more than 2.7 million barrels a day.

ADNOC owns a range of subsidiaries in the UAE and abroad, which specialize in oil and gas exploration and production, distribution, shipping and all other related operations of the oil and gas industry. Besides ADCO, ADMA-OPCO and ZADCO, which are oil companies, ADNOC owns or has a majority shareholding in: ADNOC for Distribution (ADNOC-FOD), Abu Dhabi Drilling Chemicals and Products (ADDCAP), Abu Dhabi Gas Industries Company (GASCO), Abu Dhabi Gas Liquefaction Company (ADGAS), Abu Dhabi National Tanker Company (ADNATCO), Abu Dhabi Petroleum Ports Operating Company (ADPPOC), the Liquefied Gas Shipping Company Ltd (LGSC), the National Drilling Company (NDC), the National Marine Services Company (NMS), Natural Gas Shipping Company (NGSCO), National Petroleum Construction Company Ltd (NPCC), the Ruwais Fertilizers Industries Ltd (FERTIL), the Abu Dhabi Polymers Company Ltd (Borouge), the Abu Dhabi Oil Refining Company (TAKREER) and the Abu Dhabi Gas Company (GASCO).

In 2000, ADNOC celebrated fiftieth anniversary of drilling of the first oil well at Ra’s Sadr, north-east of Abu Dhabi. Abu Dhabi, supported by Dubai, turned the UAE into one of the major players in the international oil export industry. In 1966, when H.H. Sheikh Zayed bin Sultan Al Nahyan became ruler, there were fewer than 20,000 people living in Abu Dhabi. At the beginning of the current century, Abu Dhabi, with a population of around 600,000, against the background of a carefully managed oil and gas industry, enjoys a high standard of living with public services and amenities matches any other similar facilities of the world.

At the initiative of H. H. Sheikh Zayed Bin Sultan Al-Nahyan, The Petroleum Institute (P.I) was established in 2000. The objective in establishing the Petroleum
Institute was to provide Engineers to the UAE and its oil and gas as well as the broader energy industry, educated and trained to the world’s standards. The Petroleum Institute is sponsored by Abu Dhabi National Oil Company (ADNOC) and four of its international partners (Shell, British Petroleum, Total, and Japan Oil Development Company). ExxonMobil is also a major contributor. In 2006 first batch of graduates emerged from the Institute and started their careers within the ADNOC group of companies. Current strength of the Institute is around 1000, comprising both male and female students. In order to meet increasing demand for higher learning, the Institute has started Masters Programmes in selected disciplines, as well.

The economic endowments backed by the huge oil and gas revenues helped the Emirate to become a world class capital with most modern infrastructure. These include international airport, universities, hospitals, museums, hotels, office buildings, as well as communications and transportation facilities. The country in general and the Emirate in particular has witnessed truly spectacular progress under the present dispensation.

Next section of the chapter will give a brief account of Abu Dhabi Marine Operating Company (ADMA – OPCO), the organisation selected to conduct this study.

2.3 Abu Dhabi Marine Operating Company (ADMA – OPCO)

This section provides a description on the background, organisational set up, operations, Health, Safety and Environmental (HSE) aspects, Human Capital Development initiatives and performance of Abu Dhabi Marine Operating Company (ADMA – OPCO), the flagship organisation working in Abu Dhabi’s Oil and Gas Industrial Sector.
Abu Dhabi Marine Operating Company (ADMA-OPCO) is a subsidiary of Abu Dhabi National Oil Company (ADNOC). It is a major producer of oil and gas from offshore areas of the Emirate of Abu Dhabi. With a history of more than 45 years of oil and gas production, the company prides itself as a pioneering petroleum organisation in this part of the world.

