

THE UNIVERSITY OF HULL

**EVALUATING THE BAHRAIN GOVERNMENT'S
CORPORATE STRATEGY FOR DEVELOPING
HUMAN RESOURCES**

**being a dissertation submitted in
partial fulfilment of the requirements for
the degree of Master of Business Administration
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By

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I would like to dedicate this work to the children across the world who can't find a piece of bread to eat!

ABSTRACT

There is an argument going on amongst the Human Resources Development specialists as to whether there is a Corporate Human Resources Development strategy existing in Bahrain or not. Nobody can give an exact answer, not even the Government senior officials. The researcher found this kind of argument a rich subject to be tackled.

From the data collected through the questionnaires and other sources, the researcher is going, hopefully, to reach a specific conclusion and to put an end to the on going argument.

As the State of Bahrain is planning to ride the economic globalisation wave and is accepting the challenges of the next century, the economic growth possibly will be slow due to the aggressive regional and international competition. Therefore the aim of this study is to formulate a Corporate human resources strategy in order to help Bahrain to cope with its human resources problems of the next century.

In order to make the aim of the study achievable, the researcher has tackled the issue by analysing its historical dimension as well as the realistic dimension. To do this the researcher took the following steps:

First, reviewed the historical dimension of the development of the status of human resources from 1921 when the British Council started its activities. This was followed by a big step when the Bahrain Petroleum Company (BAPCO) started training activities during the 1930's. The historical dimension provided the researcher with a strong floor to begin with.

Second, the researcher then reviewed and analysed the realistic dimension of the human resources development in Bahrain through analysis of the feedback received from the questionnaire.

Questionnaires were completed by 42 Human Resources specialists, 22 from the Private sector and 20 from the Public sector and by three government bodies who are directly responsible to develop human resources in Bahrain, Ministry of Education, Ministry of Labour and Social Affairs and the Civil Service Bureau.

By applying several analysis techniques such as Strategic analysis, PEST analysis, SWOT and Pettigrew and Whipp's five central factors in managing change analysis, the researcher was able to complete a broad and clear picture about the real situation of human resources development in Bahrain.

Third, the analysis of both the historical dimension and the realistic dimension enabled the researcher to establish clearly that there is no corporate human resources strategy existing in Bahrain and that what is available currently is a peacemeal effort.

Fourth, the researcher accordingly formulated a guideline for a corporate human resources development strategy to help Bahrain to cope with the rapid changes and challenges that are going to be found during the coming century as a result of the international and regional aggressive competition.

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INTRODUCTION

Bahrain is recognized as the country least depending on oil as the major national income among the Gulf Arab countries. About 62% of the total national income comes from oil. However, for the other Gulf Arab countries 90% - 95% of their national income comes from oil. (Ministry of Finance Annual Report, 1996)

Therefore when Bahrain became independent in 1970, the political leaders took a strategic decision on developing the other economic sectors, for example Trading, Banking services, Hotel and Tourism industry to encourage the foreign investors to invest in Bahrain but in order to do that the Government of Bahrain found that such can only be achieved by investing in highly skilled, well developed and knowledgeable human resources. The Government's vision was that the human being is the most important element in any General Development Process.

For the third consecutive year, the United Nation has ranked Bahrain first among the Arab and Islamic countries for the progress the country made in critical areas of human and social development. In the 1997 report of United Nations Development Programme (UNDP) Bahrain ranked 43rd out of a total of 173 countries throughout the world in its Human Development Index (HDI 0.800 and above), a comprehensive statistical measure that examines social issues such as life expectancy, literacy and educational attainment indicating the extent to which countries are achieving quality of life for the people.

How has such a success occurred? Does this mean that Bahrain selected the right strategic operation to plan the country's future? Was there an effective Human Resources Development strategy behind this achievement? Were there barriers and difficulties facing this strategic option?

BACKGROUND OF THE STUDY

There is an argument going on amongst the Human Resources Development specialists as to whether there is a Corporate Human Resources Development strategy existing in Bahrain or not. Nobody can give an exact answer, not even the Government senior officials. The researcher found this kind of argument a rich subject to be tackled.

Therefore this study, from the collected data through the questionnaires and other sources is going, hopefully, to reach a specific answer and to put an end to this on going argument.

If there is a Human Resources Development strategy, the researcher is going to analyse this strategy to find out how it works. How is the implementation doing? What are the strengths, weaknesses, opportunities and threats? Accordingly the researcher will suggest some recommendation to develop the implementation of the strategy.

However, in case there is no Corporate Human Resources Development strategy, the researcher is going to formulate a strategy (mission, statement, objectives and a strategic implementation).

The above assumption will be tested and justified by the used methodologies and the collected data. Based on the conclusion the researcher is going to reach, he will decide the way he will handle the contents of Chapter Four.

SOURCES OF DATA AND METHODOLOGY

Choosing the suitable methodology to tackle any problem or phenomena academically is one of the most critical issues facing any researcher. In this study, I will mainly use three methodologies and four analysing techniques under Soft Systems Thinking and Strategic Management as applicable. But why these three methodologies in particular?

- Total Quality Management (TQM): This methodology is one of the best to deal with complex sets of interacting issues and I believe Human Resources issues is a complicated issue and needs to be tackled in a comprehensive and coherent way which TQM provides.
- Strategic Assumption Surfacing and Testing (SAST): The Human Resources issue is a broad subject and complicated and it may well end up in "Messses". SAST is the most suitable methodology to deal with problem formulation and structuring.
- Soft Systems Methodology (SSM): This methodology is usually to be used wherever there is no clear view about the cause of the problem and what is the suitable action to be taken to rectify the problem or what kind of action should be taken.

"SSM has been developed for use in ill-structured or messy problem contexts where there is no clear view on what constitutes the problem or what action should be taken to overcome the difficulties being experienced" (Flood & Jackson - 1993, p 168)

Four analysing techniques will be used to analyse the collected data and logically will be connected with the used methodologies:

- Strategic Analysis
- PEST Analysis
- SWOT Analysis
- Pettigrew & Whipp Five Central Factors in Managing Change

Other analysis techniques may be used as deemed necessary.

The sample type and size is an important factor in determining whether the researcher gets satisfactory results. In determining a sample, Gill and Johnson (1991) indicate that:

"the size of the sample, together with its geographical dispersion, have a bearing on the researcher's decisions about how respondents are to be contacted and the requisite information to be elicited". (Gill and Johnson, 1991, p 79).

The researcher decided to use an organised sample. He selected forty-two specialists and managers working in the Human Resources Development field for this study to meet a number of requirements. Firstly, because they represent the Government sector and private sector organisations that have considerable training activities and are largely involved in Human Resources Development. Secondly, the sample is selected from different size organisation, different nature of business and different nationalities in order to get different views about the Human Resources Development status in Bahrain.

THE SOURCES OF DATA AND METHODOLOGY

The researcher used several methods to collect the data as follows:

1. The Questionnaire

“Questionnaires are a good way of collecting certain types of information quickly and relatively cheaply as long as subjects are sufficiently literate and as long as the researcher is sufficiently disciplined to abandon questions that are superfluous to the main task”. (Bell, 1992, p 58).

Before attempting to set the questions the researcher needs to review the objectives of the study and identify the important area for investigations. The questions used for this purpose should be precise and clear to ensure that the respondent easily understands what exactly is required.

It is also important to ensure that such questions provide the necessary and statistically analysable information which can support the researcher's view.

Two types of questionnaires were distributed (Appendix I). The first type is addressed to three Governmental bodies who are looking after the Human Resources Development in Bahrain (Ministry of Education, Ministry of Labour and Social Affairs and Civil Service Bureau).

The second type is addressed to an organised sample (Forty-two Human Resources and Training Managers in both private and government sectors).

The questionnaire used in this study consisted of four different categories of fact finding questions. The first category covered the issue of the availability of the Human Resources Development strategy and its impact in the current and future needs. The second category is to highlight the co-operation in implementation between the concerned parties. The third category is to focus on the barriers facing the implementation. The fourth category is to get the sample views about how to develop the strategy to meet the future needs and demands.

2. The Interviews

Interviews were done for three decision makers, the Minister of Labour and Social Affairs His Excellency Abdul Nabi Al Sho'ala, the Undersecretary of Ministry of Education Dr. Hussain Al Saadeh and the Undersecretary of Civil Service Bureau Mr. Ahmed Al Bahaar.

3. Other Data Sources

- Personal observation.
- Own experience.
- Published sources.
- Government official documents.
- Study books and published literature on Human Resources Development
- Personal practical experience in Human Resources strategic issues.

Data Recording

Due to the explanatory nature of the research, data collected was displayed numerically with percentages.

The following summary sheet was used for recording data.

Respondent's Code	Question 1		Question 2					Question 3				
	1	2	1	2	3	4	5	1	2	3	4	5

The above summary sheet is based on the sample illustrated by Judith Bell (1992) who indicated in this event that the preparation of summary sheets, on which all questionnaire responses (except for the direct questions part) can be transferred, does in itself highlight ways in which the questionnaire might be simplified.

The responses for the open-ended questions were reported word for word of opinion (comments) of the respondents. Responses were written out on separate sheets for each question and included in the report. The respondent was given an open opportunity to express his views freely. He was assured that neither his name nor his organisation would be disclosed in the dissertation. This made the respondent feel more comfortable and honest when responding to the researcher's questions.

Structure Of The Study

The purpose of this project is to review critically the current human resources development status to find out first if there is a specific Human Resources Development Strategy existing in Bahrain. Then accordingly the researcher will recommend either to develop the existing Human Resources Development strategy to meet the next century's demand or to formulate/design a Corporate Human Resources Development strategy along with a strategic implementation.

However, the main objectives are:

1. To analyse the current Human Resources Development status of both external and internal environment.
2. To analyse the future challenges, development and threats.
3. To recommend suggestions to develop the existing Human Resources Development strategy to meet the future needs and demands provided that there is a strategy, if not,
4. To formulate a Human Resources Development strategy (Mission statement, objectives and strategic implementation).

The dissertation will start with an Introduction, provide a clear picture of the aim of the study, Sources of Data and used Methodologies and the structure of the study.

The dissertation is divided into four chapters:

CHAPTER I: provides a background about the State of Bahrain in general and human resources development historical status in particular.

CHAPTER II: provides an overview of human resources management.

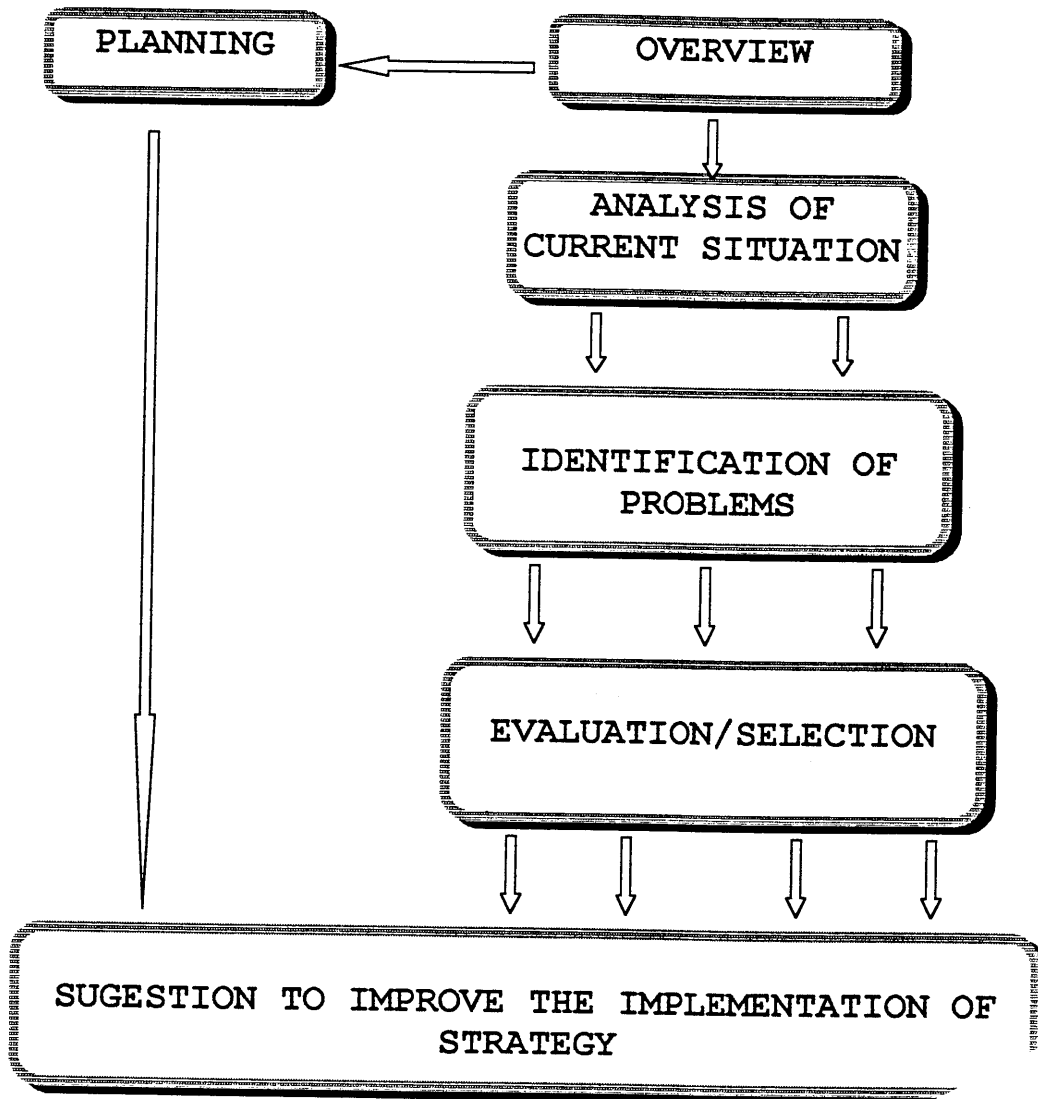
CHAPTER III: provides a critical evaluation for the human resources development in Bahrain.

CHAPTER IV: provides suggestions to develop the existing human resources development strategy in Bahrain or to formulate a new Human Resources Development strategy along with strategic implementation.

Appropriate methodologies to be used for such study are Strategic Assumption, Surfacing and Testing (SAST), Soft Systems Methodology (SSM) and Total Quality Management (TQM).

Project Structure

The following modified model of Howe has been used as a basis to form a proper project structure.



Figure(1)

Sources: Howe, W.S. (1986), Analysing Model with slight modific

CHAPTER

I

THE STATE OF

BAHRAIN

THE STATE OF BAHRAIN

1.1 HISTORICAL BACKGROUND

The State of Bahrain comprises thirty three islands situated midway in the Arabian Gulf, about 18 kilometres off the east coast of Saudi Arabia.

In 1985 Bahrain and Saudi Arabia were physically linked by a causeway. The population of Bahrain, according to a 1994 census, is about half a million people, living on a total land mass of 767 square kilometres.

Bahrain was under British protection until 1971, when it declared its independence. Regular education commenced in Bahrain in 1919 when the first boys school was opened. This was followed, in 1928, by a school for girls. Higher education is available for secondary school graduates and can be obtained through the University of Bahrain, Arabian Gulf University and other specialised institutions.

The early discovery of oil and the training activities of the oil companies enabled Bahrain to develop and maintain a relatively effective educational system which has greatly contributed towards producing a trained labour force.

Bahrain society, like any other Arab and Islamic society, has been influenced by traditions and customs of their household, their tribe, their village, their inherited norms and habits and, of course, their religion.

Prior to 1932 when oil was discovered, the people of Bahrain depended on pearl fishing, agriculture and trade as the main sources of income.

However, the island's oil reserves are strictly limited by comparison to other Gulf states. This compelled the Government to diversify the country's economic base.

As a result of this policy, major industrial projects have been established to compensate for the limited oil revenues and to create more employment opportunities. Additionally the Government succeeded in attracting international financial institutions. These institutions were interested in regional transactions and were encouraged to establish themselves on the island.

1.2 ECONOMIC SITUATION

The structure of Bahrain's economy is very similar to the other Arab Gulf countries. It is a consumptive, economic structure rather than productive. Oil is still the major source of the National income. Bahrain's oil reserves are strictly limited by comparison to other Gulf states.

Its one onshore field Jebel al-Dukhan was discovered back in 1932 and production, which had been declining for years, has recently been relatively steady. The prospects of new oil finds are not considered high, although exploration activity was renewed in 1990.

