



Maximizing Qatari Talent






Contents

Background and Summary	2
Methodology and Demographics	11
Findings: Students and Employer Survey Results	14
Recommendations	24
Conclusion	35

Background and Summary



This research initiative was instigated by His Excellency Sheikh Khalifa bin Jaseem Al Thani, Chairman of Qatar Chamber in support of the Qatar 2030 vision, launched by His Highness Sheikh Hamad Bin Khalifa Al Thani, the Father Emir and under the direction of The Emir of Qatar, His Highness Sheikh Tamim Bin Hamad Al-Thani. This prioritised Qatari employment and development to ‘maximize Qatari Talent’. Subsequently, the National Talent Strategy (2011) and the Third Qatari Human Development Report (2012) have also stressed the need to maximize Qatari talent, in particular participation in the labour force by Qatari youth, who represent about 50% of the Qatari national population, whilst representing a minority (~15%) of the total population of Qatar (including expats).

As expected in support of rapid growth and economic development, Qataris currently represent less than 10% of the workforce, which, as we will see, presents particular opportunities and challenges in terms of leadership.

Qatarization policies seek to reduce the Qatar’s dependency on foreign workers and allow more nationals to benefit from economic growth in the country. The government of Qatar has set the employment and development of Qatari talent in the private sector as a top priority for the country.

Qatar Chamber, as the leader of the private sector in Qatar, has a strong commitment to develop Qatari talent in Qatar-based companies. As part of this commitment, Qatar Chamber launched this research initiative, carried out by Oxford Strategic Consulting, to help maximize the development of Qatari talent, with a specific focus on the private sector.

His Excellency Sheikh Khalifa bin Jaseem Al Thani, Chairman of Qatar Chamber says:

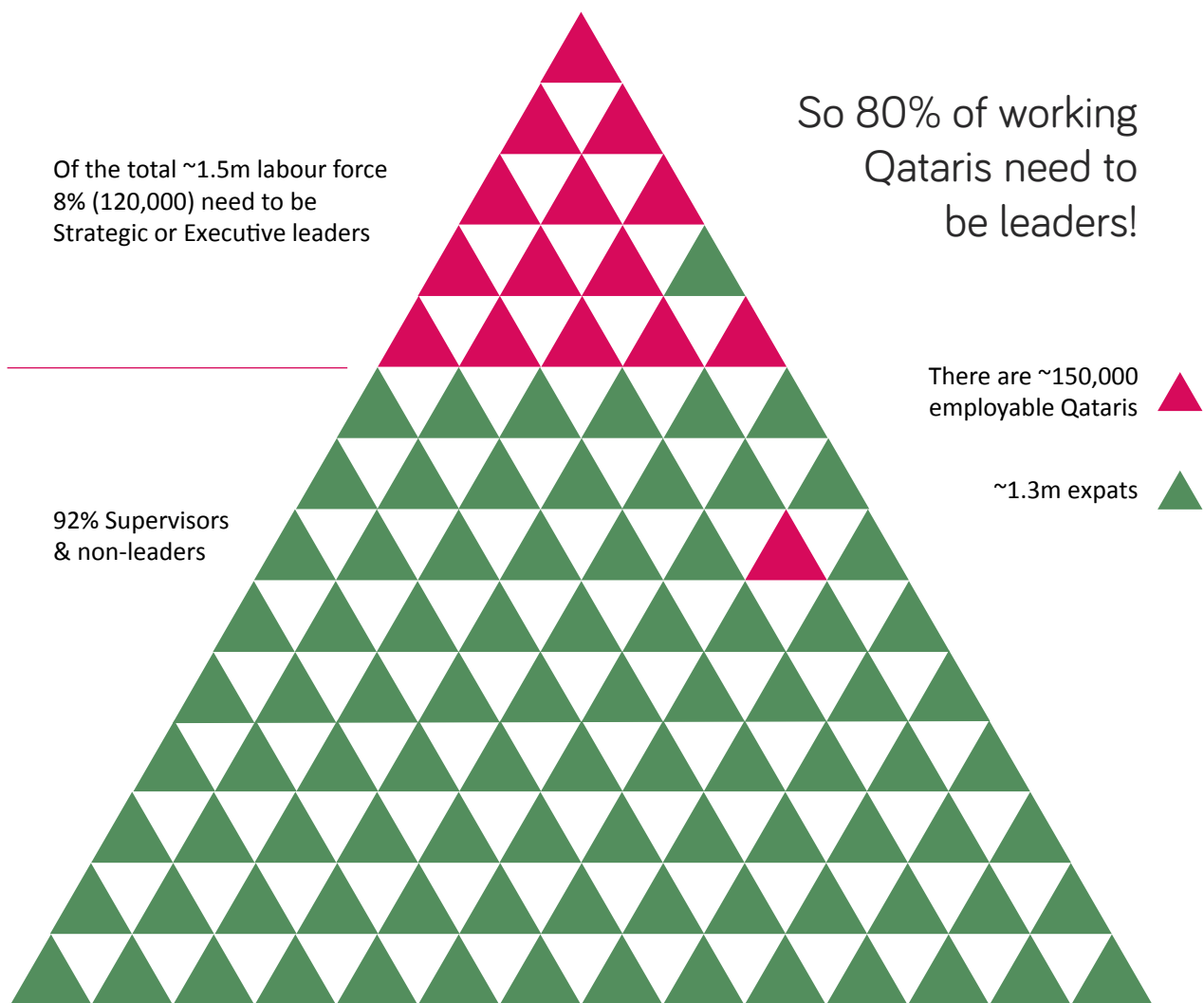
‘Qatar Chamber is keen to support the development of Qataris in support of the Qatar National Vision 2030 and we are delighted to be working with Oxford Strategic Consultants, who have a reputation for helping development of human resources across the GCC through high impact, practical recommendations based on sound research. ‘

The report and associated presentations provide extensive data and recommendations based on one of the most complete studies of its kind.

The key priority is to develop Qataris for leadership roles

Whilst most expatriates are low-paid unskilled workers, many expatriates currently occupy roles that are strategic (e.g. leadership or critical knowledge areas). In order to reduce the reliance on expatriates, nationals should be developed to acquire those strategic capabilities. Yet this requires extensive preparation, training and development that must begin at an early age. Moreover, the low population of nationals living in Qatar means that a high proportion of nationals must be qualified for leadership roles in key organisations and major companies.

A key finding in this report is that, if all senior leadership roles were to be occupied by Qataris, then a very large proportion of Qataris (80%) would need to be developed as leaders, compared to approximately 10% in most other countries. On the one hand, this means that as many Qataris as possible must be helped to develop exceptional leadership capabilities in order to take up leadership positions, and on the other hand, Qatar will continue to utilise a small number highly skilled and experienced expatriates in a controlled manner. There is a huge opportunity for Qatar to lead the world in the development of leadership – with many young Qatari leaders utilising a style consistent with national identity and culture. The low population of nationals requires more Qataris to serve in strategic and executive leadership roles. Employers will face increasingly fierce competition to find qualified national candidates for important leadership positions within companies - so 'fast-track' development will be crucial.



There are clear factors limiting the numbers of Qatari private sector employees

There are many factors limiting young Qatari interest in the private sector. These are explored more fully in the sections below. However, the main reasons can be summarised as follows:

Perceptions and aspiration – Many young people believe that private sector roles are less meaningful than government roles. They are seen as lower status, harder work and less well paid. They believe that a government desk job is the ‘best career’. There are good arguments against these beliefs, but no one is giving them different messages in ways they can relate to. Employers often believe young nationals only want money and a ‘big’ job title, but making the family proud, contributing to national success and feeling important are at least as important. Incorrect perceptions on both sides are stopping employers and young nationals from engaging effectively.

A skewed market – Government jobs are attractive, but the private sector does not do enough to understand the benefits of hiring nationals vs. expatriates or to explain to young nationals why they should not opt for a perceived comfortable, easy and worthwhile role in the public sector. The private sector should compete on rapid career progression, challenge, excitement and variety as well as serving the country and ‘making my father proud’.

Collaboration – Companies tend to work in isolation to address an industry wide problem. Companies, education institutions and government are not working closely enough together, a major contributor to the above two factors.