2.3.1 ADMA – OPCO: Background

This section provides a brief idea on the background and history of Abu Dhabi Marine Operating Company (ADMA – OPCO).
The fore-runner of ADMA – OPCO, ‘ADMA Limited’, was formed in 1954, to operate the concession awarded to D’Arcy Exploration, a British company in 1953. In 1958, ADMA became the first company to discover oil in commercial quantities – at Umm Shaif field. The rapid pace of activity in the wake of the oil discoveries called for a permanent base to handle various operations in the off shore area. After aerial and sea reconnaissance of a number of possible sites, Das Island was chosen for this purpose. The island is situated 180 kilometers from Abu Dhabi. Large scale land development activities were carried out, followed by infrastructure development, capable of meeting even future requirements. The island now houses oil and gas processing plants, workshops, huge storage tanks, tanker berthing facilities, a harbour, an airport, paved roads, a modern hospital, office and living accommodation, complete with the necessary utilities and support services. Oil and gas operations are managed on the island by computerized monitoring and control systems. (ADMA – OPCO Profile, 2009).

Shipment of Crude oil began from Das Island in 1962 – the year when Abu Dhabi joined the family of oil exporters. This also made a beginning of rapid transformation of the Emirate. ADMA had a major breakthrough in 1965 with the discovery of the offshore Zakum oilfield. Export of oil from this field began two years later.

In 1973 Government of Abu Dhabi acquired a 25% shareholding in the oil concession area from a consortium of international oil companies made up of British Petroleum, TOTAL from France, and JODCO from Japan.

In 1974, The Government, through Abu Dhabi National Oil Company (ADNOC) became the owner of 60 per cent share in ADMA, thereby taking overall control. Remaining 40 percent share was offered for BP, TOTAL & JODCO. (Please see Fig. 2.2.1-1, on next page for details). On 3rd July 1977 the Abu Dhabi Marine Operating Company (ADMA-OPCO) was established, replacing ADMA Ltd., to take over the responsibility of operating the marine oil fields.
In 1978 a third super complex in Zakum West, was added to the assets. Zakum West Super complex lies about 98 kilometers from Abu Dhabi, and around 81 kilometers from Das Island. The distance between Zakum Complex and Umm Shaif is 55 kilometers. New facilities have been added to the Complex in the last few years such as the gas injection platform (GIP), to enhance oil recovery from the field’s reservoirs. Major projects, like the Crestal Gas Injection project, were executed for the same purpose. Zakum Central Super Complex is around 90 kilometers from Abu Dhabi, and about 89 kilometers from Das Island.

Umm Shaif Super complex, which is around 150 kilometers North West of Abu Dhabi, like the two other steel structures in Zakum field, works as a centre for gathering oil and gas from the field’s reservoirs before transferring to Das Island. Since 1994, the Complex became a major gas producer. With the execution of two major projects which kicked off in 2000 - the Offshore Khuff Gas Development Project (OGED), and the Offshore Gas Export Development Project (OGED) - the Complex became a strategic offshore gas distribution centre.

In 1986, Abu Dhabi National Oil Company (ADNOC), owner of the majority shareholding in ADMA-OPCO, decided to group all drilling, well-services and logistical support in all offshore areas of Abu Dhabi under ADMA – OPCO.
2.3.2 ADMA – OPCO: Organisation

Besides acquiring latest technologies ADMA – OPCO’s management gave due importance to establishing efficient organisational structure as well. In May 2001, a new Organisational structure was introduced. ADMA-OPCO is now an asset-based organisation. The new structure has been designed and introduced to improve efficiency, provide more focus on key mission, reduce interfaces between different groups and create a ‘performance-driven organisation’. The current asset-based structure is part of the three components of a performance driven organisation. The other two being comprehensive performance management system and the performance driven organisational culture which includes key factors such as leadership, team-building, employee’s empowerment and HSE awareness.

Under the terms of the re-organisation four business units were established: the Production Business Unit, Development Business Unit, and Drilling Support Business Unit, supported by Administration Services Business Unit which provides back-up to aforementioned three Business Units. Each unit was entrusted with a clearly defined range of responsibilities. This re-structuring was completed in late 2001.

