

A Needs Analysis



Saudi Gold Mine at Ma'aden

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A Needs Analysis: Ma'aden Gold Mine, Saudi Arabia

Performance Problem

LOW MORALE: Resulting in Performance & Poor Production.

Symptoms

- 1.** Security Guard (Saudi) steals 6.3 Kilos of Gold Bullion, resulting in prosecution & dismissal
- 2.** Employee (Saudi) assists Security Guard in theft of Gold Bullion, resulting in prosecution & dismissal
- 3.** TCN (Philippines) employee develops split personality resulting in several demotions
- 4.** TCN (Philippines) employee develops mental disorder, e.g., prolonged, uninterrupted staring into swimming pool, resulting in dismissal
- 5.** TCN (Philippines) employee sent letter threatening to bomb mine site, resulting in prosecution & dismissal
- 6.** Employee (Saudi) refused to work – planned sit-down strike, resulting in administrative action
- 7.** Employee (Saudi) embattled with management over refusal to extend residency for his family who were threatened by civil unrest in home country of Somalia

- 8.** Eight Employees (Saudis & Filipinos) became intoxicated underground resulting in equipment damage
- 9.** TCN (Philippines) employees routinely given Salary Warning Deductions without due cause
- 10.** TCN (Philippines) employees (driver and passenger of Forklift) lost two days salary for unavoidable minor accident while coming to the rescue of other employees who requested assistance
- 11.** TCN (Philippines) employee receiving same salary as less educated employee who has higher grade, resulting in resignation
- 12.** TCN (Philippines) employees routinely train Saudis who earn more than they earn
- 13.** TCN (Philippines) employees routinely supervise Saudis who earn more than they earn
- 14.** Employee (Saudi) received warning letter from IRD for causing minor damage to equipment which was eventually/shortly traced to faulty manufacturer's specifications
- 15.** Employee (Saudi) issues complaint for below-grade evaluation resulting in less than 1% annual salary increase (48 Riyal) although evidence indicates very high performance level, resulting in refusal to continue performing at high level, resorting instead to acceptable, mediocre effort
- 16.** Employees (Saudi & TCNs) routinely complain of highly subjective appraisals
- 17.** Employee (TCN geologist) who held same professional level as western ex-pats resigned when not allowed township residence

Possible Causes

- 1.** Frequent failure of supervisors to demonstrate appreciation for work performed
- 2.** Frequent failure of supervisors to treat employees civilly, e.g., constant use of abusive language in treating employees
- 3.** Tendency of some supervisors to denigrate exceptional performance of others
- 4.** Failure to reward successful employee performance
- 5.** Failure to recognize exceptional employee performance
- 6.** Failure to reward exceptional employee performance
- 7.** Tendency of supervisors to provide equal reward regardless of performance
- 8.** Tendency of supervisors to punish good performance by rewarding good performers with additional work on the premise that the good performers can accomplish the job tasks successfully

Possible Solutions

- 1.** Provide incentives such as T-Shirts with slogan, e.g., “I am a Safety Millionaire.”
- 2.** Provide distinctive Signs stating degree of successful periods of time without Lost Time Accidents, e.g., “This Mine has performed successfully for (180 Hours, or 100 Days, or x amount of Man Shift, Etc) Without Lost Time Accidents.”
- 3.** Post certificates for Best Man Of The Month / Quarter / Year, Etc., possibly adding pictures of the employees
- 4.** Post Notices for Birthdays
- 5.** Provide recognition for Length of Service, e.g., Certificate, Inscribed Gold Pin, Watch, Luncheon, Etc.
- 6.** Provide opportunity for employees to be heard, e.g., access to top management
- 7.** Provide professional person such as Psychiatrist. Industrial Psychologist, Industrial Counselor to facilitate / mediate employee problems, and who can have immediate access to top management and who can help solve wide range of employee difficulties
- 8.** Provide Management Training to all levels of supervisory personnel; provide such training as will provide management personnel with the skills to deal successfully / professionally with employees
- 9.** Provide Follow-Up on Supervisors, e.g., provide appraisals by Foremen regarding supervisors’ ability to deal successfully / professionally with employees
- 10.** Change / rotate Shift Bosses
- 11.** Organize / set up Facilitator roles
- 12.** Separate top management administrative responsibilities from technical issues, e.g., provide top mine manager for administration to serve along with top operations manager; the top; mine administrative manager responsible for administrative-people issues rather than technical-operational issues