This situation can be changed, for the benefit of private sector companies, Qataris and the nation.



There is a clear case for investment

The IMF and other international bodies use an accepted measure of 'human capital'. This measure indicates whether or not more investment in human capital (e.g. training, subsidies, entrepreneur incubator centres) will produce significant economic benefit.

Qatar has a significantly greater opportunity to improve the levels of human capital per worker than, for example, the US. This means that investment in human capital will continue to produce improvements in output per worker (and hence GDP) for a considerable time to come.

In addition, of course, this is only the 'hard' economic benefit. Investment in human capital delivers numerous 'soft' benefits such as self-respect, confidence, transferability of skills (which helps to build a flexible and resilient economy), feelings of self-value and the resulting social stability (productive workers tend to be more content) and so on.

There is a need for coordinated initiatives

The report makes several key recommendations to maximize Qatari talent, in addition to the many government-led initiatives already underway. It suggests that employers themselves can take more effective action, for example in engaging earlier with academic institutions. The report identifies various institutions and initiatives that serve as sources of talent and recommends that these sources be used to create clear career paths and a steady flow of talent into the private sector. The report also cites the major disconnects between employers and young Qataris regarding the motivations and aspirations of nationals, the best ways to attract and recruit and the work preferences of Qataris. All of these disconnects are opportunities for more effective development of Qatari talent to reduce national unemployment, increase GDP and individual incomes and ensure Qatar's competitive position in the global economy.

We propose a number of recommended actions. Most recommendations can be achieved by companies themselves. Only a few need government involvement. We have tried to ensure that all of the recommendations are realistic and achievable, provide good ROI, support national strategy and fit within Qatari culture and policy outlook.

The recommendations are written to apply to any employer in the private sector. It should be noted that several employers have implemented some of these recommendations, but we found no employers that had implemented more than 50% of them.

In line with the practical nature of the recommendations, we have grouped them logically into 'business process' areas:

- Increase the Talent Pipeline – youth engagement is a major issue, we have identified ways to improve this, to increase the overall talent pool and to inspire young nationals.
- Attract the best Qatari Talent – employers need to build the private sector employment brand and 'sell' the attractions of working in the private sector in order to compete with the many perceived benefits of a government job. Matching the real motivations of Qatari nationals will also work wonders (employers are often mistaken about motivations).
- Recruit the best Qatari Talent – using different employment channels, finding new pools of talent, and focusing on the right Qatari will create more effective and efficient recruitment methods.
- Develop Qatari Leaders – employers, education and government need to build more leaders, to provide this key capability for Qatar's future development.
- Engage and retain the best Qatari talent – the demographic structure of Qatar means that talented Qataris will be in short supply and organizations will compete for talent. Qataris, as with other talent, must be fully engaged in order to maximize retention.

Last word

– a personal thank you from Professor William Scott-Jackson

This report was only possible due to the vision and commitment of His Excellency Sheikh Khalifa Bin Jassim Al Thani, Chairman of Qatar Chamber. In particular, I would like to thank Remy Rowhani, Qatar Chamber's Director General and Ahmed Adel, our main Representative for Qatar Chamber. I would also like to thank all of the contributors whose time, openness and insights gave us such rich data and case studies.

Finally, I thank my team for the hard work, long nights and heavy brainpower it took to produce the report. Debbie Whitaker for her expert interviews; Rida Kariem, Rob Mogielnicki and Scott Owens for trawling reams of data and producing incredibly clear analysis; Scott Druck for distilling the main points; and the team for the excellent national newspaper articles and radio coverage.

This report has been a great team effort and I sincerely hope it makes a real difference.



Professor William Scott-Jackson

Oxford, February 2015

Methodology and Demographics

A mixed methodological approach was adopted for this research study combining qualitative in-depth interviews with an extensive quantitative research survey.

Qualitative depth interviews were conducted with a number of leading employers and educators in Qatar to obtain detailed feedback on a range of topics. These interviews were conducted over the phone by trained OSC consultants and followed a semi-structured approach where the interviewers asked a number of pre-defined open questions and allowed the respondent to speak freely about other topics not necessarily included in the interview script. The interviews lasted around 30 minutes and the findings were used to inform questionnaire design for the quantitative stage of the project. Some interview feedback has also been used as case studies in the main body of the report.

The quantitative stage consisted of surveys with two distinct sample groups. The first group were Qatari students (attending high school or university/college), who were interviewed face to face by a third party GCC-based market research agency. Interviewers approached potential respondents outside educational institutions and in shopping malls and invited them to take part in the research project. All student interviews were conducted in Arabic by trained market research fieldworkers. The second group were employers (e.g. business and HR leaders), who were interviewed over the phone by a third party GCC-based market research agency using a CATI methodology (Computer Aided Telephone Interviewing). Trained interviewers conducted the interview in Arabic or English.

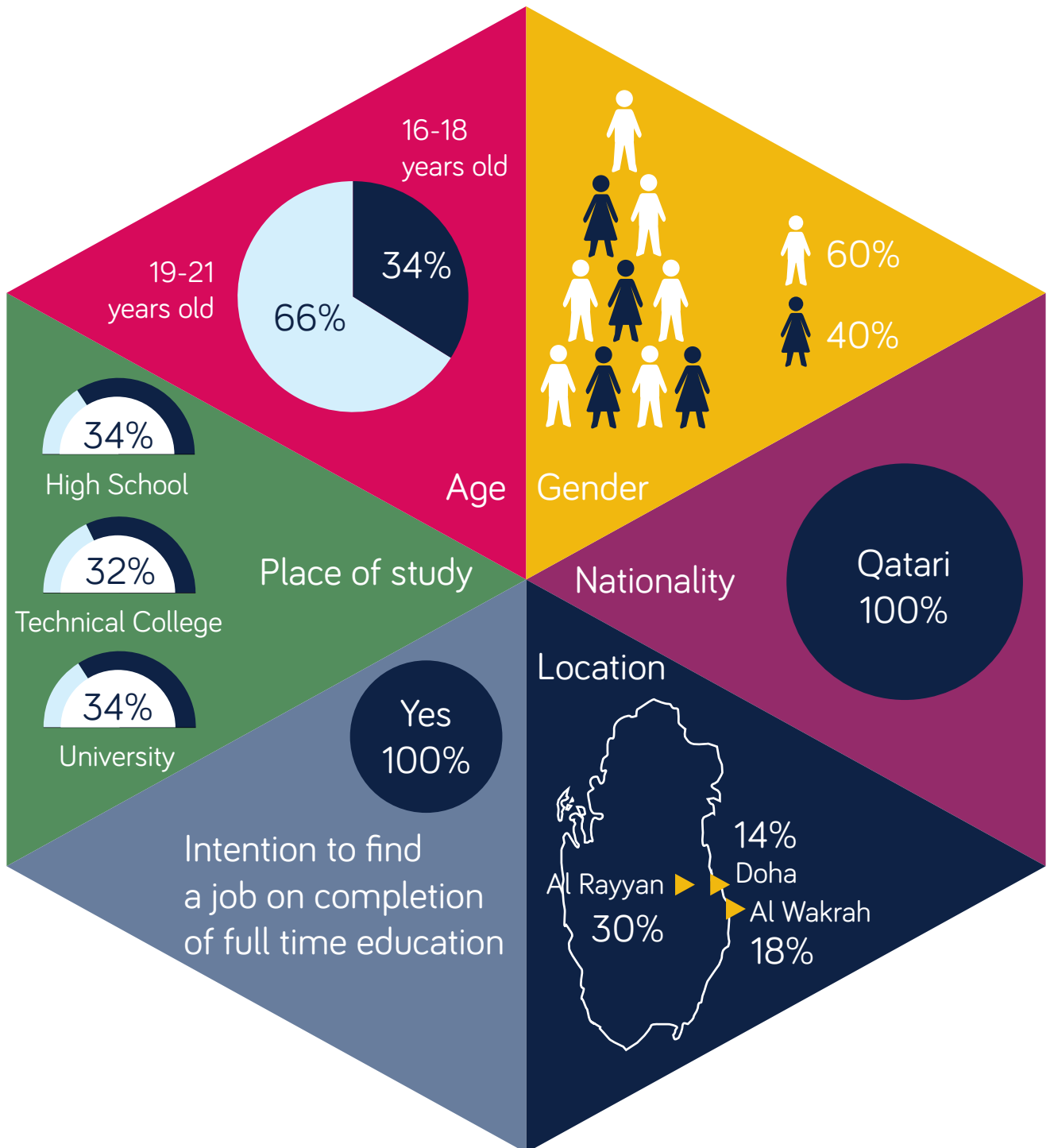
The surveys consisted of 20-30 fixed choice and open-ended questions covering a range of areas including skills development, motivations, career aspirations, barriers to employment and role models. Demographic information was also collected to allow researchers the option of conducting sub-group analysis.