By contrast Bahrain has estimated non-associated gas reserves of 6 trillion cu ft which are drawn from its portion of the gas-yielding Khuff strata, and it is these reserves that have encouraged Bahrain to develop energy-intensive industries on the island.

Bahrain has benefited not only from its central location within the Gulf region, but also from its median position between Europe and India and the Far East. Up until recently, this factor made Bahrain a popular refuelling stop for international airlines and encouraged the growth of stop-over tourism.

Moreover, in the sphere of finance Bahrain's time zone advantage bridging Far East markets' closing and Europe's opening times initially contributed to the island's emergence as a financial centre. Subsequently, Bahrain's tourism and finance sectors have been realising their potential independent of their original advantages.

At an early stage in its economic development Bahrain acknowledged that its future prosperity could not be vouchsafed by dependence on the production of oil and gas alone.

Aside from simple revenue considerations, there was also the employment issue, the oil and gas sector has traditionally been capital-intensive. The government has therefore spared no effort in attempting to diversify Bahrain's economic base.

Bahrain had become a location for joint Gulf ventures. Precedence apart, there was also the important factor that Bahrain had an indigenous labour surplus that could staff new plants, whereas if other Gulf states were to expand further their industrial ambitions, they might face even greater dependence on expatriate employees.

In 1982 Bahrain launched its first four-year economic and social development plan (1982-86) which in 1984 was spread over six years because of expected shortfalls in public revenue. Overall aims of the plan were to forge greater cooperation between various sectors of the economy so as to optimise the use of available human and financial resources. Although a plan has not been published subsequently, official statements have consistently made known the main objective of creating additional jobs for Bahrainis in a setting of economic growth.

The government's role has been one of upgrading the industrial facilities in which it has a direct shareholding, adding major new infrastructure such as the construction of a new container port and an industrial zone and a new causeway (Sheikh Isa Bin Salman Causeway), developing the country's potential as a regional hub and promoting tourism.

Government finances from 1979 to the mid-1980s were relatively strong with high oil revenues and grants from abroad allowing a considerable project development effort and the achievement of a fiscal surplus or at least a balance.

Since 1986, however, the government's position has deteriorated, but the sizeable budget deficits recorded initially have been reduced subsequently. The improvements have largely been the result of a rise in non-oil revenues which offset stagnating oil receipts.

Expenditure control, however, has been made more difficult by the fact that wages and services now account for around 70 percent of total current spending.

Budget deficits have been financed domestically through the placement of development bonds and short-term Treasury bills with banks and official pension fund managers.

Bahrain's trade account is dominated by oil on both the import and export side. Exports of oil products make up over 75 percent of Bahrain's total exports, although this figure used to be over 90 percent, while imports of crude oil have settled at around 40 percent of imports, although they rose to almost 50 percent in 1990.

Aluminium makes its mark on both sides of the trade account, with aluminium goods exports offsetting the cost of alumina imports.

Other major import items are manufactured goods, machinery and transport equipment and foodstuffs.

Bahrain's balance of payments position between 1980 and 1985 consisted of a positive trade surplus which more than offset the net negative outflows on the services and transfers side.

The performance in the latter half of the 1980s, however, was variable with the trade surplus narrowing and generally unable to make up the gap in the services deficit, except in 1988.

In 1990, notwithstanding a surge in imports, the strong growth in oil exports and official transfers, both reflecting conditions created by the Gulf crisis, contributed to a large current account surplus of \$246 mn. Subsequently, however, the gap returned and in 1992 the deficit was \$1 bn.

Throughout these years Bahrain has maintained its international reserves comfortably above \$1 bn helped by capital inflows in the form of project loans or investment in banks and industries, rather than government borrowings. (Appendix II).

The opening of the Saudi-Bahraini causeway at the end of 1986 has had a dramatic impact on several aspects of the island's trade and payments profile.

Within two years over a tenth of Bahrain's non-oil imports were entering by land, while a third of the island's non-oil exports were crossing the causeway en route to Saudi or other markets.

The greater convenience of road transport has increased Bahraini exporters' competitiveness in regional markets, and helped importers to cut costs to reduce a pricing disadvantage vis-à-vis Saudi Eastern Province retailers that was initially drawing Bahraini customers across the causeway.

The convenience of road transport has also promoted a large inflow of tourists from Saudi Arabia and other GCC states which has been estimated at almost 300,000 per month.

Bahrain as a member of the Gulf Corporation Council (GCC) is trying to enhance the implementation of the economic agreement signed between the six countries in 1981 (United Arab Emirates, Saudi Arabia, Kuwait, Oman and Qatar).

Despite that about seventeen years passed since this agreement was signed, still more than 70% of the agreement articles are not implemented for example still the countries have not reached a unified custom tariff to be applied on the imported products from non GCC countries, another example, still the GCC countries are conservative about the free mobilisation and work of the GCC nationals etc. Other barriers facing the GCC countries economy is the similarity of their economic structure. This led to weaken the trading between these countries.

There are several international economic challenges now affecting the GCC countries and this effect is going to be increased severely if these countries will not speed up the implementation of the economic agreement because the economic future of the globe is pessimistic and the strong will survive.

The major international threat that is going to face GCC countries is the GATT agreement and its intention to globalise the world economy which will have a negative impact on the trading between the countries and such will remove the protection rules applicable to the GCC national production and industries.

Therefore Bahrain and other GCC countries, I believe should speed up their steps to develop their economics infrastructure to cope with the requirements of the GATT agreements.

Bahrain is trying hard to find a comfortable place in the globe by enhancing the role of human resources development. One of the important actions taken to implement this strategy is a big campaign led by the Ministry of Labour & Social Affairs to promote Bahrain as a regional centre for training and human resources development.

1.3 RELIGIOUS AND CULTURAL INFLUENCES

Bahrain society, like any other Arab and Islamic society, has long been influenced by traditions and customs of their household, their tribe, their village, their inherited norms and habits and, of course, their religion.

An Islamic society encourages close relationships amongst people in the context of marriage, good neighbours and close relations with relatives.

Father, husband or elder brother is still the head of the family, and as such holds a specially respected status and he is the one who has the last word in any important decision about family matters.

The age factor is also important and elders have a certain status as the Islamic religion compels its people to respect, obey and consult elders throughout daily life, when facing a problem or making a decision.

“A strong culture is a system of informal rules that spells out how people are to behave most of the time.” (Deal and Kenney, 1988, p 15)

The country is very small in size and this makes it easier for its people to know one another as they regularly attend each others weddings, feasts and other traditional and social functions.

“We live in a traditional society which has yet to reach consensus as to its focus and ultimate direction, a society which is frequently torn and held back by its ideology. This said situation has produced many conflicting cultures within the same society in which companies operate. Often these companies express concern at the negative impact of certain aspects of the surrounding culture.” (Fakhro, 1992, p 51).

Despite that the official education started in Bahrain in 1919 and the women's education in 1928, still the society's culture is not accepting the women to do the blue collar jobs, also doing night duty is not preferable for the females.

One of the most difficult problems facing the human resources development activities in Bahrain is that the nationals are hesitating to accept jobs connected with liquor/alcohol as the Islamic religion prohibits the handling and drinking of liquor and the low recognition by the culture to the blue collar jobs.

1.4 HISTORICAL REVIEW OF HUMAN RESOURCES DEVELOPMENT IN BAHRAIN

Modern administration was introduced in Bahrain in 1914 when, according to Al Muraikhi,

“The first municipality in the country was contemporaneous with the foundation of the first regular school and the justice and police departments, followed by other government administrations such as Department of Education, Real Estate Property, Minor Estate Department, Registration and Customs.” (Al Muraikhi, 1991, p 55)

The modernisation and development of Bahraini administration can be attributed to the active role played by the British Consul, Major Dely, who was appointed in 1921 as an advisor to the Government of Bahrain. He participated in the establishment of some departments, in introducing new legislation and improving legal systems in the country.

Major Dely was replaced, in 1926, by Sir Charles Belgrave who took over as advisor to the Government of Bahrain. Sir Charles contributed in providing the state organisations with the necessary assistance to modernise the administration. Sir Charles' office supervised all administrative and financial affairs relating to the different government administrations.

The advisor to the government of Bahrain attended most of the sessions held by the State Council, committees and organisations. He was present at meetings in connection with pearl-diving, fishing and oil business.

Sir Charles described the Bahraini administration, in the early 1930's, noting that the saving grace for Bahrain had been the gradual increase in oil revenue which allowed time to build up competent administration capable of planning ahead.

During the period following Sir Charles' appointment as advisor to the Government of Bahrain, several laws and regulations were enacted and new departments were instituted from the mid twenties to the beginning of the thirties.

As a result of that, further administrations were formed in 1938 such as the office of Minor Estate and Medical Service departments.

“The Advisor to the Bahrain government took measures for re-organising and consolidating the already existing departments by assigning to them additional responsibilities and jurisdictional authorities.” (Al Muraikhi, 1991, p 57).

The discovery of oil in the country in 1932, accompanied by the inception of the Bahrain Petroleum Company (BAPCO), brought in the American expertise and culture.

Simultaneously, a new administration and management style was introduced to the local people. BAPCO, since its inception in the early 1930's, contributed, through its broad training programmes, in training and developing Bahraini people and preparing them for administrative and technical functions within the company.

Although the country was witnessing an increase in the level of business during the second half of the 1970's and early 1980's, particularly in the private sector, as a result of the government policy to diversify the country's income, formal training facilities remained unchanged.

There were no clear training objectives, nor formal training facilities available to cope with this sudden increase in business activities. Very few major public and private organisations were conducting organised training for their staff in order to meet the need for the particular occupational skills required by them.

In the majority of other establishments employing the greater part of the population only limited training was being carried out and, in certain cases, none what-so-ever.

Consequently, the country experienced a severe shortage of skilled Bahrainis in the national workforce. This in turn, resulted in the importation of a foreign workforce to meet requirements.

This attitude towards training throughout the 1960's and the early 1970's, reflected negatively on the national workforce during the late 1970's and the early 1980's.

In this time the country was experiencing a rapid change in the level of business, particularly in the private sector which required specifically trained persons to meet the increasing requirements for professional accountants, bankers, technicians, administrators and professional workforce in insurance and re-insurance.

These needs were met by importing qualified foreigners. This took place at a time when unemployment among secondary school graduates and some university graduates, (whose fields of specialisation were irrelevant to the requirements of jobs available), was on the increase.

In order to reach a solution to this situation, the United Nations Development Programme (U.N.D.P.) was approached, in the early 1970's, for assistance and consultations. As a result of this, an advisor from the International Labour Organisation (I.L.O.) was assigned to study the manpower and training situation in the country.

In his report the Advisor indicated a number of shortcomings in the existing training and included a number of recommendations.

In response to these recommendations, the following activities have been implemented:

- In 1975 a Hotel and Catering Centre was established to provide the hotel and catering industry with trained national manpower.
- In 1975 the Higher Council for Vocational Training (H.C.V.T.) was established.
- The Labour Law of 1976, including two chapters on training foundations for the private sector, was issued.
- In 1979 a Ministerial order was issued which introduced a compulsory levy for all industrial sectors of two percent of the local payroll and four percent of expatriate payroll for institutions with fifty or more employees.
- In 1979 the Specific Council for Training in the banking sector was formed.
- In 1980 the Bahrain Training Institute was founded with a goal towards preparing and developing national skills for the industrial sector.
- In 1981 the Bahrain Institute of Banking and Finance was established. This institute, which is financed by banking and financial organisations, was founded to provide training, mainly for local people working within the private financial sector.

Beside the international support, the Bahrain Government sought to develop the Human Resources. The Bahrain Government assigned three bodies (Tools) to look after the Human Resources Development issues: Figure (1.1)

- Ministry of Education
- Ministry of Labour & Social Affairs
- Civil Service Bureau.

What is the role of each body in the Human Resources development?

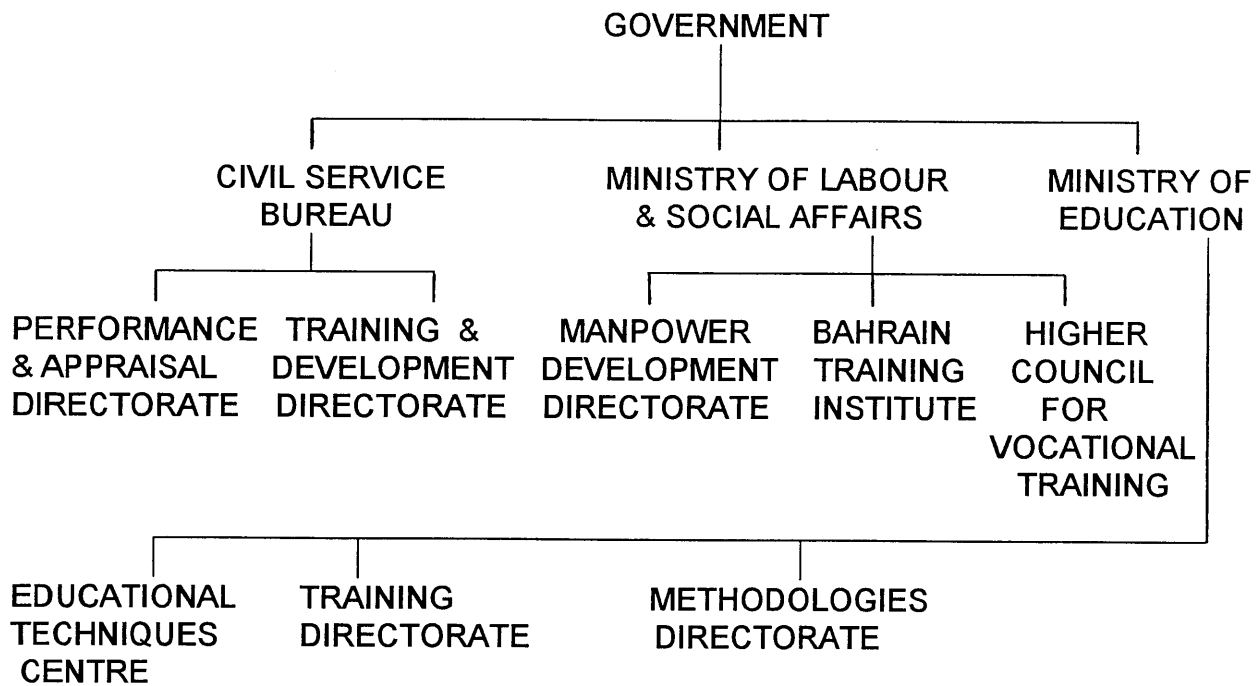


Figure (1.1) - Government Human Resources Development Structure

Ministry of Education provides the basic education for three stages namely primary, intermediate and secondary and the secondary stage is divided into five sections namely literature, scientific, technical, commercial and arts. Education in the primary stage in Bahrain is compulsory.

Ministry of Labour & Social Affairs to look after the Human Resources development in the private sector through three channels:

- Manpower Development Directorate The function of this Directorate basically is to ensure that the private sector is complying with the Bahrain Labour Law and Training Levy Scheme in regard to training issues.
- Bahrain Training Institute provides professional training to the private sector in general and the companies members of the Training Levy Scheme in particular.
- High Supreme Council for Vocational Training The function of this council basically is to develop the vocational training in the country and to rectify the problems facing such training. The three production process parties represented in this council (Government representatives, Businessmen representatives and Workers representatives).

Civil Service Bureau The responsibility of this body is mainly to control the movement of the manpower in the Government sector and also to develop the Human Resources in this sector.

The international support from one side and the internal arrangement from the other side is mainly done to rectify the gap between the Education outputs and the demand of the Labour Market.

This is, in my opinion, a narrow approach if we know that the country's population is very limited against the tremendous increase in business.

Fakhro discusses the training objectives in the Gulf Co-Operation Council (G.C.C.),

“When training in G.C.C. countries began in earnest the intention has been to achieve two broad objectives... the first objective highlighted the need to create a new breed of national managers to lead the way in newly formed state owned national companies... the other broad objective of this training strategy sought the long term nationalisation of jobs across the board by creating an alternative local source to imported skills.” (Fakhro, 1992, p 2)

Bahrain like any other G.C.C. country, experienced the same circumstances to a great extent.

1.5 ISSUES OF CONCERN

When training and development began in Bahrain in the early 1980's, the main intention, as I mentioned previously, was to achieve two important objectives.

The first objective was to create a pool of trained national managers who would lead the state owned national companies and would take over key managerial positions occupied by expatriates in the private sector.