In 2007, a new Business Unit was added in order to meet the considerable challenges of increasing production capacity and consequent increase in project works. Known as Projects & Engineering Business Unit, this unit is responsible for executing all Project works in ADMA - OPCO. In 2009 one more Business Unit, Corporate Support, mainly to provide corporate professional support and advice, was established. This increased the number of Business Units in the organisation to six.

Each Business Unit in ADMA-OPCO is lead by a Senior Vice President (SVP). SVPs directly report to the Chief Executive Officer (CEO). The organisation chart with the business units is illustrated below in figure 2.3.1.2.
Figure 2.3.2.1: ADMA OPCO Business Units

![Diagram showing business units hierarchy]

Figure 2.3.2.2, provides a schematic representation of the off shore Super Complexes and Das Island. The Super Complexes are: Umm Shaif, Zakum Central and Zakum West. Main pipelines carrying oil and gas from the Super Complexes to Das Island also are shown.

Figure 2.3.2.2: ADMA OPCO Schematic Map

![Schematic map of ADMA OPCO]

Joint Management Committee (JMC) and the Board of Directors are the highest authorities that oversee the company’s operations. JMC formulates strategic policies on investment and operations whereas Board of Directors is responsible for monitoring the overall technical and financial performance of the organisation.
Main objectives of ADMA – OPCO include:

- Ensure the continued operation and development of facilities and to explore the concession area
- Produce oil and gas
- Develop a work program and budget and manage the work program at minimum cost with safe and efficient operations
- Ensure the priority is given to UAE Nationals in recruitment, training and development
- Operate in accordance with the laws and regulations of the state
- Ensure high standard of safety for personnel and installations, and to ensure the protection of the environment.

The vision statement of ADMA – OPCO is ‘to be an integrated team working effectively to produce hydrocarbons from offshore areas, aspiring to excel in all aspects of our business’, whereas its mission statement focuses on ‘optimizing Oil and Gas production, recovery and reserves to maximize value in a safe, sustainable and socially responsible manner through the high performance, creativity and dedication of our teams’.

ADMA-OPCO is making significant strides in meeting future challenges by changing into a performance driven organisation. The new system has its foundation on competency, learning, empowerment, team approach, knowledge sharing and innovation. Since transformation to a performance driven organisation, ADMA-OPCO monitors its progress using a measurable set of Key Performance Indicators (KPIs). Four sets of indicators formulated are related to Production, Health, Safety and Environment (HSE), Asset Values, and People. Under these categories, performance is measured related to production targets, safety, emission, expenditure, major projects, and people development.

Centralized direction takes care of the strategic goals, values and business behaviors that unify the company. Objectives, values and behaviors are widely shared and
understood at every level of the organisation. Decentralized implementation through team empowerment makes sure the goals are met at the operational level. This makes all the business units blend together towards achieving organisational success. The new approach is reflected in ADMA’s Vision and Mission statements as well as in the Corporate Values. ADMA’s nine Corporate Values are: People, Leadership, Innovation, Accountability, Team work, Excellence, Ethical conduct, Health, Safety and Environment (HSE), and Learning.

Next section provides a description on the operations and productions aspects of ADMA.

2.3.3 ADMA – OPCO: Operations and Production

ADMA-OPCO operates two major fields - Umm Shaif and Zakum. The operations are centered on producing oil and gas from these fields, and transferring the crude through a sophisticated pipeline network to Das Island for processing, storing and exporting. The collection and treatment processes of oil and gas are executed by utilizing giant structures, installed in the field, called Super Complexes. They are manned by skilled UAE and expatriate employees. The facilities on the Super Complexes include plants and platforms. They are firmly placed in the sea like man-made islands.

Drilling in the offshore areas is handled by a fleet of drilling rigs leased from National Drilling Company (NDC). The techniques used in drilling has progressed throughout the years, starting with vertical drilling, and currently using horizontal method. New concepts like “Drilling the Limit” (DTL) was introduced to reduce time and cost of drilling operations, while maintaining safe and high standards.