Throughout the project, market research fieldwork was conducted to the highest standards and the anonymity of respondents was protected at every stage to ensure honest and reliable feedback.

Over 100 respondents were interviewed in the quantitative stage in March 2014. The interviews were conducted in a range of locations and with a variety of respondents, allowing for demographic variations.

All respondents interviewed for the study were Qatari nationals (100%). Six out of 10 were male (60%) and 4 out of 10 were female (40%). A third of students (34%) were aged between 16 and 18 years old and two-thirds (66%) were aged between 19 and 21 years old. Students lived in a variety of regions including Al Rayyan (30%), Al Wakrah (18%) and Doha (14%). All were currently studying in full time education, either high school (34%), a technical college (32%) or university (34%). All students interviewed intended to get a job after leaving full time education (100%).

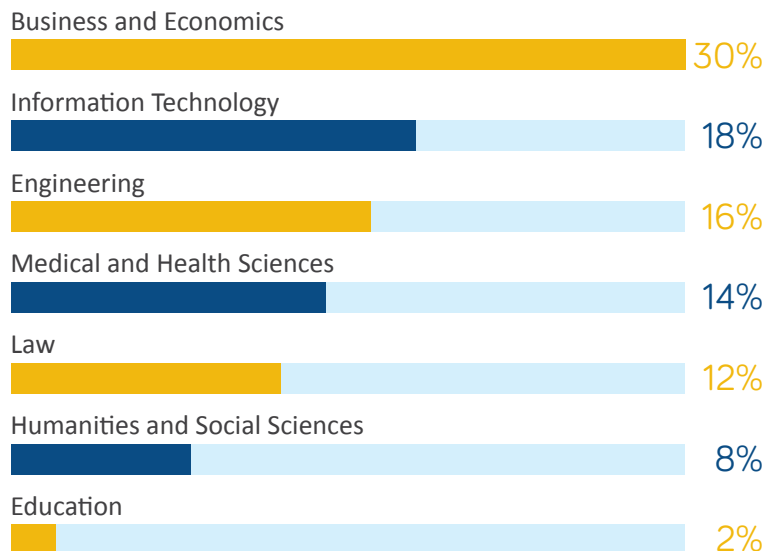
Students: Respondent demographics



Findings: Students and Employer Survey Results

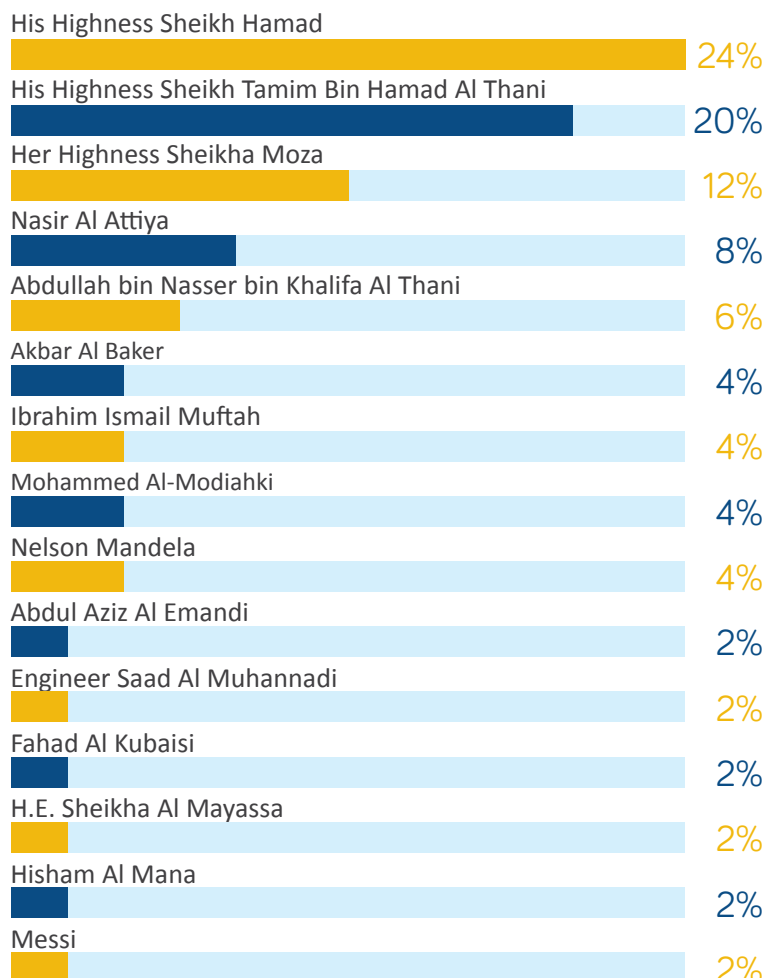
Know your Qatari national candidates

Which of the following best describes the subject area you are currently studying?



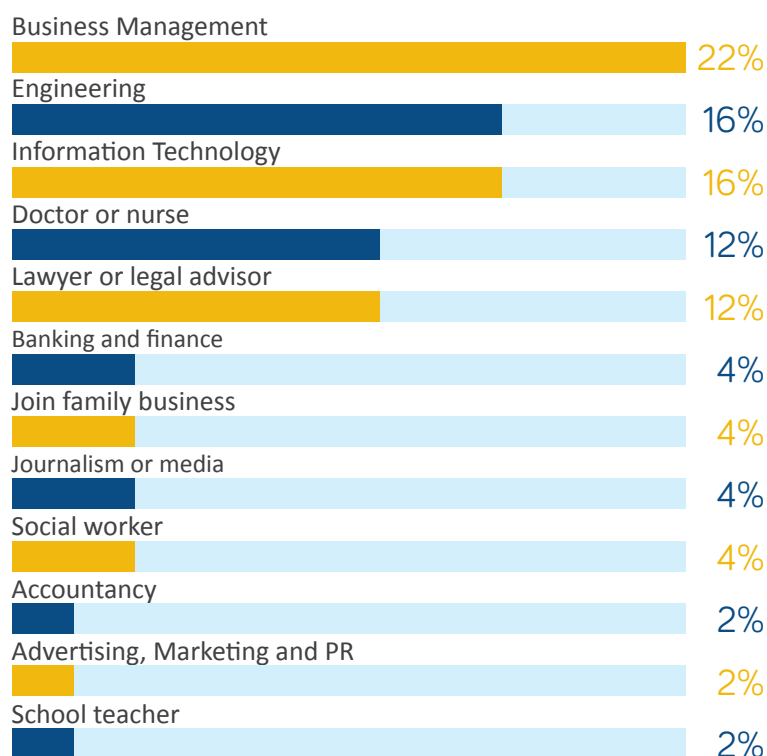
Business and Economics was the most popular subject area studied by Qatari students, followed by IT and Engineering.

When you think about careers and people who have job roles you admire, who are your role models and what do they do?



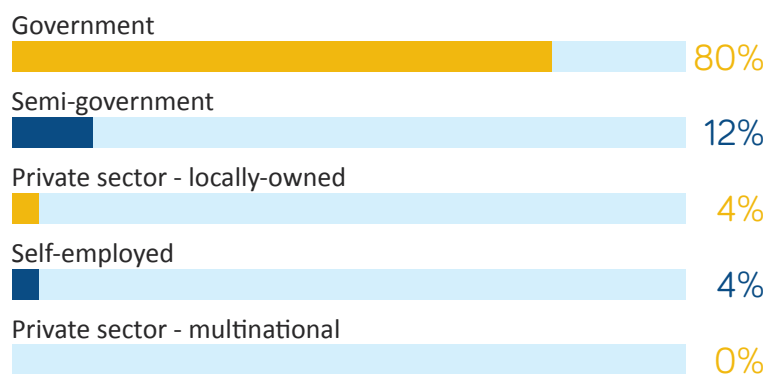
Career role models for young Qataris included His Highness Sheikh Hamad, His Highness Sheikh Tamim Bin Hamad Al Thani and Her Highness Sheikha Moza.