The second goal was to replace a number of expatriate advisors who are recruited on a limited employment contract in some organisations in the private sector.

The other broad objective of this training was to nationalise jobs across the board by creating an alternative local source to imported skills. In this way it was hoped that the enormous gap between demand for such skills and availability in the local market, would eventually be closed.

In order to achieve these objectives, the state allocated a considerably large training budget. Expenditure on training, as indicated in Table (1.1) represented 1.7%, 1.6%, 1.2%, 1.2% and 1.3% of the total government expenditure in the years 1993, 1994, 1995, 1996 and 1997 respectively (Ministry of Finance and National Economy Annual Reports, 1996).

Despite this expenditure Bahrainis only represent 86% of the total workforce in the Government sector institutes and only 81% of the total number of skilled and semi-skilled workforce in the same sector.

TABLE (1.1)

ACCREDITED MINISTRIES & GOVERNMENT AGENCIES FOR TRAINING (INTERNAL & EXTERNAL)

BD

FROM 1993 TO 1998

	1993	1994	1995	1996	1997	1998
GOVERNMENT MINISTRIES & ORGANISATIONS						
PRIME MINISTRY COURT	500	500	500	500	-	-
MINISTRY OF DEFENCE	5,118,050	5,046,450	3,429,850	3,429,850	4,645,000	4,665,000
MINISTRY OF INTERIOR	230,000	230,000	310,000	210,000	150,000	150,000
MINISTRY OF CABINET AFFAIRS & INFORMATION (CABINET AFFAIRS)	6,500	5,000	4,660	4,250	4,930	13,300
CIVIL SERVICE BUREAU	35,290	37,790	24,500	24,050	76,134	54,900
CENTRAL STATISTIC ORGANIZATION	25,080	25,080	25,080	34,080	24,080	24,080
LEGAL AFFAIRS	1,808	1,536	-	1,000	1,808	2,032
MINISTRY OF FOREIGN AFFAIRS	10,000	10,000	22,200	22,200	31,000	31,000
MINISTRY OF JUSTICE & ISLAMIC AFFAIRS	45,641	49,810	43,240	39,558	46,065	45,864
MINISTRY OF CABINET AFFAIRS & INFORMATION (Information Affairs)	132,000	88,700	53,700	55,400	90,000	90,000
MINISTRY OF EDUCATION	775,325	917,374	410,039	483,723	311,966	340,600
MINISTRY OF HEALTH	601,198	601,198	761,198	761,198	840,000	840,000
MINISTRY OF LABOUR & SOCIAL AFFAIRS	20,910	44,530	5,800	5,800	73,800	65,800
THE SUPREME COUNCIL FOR YOUTH & SPORTS	55,565	54,263	43,814	43,200	43,765	43,765
MINISTRY OF COMMERCE	44,600	47,008	19,538	28,087	26,584	15,100
MINISTRY OF OIL & INDUSTRY	17,690	18,225	9,695	11,615	14,900	10,500
MINISTRY OF FINANCE & NATIONAL ECONOMY	409,015	438,650	190,505	198,505	150,100	153,100
MINISTRY OF HOUSING, MUNICIPALITIES & ENVIRONMENT (Housing Affairs)	157,000	137,000	50,000	77,500	85,000	85,000
MINISTRY OF WORKS AND AGRICULTURE	135,100	135,100	98,250	110,558	99,785	99,985
MINISTRY OF ELECTRICITY & WATER	365,000	365,000	181,600	170,700	236,800	236,800
MINISTRY OF TRANSPORTATION	301,850	310,279	266,350	264,600	209,547	218,000
SUPREME COUNCIL OF OIL	1,250	950	-	-	4,000	4,000
MINISTRY OF HOUSING, MUNICIPALITIES & ENVIRONMENT (Environment Affairs)	17,600	22,466	9,355	6,759	3,600	3,600
EQUESTRIAN & HORSE RACING CLUB	2,000	2,000	1,000	1,000	1,000	1,000
AL-AREEN WILDLIFE PARK & RESERVE	7,200	8,700	8,700	8,700	7,000	7,700
AMIRI FLIGHT	105,000	88,000	98,000	101,000	89,333	89,333
BAHRAIN PROMOTION & MARKETING BOARD	-	-	3,000	3,905	-	-
MINISTER OF STATE OFFICE	-	-	-	-	-	-
TOTAL	8,622,172	8,685,609	6,110,564	6,097,738	7,266,197	7,290,459
TOTAL ACCREDITED SIMULTANEOUSLY BUDGET	521,338,000	640,170,000	520,000,000	524,000,000	557,500,000	572,500,000
%TAGE ACCREDITED TRNG TO TOTAL ACCREDITED SIMULTANEOUSLY BUDGET	1.7%	1.6%	1.2%	1.2%	1.3%	1.3%

(Based on a paper titled "Future Approach to the Training in Bahrain" translated from Arabic, submitted by Dr. Hashim Al Bash in the Conference organised by the Bahrain Centre for Studies and Research in 1996 titled "Human Resources Strategies in the Gulf Co-operation Council, Future Challenges").

As far as the local workforce in the private sector is concerned, Bahrainis represented only 41% of the total workforce in 1971. This percentage dropped even more in 1981 to reach 28%.

In 1991 Bahrainis represented only 35% of the total workforce in the local labour market, according to a paper titled "The Current Situation of Education and the Labour Market", translated from Arabic, submitted by Saeed Al Sammak, Head of the General Committee for Bahrain Workers, in a seminar organised by the Ministry of Education in Bahrain in 1992, titled "Education and Training Output and its Relation to the Local Labour Market Demands", but in the last two years the Bahrain Government issued several policies to enhance the localisation programmes and according the steps taken in this regard, the local workforce increased to 38% of the total workforce in 1996.

It is clear, based on the number of Bahraini workforce in the labour market, that the training and development objectives have not been achieved despite the considerable amount spent on these objectives. There are many factors which contribute to the failure to achieve the set goals, internal and external.

I believe that Human Resources Development activities in Bahrain is facing some problems which are eventually affecting the implementation.

The researcher reached this assumption based on the following indications.

Such assumption will be tested through the methodologies and the analysing techniques that the researcher selected to tackle the subject of this study.

In summary, the indications are:

1. Lack of coordination and communication between the concerned authorities in regard to the Human Resources Development issues.
2. Inefficient staff who are looking after the Human Resources Development issues in the concerned Government bodies.
3. Inefficient implementation for the Human Resources Development strategy, as a result of 1 and 2.
4. Lack of follow-up and evaluation for the Human Resources Development implementation.
5. The external operating environmental challenges.

CHAPTER

II

HUMAN RESOURCES MANAGEMENT

THEORIES

Many people couldn't distinguish between the Development Terminologies and sometimes this was mixed between Development Terminologies and Management Terminologies. The researcher, in order to distinguish the Human Development Resources Terminology from other commonly used terminologies, is going to define these terminologies.

Development as a comprehensive concept is a national, planned and integral process aiming to improve the level of lives for the people and to meet their current needs and future requirements.

Any successful comprehensive development should count on six main elements:

- Mission Statement
- Human Resources
- Physical Resources
- Infrastructure
- Legislation
- Information Systems

In 1946 the United Nations defined the development as:

“A group of methods always to be used to integrate the people's efforts with public authorities in order to improve the level of lives (economic, social and cultural) to make people able to participate positively in the progress of the country” (U.N., 1946, p 81).

Human resources development is a broad concept. Therefore there is a need to highlight some of the personnel management areas as well as human resources management in order to enable us to be more specific when we are tackling the Human Resources Development concept.

2.1 HUMAN RESOURCES PLANNING

Hussey (1982) argues that the human resources is far more complex to plan for than the financial resources. He comments on the critical differences between people, the difficulty to move them around "Resources allocation", the cost of over-staffing and the importance of treating people as people and not as inanimate resources.

Human resources planning should not be done away from the internal and external environment. It should be an integration and interaction between both.

Figure (2.1) shows the integrated human resources planning model.

"The model attempts to bring aspects together, incorporating the more traditional model of 'manpower planning'. Our model identifies 'where we want to be' translated from response to strategic vision, 'where we are now' and 'what we need to do to make transition' all operating within the organisation environment". (Torrington & Hall, 1995, p 78).



Figure (2.1): Integrated Human Resources Planning Model

Source: Torrington & Hall, Personnel Management, HRM In Action

Human resources planning is a difficult process because it is a forecast process for the future needs of individuals. Kadiri (1997) argued that the human resources planning aims to provide answers to the following questions:

- What is our current stock of human resources and skills?
- What skill will we need?
- At what rates do we use staff due to turnover?
- What sort of age structure do we have and what do we want?
- Should we train staff or bring in trained staff?

Kadiri stated that the simplest way of tackling human resources planning is by thinking of it in terms of "DEMAND and SUPPLY"

Demand can be forecast from the corporate plans of the organisation and supply can be forecast by working out the stock of human resources currently employed, calculating the likely shortfalls and surpluses and planning accordingly.

2.2 RECRUITING AND SELECTION

Recruitment and selection is the most difficult challenge facing the personnel manager because it is not an easy job to find the quality candidates or to replace the good resigned personnel in an open Labour Market.

In order to fill in a job in any organisation you must follow a number of steps. These steps can be expressed as follows:

- Defining the job to be done.
- Defining the characteristics of the ideal candidates.
- Attracting candidates.
- Selecting the suitable candidates.

There is always an argument about whether to select the experienced and expensive candidate or the fresh graduate one and less money. It is difficult to choose one of the two options because several complicated elements are involved like the organisation culture, pay scale, the future needs, the attitude etc.

“Selection is increasingly important as more attention is paid to the costs of poor selection and a reduced job mobility means that selection errors are likely to stay with the organisation for longer.” (Torrington & Hall, 1995, p 229)

Therefore a very strict selection criteria and methods are needed to enable any organisation to a great extent to be able to select the suitable candidates.

2.3 TRAINING AND DEVELOPMENT

Training process is the way to teach employees how to do the job for which they are employed. Development refers to teaching managers and professionals the skills needed for both present and future jobs. Training programmes are job oriented and development programmes jobs are career oriented.

Determining the training needs is not a simple process. It needs a tremendous effort. Kadir (1997) illustrated four ways to do the determining: Performance appraisal, Job analysis, Organisation analysis and Survey of human resources.

Employee development has traditionally been considered as a cost rather than an investment. This, in my opinion, is because the impact of the training output is difficult to be measured in a tangible way, for example if I spent BD10,000/- how much will I get as an income out of it!?

The training and development process should be linked with the organisation business corporate strategy. Miller (1991) has demonstrated in his book "A Strategic Look At Management Development" how management development can be aligned with the strategic positioning of the firm.

It is confirmed by several writers like Johnson, Scholes, Torrington, Hall, etc. that both the internal and external environment has an impact on the type of employee development needed.

Predicting the future business needs is a vital element to enable the firm to determine who will be developed? how will they be developed? and to what extent will they be developed? for example customers needs and satisfaction are a driven force to determine which type of training is needed.

Therefore, the employee development should not be treated in isolation and should not be owned by the personnel and training function. The development strategy needs to be owned by and worked on by the whole organisation. Personnel and training can play the role of the co-ordinator or specialist.

I believe that the most challengeable aspect facing the human resources development specialists is how to measure or evaluate the output or the impact of the training? which mechanism should be used? Is it through the periodical staff assessment or the questionnaire or superior's reports etc.

I can say the argument is still going on between the specialists about how to measure the training impact and influence on both individuals and firms.

“Evaluation is notoriously difficult, but our research indicates that those firms which have the most positive attitudes (and carry out the most training) typically employ soft criteria relating to broad human resources goals (recruitment and retention, career management etc.) and tend to be sceptical about hard cost-benefit evaluation related to bottom-line outcomes.” (Pettigrew, Sparrow and Hendry, 1988, p 31)

2.4 HUMAN DEVELOPMENT VERSUS HUMAN RESOURCES DEVELOPMENT

There is no doubt that the Human Development is the target for any comprehensive development as the purpose of any growth should be to enrich people's lives but it doesn't mean that there is an automatic link between growth and human development.

Even when links are established, they may gradually disappear, unless regularly fortified by skilful and intelligent policy management eg. the Bahrain Government over the past four years issued several political decisions to develop the economic field in order to enhance the human development because as I mentioned, human development without economic growth will be eroded.

Then what is the concern of the human development?

I believe that human development is mainly concentrating on improving the human beings lives by developing three fields. The individual income, the education and the health.

“Human development, by contrast, identifies people as ends - seeing their well-being as the ultimate and only purpose of development” (UNDP, 1996, p 54).

Human development has been an evolving concept. The Human Development Report has reviewed the concept several times. As a result, the basic approach has been broadened and deepened. The concept now includes the following dimensions:

- Empowerment: To empower people's capabilities in order to enable them to participate more freely and positively in making their future:

“Every one is free to buy food in the market but this freedom means little if people are too poor to afford it” (UNDP, 1996, p 55).

- Co-operation: Human development should encourage the people's efforts to get together to communicate well. This will help them to enlarge their individual choices and will create a positive interaction between them.
- Equity: People should get equal opportunity in education, work and health. This will motivate them and activate them as well.
- Sustainability: Human development should meet the needs of the present generation without compromising the ability of the future generation to meet their needs.

A lot of people and sometimes specialist confuse the human development concept with human resources development. The phrases may appear similar, but there is a world of difference.

While the new growth theories focus on human capital, the human capabilities are broader than the productive abilities.

“The key distinction is between means and ends. Human resources development consider human beings merely as a means to a greater output of commodities. Human development, by contrast, identifies people as ends - seeing their well-being as the ultimate and only purpose of development” (UNDP, 1996, p 54)

Several thinkers and specialists defined the human resources development concept in order to distinguish it from other similar concepts but almost all the definitions agreed that human resources development is concerned with raising people's knowledge and skills to achieve set-up objectives.

This is in fact the basis of Human Resources Development. It is an approach which seeks to maximise the efficiency of human resources through their involvement and development.

Its effective application has resulted in dramatic improvements in productivity, efficiency and commitment at all levels of a Firm. Proper and real understanding, reviewing, planning and implementing a programme of Human Resources Development which can embrace new technology and provide a team approach will achieve real benefits to both individuals as well as organisations.

“The general definition of human resources development encompasses a spectrum of learning efforts ranging from a formal system of education and training to self-instruction. Education and training are, therefore, the two sub-sets which together fulfil the goals of human resources development” (paper submitted by Nassir Ajmi, Former Executive V.P. Saudi Aramco in the first Gulf Training Conference organised by the Bahrain Society for Training and Human Resources Development in Bahrain in 1995).

Then most of the human resources development specialists assume that human resources development is a phase which comes after education as young people enter the Labour Market.

I believe personally that the development of human resources is a life long process which starts at birth and ends at the graveyard. In other words the human resources development strategies should be connected with succession planning.

The idea of Human Resources Development is gaining widespread currency in many countries around the globe and been viewed from different angles. However, since the idea is still evolving and taking shape it is not easy to delineate its scope and limits.

Within any organisation, there will always be a form of structure. The outputs of organisations always serve some human purpose but the physical and psychological effect of working in these organisations is often not very healthy. Phil Herbst expresses this duality as shown below:

“Physical and mental health as well as values, attitudes and behaviour of people are the implicit human outputs of a work organisation”.

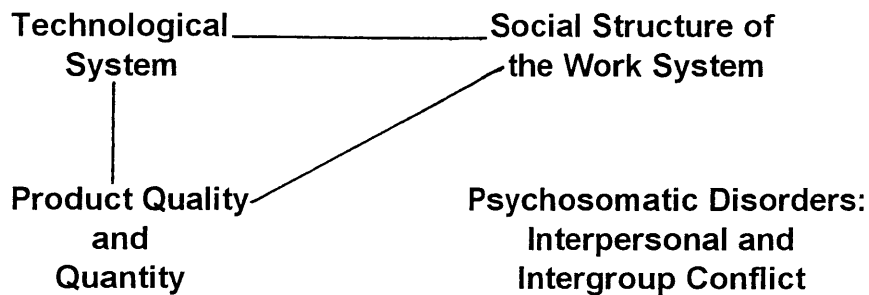


Figure (2.2) - Outcomes of a Socio-technical System

Source: P.G. Herbst, Socio-technical Design, London, Tavistock, 1974.

Herbst captures this idea in the statement - “The product of Work is people”.

Human resources development is a complicated process particularly if it is implemented in the National level as it involves a lot of State hedges (Governments, Private Sector, Universities and Training Institutions, Societies, Individuals etc.).