Logistical supports to the offshore operations are provided by the Supply Base located in Mussaffah. The supports include tools, materials and other related items. A fleet of helicopters and boats is utilized to ferry people and materials to the offshore sites.
In line with the guidelines of Organisation of Petroleum Export Countries (OPEC), quota of oil and gas production is controlled and determined by Abu Dhabi’s Supreme Petroleum Council. This quota is implemented by Abu Dhabi National Oil Company (ADNOC) through its subsidiaries. Currently, ADMA-OPCO’s daily oil production is around 500,000 barrels per day, while daily gas production is around one billion standard cubic feet.

ADMA – OPCO, over the period of its growth to the present status, has acquired state of the art technology available in the field of oil and gas operations. Besides the original technique of vertical drilling which is still employed, ADMA – OPCO also employs the latest horizontal drilling technique. In 2001, yet another innovation, a concept known as ‘Drilling The Limit’ DTL, was introduced, leading to substantial savings in time and cost. These advancements in drilling is necessitated by the need to optimize oil and gas production. Currently the company is using 12 rigs, all under contract with National Drilling Company (NDC), another member of the ADNOC Group.

Next section provides a brief account of ADMA –OPCO’s Human Capital, and various systems and initiatives established for its development in the organisation.

2.3.4 ADMA – OPCO: Human Capital

This section provides a description on the Human Capital of ADMA – OPCO. A brief account on the background of the employees, different systems and initiatives available for their development also presented.

ADMA – OPCO’s current Human Capital is around 2000 employees. Additionally, thousands of people work on contract at different project sites. ADMA’s manpower comprises of people from more than forty countries. They form the mix of cultures, languages, skills and expertise. This diversity of Human Capital is a major strength of the organisation. They work in various teams to achieve the organisational goals.

Foremost item in the list of ADMA’s nine Corporate Values is ‘People’. As the most important ‘asset’ of the organisation, ADMA’s top management gives due importance
to the development of its Human Capital, with a high priority in the case of UAE Nationals. Expertise of the team members with diverse demographic characteristics is efficiently tapped for the Human Capital development initiatives. Manpower Development Division is responsible for this vital task. This Division comprises of three teams, entrusted to the development and career growth of ADMA’s manpower. These teams are: Competency Assurance Management System (CAMS) Team, Learning and Development (L&D) Team, and Professional Ladder (P/L) Team.

The contribution of ADMA-OPCO to Abu Dhabi is evident, not only in the advancement to the petroleum industry, but in the enhancement of career opportunities for UAE Nationals. CAMS Team is responsible for the development of new recruits, especially the UAE Nationals. A limited number of graduates of other nationalities also are included in this programme. Graduates from the Petroleum Institute, UAE Universities, Higher Colleges of Technology and ADNOC Technical Institute (ATI), as well as universities abroad, are selected for this developmental scheme. Through a structured and systematic development road map, the new recruits are continuously supported in their development, both personal as well as professional aspects, until they are integrated into independent posts. Experience and expertise of employees with diverse demographic background are utilised for this developmental activities. The main functions under CAMS are distributed between Knowledge Management, Implementation, and Assessment & Verification sub-teams.

Each Trainee under the CAMS programme is assigned with a coach and a Technical Mentor to support his / her development, which is governed by a Personal Development Plan. At specific and mutually agreed time, the trainees are assessed on the progress they have achieved in terms of quantifiable competencies. These assessments are verified at a random scale for ensuring conformity to standards. In 2009, Assessment and Verification Team of the CAMS System has conducted around 1,700 such assessment and verification events. On successful completion of the training phase, these trainees are integrated into independent posts. Number of such
National employees integrated during the period from 2007 to 2009 are 96, 77 and 50 respectively (ADMA – OPCO Annual Performance Report, 2009).