Thinking about your future career aspirations. What would be your ideal job?

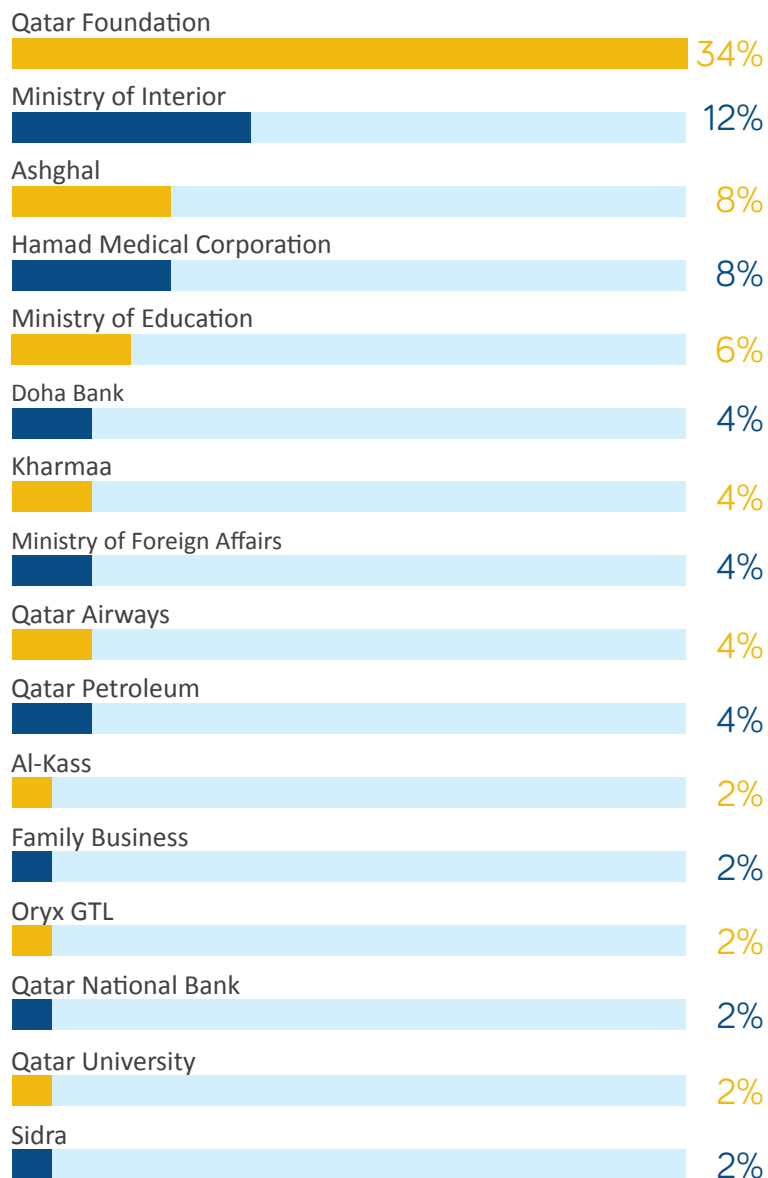


Which of the following sectors would you most like to work?

As private sector jobs are seen as less well paid, harder and less secure choices than the public sector, many young Qataris are attracted to the higher salaries and perceived stability of the public sector.



Ideally which company or organization would you like to work for in the future?



The Qatar Foundation was the most popular organization to work for (34%), followed by Ministry of Interior.



Transitioning from the classroom to the workplace

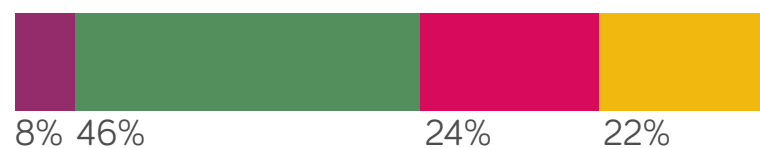
Over half of students (54%) felt it would be fairly or very difficult to find a job after leaving full time education. On the other hand, the majority of employers (88%) felt it would be fairly or very easy for a Qatari National to find a job. There is a clear gap in student and employer perceptions regarding professional opportunities available for nationals. More interaction between students and employers can help address this perception gap.

The research also found that less than 1 out of 10 employers offered mentoring schemes, internships, secondment opportunities or overseas opportunities to develop potential future employees. As a result, potential employees have fewer opportunities to experience working in the private sector and develop skills required by the job market. In this situation, companies can distinguish themselves from other employers by offering mentoring schemes, internships and other training opportunities that most other employers fail to provide.

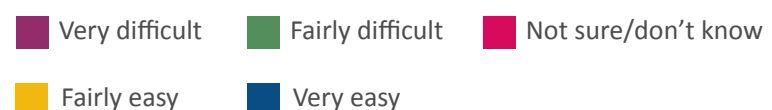
At the same time, an overwhelming number of educators support cooperation between careers advisers and employers. In fact, almost all educators surveyed felt careers advisers should work more closely with employers and academic staff to ensure students get the best careers advice. This suggests that combining career development with educational outreach, through internship and mentoring programs, would be mutually beneficial for private sector employers and educators.

How easy or difficult do you think it is for a Qatari National to find a job after leaving full time education?