This situation may impose the red type and cause a drift to the human resources process. Such a status needs to be supported by a strong political decision and skilful management.

Bahrain, I believe is facing some problems and difficulties that hinder the progress of real Human Resources Development strategy. What are the problems? This will be illustrated in great detail in the next chapter when the collected data is analysed by the analysing technique suggested by the researcher in the previous chapter.

2.5 CRITIC STRENGTHS AND LIMITATION OF HUMAN RESOURCES DEVELOPMENT

Human Resources Development becomes, these days, a necessity for any society, particularly when the whole world is trying to cope with economic globalisation and the conditions of the GATT agreement, because when we talk about Human Resources Development we mean maximising the efficiency of the human resources through their involvement in the society development.

Future challenges are increasing and this needs to plan and develop the human resources. I can't imagine any country plans to develop its economy without having a plan to develop its human resources.

I believe that if Human Resources Development be applied in an integrated and interactive way with the internal and external environment such linkage will have a positive impact on the society development in general.

Inspite of the several strengths the Human Resources Development has, we should highlight the limitation of this concept.

- Human Resources Development can't be discussed or applied in isolation away from the religion, culture and education system of any society. Every culture has its own deficiencies and imperfections as well as its own colourful and glorious aspects. For example Arab culture is not accepting the woman to do the blue collar jobs or any job which deals with liquor/alcohol. I believe any Human Resources Development strategy/plan which will not consider such, will commit a big failure.

- Human Resources Development may face a big failure if it is quoted and implemented without doing any modification or amendment to suit the imported society culture. Culture and education should not be ignored in any implementation of human resources strategy or plan.

CHAPTER

III

A CRITICAL EVALUATION OF
HUMAN RESOURCES DEVELOPMENT
STATUS IN BAHRAIN

3.1 METHOD OF DATA HANDLING

The researcher dealt with collected data by first recording the responses of 42 Human Resources specialists, and then calculations done based on the method used by Judith Bell (1992). The open ended questions, which are used in the questionnaire are recorded with the researcher's comments and supported by relevant literature.

“When summarising large masses of data it is often useful to distribute the data into classes or categories and determine the number of individuals belonging to each class, called the class frequency” (Spiegel, 1961, p 27).

Second the researcher used several analysis techniques to analyse the collected data such as Strategic analysis, PEST analysis, SWOT analysis, and Pettigrew & Whipp Five Central Factors in Managing Change.

The recording of the collected data through the questionnaires will not be illustrated serially as it is written in the questionnaire but based on the logical connection between the topics.

The researcher merged the collected data of the sample representing the Public service sector, Private sector in one table and the official bodies the same, in order to compare between the views of the samples agreement and disagreement points. Stage four of the Strategic Assumption Surfacing and Testing (SAST) methodology highlighted this issue clearly:

“The aim of the synthesis stage is to achieve a compromise on assumptions from which a new higher level of strategy/solution can be derived” (Flood & Jackson, 1993, p 127).

The research sample chosen is based on specific criteria to enable the researcher to get as much as he can, an objective views.

- Age : Between 35 - 50 years old
- Experience: At least 8 years experience in the Human Resources Development field
- Sector : Public Sector sample consists of 20 specialists and from 12 different Government bodies.
Private Sector sample consists of 22 specialists from 16 different firms i.e. Industrial, Commercial, Banking, Retail etc.

TABLE (3.1)
NATIONALITY OF THE SAMPLE

ITEM	NUMBER	%
BAHRAINI (PRIVATE)	16	36.36
BAHRAINI (GOVERNMENT)	14	31.81
EUROPEAN/AMERICAN	8	18.18
ARABIAN/FAR EASTERN	6	13.63

- Nationality : Table 3.1 shows the nationality of the Corporate Human Resources Development specialists. The table indicates 68% of the sample is Bahrainis from both sectors Public and Private. The rest of the nationalities as follows, 18% European/American and 13.63% Arabian/Far Eastern.

This mixture will give the researcher a good floor to compare between the views and the perceptions of the two samples (Public Sector and Private Sector), as well as the attitude of the nationalities towards the human resources development issues.

3.2 THE CURRENT STATUS OF HUMAN RESOURCES DEVELOPMENT IN BAHRAIN

In this part a detailed analysis of the current situation of the Corporate Human Resources Development in Bahrain will be made, along with a focus on the external and internal environment status.

“Strategic analysis concerned with understanding the strategic position of the organisation” (Johnson & Scholes, 1993, p17).

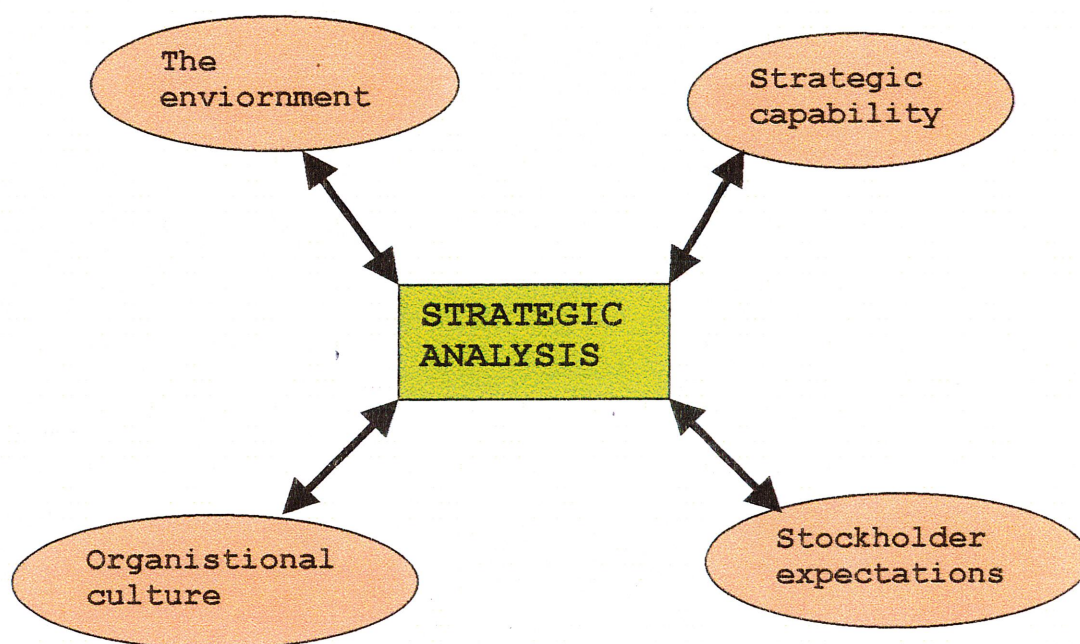


Figure (3.1) - Aspects Of Strategic Analysis

Source: Gerry Johnson & Keenan Scholes, Exploring Corporate Strategy

As mentioned previously in the introduction, the assumption of the researcher is based on two arguments. The first one is that the Government has a Human Resources Development corporate strategy and the second one is that there is no strategy at all.

Therefore the researcher is going to tackle all the angles of Figure (3.1) and (3.2) by using Strategic analysis and PEST analysis.

“It is useful to consider, as a starting point, what environmental influences have been particularly important in the past and the extent to which there are changes occurring which may make any of these more or less significant in the future for the organisation and its competitors. It is sometimes known as a PEST analysis indicating the importance of political, economic, social and technological influences on organisations”. (Johnson & Scholes, 1993, p 82)

External Environment

- There is no doubt that any development in any country can't work in isolation. The external environment has a tremendous impact on the political, economical, cultural and social status of any area. Bahrain suffered from an impact of several variables and the fluctuation of the external circumstances internationally and regionally.
- During the decade of 1985 we have observed that the Middle East countries have been heavily affected as the price of oil dropped by almost 50%. A lot of organisations in Bahrain and other Gulf countries collapsed and some reduced their manpower so that they can survive. The rate of the unemployment increased accordingly and reached 7.59% in 1996 against the total manpower.
- The Iraqi and Iranian war (1980-1988) severely affected the economies of the Gulf countries, the rate of investment on the national economy dropped as the investors hesitated to invest their money in an unstable area. Most of the capital migrated to the western banks in Europe or the United States of America. This status minimised work opportunities and again increased the rate of unemployment.
- The Iraqi invasion of Kuwait (1990) drove the economies of the Gulf countries to the edge. It became semi-paralysed and business almost declined.

Most of the organisations in the Private sector applied staff redundancy.

Bahrain suffered more than the other Gulf countries from the invasion as the country has the highest percentage of national work force compared to other Gulf countries. This situation lead to another increase in the unemployment rate.

In addition to the above mentioned, some other forces affected and influenced the status of Corporate Human Resources Development status in Bahrain and these are as follows: Figure (3.2)

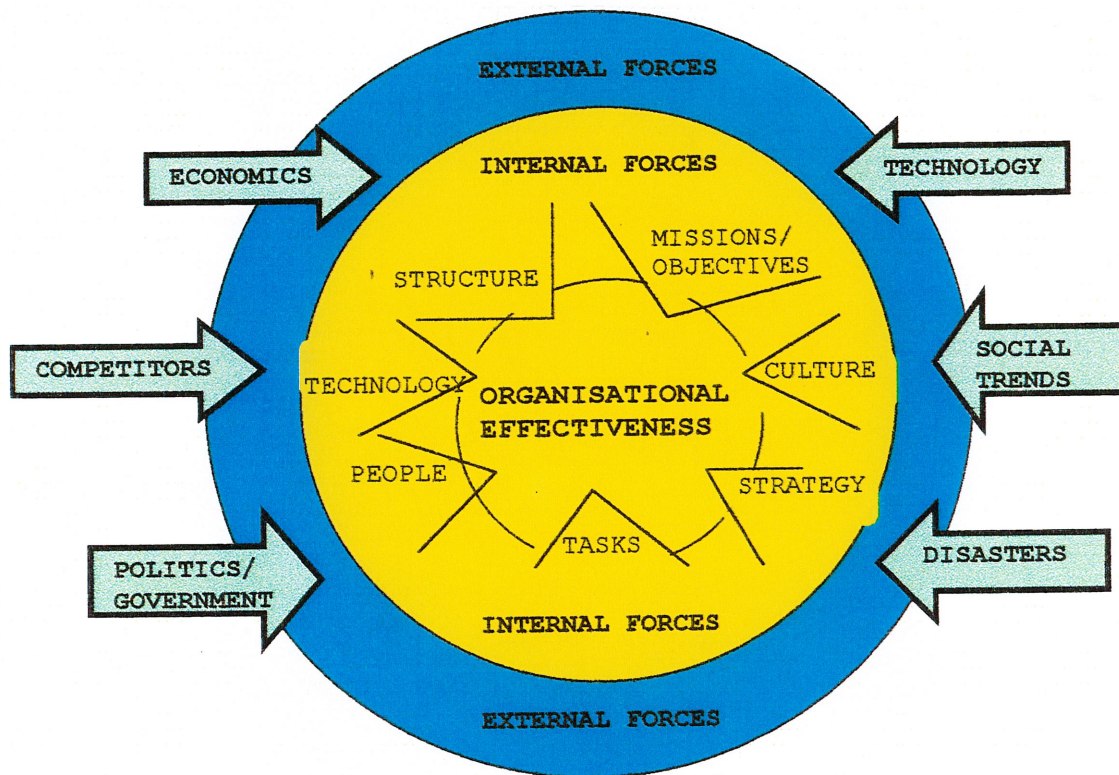


Figure (3.2) - External and Internal driven forces at both Macro & Micro levels

Political Changes

In (1994) unexpected violence occurred by the Bahraini nationals. One reason behind it is the high ratio of the unemployment in the country which in (1991) was about (17%) of Bahraini workforce against the total National workforce and (6.3%) against the total workforce.

In (1996) the rate of the unemployment ratio increased by about (2%).
In my opinion the unemployment ratio in (1991 and 1996) is relatively high in comparison with (1981) unemployment figures, Table (3.2).

TABLE (3.2)
TOTAL POPULATION 1981, 1991 AND 1996*

NATIONALITY		1981	1991	1996		
BAHRAINI		238.4	323.3	369.2		
NON-BAHRAINI		112.4	184.7	229.4		
TOTAL		350.8	508.0	598.6		
UNEMPLOYMENT RATIO 1981, 1991 AND 1996*						
YEAR	1981		1991		1991	
	TOTAL MAN- POWER	UNEMP. RATIO %	TOTAL MAN- POWER	UNEMP. RATIO %	TOTAL MAN- POWER	UNEMP. RATIO %
NAT.						
BAH.	61,199	6.57	77,268	17.33	103,500	19.89
NON - BAH.	81,185	0.58	134,802	0.72	168,200	0.76
TOTAL	142,384	3.2	212,070	6.3	271,700	7.59

Source: Statistical Abstract (1995), Central Statistics Organisation, Bahrain
Bahrain in Figures (1997), Central Statistics Organisation, Bahrain

Note: The (1996) figures are estimated based on (1991) census and the education output (6400) graduate students p.a. (5400) of them are getting a job as per the Ministry of Labour's official figures.

This crisis had a tremendous negative impact over the trade in Bahrain import, export, tourism industry and even expansions which made the companies a bit conservative about the future.

There is an indication that the Bahrain Government at the end of (1996) to a great extent overcame this crisis by taking several actions eg. changing some Ministers and restructuring several Government bodies. This status has also made the Government put unexpected impetuous/pressure on the companies to come up with an immediate plan of nationalisation in order to decrease the rate of unemployment.

Companies below 50% nationalisation should make 5% increase p.a. Companies reaching 50% should not be allowed to drop below this level. New companies should employ a minimum of 20% nationals at the start of the operation.

The Government has also increased the fees of visas and work permits by 200%. Funds resulting from these increases are directed towards training for the unemployed Bahrainis.

Economical Changes

It is a fact that the political issue and the economical issue are two sides of a coin. Therefore the drop in the oil prices, the Regional instability, the violence, all these variables became a disaster for the national economy of Bahrain.

Despite that we can't ignore the improvement and progress done over the past two years in the Human Resources Development field as the reduction in expatriate population and enhancing the training activities decreased the level of the unemployment rate and the threat of the violence accordingly.

Technological Changes

Technology is another strong factor which has already started to make an impact on the Corporate Human Resources Development status in Bahrain. The threat will come from how to train or retrain the unskilled/semi-skilled to cope with the advanced technology?

I believe that the Bahrain Government took several steps in this regard eg. enhancing the training and development programs in both Public and Private sectors but what is the rate of achieved success? We will focus on it in great detail when we illustrate the internal environment matters.

Social Changes

Political, Economical and Technological changes that occurred in Bahrain over the past twenty years affected the Social issues to a great extent eg. the Society has started to recognise the blue collar jobs like Storeman, Porter, Driver, Technician, Welder etc.

These changes in the attitude of the nationals happened as a result of first the strong competition in the Labour Market, second the high rate of unemployment among the nationals and third the steps taken by the Government to enhance the nationalisation programme.

Customers Expectation

The customers of today are always seeking the quality of the product and service. The customers, in my case, are the Public sector bodies and the Private sector organisations. Both sectors developed a lot versus twenty years ago in order to cope with international standards.

Therefore the Government should have a development plan along with the effective implementation to enable both sectors to provide quality product and service to the customers. In other words, the Government should treat both sectors as internal customers.

Suppliers

Bahrain, since two years raised the slogan of "Bahrain as a Regional Training and Human Resources Development Center".

Bahrain has already had considerable success in implementing this slogan. Several well known Training Firms have opened offices in the country, but the threat is coming from: Are these Training Firms going to get enough business to keep them surviving?

Competitors

Competition is intense and the reason for this intensity is in the globalisation of world trade.

As Bahrain decided to penetrate the Human Resources Development global market, the internal human resources development infrastructure should be well prepared to meet the international standards. The threat will come if the country's infrastructure fails to meet the international standards.

Due to that the Government, adopted two years ago, a competency based training system which provides international recognition. A decision was taken early in 1997 to adopt the UK GNVQ's, NVQ's and SVQ's. It is anticipated that the system developed by Bahrain will become a model which will be applied across the Gulf countries in due course.

From all the above mentioned we can say that it is a big challenge to Bahrain to utilise the changes to minimise the effect of the threats and maximise the advantages from the opportunities!

Internal Environment Analysis

Since we have analysed the impact of the external environment in human resources development in detail, now we need to do the same for the impact of the internal environment in order to effectively evaluate the current status of the Human Resources Development in Bahrain.