Every year, a special event, Future Leaders Conference, is being organized by CAMS Team. One of the major objectives of the conference is to provide a forum to recognize the high achievers amongst the Young Professionals in ADMA, who demonstrate high standards of professional performance and personal characteristics. It is also an opportunity for them to closely interact with ADMA top management and to get an awareness of ADMA’s challenges – both current as well as those expected in the future. Senior employees who seriously take part in the developmental process of the Young Professionals also recognized during this event. The event in 2009 had a theme of ‘Journey to Excellence’. Over the years, Future Leaders Conferences have evolved as an effective Learning Tool for Manpower Development, in ADMA.

Yet another initiative, Talent Management Programme, is a Human Capital Development mechanism for high performers in the organisation. The system envisages a ‘fast track’ career progression for those with substantially high performance. The candidates selected for this programme are provided with special training, coaching and mentoring to equip them to engage in challenging future assignments or posts. They are provided with short time courses like ‘Mini MBA’ to get exposure to different management topics, including leadership. In 2008, 32 high potential National employees were selected for the first phase of Talent Management Programme.

Learning and Development Team is responsible to conceptualise, formulate, coordinate and organize internal as well as external training programmes. These training programmes include formal or informal courses, job attachments, opportunity training, and on-the-job training. The training programmes are aligned with training needs and monitored on the basis of the Personal Development Plans, developed by the trainees and agreed with the Team Leaders and Divisional Managers. Total training events conducted in the period from 2008 to 2009 are 2430 and 2046 respectively.
Professional Ladder Team is responsible for developing and maintaining the Professional Ladder System. The system is both a competency assurance mechanism as well as a career progression road map. It also acts as a motivational tool for those who demonstrate measurable capabilities in terms of competencies. These competencies are classified into Technical, Business, and Behavioural. For each job and job grade, a team of experts formulates competency profile and descriptions, expected to be demonstrated, at different levels starting from awareness to mastery. ADMA’s top management is the custodian of the system. Each year, based on specific eligibility criteria, certain number of employees are selected for promotions to next higher grade, through this system. They are assessed by panels comprise of experts from within or outside ADMA, as appropriate. Assessment is carried out on the technical, business and behavioural competencies of the individual, governed by competency element descriptions. Therefore, promotions in ADMA – OPCO are based on competencies, but not on length of service. The Professional Ladder Team acts as a facilitator for this entire process.

‘One Team’ Concept

‘One Team’ Concept is a new initiative by the top management for enhancing ‘team building’ and overall Human Capital performance in ADMA. The term ‘One Team’ concept is used to describe collective and supportive management process that brings the Chief Executive Officer (CEO), Senior Vice Presidents (SVPs), and Divisional Managers and the subordinates into a single team, working to achieve ADMA-OPCO’s ambitions in terms of development and production targets, while maintaining high HSE excellence and integrity of the facilities. This concept is monitored by a mechanism that includes Senior Management, supported by three Management Committees.

As envisaged by ‘one team’ concept, in addition to their principal line responsibilities of performance targets, the Senior Management in ADMA-OPCO has the following overall / collective role to support the performance management control process and enhance the Company’s capabilities to meet current and future business challenges:
Take collective responsibility for the combined performance of ADMA-OPCO.

Establish and demonstrate Business Norms and Principles

Proactively lead, promote, and enhance High Performance Organisation (HPO) Culture.

Set the overall performance goals and measurement criteria and agree these with Shareholders.

Ensure that major business risks are being addressed

Demonstrate Team Leadership to the organisation in a transparent and consistent manner.

(Profile, ADMA – OPCO, 2009)

Innovation Awards

One of the Corporate Values of the company is ‘Innovation’, which has the following descriptions (Vision, Mission and Values, ADMA –OPCO):

- ADMA-OPCO use creativity to resolve problems faster and better.
- ADMA-OPCO assesses risks and learns from mistakes to continually improve.
- ADMA-OPCO seeks to improve all aspects of business through innovation and use of enabling technologies.