Students



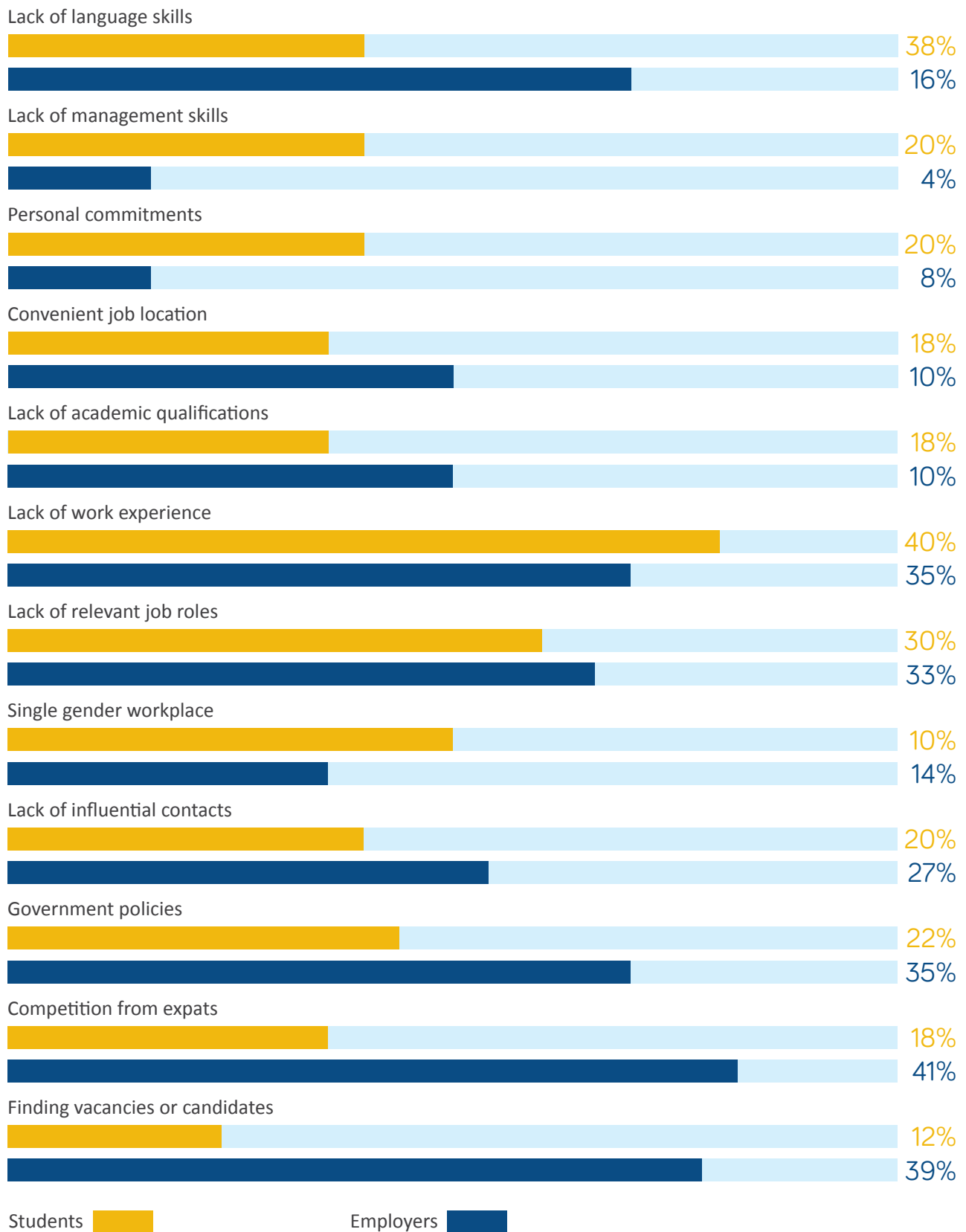
Employers



Difficulties finding jobs roles and candidates

Students - What do you expect will be the biggest difficulties to finding a job?

Employers - What are your biggest issues in sourcing and recruiting Qatari Nationals?



Different avenues toward employment

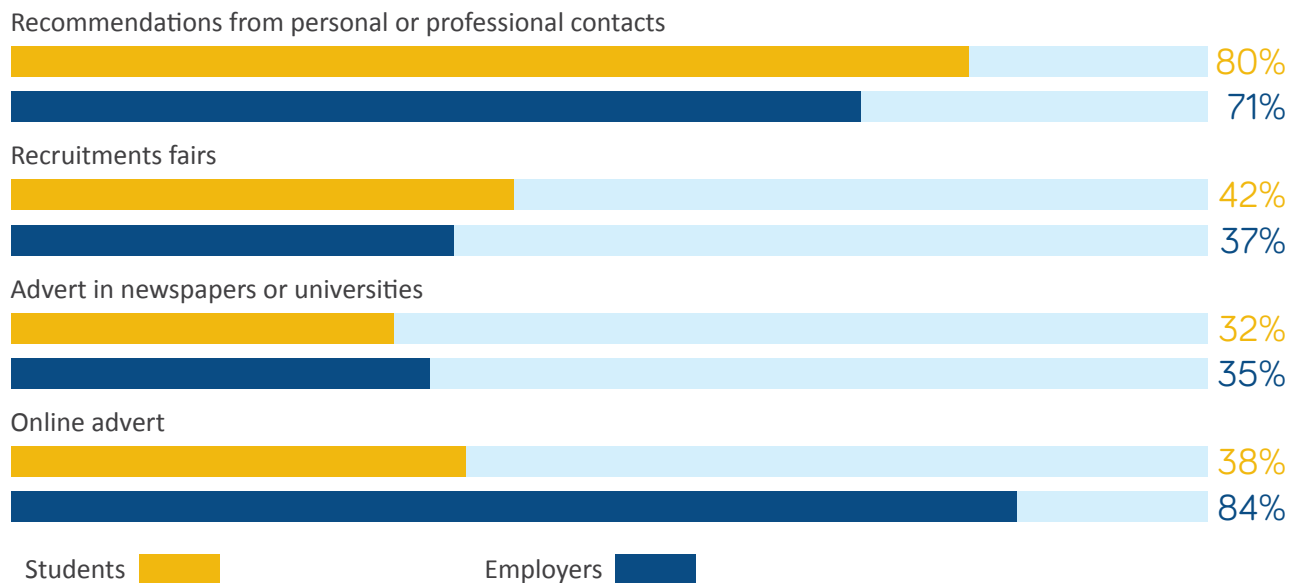
The majority of young Qataris prefer to use the internet and personal recommendations for their job search, but employers still rely heavily on recruitment fairs and employment advertising. The findings also suggest that Qataris seek recommendations from relationships and influential figures, while employers rely on recommendations from existing employees.

Many nationals (across the GCC) tell us that they will wait to be approached rather than apply to job advertising. This can be accomplished cost-effectively depending on the number of roles to be filled. Of course, for very senior roles, a more traditional executive search maybe appropriate but OSC still applies a GCC-suitable approach, using networks of relationships to identify scarce but highly valuable national talent.

Looking for job opportunities and searching for candidates

Students - How will you look for job opportunities when you have completed full time education?

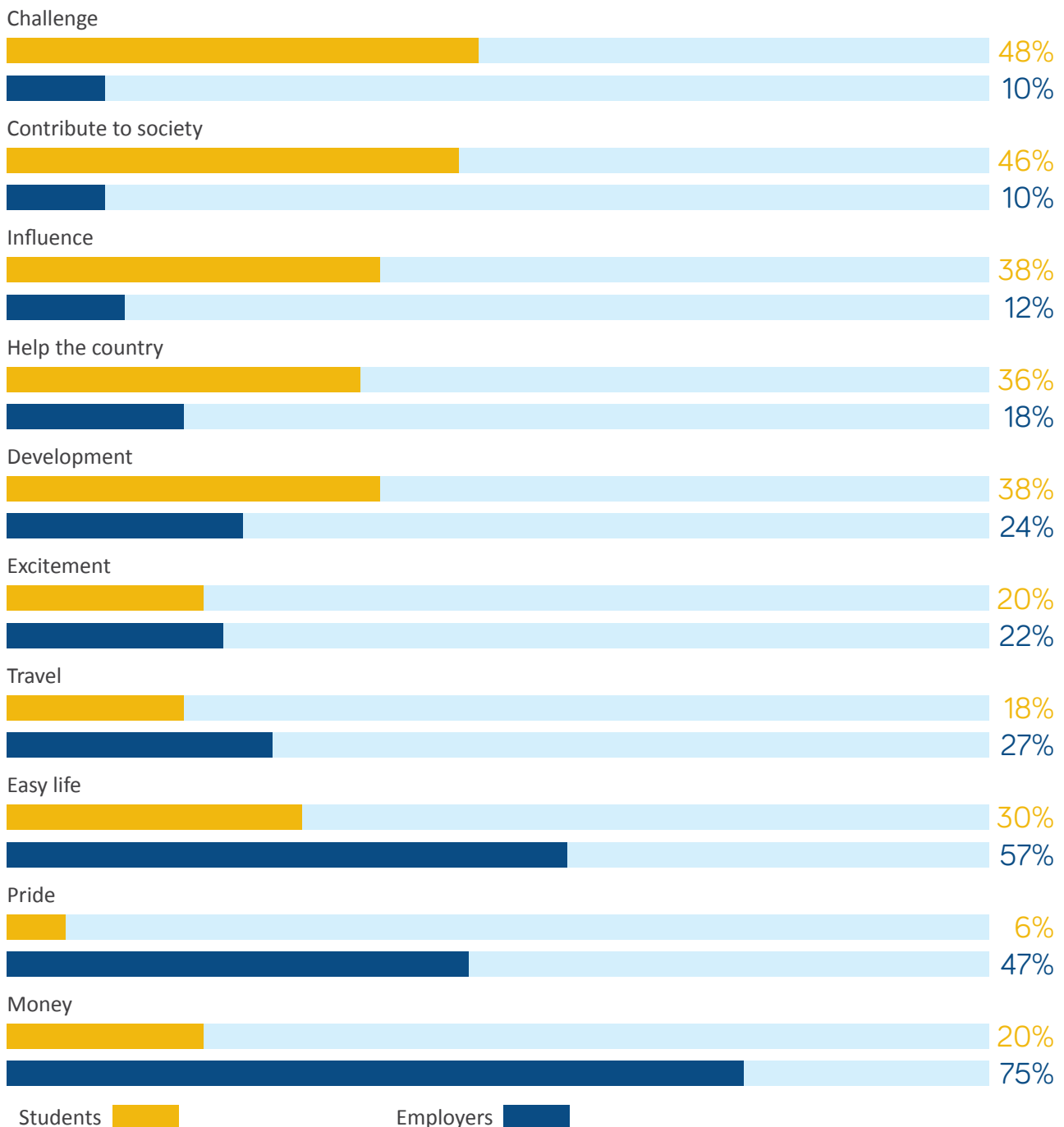
Employers - When trying to fill a job vacancy what resources do you use to search for Qatari Nationals?