The Human Resources Development was not an issue in Bahrain three years ago simply because the Government bodies who are responsible for Education and Training are running their activities in a reactive Management basis.

There was a big gap between the world of education and the world of training and both areas are away from the Labour Market demands. That is the reason that several educational themes and programmes committed a failure because it was prepared away from the reality. The high education is also looking to the society from an “ivory tower”.

There were two long term training plans which committed a big failure i.e. the plan of 10,000 trainees and the five years nationalisation plan, for three reasons. First, both plans were prepared without any contribution from the Private sector (customer). Second there was no clear vision, mission and objectives for the two plans and third there was no effective mechanism for the implementation process.

Over the past two years the Government bodies responsible for Human Resources Development, Civil Service Bureau, Ministry of Education and Ministry of Labour & Social Affairs made a great effort to enhance the human resources development issue and bring it to the surface. But how did these bodies tackle this issue? What did they do? What are their achievements?

In the following pages we will illustrate the views of these bodies as well as the views of 42 Human Resources Development Specialists (Samples) from different nationalities and organisations.

Table (3.3) shows that the three Government bodies answered positively about the availability of Government Corporate Human Resources Development strategy but we will see if these answers are matching their answers in some other tables.

TABLE (3.3)
THE AVAILABILITY OF A GOVERNMENT CORPORATE
HUMAN RESOURCES DEVELOPMENT STRATEGY
(GOVERNMENT BODIES VIEWS)

ITEM	YES	NO
CIVIL SERVICE BUREAU	X	
MINISTRY OF EDUCATION	X	
MINISTRY OF LABOUR & SOCIAL AFFAIRS	X	

Table (3.4) shows that 40% of the Public sector sample said there is no strategy and 54.5% from the Private sector said the same.

This gives a clear indication that the picture is not clear about the availability of the strategy. Also it gives an indication that there is a possibility of lack of awareness.

TABLE (3.4)
THE AVAILABILITY OF CORPORATE HUMAN RESOURCES
DEVELOPMENT STRATEGY IN BAHRAIN
(SAMPLE'S VIEWS)

SECTOR	YES	%	NO	%
PUBLIC	12	60	8	40
PRIVATE	10	45.5	12	54.5

Table (3.5) shows that the Civil Service Bureau is claiming that the Government Corporate Human Resources Development strategy is formulated with a contribution from other parties like employers, workers, schools, university etc.

Ministry of Labour & Social Affairs stated that the formulation done in contribution with the workers representatives but the Ministry of Education stated Government alone!

Also see the different answers of the three Ministries about the starting year! Civil Service Bureau and Ministry of Education mentioned the year and Ministry of Labour & Social Affairs didn't. Table (3.6)

TABLE (3.5)
THE FORMULATION WAY OF THE EXISTING
CORPORATE HUMAN RESOURCES DEVELOPMENT STRATEGY
(GOVERNMENT BODIES VIEWS)

ITEM	C.S.B.	M.O.E.	M.O.L.S.A.
Government alone	X	X	
Government in participation with the Employers	X		
Government in participation with the Workers Representatives	X		X
Government in participation with schools	X		
Government in participation with the University and Training Centres	X		
Others			
Professional and Vocational Societies	X		

TABLE (3.6)
THE STARTING YEAR OF THE CORPORATE HUMAN
RESOURCES DEVELOPMENT STRATEGY IMPLEMENTATION

ITEM	YEAR
CIVIL SERVICE BUREAU	1971
MINISTRY OF EDUCATION	1983
MINISTRY OF LABOUR & SOCIAL AFFAIRS	-

Table (3.7) shows that 60% of the Public sector Specialists stated that the Government alone formulated the strategy and 36% of the Private sector Specialists said the same but we can notice that 55% of the Private sector Specialists didn't give an answer and 30% of the Public sector Specialists. Again this will give an indication that the visions and views of the Government are away from beneficiaries (internal customers).

This definitely caused lack of awareness. It is simply like somebody cooked a delicious meal but he didn't find somebody to eat it!

TABLE (3.7)
THE FORMULATION WAY OF THE EXISTING CORPORATE
HUMAN RESOURCES DEVELOPMENT STRATEGY
(SAMPLE'S VIEWS)

ITEM	PUBLIC	%	PRIVATE	%
Government alone	12	60	8	36
Government in participation with the Private Sector	3	15	1	4.5
Government in participation with the Workers Representatives	2	10	1	4.5
Government in participation with the University and Training Centres	2	10	1	4.5
Others	1	5	1	4.5
No answer	6	30	12	55

Table (3.8) and Table (3.9) shows the views of the three Government bodies about the efficiency of the Corporate Human Resources Development strategy.

The Civil Service Bureau and Ministry of Labour & Social Affairs found the current strategy efficient enough to meet the current and future needs and they supported this statement with their views Table (3.9) but the Ministry of Education found it the opposite because there is no proper follow-up mechanism to measure the unseen results eg. the quality of the education output can't be measured. We can notice that the answers of Ministry of Labour & Social Affairs and Civil Service Bureau are not specific and not matching the asked question.

TABLE (3.8)
THE IMPACT OF THE EXISTING CORPORATE HUMAN RESOURCES
DEVELOPMENT STRATEGY ON THE CURRENT AND FUTURE NEEDS
(GOVERNMENT BODIES VIEWS)

ITEM	YES	NO
CIVIL SERVICE BUREAU	X	
MINISTRY OF EDUCATION		X
MINISTRY OF LABOUR & SOCIAL AFFAIRS	X	

TABLE (3.9)
CURRENT AND FUTURE NEEDS

ITEM	CURRENT	FUTURE
Civil Service Bureau	- By developing the work force efficiency. - Increase the localisation level.	- Prepare Bahrainis to occupy the high positions. - To cope with advance Technology. - To have an advance data bank about the work force.
Ministry of Education	Found that the strategy doesn't meet the current and future needs because there is no proper follow-up mechanism to measure the unseen results and no evaluation studies about it. The aim of the sustainable Human Resources Development is to improve the quality of the educational output and this can't happen without proper implementation of the strategy.	
Ministry of Labour & Social Affairs	- Bahrain workers presented in Bahrain Training Institute board as well as high council of vocational training. - The Joint Committee between the Ministry of Labour & Social Affairs and other Government and Non-Government bodies.	- studying the future needs of the oil and industrial sector. - cooperating with the Japanese corporation (Jaska) to plan the future needs. - studying the future needs for the nationalisation plan.

Table (3.10) shows that 50% of the Specialists in the Public sector stated that the strategy meets the current and future needs and 45% of the Private sector Specialists said the same.

Table (3.11) shows 55% of the Public sector Specialists didn't mention any demands and 55% from the Private sector mentioned the same. This percentage in my opinion confirmed that at least 70% of the Specialists in both sectors are not sure if there is a human resources strategy available or not because most of their answers are full of hesitation.

TABLE (3.10)
THE IMPACT OF THE EXISTING CORPORATE HUMAN RESOURCES
DEVELOPMENT STRATEGY ON THE CURRENT AND
THE FUTURE NEEDS AND DEMANDS (SAMPLE'S VIEWS)

ITEM	YES *	%	NO	%	N/A	%
PUBLIC	10	50	9	45	1	5
PRIVATE	10	45	7	32	5	23

* Three people from the Public sector sample mentioned "Yes" partly and four from the Private sector mentioned the same.

TABLE (3.11)
CURRENT AND FUTURE NEEDS AND DEMANDS

CURRENT NEEDS AND DEMANDS	PUBLIC	%	PRIVATE	%
By providing the Labour Market with multi-skilled people	4	20	6	27
By enhancing the localisation programs and plans	3	15	3	14
By building data based on the current Human Resources Development effort	-	-	1	4.5
FUTURE NEEDS AND DEMANDS	PUBLIC	%	PRIVATE	%
By providing the Labour Market with multi-skilled people	4	20	5	22
By developing a strict discipline among the local work force	1	5	-	-
By reducing the unemployment level	-	-	1	4.5
By promoting Bahrain as a regional center for training and development	-	-	1	4.5
No answer	11	55	12	55

Table (3.12) shows the views of the Public sector and Private sector Specialists about why the strategy doesn't meet the current and future demand. 75% of the Public sector Specialists didn't give an answer. 55% of them said previously (Table 3.11) that the strategy meets the current and future demand.

73% from the Private sector didn't answer as well. 55% of them said that the current strategy meets the current and future demands. This means that about 20% of the sample who didn't answer from both sectors don't know in principle if there is a strategy available or not. This status shows the hesitation of the sample individuals about the availability of the corporate human resources development strategy in Bahrain.

TABLE (3.12)
REASONS FOR THE INEFFICIENT IMPACT OF CORPORATE
HUMAN RESOURCES DEVELOPMENT STRATEGY

ITEM	PUBLIC	%	PRIVATE	%
No central body looks after the Human Resources Development strategy implementation	5	25	4	18
No proper co-operation between the concerned bodies working in Human Resources Development and also the communication is below expectation	2	10	1	4.5
There is no national Human Resources Development strategy. Firms are left to work as per their own visions	1	5	1	4.5
Low participation of females in the work force specially in the critical areas eg. higher positions	1	5	-	-
Lack of awareness	1	5	-	-
High unemployment rate	-	-	1	4.5
Large number of Expatriates (Blue Colour)	-	-	1	4.5
Large gap between the market demand and supply	-	-	1	4.5
No serious action taken yet to hire the local jobless work force	-	-	1	4.5
No answer	15	75	16	73

3.3 THE MISSION AND THE OBJECTIVES OF THE EXISTING CORPORATE HUMAN RESOURCES DEVELOPMENT STRATEGY

Any strategy should have a mission statement and objective to be achieved and without these terms we cannot know what is the direction of the strategy.

“Mission is the overriding premise in line with values of expectations of stakeholders. The goal is the general statement of aim or purpose and the objective is the qualification if possible or more precise statement of the goal” (Johnson & Scholes, 1993, p12).

Then if the Government has Corporate Human Resources strategy what is its mission statement, objective?

Table (3.13) shows that none of the three Government bodies mentioned the mission statement of the strategy and they mentioned only the objectives! but can objectives work without a mission statement!?

TABLE (3.13)
THE MISSION AND THE OBJECTIVES OF THE CORPORATE
HUMAN RESOURCES DEVELOPMENT STRATEGY
(GOVERNMENT BODIES VIEWS)

MINISTRY	MISSION	OBJECTIVES
Civil Service Bureau	-	- To enhance and develop the Healthcare, public Health and Health projects. - To enhance the Educational plans. - To give extreme attention to the training in the Public and Private sectors. - To develop the Social Welfare services (Housing, environment etc.)

CONTINUED TABLE (3.13)

MINISTRY	MISSION	OBJECTIVES
Ministry of Education	-	- To make the education available for every citizen. - To link the education outputs with the society's needs. - To send Bahrainis for higher education in the fields that the Society needs. - To train the Public service staff - To promote Bahrain as a regional centre for training. - To create standards for the teaching profession. - Sustainable vocational development for the Educational personnel.
Ministry of Labour & Social Affairs	-	- The best utilisation from the available national manpower. - Develop and improve the competition capabilities of the national manpower to be more flexible. - Improve the quality of the training and link it with Labour Market needs. - Develop Bahrain to be a regional centre for training and human resources development.

3.4 THE PROGRESS OF THE EXISTING CORPORATE HUMAN RESOURCES DEVELOPMENT STRATEGY

The progress of any strategy will depend on two major factors, first the suitability of the external and internal environments and second for the implementation mechanism. Let us see what is the progress of Bahrain's corporate human resources development strategy made.

Table (3.14) shows the effect that occurred in the human resources development situation by implementing the strategy. The three Government bodies illustrated the effects that occurred. The noticeable point in this table is that the three of them mentioned that there is an increase on nationalisation and improvement in the general performance.

TABLE (3.14)
THE GOVERNMENT BODIES VIEWS ABOUT THE EFFECTS
WHICH OCCURRED BY IMPLEMENTING THE EXISTING
CORPORATE HUMAN RESOURCES DEVELOPMENT STRATEGY

MINISTRY	ITEM
Civil Service Bureau	- Improved the performance and increase the productivity. - Coped with international rapid changes in the civil service field. - Rationalised the experience and control budgetting.
Ministry of Education	- Increased the nationalisation level. - Develop the teaching profession since 1983. Any teacher should hold minimum a B.A. Degree. - Conditions and requirements to be set-up for all the jobs connected with the education.
Ministry of Labour & Social Affairs	- Increased the awareness of the importance of the training as a major factor to enhance the comprehensive development. - Increased the nationalisation level. - Increased the local and overseas investments in human resources development field.

Table (3.15) shows that 75% of the Public sector Specialists stated that there is an interaction between the Public sector and the Government corporate strategy. 41% only of the Private sector found the same. It is in my opinion an indication that the interaction between both sectors and the Government strategy is not up to the expectation, however we should know that the answers of the Public Sector Specialists are more formal!

Table (3.16) shows that 55% of the Private sector Specialists found that the cause of lack of interaction between the strategy and the Private sector is no strategy and no national plan for human resources development available. This explains clearly the gap between the strategy producer and the strategy beneficiary.

TABLE (3.15)
THE SAMPLE'S VIEWS ABOUT THE INTERACTION BETWEEN
THE SECTORS AND THE CORPORATE HUMAN RESOURCES
DEVELOPMENT STRATEGY

SECTOR	YES	%	NO	%	NO ANSWER	%
PUBLIC	15	75	1	5	4	20
PRIVATE	9	41	11	50	2	9

TABLE (3.16)
THE SAMPLE'S VIEWS REGARDING THE REASONS OF NO
INTERACTION BETWEEN THE SECTOR AND THE CORPORATE
HUMAN RESOURCES DEVELOPMENT STRATEGY

ITEM	PUBLIC	%	PRIVATE	%
Lack of Human Resources Development strategy or National Manpower Development plan	3	15	12	55
Different needs (perception)			3	14
Human Resources Development does not exist in schools	-	-	1	4.5
Private sectors look after the short term profits rather than the long term growth	-	-	1	4.5
No answer	17	85	6	27

3.5 EVALUATING THE IMPLEMENTATION OF THE EXISTING STRATEGY

The implementation is the practical stage of the strategy. This means that the strategy is no longer just written papers.

“Individual steps to implement strategy. Strategies need to translate into actions and tasks which link broad direction to specific operational issues and individuals” (Johnson & Scholes, 1993, p13).

Table (3.17) shows the role played by the three Government bodies to implement the human resources development corporate strategy. The illustrated role by the three bodies were very broad and none of the three bodies mentioned clearly the mechanism used to implement the strategy. Ministry of Education is a bit specific in this regard when they mentioned On-Job-Training and the annual training plan.

TABLE (3.17)
THE ROLE PLAYED BY THE THREE GOVERNMENT BODIES IN
IMPLEMENTING THE EXISTING CORPORATE HUMAN
RESOURCES DEVELOPMENT STRATEGY

MINISTRY	ITEM
Civil Service Bureau	- By training the Public sector staff in various fields whenever this is needed. - By helping in developing the Administration of the Public sector, the job skills and the job performance. - By controlling and supervising the Public sector work force.
Ministry of Education	- By implementing On-Job-Training across the board. - By implementing an Annual Training plan to develop the staff skills. - By applying a nationalisation plan.
Ministry of Labour & Social Affairs	The implementation through: - The Asst. Undersecretary for training and planning office. - Directorate of manpower development. - Training Promotions office. - Bahrain Training Institute. - High Council for vocational training. - Special Councils in other fields. - The follow-up Committees for the implemented projects eg. the weekly meeting for the evaluation committee.

Table (3.18) shows the three Government bodies about the barriers facing the implementation process of the strategy. The Civil Service Bureau stated no barriers and this is, in my opinion, an ideal answer! The Ministry of Education found that there is a structural barrier but no financial and legal barriers and I am doubting that the Ministry of Education is not facing any financial barriers as the cause of not developing some programmes and schemes as far as I know is due to lack of funding these projects!