ADMA – OPCO’s top management strongly supports and recognise innovation. ADMA-OPCO is trying to introduce a creative culture where everyone feels proud of helping the company become more innovative and thereby more productive. The company gives due recognition and reward for innovation in all fronts, especially that facilitating process transformation, cost optimization, technical advancement and productivity enhancement. To select the best innovative ideas, the company has implemented an enabling process, which is evidence based. The ideas are to be presented as a business case, supported by the Divisional Head.

‘Innovation Awards’ are conferred to top ten teams that formulate, implement and prove novel ideas, every performance year. The awards are viewed as a reflection of
the commitment of ADMA’s top management in supporting and developing a positive culture that allow identifying, recognizing, rewarding and implementing ideas from its Human Capital and convert these ideas into real learning and value addition for the company.

Key Performance Indicators (KPIs) for Human Capital Development include Nationalisation, Junior Integration, Recruitment, and People Development. For the present study, People Development is considered for analysis.

Next section presents a brief account of Health, Safety and Environmental (HSE) aspects in the organisation.

2.3.5 ADMA – OPCO: Health, Safety and Environment (HSE)

This section provides Health, Safety and Environmental aspects in ADMA – OPCO, various initiatives and measures the company implemented on HSE, and its performance on HSE aspects.

As an Operating Company functioning in Oil & Gas sector, ADMA – OPCO always give higher priority in maintaining the standards of Health, Safety and Environment (HSE). In fact HSE elements are placed as the first, in the list of Key Performance Indicators (KPIs). This reveals the high risk involved in oil & gas exploration operations as well as the company’s commitment to protect the health of its Manpower, to upkeep very high safety standards, and to protect the environment. ADMA – OPCO attempts to keep these practices at par with the International Standards. This commitment of ADMA Management is also evident by placing the Division responsible for Health, Safety, Environment and Quality Assurance (HSE&Q) directly under the CEO. Basic goals on HSE are: ‘no harm to people, prevent pollution and protect the environment’ (ADMA – OPCO Annual Performance Reports, 2007-2009).
Due to its special care on safe handling of jobs and protecting the health of its employees, the company could make remarkable progress in reducing total recordable injuries over the years. The figures from 2006 to 2009 are 1.29, 0.76, 0.65, and 0.41 respectively. The figure in 2009 is the lowest in the history of ADMA. This is to be understood against the figures of total man hours during the same period. The figures are 21, 23, 29 and 39 million man hours respectively (ADMA – OPCO Annual Performance Reports, 2007 - 2009).

ADMA – OPCO has provided many facilities to protect health of its employees. These include medical checkup facilities, health insurance, service of health professionals, clinics and hospital, and family medical assistance programmes. The company conducts awareness programmes on general as well as special aspects of health care. The employees are given Health Club memberships on subsidised rates, facilitating healthy life style, even outside the duty time. The membership is also open to the families of the employees. These measures are in addition to a full fledged hospital run by ADNOC, the parent company.

The company makes sure that, each employee in ADMA –OPCO is aware of the basic principle of ‘Safety First’ in whatever job they do. The importance of up keeping safety standards at very high level is made clear to everybody from day one of their tenure in the company through Safety Induction Training programme, which is mandatory to all the employees to attend. This is followed by an Off-shore Survival Course for all those who are expected to travel to off-shore facilities and Das Island. This course covers necessary precautions in case of emergencies, including surviving in sea, in the event of a plane or helicopter crash.

To check preparedness of safety readiness, safety drills are carried out at specific intervals. Fire Drills both in the Head Quarters as well as on Super Complexes and Das is the best example. These exercises are conducted by involving Police and Civil Defense Authorities. The safety drills help to identify and to close any loop holes, in the preparedness for emergencies.
A 'near miss' is an unplanned event that did not result in injury, illness, or damage - but had the potential to do so. Only a fortunate break in the chain of events prevented an injury, fatality or damage. Although human error is commonly an initiating event, a faulty process or system invariably permits or compounds the harm, and should be the focus of improvement (ADMA – OPCO HSE Handbook, 2009). Reporting any near miss observed is a personal responsibility of all the employees in ADMA – OPCO. These reports are formally forwarded to the concerned authorities. Actions are initiated to rectify the condition reported, and the message is distributed to all concerned as 'lessons learnt'. In addition to the near miss reports analysis messages, HSE&QA Division also publishes 'Safety Flashes' covering the Safety risks or incidents that happened within and outside ADMA. This helps to improve awareness of the employees and to keep them safe from similar incidents happening. Relevant articles on Health, Safety and Environment issues for up keeping general awareness are published on a monthly basis in ADMA Bulletin. Company Intranet is also utilized as an effective tool for this awareness programme.