Conflicting views of Qatari motivations

The research finds that, contrary to employer's beliefs, Qataris are motivated by responsibility, a *feeling* of seniority, making family proud and contributing to the nation, as well as fundamental factors such as salary. Employers were more likely to feel students were motivated by money, an easy life and pride. Companies should therefore align the employer brand and employment incentives with Qatari motivations.

What factors motivate Qatari Nationals the most?



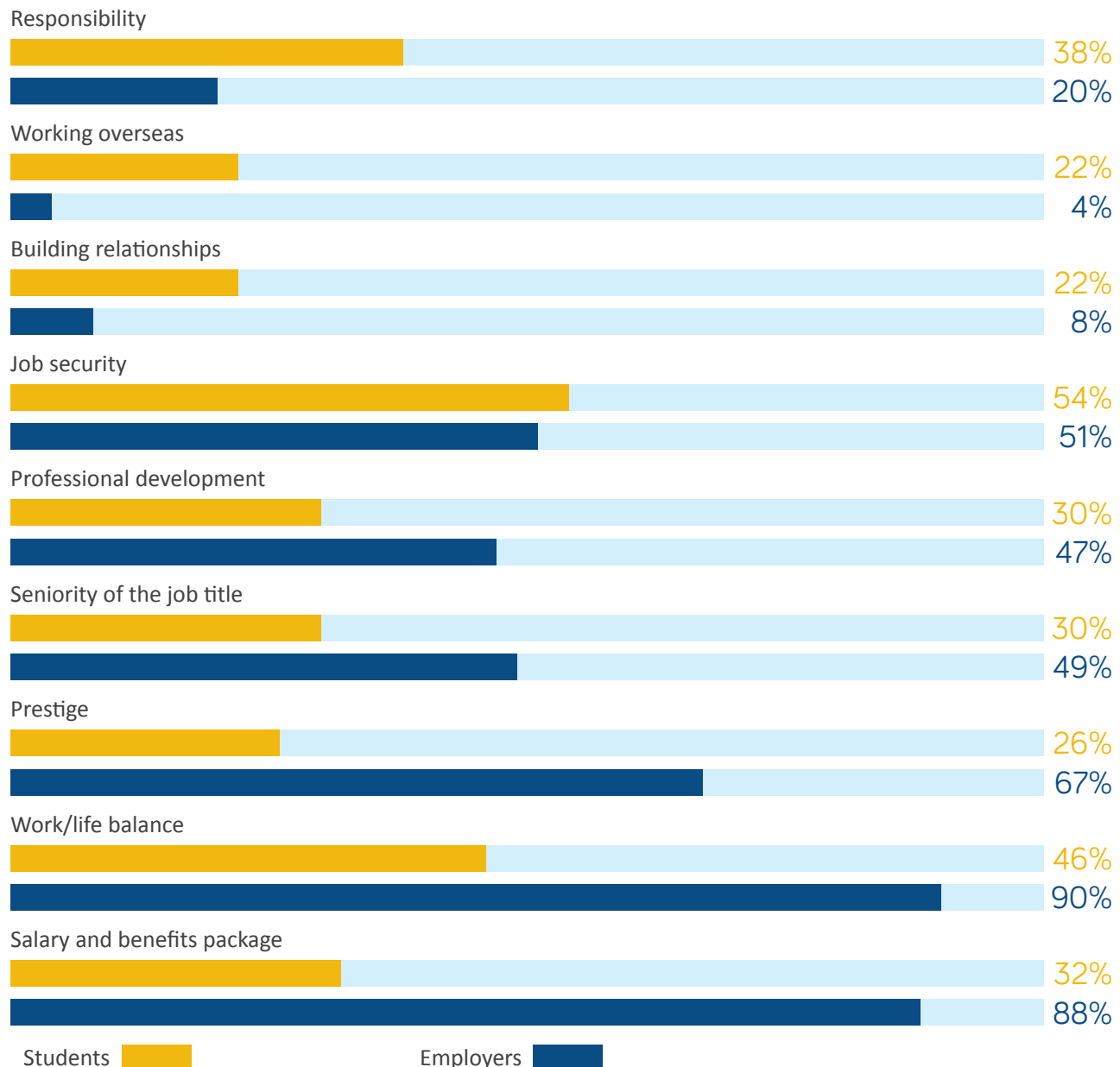
Gaining professional experience, preparing for success

Employers often complain about young Qataris high salary expectations and a lack of work experience. This is partly due to a lack of effective work experience or knowledge at an early age. Our interviews also revealed that Qatari youths were eager to develop a sense of responsibility and autonomy, and they looked forward to this when they entered the workplace. They were also keen to develop communication, management and teamwork skills.

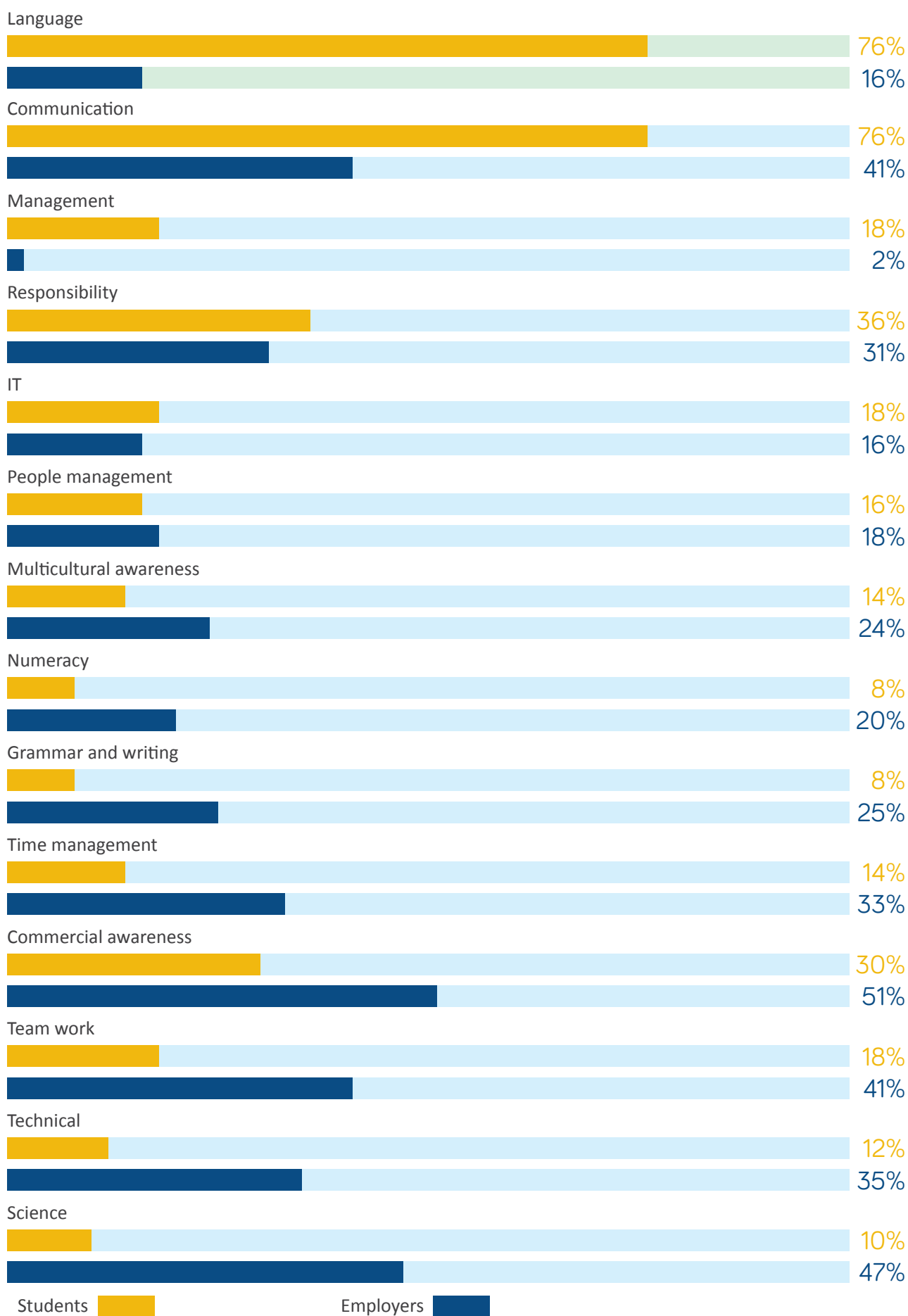
Appeal of organizations and the workplace

Students - What are you most looking forward to when you enter the workplace?