TABLE (3.18)
THE THREE GOVERNMENT BODIES VIEWS ABOUT THE
BARRIERS FACING THE IMPLEMENTATION OF THE
CORPORATE HUMAN RESOURCES DEVELOPMENT STRATEGY

ITEM	STRUCTURAL	FINANCIAL	LEGAL	OTHERS
C.S.B.	NO BARRIERS			
M.O.E.	- No demand from school graduates in some subjects eg. English Language, sports (Female) and music.	-	-	Qualified high skilled personnel not available in the training field.
M.O.E.	- Graduates from the engineering colleges don't like to work as teachers because they will be paid less than the engineers in other Ministries or Private sector.	-	-	-
M.O.L.S.A.	-	Getting more financial support to meet the quality of the implementation	The laws and regulations not coping with rapid changes in human resources development field	Awareness of the importance of training and development needs to be enhanced

Table (3.19) shows that 65% of the sample of the Public sector Specialists stated that the strategy is facing barriers in the implementation process and 41% of the sample of the Private sector mentioned the same, however 32% of the Private sector sample didn't answer the question and this is an acceptable percentage in my opinion because more than 54.5% of the Private sector believes that the Government has no corporate human resources development strategy.

TABLE (3.19)
THE SAMPLE'S VIEWS ABOUT THE BARRIERS FACING THE
IMPLEMENTATION OF THE EXISTING CORPORATE HUMAN
RESOURCES DEVELOPMENT STRATEGY

SECTOR	YES	%	NO	%	NO ANSWER	%
PUBLIC	13	65	5	25	2	10
PRIVATE	9	41	6	27	7	32

Table (3.20) shows the Public sector sample's views as well as the Private sector sample's views about the type of barriers the strategy is facing. The Public sector's view is tentatively structural 60%, financial 45%, legal 40% and others 15%. The Private sector's views structural 36%, financial 36%, legal 9% and others 22%. The low score of the Private sector sample is due to the negative answer given by 54.5% of the sample about the availability of the strategy. List of the type of barriers is illustrated in Table (3.21)

TABLE (3.20)
TYPE OF BARRIERS

ITEM	PUBLIC	%	PRIVATE	%
STRUCTURAL	12	60	8	36
FINANCIAL	9	45	8	36
LEGAL	8	40	2	9
OTHERS	3	15	5	22
No answer	2	10	7	32

TABLE (3.21)
THE SAMPLE'S VIEWS ABOUT THE TYPE OF BARRIERS FACING
THE CORPORATE HUMAN RESOURCES DEVELOPMENT STRATEGY

SECTOR	STRUCTURAL	NO	%	LEGAL	NO	%	FINANCIAL	NO	%	OTHERS	NO	%
PUBLIC	Bureaucracy - red tape	3	15	No legislation to seek Human Resources Development	1	5	Not enough budget allocation	3	15	No co-operation from the Private sector	1	5
	Lack of Human Resources Development skills among Employers	1	5	Labour Law needs to be upgraded	1	5	Employers need to see training as an investment.	1	5	Social attitude	1	5
	The goals are not clear	1	5	-	-	-	-	-	-	-	-	-
	Lack of planning	1	5	-	-	-	-	-	-	-	-	-
	Staff high turnover in the Private sector	1	5	-	-	-	-	-	-	-	-	-
	TOTAL	7	35	TOTAL	2	10	TOTAL	4	20	TOTAL	2	10

CONTINUED TABLE (3.21)
THE SAMPLE'S VIEWS ABOUT THE TYPE OF BARRIERS FACING
THE CORPORATE HUMAN RESOURCES DEVELOPMENT STRATEGY

SECTOR	STRUCTURAL	NO	%	LEGAL	NO	%	FINANCIAL	N O	%	OTHERS	N O	%
PRIVATE	No systematic approach	1	4.5	-	-	-	Needs sufficient budget, Human Resources Development is an investment	5	22	Needs clear vision and mission	1	4.5
	Each Firm should have a Human Resources Development Department	1	4.5	-	-	-	-	-	-	Proper communication, quality programmes should be implemented	1	4.5
	Will not accept change, reactive	1	4.5	-	-	-	-	-	-	Political barriers	1	4.5
	The mechanism of implementation is not structured enough	1	5	-	-	-	-	-	-	Lack of Public awareness of the strategy	1	4.5
	-	-	-	-	-	-	-	-	-	Relationship plays a major role	1	4.5
	TOTAL	4	20	TOTAL			TOTAL	5	22	TOTAL	5	22

Table (3.22) shows that the three Ministries state that the current strategy evaluated since its implementation but none of them stated when it was evaluated.

TABLE (3.22)
THE THREE GOVERNMENT BODIES VIEWS IN REGARD TO
EVALUATING THE CORPORATE HUMAN RESOURCES
DEVELOPMENT STRATEGY IN THE THREE SECTORS
SINCE ITS IMPLEMENTATION

ITEM	YES	NO
CIVIL SERVICE BUREAU	X	
MINISTRY OF EDUCATION	X	
MINISTRY OF LABOUR & SOCIAL AFFAIRS	X	

Table (3.23) shows that one of the Government bodies, Civil Service Bureau stated that there is no change in the general guidelines of the strategy, but there is a periodical evaluation for this implementation. However they didn't mention if the implementation process was amended or modified. This is, in my opinion, an unspecific answer. The Ministry of Education's and the Ministry of Labour's answers are clear to a certain point only because they gave examples of how they benefited from evaluating the strategy implementation.

TABLE (3.23)
THE THREE GOVERNMENT BODIES VIEWS IN REGARD TO
ADDITIONS AND AMENDMENTS THAT OCCURRED IN THE
CORPORATE HUMAN RESOURCES DEVELOPMENT STRATEGY
SINCE ITS IMPLEMENTATION

MINISTRY	ITEM
Civil Service Bureau	There is no change in the general guidelines of the strategy but there is always a periodical evaluation for the implementation.
Ministry of Education	There are follow-up reports for strategy implementation eg. the follow-up is done to the educational plan 86 - 93 and as a result of the follow-up the scheme "CLASS TEACHER" was cancelled because the output of that scheme became enough to handle the scheme.

CONTINUED TABLE (3.23)

MINISTRY	ITEM
Ministry of Labour & Social Affairs	There is a continuous evaluation for the strategy, half year report to be prepared and as a result of the follow-up done the "Added Value" concept was created. Also consisting a Joint Committee between the training firms in Bahrain.

Table (3.24) shows that the Civil Service Bureau gave a gray answer about the co-operation and co-ordination between them and the other concerned bodies in regard to the strategy implementation. They didn't specify the concerned parties and the mechanism of the co-ordination. The Ministry of Education is more clear in this regard as they specified the bodies they co-ordinate with. Ministry of Labour gave a general answer concentrated on the Joint Committee's between the Ministry and the concerned parties.

TABLE (3.24)
THE THREE GOVERNMENT BODIES VIEWS ABOUT THE CO-OPERATION AND THE CO-ORDINATION BETWEEN THE THREE MINISTRIES AND THE OTHER CONCERNED PARTIES IN REGARD TO THE STRATEGY IMPLEMENTATION

MINISTRY	ITEM
Civil Service Bureau	There is, in regard to Training and Manpower and Management studies.
Ministry of Education	Bahrain University: To prepare qualified teachers Ministry of Labour: To determine the role of the education versus the role of the training. Private Sector: To train the teachers as well as the students on the real field.
Ministry of Labour & Social Affairs	Through the Joint Committees between the Ministry and the concerned parties regarding nationalisation and training aspects.

3.6 THE ACHIEVEMENT OF THE EXISTING STRATEGY

The achievement of any strategy depends on how its mission, vision and objectives are clear and realistic and how the implementation mechanism is capable to translate the objectives to practical facts. Table (3.14) illustrated that the Government bodies found that the strategy made an achievement:

- Civil Service Bureau:
 - Improved the performance and increase the productivity.
 - Cope with rapid internal progress in the civil service.
 - Rationalised the experience and control budgetting.
- Ministry of Education:
 - Increased the nationalisation level.
 - Developed the teaching profession since 1983. Any teacher should hold minimum a B.A. Degree.

Conditions and requirements to be set-up for all the jobs connected with the education.

- Ministry of Labour & Social Affairs:
 - Developed the training.
 - Enhanced the awareness of the importance of training
 - Increased the nationalisation level
 - Increased the investment in human resources development

In my opinion the above mentioned achievements are good ones but all the answers are very general and the three bodies didn't give some detail or figures for the level of each achievement and this reflects the formal answers given by the three Government bodies.

Table (3.25) shows the views of both sectors sample about the positive impact of the strategy on human resources development status in Bahrain. 65% of the Public sector sample stated that the strategy prepared well skilled Bahrainis to meet the Labour Market demand in order to replace the expatriates and 32% of the Private sector sample found the same.

55% of the Private sector sample didn't answer the question and this is the normal rate as they don't believe that there is a corporate human resources development strategy in Bahrain.

TABLE (3.25)
THE SAMPLE'S VIEWS ABOUT THE IMPACT OF THE
CORPORATE HUMAN RESOURCES DEVELOPMENT STRATEGY
ON HUMAN RESOURCES DEVELOPMENT STATUS IN BAHRAIN

ITEM	PUBLIC	%	PRIVATE	%
Prepare skilled Bahrainis to meet the Labour Market demand in order to replace the Expatriates	13	65	7	32
New Thrust	1	5	1	4.5
To plan manpower strategy	1	5	-	-
Help to decrease the percentage of illiteracy	1	5		4.5
Better awareness of Human Resources Development		-	1	4.5
Recognition of standards	1	5	-	-
Support the national economy plans by increasing the productivity		-	1	4.5
No answer	4	20	12	55

3.7 VIEWS TO DEVELOP THE EXISTING CORPORATE HUMAN RESOURCES DEVELOPMENT STRATEGY

Table (3.26) illustrates the three Government bodies view to develop the present strategy.

I believe that all the views mentioned are substantial ones but my comments are about the Civil Service Bureau views which I found not matching their comments in Table (3.9) Why did they state that the present strategy meets the current and future needs! Ministry of Labour's views again very general.

TABLE (3.26)
THE VIEW OF THE THREE MINISTRIES IN REGARD TO
DEVELOPING THE EXISTING HUMAN
RESOURCES DEVELOPMENT STRATEGY

MINISTRY	ITEM
Civil Service Bureau	The strategy should focus more on increasing the productivity, improving the sector to the Public service personnel as well as the Public.
Ministry of Education	The Ministry would like to develop the Educational input's elements by focusing on developing the teachers skills and all professions relating to the education process because the educational outputs are not up to the expectation and the major cause for this is the teachers performance. The Ministry is concentrating on this matter in order to activate the teacher's role.
Ministry of Labour & Social Affairs	The Human Resources Development strategy is a part of the comprehensive planning for the development process in Bahrain. Developing the strategy is a continuous process in order to inject the economy with required skilled work force. The Ministry is working hard to maintain standards and create an advanced mechanism to manage the human resources development policies and plans.

Table (3.27) shows both sample's views about developing the present human resources development strategy. The important point in this table is that 35% of the Public sector sample stated that there is a need to formulate a corporate human resources development strategy and this percentage matches the percentage in regard to their views in Table (3.4) about the availability of human resources development in Bahrain.

On the other hand 64% of the Private sector stated that there is a need to formulate a human resources development strategy and 41% mentioned that the Private sector should work together with the Public sector to set-up an integrated long term training plan to develop both sectors personnel.

TABLE (3.27)
SAMPLE'S VIEWS TO DEVELOP THE
HUMAN RESOURCES DEVELOPMENT STRATEGY

ITEM	PUBLIC	%	PRIVATE	%
To formulate a Human Resources Development strategy with a clear vision and mission	7	35	14	64
The Public sector and Private sector should work together to set up an integrated training plan for the long term to develop both the Public and Private sector	3	15	9	41
To assign a professional body to look after the Human Resources Development strategy in Bahrain	5	25	5	22
Ministry of Labour needs to review the role to be played by the manpower in the national economy development	4	20	5	22
Measure and control the performance periodically and underline accountability	-	-	3	14
Any strategy that is implemented should be connected strictly with a timetable and it should be divided into short term, mid term and long term and also it should show the annual achievement	2	10	2	9

CONTINUED TABLE (3.27)

ITEM	PUBLIC	%	PRIVATE	%
Any strategy that is implemented should be connected strictly with a timetable and it should be divided into short term, mid term and long term and also it should show the annual achievement	2	10	2	9
Private sector should be more involved in the development and implementation of the Human Resources Development strategy	2	10	2	9
Review and develop the implementation process	1	5	1	4.5
Flexibility	1	5	-	-
Genuine commitment by employers	1	5	-	-
Change the education approach towards life	1	5	-	-
Increase the productivity and efficiency	1	5	-	-
Develop the social awareness of the nationals	1	5	-	-
Increase the participation of women in Human Resources Development strategy	1	5	-	-
To evaluate the current situation of each job	-	-	1	4.5
The strategy should consider the industrial, commercial growth as well as demographic growth	1	5	-	-
Set reasonable and achievable targets	-	-	1	4.5
Avoid media propaganda	-	-	1	4.5
To seek quality training programs	-	-	1	4.5
To use professionals to determine the long term vision	-	-	1	4.5
The strategy should benefit from the experience of the advanced countries in the Human Resources Development field	-	-	1	4.5
No answer	2	10	2	9

Table (3.28) illustrates some general comments mentioned by the Public and Private sectors samples and most of their comments directed and concentrated on how to formulate or develop the human resources development strategy and these comments to a great extent match the sample's view illustrated in Table (3.27).

TABLE (3.28)
SAMPLE'S GENERAL COMMENTS

ITEM	PUBLIC	%	PRIVATE	%
Need to formulate the Human Resources strategy with appropriate funding	4	20	7	
We should train people to be more responsible	1	5	-	-
Need the Ministry of Labour and Education to develop a joint Human Resources Development plan	1	5	-	-
The Government has a major role to play in setting the environment for an effective Human Resources Development strategy	1	5	-	-
A commitment from the private sector to a long term vision is vital	1	5	-	-
Deep study into the unemployment problem is needed	1	5	-	-
Preparing Bahraini women to enter the Labour Market	1	5	-	-
The Human Resources Development plan should not be imposed by the Government on the Private sector unless there is a proper understanding to this sector's needs	1	5	-	-
All the Ministries should have their own strategies to be linked with the corporate strategy of the Human Resources Development	1	5	-	-
A new Human Resources Development strategy is being developed for Bahrain funded by UN (\$102,000) in co-operation with the University of Bahrain	-	-	1	4.5
A realistic and practical strategy must be put in place to ensure consistency with the world progress	-	-	1	4.5
To ease the rules and regulations of the Human Resources Development Government strategy	-	-	1	4.5
Society awareness	-	-	1	4.5
Medium and small sized organisations either non-existing or under-developed is a real treat to the implementation of National Human Resources Development strategy	-	-	1	4.5
Human Resources Development should be approached as an investment not as a cost	-	-	1	4.5
Human Resources Development must not be handled in an emotional manner, eg. to increase the Bahrainisation. This approach will give a negative contribution and worsen the situation	-	-	1	4.5
No answer	10	50	12	55

3.8 RESEARCHER'S COMMENTS ABOUT THE COLLECTED DATA

The researcher pointed out some matters about the collected data which he believes doesn't help him to do an objective evaluation to the human resources development situation in Bahrain:

- Most of the answers of the three Government bodies are very formal and doesn't reflect the reality eg. 52% of both samples (Public and Private) stated that there is no corporate human resources development strategy but these bodies mentioned the opposite.
- Most of the answers of the Public sector personnel more conservative than the Private sector ones particularly when the researcher tackled the sensitive areas like the availability of the Corporate Human Resources Development strategy and the barriers facing the strategy.
- There were divergent, converse and sometimes hesitation in some of the answers of the Government bodies and some of the individuals in the Public sector sample such as "Yes, partly", "Yes with limitation", "Yes to a certain point" and this will no doubt show the conservative nature of the Public Sector.
- Most of the answers of the Government bodies are general answers and not supported with statistics or figures. This kind of information could sometimes mislead the researcher and make him unable to reach an objective or relevant conclusion.

All the above illustrated points gave a clear indication that there is no existing corporate Human Resources Development strategy in Bahrain.

3.9 SWOT ANALYSIS

It is important before we develop or formulate a corporate Human Resources Development strategy, to conduct SWOT analysis for the current human resources development status in Bahrain.

“The aim is to identify the event to which the current strategy of an organisation and its more specific strengths and weaknesses are relevant to and capable of dealing with, the changes taking place in business environment” (Johnson & Scholes, 1993, p 148).

Strengths

- The Government treats the Human Resources Development as a strategic option to enter the next century.
- The staff in the strategic level and tactical level in both Public and Private sectors are more qualified and capable than any time before to handle the strategic issues.
- The employers became more understanding and co-operative with the nationalisation issues.
- Bahrain Government works hard to promote Bahrain as a centre for training and human resources development in the Gulf region and beyond.
- The Government is working closely with internal bodies such as the International Labour Organisation (ILO), United Nations Development Programme (UNDP) and World Bank in order to enhance its infrastructure base, policy, programme and service delivery capabilities.
- Employment of international consultants who have had extensive experience in the Labour Market management and training marketing.