In addition to the regular safety measures, special precautions are taken on Super Complexes and on Das Island. This is because people working on these facilities are exposed to high risk environment. Special training programmes, safety drills, daily tool box meetings, safety audits, and safety behavioural audits are conducted to keep the safety standards high as well as to ensure the employees are free from any safety risks. Stringent disciplinary actions like termination of service are taken against those who violate safety rules, especially on off shore fields and on Das Island.

ADMA –OPCO also shows its commitment to protecting the environment. Elements of Key Performance Indicators (KPIs) on Environmental Protection cover Flaring, Gas release and Spills. Regular awareness programmes are being conducted to educate the employees on the importance of environmental protection. As part of a social responsibility, ADMA – OPCO participates in all the initiatives by different Government Agencies, aimed at protecting the environment. Every year, an Environment Day is celebrated to show the corporate level commitment. This is one of the major elements of Social Responsibility of Business. These societal objectives
are very much relevant as recently an oil spill in Gulf of Mexico has caused considerable damage to the environment.

ADMA – OPCO has won six HSE awards for the year 2009, instituted by ADNOC, as a recognition for maintaining HSE aspects to International Standards, which also reflect the commitment of the management and employees towards HSE.

In the year 2009 ADMA-OPCO have successfully met the challenges in carrying out its business activities according to the shareholders and Supreme Petroleum Council (SPC) guidelines. To specify a few, these include, cost optimization initiative, meeting required quotas of production, setting new records in various phases of well life cycles, achieving a record performance (39 million man-hours) without a Loss Time Injury (LTI), recruiting over 130 UAE Nationals and integrating 48 Competency Assurance Managements System (CAMS) graduates into their target posts (ADMA-OPCO, 2009).

As expressed by the CEO in 2009 Annual review report, ADMA-OPCO has seen the fruits of “One Team” Initiative over the past few years and became integrated into the day-to-day practices of the company and now forging the next steps of ‘Journey to Excellence’.

2.4 Summary

The United Arab Emirates (UAE) possesses nearly 10 per cent of the world’s total oil reserves. Export of oil from UAE began in the late 1950s. Supreme Petroleum Council monitors the entire aspects of oil and gas operations in Abu Dhabi. Abu Dhabi National Oil Company (ADNOC), through its subsidiaries make sure the Production Targets set in line with the guidelines of the Supreme Petroleum Council and OPEC are carried out. On the advent of flow of income from oil and gas export, Abu Dhabi, the Capital of UAE progressed as a world class city.

Abu Dhabi Marine Operating Company (ADMA –OPCO), a subsidiary of ADNOC, is a Performance Driven, Operating Company. It is responsible for oil and gas
production from off shore fields. With six Business Units and a Division reporting
directly to the CEO, the organisation is having more than 2000 employees as its
Human capital. Additionally thousands of people work on contract, in different
project sites. There are various initiatives and systems available for the development
of Human Capital. HSE aspects are maintained at high standards. The company won
nine awards on HSE in 2009. The strategic goal for production capacity is One
Million Barrel per Day by 2019. Each year Key Performance Indicators are set in
agreement with ADNOC, which govern the progress of the company’s performance.
ADMA –OPCO has been selected to conduct the present study. Three elements of the
selected Key Performance Indicators will be analysed to represent the Organisational
Success.

A review of existing literature as well as studies in the area of the subject of the
research is presented in the next chapter.