Employers - What do you think Qatari Nationals look for most when choosing an organization?



What key skills do you think Qatari Nationals need to develop to succeed in the workplace?



Recommendations

The research has identified some very clear factors that are reducing the limiting the numbers of nationals entering the private sector. The good news is that these factors are simple to understand, and there are clear solutions that can be implemented.

We propose a number of recommended actions, most of which can be achieved by companies within the private sector, and only a few of which need government involvement. We have tried to ensure that all of the recommendations:

- Are realistic and achievable.
- Will provide good ROI even if they are also justified on grounds of corporate social responsibility.
- Support national strategy.
- Fit within the culture and policy outlook of Qatar.

Based on the research above and best practice examples, these recommendations apply to any employer in the private sector. Many employers have adopted some of these recommendations, but we found no employers that had implemented more than 50% of them. The recommendations are grouped into the key areas required for effective maximization of Qatari talent:

- Increase the talent pipeline.
- Attract the best Qatari talent.
- Recruit the best Qatari talent.
- Develop Qatari leaders.
- Engage and retain Qatari talent.



Increase Talent Pipeline

The research findings demonstrate a weak overall pipeline for various fields within the private sector, principally because:

- Perceptions of the private sector are low.
- Not enough schoolchildren end up choosing relevant subjects.
- Young Qatari students form opinions of the private sector, as a profession, through vague impressions and hearsay.

Engage early, broadly and often

Employers should enter the educational system in the Qatar at high school or earlier and begin to promote the private sector as the “best career for me”.

Employers should seize the opportunity to reach more potential employees earlier in the education process as approximately 64% of Qatar students graduate in the subjects of business, IT or engineering.

This means that there are many graduates each year who have a high potential to benefit the Qatar’s private sector.

Educational awareness campaigns should be designed for school age children, and their families, with the goal of building a 10-year talent pipeline, rather than just relying on high school and university graduates.

Educational campaigns should position private sector careers as exciting, important for the country and a positive contribution to the modern history of the nation, as younger children may not fully understand the concept of ‘career’.

We know that most young nationals look to their father as a role model, especially at a young age. So engaging fathers could rapidly improve youth perception of industry. ‘My Dad and Me’ open days would be a fun, informative and positive way to improve young nationals’ knowledge and career aspirations.

Employers must be more visible in the media with regular, good news stories, and they will benefit from being more active on social media especially. Social media interaction between students and practicing leaders in the private sector could be developed.

Collaborate with Education

Employers should initiate collaborations between major employers and educational institutions and ministries to make a greater impact in schools and colleges. The variety and choice of nationalization initiatives can complicate the process of finding employment for Qataris, especially recent graduates. Employers can simplify the employment process for nationals by creating clear employment paths in schools and partnering with institutions that serve as sources of talent.

Students could be contacted early in their education careers and offered mentoring opportunities, internships, graduate schemes and academic scholarships. These academic sponsorships do not necessarily have to support all students, but rather they could be designated for exceptionally bright students, academic leaders and athletes.

Similarly, employers can sponsor social, academic and competitive activities in schools or indeed in volunteering social programmes outside schools. Strengthening employer links with institutions like Qatar Foundation will make it easier for nationals to find jobs in the private sector while helping to establish a steady flow of Qataris into positions that fit their skill set.

Collaborate to increase the Talent Pool

Experience in the IT sector demonstrates that it is better for all employers work to increase the overall size of the resource pool than to be competing aggressively for the few resources otherwise available. Of course, companies should then compete to be employer of choice but with a much larger target market.

Given that the overall pipeline deficit affects all private sector employers, then the company should initiate a collaborative body with all fellow employers, either as an independent body or under the auspices of an existing body. This body, probably comprising HR and talent directors, should initiate actions and initiatives across the sector in order to increase the overall pipeline.



Attract the best Qatari Talent

Build the Employment Brand

The findings suggest a general impression amongst some Qataris that the private sector is of low status. Moreover, young Qataris believe the academic path required for a job in the sector is too difficult.

The company needs to show young nationals that a career in the private sector is challenging and exciting and demonstrate the comfortable, safe and appropriate environment – for example by sponsoring youth competitions to be held in offshore oil rigs or office locations. Selected football teams and their families could be flown to the facilities to compete in and serve as spectators of highly advertised matches. The experience of flying out to a field to compete in a competitive football, or other, match would be extremely exciting for young Qataris students. Moreover, the experience would be an opportunity to demonstrate to students and their parents that engineers, for example work in safe, comfortable, clean and exciting environments.



Match Qatari motivations

The research finds that, contrary to employer's beliefs, Qataris are motivated by responsibility, a *feeling* of seniority, making family proud and contributing to the nation, as well as fundamental factors such as salary. Companies should therefore align the employer brand and employment incentives with Qatari motivations.

Employers should spend less time advertising higher salaries and benefits packages, flexible hours and a prestigious job title. Instead, companies should clearly state in the first line of their advertisements that they are *helping the country*.

Helping the country and contributing to society should be new focal points for advertising campaigns because young Qataris possessed a favourable view of organizations that were seen to help the country by providing jobs and generating revenue. Employers should also promote sponsorship of further academic qualifications, training and professional development.

Create more work-ready nationals

Employers complain about young Qataris high salary expectations and a lack of work experience. This is partly due to a lack of effective work experience or knowledge at an early age. This can be resolved in two ways:

- Firstly, all companies should engage with local schools to introduce work experience, workplace visits (including families) and encourage, for example, fathers to take their children into work on (organized) occasions.
- Secondly, companies can provide, either individually or collectively, 'ready for work' experience courses for young Qataris.

Both these solutions can provide Qatari youths with more opportunities to assume greater responsibilities by participating in team competitions and work-related games/simulations. Our interviews revealed that Qatari youths were eager to develop a sense of responsibility and autonomy, and they looked forward to this when they entered the workplace. They were also keen to develop communication, management and teamwork skills.

Companies should consider sponsoring competition series for teams of high school and university students. Competitions should be designed to give participants an opportunity to demonstrate teamwork ability, flex their language skills and develop skills that are transferrable to industry. In terms of location, these competitions could be conducted away from the home cities of participants. This would provide students with the opportunity to experience greater independence and autonomy for short periods such as a weekend or one week.

Maximise ‘marketing messages’ to compete with public sector

Private sector jobs are seen as less well paid, harder and less secure choices than the public sector. Many young Qataris are attracted to the higher salaries and perceived stability of the public sector.

Rather than competing with public sector over short-term salaries, an ‘easy life’ and shorter working hours, employers should emphasis excitement, challenge, long-term career prospects and potential life-time wealth, as well as the role’s contribution to Qatari society and national goals. For example:

- Over the course of a career, it could be demonstrated that an individual could actually generate more lifetime earnings in the private sector because of rapid potential career development.
- Similarly, employers must counter the allure of the (alleged) easy life provided by the public sector with the thrill of the exciting and challenging life afforded by the private sector.
- Employers should stress that nationals working in private sector jobs not only contribute to the country’s economic vision, but are also recognised, encouraged and supported by the Qatar government.
- Young Qataris can be proud of a role in the private sector company with the assurance that they are helping the country as well as creating a long-term, well-rewarded career for themselves and their families.

Differentiate the offer

Another approach to make the private sector more attractive involves finding differentiators. For example, employers could focus on the international aspects of private sector jobs that are less likely in the public sector.

One example method of accomplishing this would be to create mini-celebrities with YouTube videos and twitter feeds from young nationals on overseas assignments.