- Bahrain Government is trying hard to formulate national career guidance strategy.

Weaknesses

- Lack of clear mission, goal, objective.
- Lack of effective implementation mechanism.
- Lack of co-operation between the Public sector and Private sector.
- Human Resources Development issues are one sided basis.
- Reactive approach.
- Lack of awareness.
- Lack of control to measure the performance of the implemented strategy.

Opportunities

- Government's willingness to deal with the human resources development as a drive force to enter the next century.
- Strategic geographical location of Bahrain as a hub in the Middle East will provide the country with a unique advantage to make Bahrain a regional training and human resources development centre for the Arabian Gulf and beyond.
- Training infrastructure already built.
- The Government initiative over the past two years in opening the channels widely for the Private sector to get their views about the problems they are facing with the workforce and their view about the future.

Threats

- The delay in formulating a corporate Human Resources Development strategy to the country.
- Lack of co-ordination between the Public sector and the Private sector Firms.
- In the absence of the corporate strategy and the lack of communication between the concerned bodies possibly other Gulf countries took the initiative like Oman to be the Gulf regional centre for training and Human Resources Development.
- Lack of media coverage to the Human Resources Development had caused lack of society awareness.
- The gap between the training programmes and the reality.
- Lack of Private sector commitment towards corporate human resources development strategy.
- Small and medium size organisations not given enough concentration in human resources development activities.
- In the absence of the corporate strategy any Human Resources Development national plan will end up with a failure like the plan of 10,000 trainees and the five years training plan.
- Lack of funding (Training is treated as a cost not as an investment).

3.10 PETTIGREW AND WHIPP FIVE CENTRAL FACTORS IN MANAGING CHANGE APPLIED TO BAHRAIN EXISTING HUMAN RESOURCES DEVELOPMENT STRATEGY

Five Central factors analysis is another way I am going to use to analyse the human resources development status in Bahrain in order to find out how efficient and capable are the human resources development activities in managing change for competitive success.

Figure (3.3)

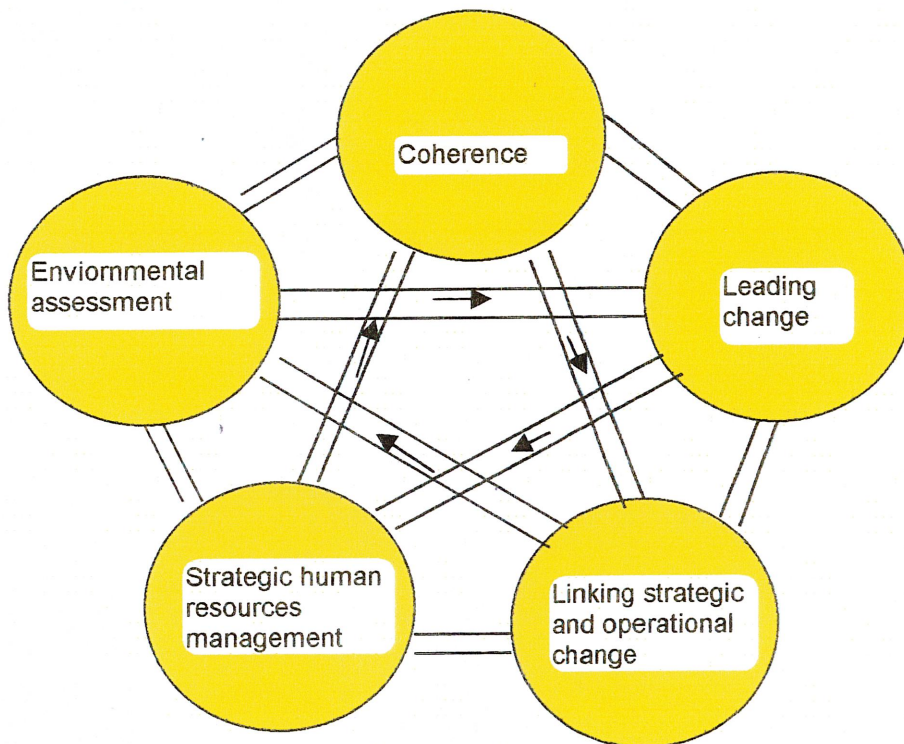


**Figure (3.3) - Managing Change For Competitive Success:
The Five Central Factors**

Source: Adapted from A. Pettigrew and R. Whipp, Managing Change for Competitive Success, Basil Blackwell, 1992.

Environmental Assessment

This factor basically focuses on how to deal with circumstances surrounding the organisation (External Environment) and the structure of the organisation (Internal Environment):

“These organisations that manage change effectively are more like open systems. The sensitivity to the environment is organisation wide. It does not depend on a set of techniques or specialists” (Johnson & Scholes, 1993, p 414).

Despite this I tackled in great detail the impact of the external and internal environments on human resources development in Bahrain, when I used PEST analysis. Still I need to point out here that the structure and the culture of the Government bodies in charge of human resources development activities is not efficient and capable enough to cope with the future regional and international changes for example there is a lack of proper analysis for the manpower requirements of the work market, as a consequence inexperienced and unqualified candidates are sent to fill positions in companies or to replace essential staff.

Naturally this creates a negative effect on employers and accordingly creates a negative attitude towards nationalisation. Another example 64% from the Private Sector sample urged the Government to formulate a corporate Human Resources Development strategy with clear mission and objectives.

Leading Change

The organisation should take the initiative to manage the strategic change. The mission and the objectives of the strategy should draw the change in ways which are specific and relevant to the context. I believe this is not applicable to the human resources development status in Bahrain, because the Public sector and the Private sector didn't give a clear picture about the direction they should aim at! Both sectors are passive.

Linking Strategic And Operational Change

“In organisations which have successfully managed change, the change agents have been able to link strategic change with operational change and the every day aspects of the organisation” (Johnson & Scholes, 1993, p 415).

This is, in my opinion, unapplicable to human resources development in Bahrain as there is no strategic driven forces and the picture is not clear even to some of the decision makers!? Like how the Ministry of Education is going to deal with the education output after five years.

Strategic Human Resources Management

To be successful in managing change, the human resources management and development to be integrated with the strategic change process in Bahrain.

I can say that this kind of integration does not exist due to lack of communication between the Government vision (producer) and the Public and Private sector current and future needs and demands. 51% of the Private sector sample stated that the Private sector needs to be involved in formulating and implementing a human resources development strategy.

Coherence In Managing Change

The strategic change should work in a coherent and across all aspects of the organisation. This again is not applicable to the human resources development status in Bahrain as first there is no clear mission for the human resources development, second the direction of strategic change is not clear, third as the mission is not clear, the required resources are unknown to meet the changes needed and fourth the competition advantage can't be achieved currently because the strategic direction is not clear.

CHAPTER

IV

SUGGESTIONS FOR IMPLEMENTING A

HUMAN RESOURCES DEVELOPMENT

STRATEGY IN BAHRAIN

4.1 INTRODUCTION

Over the past six years several studies, conferences, forums, technical meetings were conducted in Bahrain to discuss the Human Resources Development aspects.

All these activities reached one conclusion that Bahrain is badly in need to unify the efforts in the human resources development field in order to create some sort of interaction and integration between the concerned parties in the country who are looking after the human resources development matters.

This kind of interaction and integration between the concerned parties will no doubt save time, money and avoid duplication and on top of that will avoid a possible failure to meet the current and future market needs and demands.

“In an ideal world the development of human resources strategy would be fully integrated with the development of organisation strategy” (Torrington & Hall, 1995, p 61).

A number of writers for example Porter (Five Forces Theory), Pettigrew & Whipp (Five Central Factors) argued that no strategy can be successful unless it is connected with the organisations current and future needs.

Despite the several announcements to unify the human resources development efforts still the State of Bahrain has no corporate Human Resources Development strategy. This conclusion is reached by the researcher based on the analysis done for the collected data and the personal interviews done to some officials in the Ministries. I believe this is going to put an end to the argument about whether Bahrain has a corporate Human Resources Development strategy or not.

Therefore, accordingly the researcher is going to try to establish guidelines to help the Bahrain Government to formulate and implement a corporate Human Resources Development strategy.

Having understood where we are now (strategic analysis) then where do we need to move Human Resources Development status to?

(Strategic choice) by selecting the suitable choice there will be a need to plan how the choice of the strategy can be put into effect and manage the changes required.

(Strategy implementation) implementation should be connected with a continuous evaluation to measure and judge the output of the implementation, if it is up to the expectation and matching the set-up objectives.

The cause of the failure of most strategies is lack of measurement, control and evaluation.

However the evaluation process should be connected with the three stages. Figure (4.1) summarises these stages.

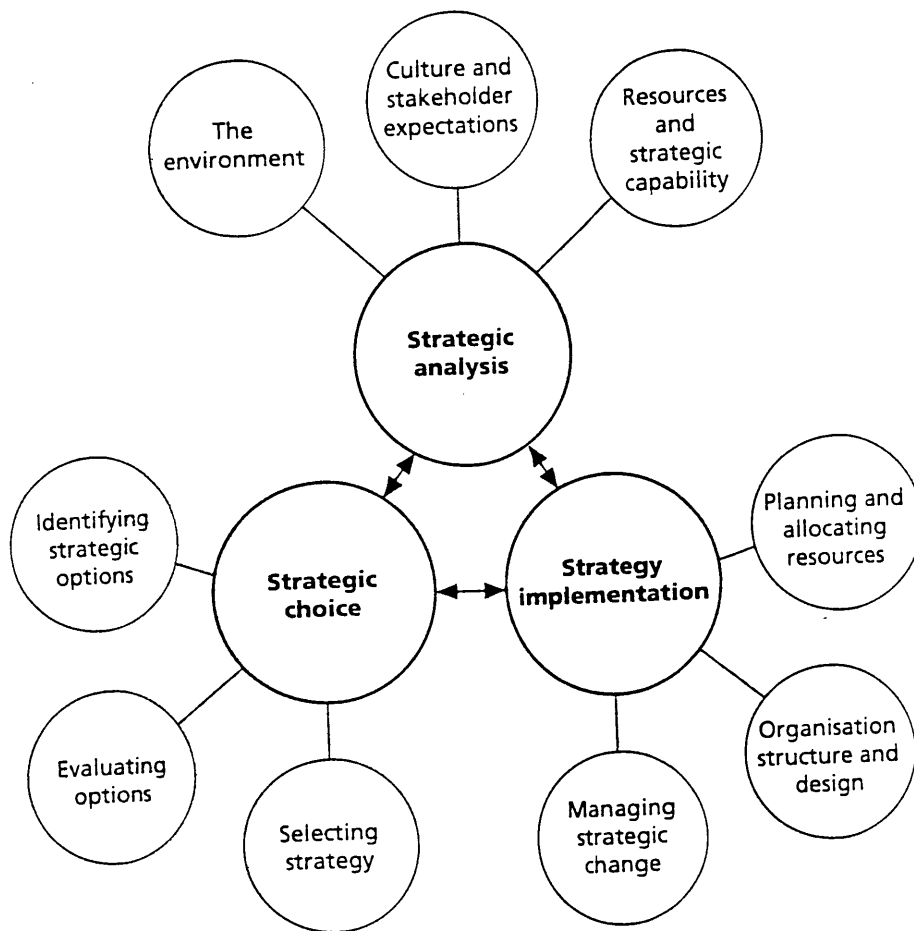


Figure (4.1) A Summary Model Of The Elements Of Strategic Management

Source: Gerry Johnson & Keven Scholes, Exploring Corporate Strategy

Having established that the Bahrain Government considered the Human Resources Development as a strategic option then the political ground is available to take off. This means that the concerned Government bodies should translate this support into action (corporate strategy).

In a nutshell, there is need for strategy formulation, mission statement and strategic implementation.

4.2 THE NEED FOR A NATIONAL POLICY

As we noticed in chapter three, the effort of developing the human resources in Bahrain is peacemeal and there is a lack of communication and coordination between the Government bodies concerned with human resources development.

I believe that Bahrain is badly in need for a national policy for Human Resources Development that will enable the country to meet the future challenges, as the whole world is moving into the 21st century.

Strategic Options

Having identified and confirmed the need to formulate a Corporate Human Resources Development strategy, we need to set-up a strategic choice to help in achieving this objective. Therefore the researcher is suggesting the following strategic options:

1. Consists of a high council, have overall control over human resources development issues in the country.
2. Run a conference on an annual basis for the concerned parties and professional personnel from international organisations like ILO, UNDP, UNICO, UNICEF etc. should be invited.
3. Appoint a competent external consultant.

In order to evaluate the options available, there are several questions which should be imposed such as:

- To what extent can the selected option be put into action?
(Strategy & Reality)
- Which of these options build strengths and overcome weaknesses?

- How much financial funding is required to implement the selected option?

All strategic options formulated are recommended for implementation as each option will tackle a specific area in the strategy. Suitability, feasibility and acceptability as evaluation criteria have to be taken into consideration for proper evaluation and selection of an option.

Assessment Of Options

1. HIGHER COUNCIL FOR HUMAN RESOURCES DEVELOPMENT

It is the most important strategic option to be taken by the Government. The council can consist of highly effective senior personnel representing the concerned Government bodies: Figure (4.2)

- Ministry of Education
- Ministry of Labour & Social Affairs
- Civil Service Bureau
- Ministry of Oil & Industry
- Ministry of Finance & National Economy
- Ministry of Commerce
- The General Organisation for Youth and Sport (GOYS)
- Ministry of Information
- University of Bahrain
- Chamber of Commerce & Industry
- General Committee for Bahrain Workers
- Training Institutions and Centres
- Religious bodies

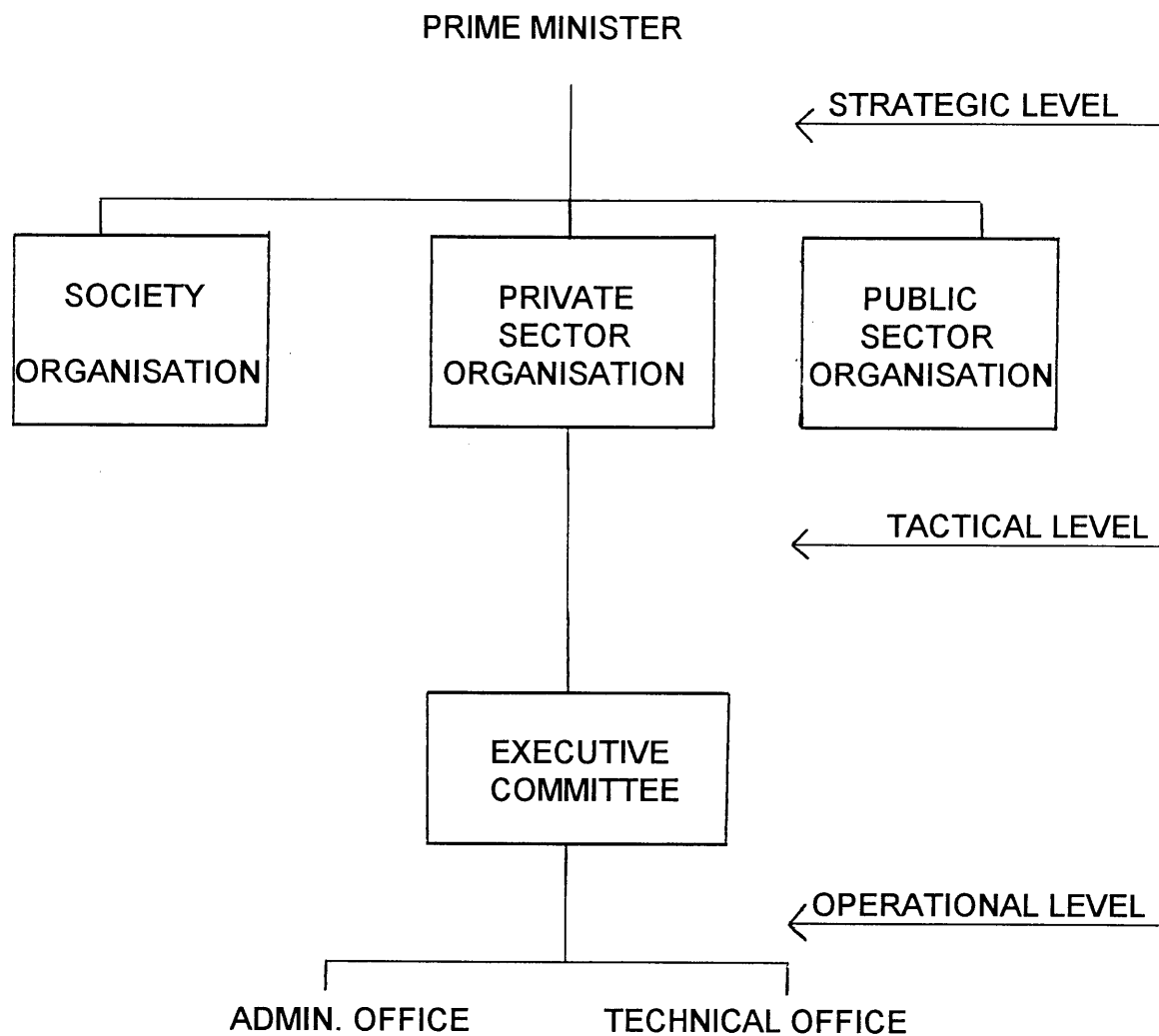


Figure (4.2) A Proposed Organisational Structure For The Higher Council Of Human Resources Development

The Council's role is to formulate, implement and evaluate the corporate strategy and to make sure that all efforts of the concerned parties are unified and convergent. It is the responsibility of the Council to set-up a mission statement to ensure the proper direction for the strategic implementation.