Needs Analysis: A Case Study

- 13.** Develop, publish and disseminate policies and procedures dealing with human relations issues
- 14.** Provide more reasonable relief for family emergencies, such as serious illness and death in the family
- 15.** Provide various informative handouts to assist employees identify and deal with job-related stress factors
- 16.** Provide health promotion programs
- 17.** Remove barriers to promoting harmonious relations between employees of various nationalities, provide single cafeteria at camp residence for Saudis and TCNs; provide access to Ex-Pat residence and cafeteria for senior Saudis and TCNs, etc.
- 18.** Provide more equitable salary distribution between Saudis and TCNs, e.g., provide overtime pay for TCNs who must work six days as opposed to Saudis who work only five days, i.e., pay overtime for the sixth work day; or, resort to three shifts @ 12 hours per day: i.e., one week day shift one week night shift, and one week off
- 19.** Provide same hardship allowance for TCNs as is currently provided for Saudis
- 20.** Provide discounted tickets for Saudis for use with vacation trips
- 21.** Provide monthly parties that last more than 30 minutes and provide for closer relationships among employees themselves and employees and management, e.g., provide entertainment, encouraging words from management, distributive awards, provide games, Etc.

Back-Up Data to Support Assumptions for Symptoms

TCNs (Filipinos) acting in Supervisory positions for considerable lengths of time (up to a year in some cases) receive no additional compensation yet have not complained to management. As a result TCN holiday schedules are disrupted

Living Environment/Recreational Facilities:

- Tennis court approved for some time, but not yet implemented
- Filipino channel approved for some time, but not yet implemented

Living Environment/ Food:

- Meat: mostly chicken - frozen for six months or longer; bad odor
- Fruit: stale
- Food improves when visitors arrive; return to status quo after visitors leave

Living Environment/ Rooms:

- Mattress: new but single mattress only
- Bed sheets: changed infrequently
- Beds fixed by Filipinos themselves
- Absence of soap – must supply for oneself
- Toilet paper: erratic supply
- Towel: one a year, if lucky
- Telephone: discretion of management, usually only in emergency
- Air conditioning: usually good, but spare compressors needed badly

Discrimination:

- Accidents – TCNs experience deductions from wages for minor accidents, while ex-pats have no penalties for major accidents
- Slight clerical errors in withdrawing materials from warehouse: TCNs forced to redo
- Incident: Ex/pat received permission to borrow car for trip to Jeddah – permission later denied because TCNs were invited to ride along
- Latecomers: no disciplinary report made on TCNs, not Saudis
- Hardship Allowance: “Filipinos get the hardship; Saudis get the allowance.” Examples:
 1. Saudis get paid significantly more than TCNs
 2. TCN supervisors get less than Saudis whom they supervise
 3. Saudis get 20% additional wages for hardship
 4. Saudis get 205 additional allowance for food yet most Saudis who live outside compound generally eat at the mine
 5. Expats, Saudis and Riyadh TCNs receive allowance for travel to other projects whilst Mahd TCNs must spend their own money on food and emergencies
 6. TCNs work six days week whilst Saudis work five days week

Manpower:

TCNs are short the following manpower:

1. One mason
2. Two plumbers (one coming?)
3. One carpenter
4. One multi-skilled laborer

Safety:

- A new coverall is received after six months only
- Safety shoes are sub-quality, i.e., have no arch or ankle support
- Safe procedures for cleaning Cyanide tanks are not implemented, i.e.:
 - Safety equipment not utilized
 - Confined space procedures not utilized
 - Dangerous toxic odors present in Zinc plant (Cyanide destruction circuit) as a result of the chemicals mix of Sulfuric Acid and Cyanide
 - Radioactive elements (CS137) emitted to the slurry process without any radioactive specialist present, thus causing possible exposure to employees

Once a Month Visit to Jeddah:

- Insufficient space on bus for 25 % of Filipino population, resulting in inability to transfer of allowance to families
- Accommodation in Jeddah inadequate for example:
 - Bunk beds for 20 persons only
 - Thin mattresses
 - No soap or towels
 - No bed sheets
 - Room size extremely small
 - Room leaks when raining

Work Vehicles:

- Vehicles needed for transportation for:
 - Underground mechanics
 - Electricians;
 - Civil
 - Power
 - Instrumentation
 - Mechanic shop

Training:

- Only Saudis receive training outside the Kingdom
- Saudis trained outside the Kingdom frequently return without adequate skills needed for mine operation
- Current training procedures emphasis theory over practice
- Training often given without equipment to practice on
- No computer training provided for acting TCN supervisors
- No AutoCAD training provided to acting TCN supervisors

Saudization Not Working:

- Saudi new hires lack technical skills necessary for mine operation; receive onsite training by TCNs
- Typically Saudis arrive to work without proper rest and not in condition to complete work successfully and safely
- To impress visitors, good Saudis are selected and displayed with proper clothing and proper safety equipment
- Some Saudis are unable to work alone even after many years on the job
- Saudis who are unable to perform adequately, often able to explain how to do their jobs to management
- Saudis who frequently report late to work or perform their job inadequately merely receive warnings and experience no serious consequences as a result of their behavior
- Skilled Saudi workers expect the same treatment as Saudis in higher management; Saudis who become skilled at their jobs tend to produce less.

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