OSC surveys found that university and college students were more inclined than high school students to accept work outside an office or abroad. As a result, there is an opportunity to exploit this openness for international experiences, which appears to increase as the young person reaches maturity.

Recruit the best Qatari Talent

Use the right channels

The majority of young Qataris prefer to use the internet and personal recommendations for their job search, but employers still rely heavily on recruitment fairs and employment advertising.

Companies should design online recruitment campaigns that are more likely to catch the attention of the larger number of young Qataris who rely on the internet for their job search. One way to do this would be to create and sponsor an online job fair. Young Qataris like searching for jobs on the internet, and employers tend to prefer using recruitment fairs. An online job fair combines both ideas to create a virtual platform meant to connect job seekers with employers.

Informational sessions, questions and answer sessions and even screening interviews could be organized and arranged by online recruitment fairs so that job seekers can have real-time communication with employers at times that suit both parties.

The findings also suggest that Qataris seek recommendations from relationships and influential figures, while employers rely on recommendations from existing employees. OSC recommend a version of executive research to target and recruit even lower level nationals. This involves careful identification of the location and social communities of the most likely candidates, making contacts through mutual contacts and approaching likely candidates personally and pro-actively.

Many nationals (across the GCC) tell us that they will wait to be approached rather than apply to job advertising. This can be accomplished cost-effectively depending on the number of roles to be filled. Of course, for very senior roles, a more traditional executive search maybe appropriate but OSC still applies a GCC-suitable approach, using networks of relationships to identify scarce but highly valuable national talent.

Find talent where no one else is looking

The findings suggest that several key talent pools are under-represented in the workforce and these present a potential for finding talent where no one else is looking (blue ocean talent). Each year a large number of potential employees are female nationals. If these female nationals lack the skills necessary for specific roles, employers should create intensive training centres that transform nationals with related skill sets into trained assets. Not all Qatari females will be interested in certain roles. For example, many women avoid careers in oil & gas because of social reasons, family pressure and stigma attached to the private sector.

Similarly, there are other pools of talent, such as lower qualified nationals, disabled nationals and nationals who live far from the main centres. Companies should be more proactive by finding ways to accommodate the large number of under-utilized nationals who do want to work.

Companies should also adapt, as far as possible, working conditions to make it more attractive to these pools of under-utilized talent. For example, accommodating working conditions such as working from home for two or three days of the week or flexible office hours.

These types of concessions should resolve many of the concerns hampering greater involvement on the part of some sections of the Qatari workforce, such as women, in the private sector. Attention to small details, like not placing one woman, for example, in an office full of men or sending a female national alone to a male-dominated work site, will go a long way to create a more hospitable environment for women. Once again, carefully publicised role models of highly respectable representatives of these groups carrying out responsible roles in an appropriate environment would have a great impact (for previous OSC research on employing women, see www.employingwomen.com).

The world is our talent

One way of ensuring favoured access to the entire talent pool is to make sure that the company has knowledge of every potential future candidate and, more importantly, that every future candidate has favourable knowledge of the company. OSC, for example, has developed a process of continuous research to identify record and contact every new potential future candidate, for example when they graduate or when they return from overseas. The database is used to contact and promote companies via social media, events and so on and is also used as the primary recruitment tool when trying to fill any vacancy.

Engage with the talent market

The research found that less than 1 out of 10 employers offered mentoring schemes, internships, secondment opportunities or overseas opportunities to develop potential future employees. As a result, potential employees have fewer opportunities to experience working in the private sector and develop skills required by the job market. In this situation, companies can distinguish themselves from other employers by offering mentoring schemes, internships and other training opportunities that most other employers fail to provide.

At the same time, an overwhelming number of educators support cooperation between careers advisers and employers. In fact, almost all educators surveyed felt careers advisers should work more closely with employers and academic staff to ensure students get the best careers advice. This suggests that combining career development with educational outreach, through internship and mentoring programs, would be mutually beneficial for private sector employers and educators.

Pick the ‘low hanging fruit’

Very few Qatari students were somewhat or very interested in a career in the private sector. Employers should recognise that they will not please all the people all the time and should concentrate on winning as many potential candidates as possible.

It is important to encourage entry into specific clubs, support networks and competitions for those that are more likely to view the private sector favourably, and such initiatives also have the potential to attract additional students.

The team competition retreats and on-site football matches mentioned above serve as two ways to both reinforce favourable impressions of the private sector and perhaps change unfavourable impressions.

Develop Qatari Leaders

Focus on building future leaders

The most effective way of building long-term human capital for Qatar is to build leadership and leaders. Employers must be proactive in their efforts to promote leadership qualities in nationals. According to OSC research, the low population of Qataris creates a scenario in which 80% of nationals could be leaders, compared to approximately 10% in other countries. As nationalization targets increase and Qatarization policies become stricter, employers will face fierce competition to fill strategic and executive leadership positions with qualified candidates. An inability to fill leadership roles with real leaders will decrease productivity.

Rather than competing over a small pool of leaders, employers can help expand the pool of Qatari leaders by sponsoring leadership training, running educational awareness campaigns in schools and developing plans for Qataris to be fast-tracked to leadership positions. International companies already have many 'Fast track' processes for rapidly developing individuals who meet certain criteria and these processes should be applied to assess and develop any likely nationals who might be able to benefit. Additionally, more companies can incorporate leadership initiatives like OSC's 5 Point Plan on Qatarization Leadership Training as part of their HR programs.

Engage and retain Qatari talent

The research suggests that retention of key Qatari talent is a major issue, which will become more problematic still. Our research suggests that the major causes of individuals deciding to leave organizations are not initially financial (although people will look for better-paid positions once they decide to leave). The main causes of intention to quit are the actions of direct supervisors or leaders and the level of engagement of the individuals themselves.

Organizations should try to assess the likelihood of quitting, not at an organizational level but at individual level and they should carry out this assessment, not yearly, but much more frequently – perhaps weekly. OSC recommends weekly or real-time assessment using on-line tools where available. That way, any possible issues can be recognised and dealt with at an individual level before they become 'reasons to leave'.

Conclusion

This research study has identified key recommendations to maximize the employment of Qatari nationals in the private sector. We have deliberately focused our recommendations on the actions that employers can take, without depending on or waiting for government or educational initiatives.

We are developing a set of tools and guides for all the recommendation areas as well as an accompanying set of webinars available for any Qatar-based employer.

Qatar Chamber and Oxford Strategic Consulting believe and hope that these recommendations and practical help will encourage and assist private sector employers to further develop their own plans and actions to 'Maximize Qatari Talent'.



About OSC

OSC is a British/GCC Consultancy with an enviable track record in helping to build human capital across the GCC and in Europe. It carries out advanced research and delivers exclusive consulting projects with major global private and government organisations to help them achieve their key strategic objectives, especially regarding national talent, diversity and sustainability. OSC combines practical research findings with a deep understanding of strategic capabilities and how they can be created and developed. OSC's consultants work closely with HR teams and other parts of the organization, quickly building a sense of belongingness and partnership with client staff.

Websites

<http://www.oxfordstrategicconsulting.com/>

<http://www.oxfordstrategicresourcing.com/>

Our projects and research in the press and media

<http://www.oxfordstrategicconsulting.com/press-media/>

Contact

Robert Mogielnicki, Head of PR and Senior Analyst

E: info@oxfordstrategicconsulting.com

M: +44 7512391573

Skype: robertmogielnicki

UK: +44 (0) 208 720 6440

UAE: +971 4 319 9378

Qatar: +974 4429 2463



UK office

Head Office
30 St Giles'
Oxford
OX1 3LE, UK

Tel: +44 208 720 6440

UAE office

Emirates Towers
Level 41
Sheikh Zayed Road
Dubai

Tel: +971 4 319 9378

Qatar office

Tornado Towers
Level 22
West Bay
Doha
Qatar

Tel: +974 4429 2463

Saudi Arabia office

Faisaliah Tower, Level 18
King Fahed Highway
P.O. Box 54995
Riyadh 11524
Kingdom of Saudi Arabia

Tel: + 966 11 490 3706

www: www.oxfordstrategicconsulting.com

Email: info@oxfordstrategicconsulting.com