2. Conduct Annual Conference

The Higher Council of Human Resources Development, should conduct an annual conference and invite all the concerned parties (Private sector, Public Sector, International organisations, experts etc.)

The purpose of this conference is to discuss and evaluate the status of the Corporate Human Resources Development strategy, how it works, the barriers, the achievements etc. By the end of the day the conference should reach a conclusion about how to strengthen the strategy and make it more effective and efficient.

3. Appointment Of A Competent External Consultant

This is another good strategic option and it will help to a great extent, because the consultant is going to add the international issues to the strategy formulation and this will match what we mentioned previously that the strategy should not work in isolation, international market demands and future needs should be considered.

The consultant must be highly skilled, knowledgeable and action oriented. He/she should also be well known in the market industry.

Advantages of this option:

- Globalising the strategy.
- More accepted by the concerned parties to correct their mistakes.
- Minimise internal conflicts.
- Fairness in judging the performance of the strategy.

Having highlighted the strategic options which can be taken to formulate, implement and evaluate the strategy, we reached the critical point which is suggesting a mission statement along with the objectives of the suggested strategy.

4.3 THE NEED FOR A MISSION STATEMENT

I believe that the mission statement is a vital issue for any strategy. It works as a boundary or guideline for the implemented strategy. Therefore it will be a big mistake if any strategy is implemented without a mission statement, can a strategy work without direction? Figure 4.3 shows clearly that the mission statement is a driving force for any strategy.

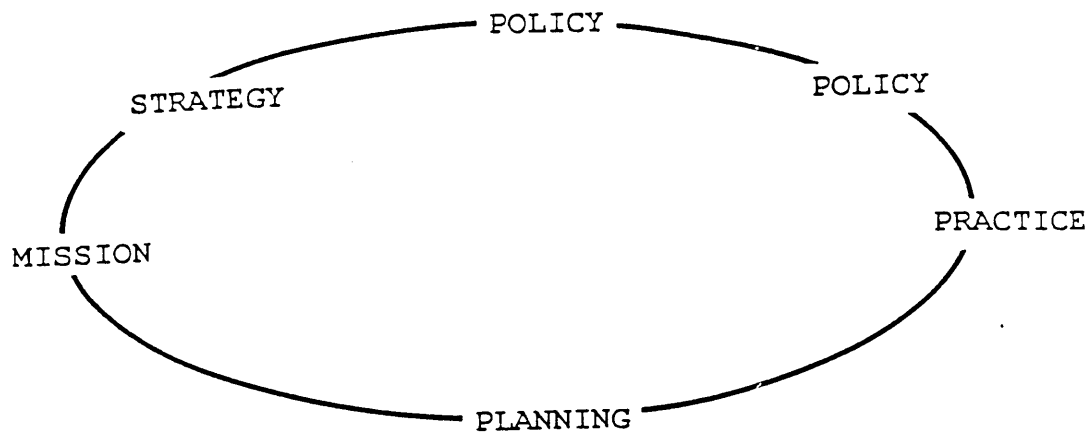


Figure (4.3): A Framework For Management Action
Source: Torrington & Hall, Personnel Management

The mission statement issue was tackled by several thinkers and all of them agreed about the importance of this issue.

Johnson and Scholes (1993) argued that:

“A mission in general expression of the overriding prime of organisation, which ideally, would be in line with the values and expectations of major stakeholders”

Torrington & Hall (1995) raised several questions about the mission statement issue such as:

“What is the organisation for? Where is it going? It is a precaution of policy and depends on an appreciation of both the expertise within the business and the nature of customers or clients needs that could be met. It is general and visionary.”

Then what is the suitable mission statement which can be set-up to drive the Corporate Human Resources Development strategy in Bahrain? Which kind of element should be considered by this mission?

Suggested Mission Statement

“The State of Bahrain considered the human being as the most important element of the production process. He is the aim and the tool, at the same time, of the general development.

The State of Bahrain believes that the human resources development is the corner stone of the general development. This, in order to enable the Bahraini people to make the general development achievable. This will enable Bahrain to cope with the economic globalisation.

To enforce a suitable general development requires a sustainable human resources development. Therefore, it is important to give great attention to the quality of training programmes and employment development in order to develop the capable national workforce who can compete with the international standards and accordingly will work as an attractive element for the overseas investments.

Thus, the State of Bahrain believes that the above mentioned can be achieved through formulating a corporate Human Resources Development strategy along with effective strategic implementation and evaluation mechanism.”

The Objectives Of The Suggested Corporate Human Resources Development Strategy

The objective is a breakdown for the mission statement. It is an illustration for the targets that should be achieved by the implemented strategy.

The following objectives have been identified to help the Government Corporate Human Resources Development strategy to meet the current and future challenges and competition:

- Develop the education system and link it with the society's current and future needs and demands.
- Establish a proper communication and coordination mechanism between the concerned parties.
- Encourage the beneficiaries of the implementation (Public and Private sectors) to participate in the strategy stages (Formulation, Choice, Implementation).
- Establish a national vocational accreditation standards system.
- Establish a national skills testing system.
- Set-up a career guidance.
- Design a national training plan (short term/long term).
- Assure the quality of training and developing the national work force.
- Promote Bahrain as a centre for training and human resources development in the Gulf region and beyond.
- Globalise the human resources development issue to cope with the economic globalisation.

Having identified the objective of the proposed strategy, then the next step will be the implementation process.

4.4 THE NEED FOR ACCURATE STRATEGIC IMPLEMENTATION

I believe that there is a general agreement that the implementation stage for any strategy, plan or project is the most difficult and critical stage because it is concerned with translation of the strategy in action “it is easy to say but it is difficult to do”. It is the process of achieving the set-up objectives by using effective methods (mechanisms).

“Implementation can be thought of as having several parts. It is likely to involve resource planning, including the logistics of implementation. What are the key tasks needed to be carried out? What changes need to be made in the resource mix of the organisation? By when? and who is to be responsible for the change? It is also likely that changes in organisational structure will be needed to carry through the strategy” (Johnson & Scholes, 1993, p 21).

To activate the selected strategic option, there is a need to use effective methods/mechanisms to monitor, control and measure the effectiveness, efficiency of the implementation process.

“The chosen method(s) is/are used creatively to develop, choose and implement innovative change proposals that address to give problems” (Flood, 1995, p 41).

Therefore, the implementation process should be systematic and linked logically with the set-up mission statement as well as the objectives of the strategy.

Government Commitment

Before we proceed to illustrate the role that should be played by the selected option during the implementation stage, let us highlight an important factor.

The corner stone of the implementation is the Government commitment, as without the availability of this factor the new strategy will not be able to meet its objectives.

Successful strategy requires the implementation of many of the inputs and actions, such as clear vision, mission, statement, effective communication, comprehensive quality training, removal of the barriers and empowerment of the concerned parties contribution. Without the Government commitment, the resources and motivation to implement and sustain these would not be made available.

To ensure a successful implementation, there is a need to review and evaluate the performance of the organisational strategy of the Government bodies who are handling the Human Resources Development. This evaluation will help to find out upto which point the existing organisational structure can cope with the implementation of the proposed strategy.

“It is also likely that changes in the organisational structure will be needed to carry through the strategy ”
(Johnson & Scholes, 1993, p 21).

The suggested structure to run the suggested strategic implementation will consider the Total System Intervention (TSI's) recursive structure (creativity, choice of implementation, by focusing on the TSI's four key dimensions of organisation:

- Efficient organisational processes.
- Effective organisational design.
- Organisational culture.
- Organisational policies.

The three suggested strategic options to carry on the strategic implementation (Higher Council, Annual Conference and the Consultant) should be able to set-up their missions, to ensure the proper direction for the strategic implementation but how then will the suggested strategic option ensure an effective strategic implementation? Which kind of mechanism should they use? What is the steps/action to be taken?

1. The Higher Council For Human Resources Development And The Implementation

I believe that the performance of the existing organisational structure of the Government bodies is inefficient and ineffective when it comes to human resources development aspects but the Private sector organisational structure, to a certain point, are much better. The cause of such a situation is that the Private sector is business oriented and they are much more concerned about the quality and standards in order to satisfy the customer. It is a matter of survival.

Therefore Quality Management (QM) is needed to activate the strategic implementation and make it able to achieve the set-up objectives.

“There are two main principles, that drive quality management. First, efficiency can be achieved by continuously redesigning the processes in line with the customer's requirements and second, the key to general management is to ensure that customers are satisfied.” (Flood, 1995, p 115).

The suggested High Council creates a mechanism to translate the corporate strategy into action and this should be done through a strategic National Corporate Human Resources Development plan, Figure (4.4). In this regard and with human resources development aspects I suggest using Strategic Assumption Surfacing and Testing (SAST), Soft Systems Methodology (SSM) and Total Quality Management (TQM). These methods will be effective tools to reach specific and tangible results within a reasonable time.

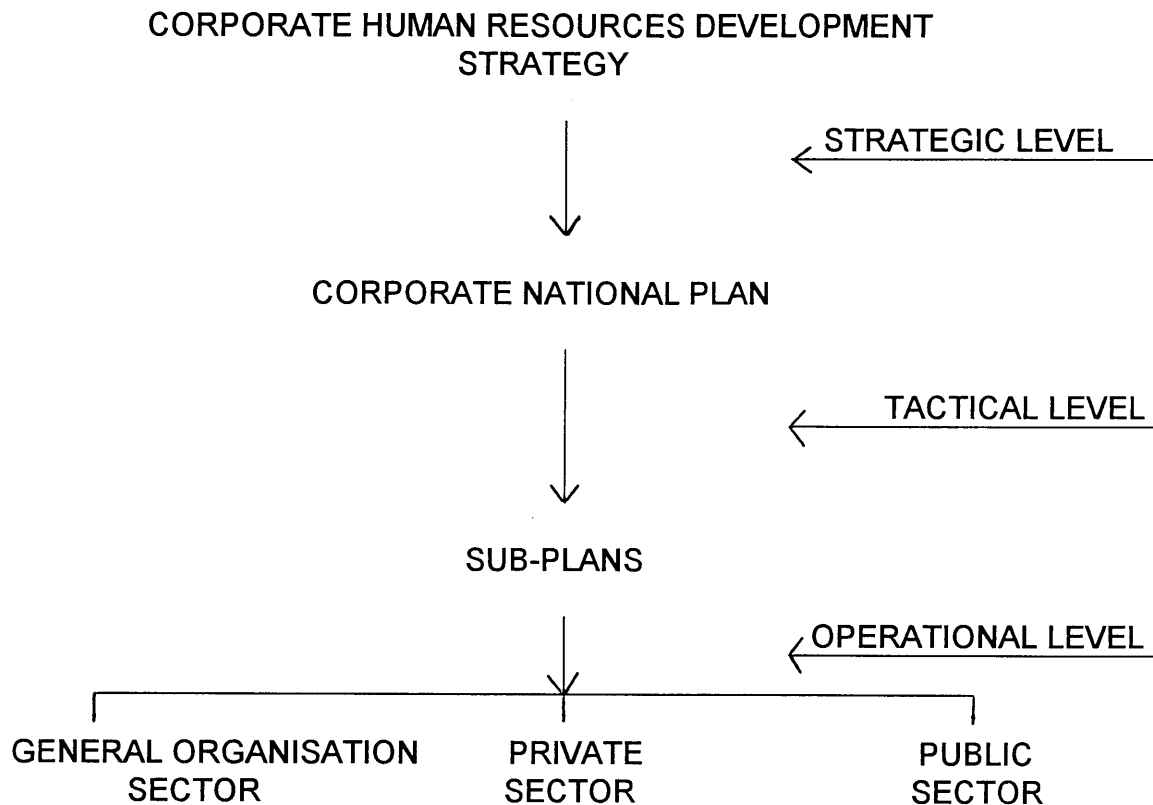


Figure (4.4) Suggested Structure For Strategic Implementation For The Corporate Human Resources Development Strategy In Bahrain

2. Awareness Plan And Implementation

The High Council should design and implement an awareness plan in cooperation with the concerned parties in the country through their representatives in the Higher Council. This will help a lot to first prepare the Society for the strategic implementation and second to get the required support from the Public opinion to the implementation as we noticed that some of the sample's view found that lack of Society awareness is one of the important barriers facing the human resources development activities.

When the awareness plan takes place and prepares the Society individuals psychologically and mentally then the next stage is to design and implement in the Human Resources Development Corporate National plan.

3. Design Human Resources Development National Plan

The ideal and practical mechanism to enhance the strategic implementation is to design a long term corporate national plan for human resources development in the country to translate the mission statement of the strategy and its objectives in action.

Mintzberg (1994) identifies the role of planning in terms of programming the strategic vision, Figure (4.5). He argued that planning can't generate strategies but it can make them operational by clarifying them, working out the consequences of them and identifying what must be done to achieve each strategy. In addition to that, he believes that planning can be worked as a tool to communicate and control the implementation process.

"Planning can ensure coordination and encourage everyone to pull in the same direction".

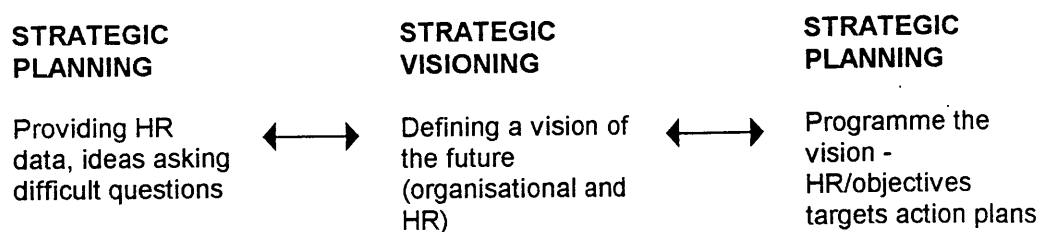


Figure (4.5) Human Resources Strategic Visioning And Strategic Planning

"Successful implementation of strategies will invariably require some degree of change in the organisation's resources profit. The careful planning of these resource changes is therefore important." (Johnson & Scholes, 1993, p 313).

Designing the strategic national plan should consider the following elements:

- It should be divided into short term plans.
- It should be divided into sub-plans to suit the nature of business for example the type of manpower needed in the industrial sector is different from the banking sector.
- The national plan and the sub-plans should have an implementation mechanism.
- A mechanism is needed to review and evaluate the national and sub-plans periodically or when it is needed.
- The national plan and sub-plans should be flexible enough to accept any changes or amendments.
- Legislation ground and support is needed to enhance the implementation of the plans.
- Assurance should be made to the availability of the financial support.

4.5 THE NEED TO MONITOR AND REVIEW THE FUTURE IMPACT OF THE STRATEGIC IMPLEMENTATION

I am assuming that if the suggested mission statement and the objectives along with the strategic implementation of the strategy is implemented properly, the following results could be achieved:

- The nationalisation level will be increased by 3% - 5% annually.
- The Private sector will be more positive and supportive to the human resources development strategy.
- The education system will be linked properly with the country's business current and future needs.
- The strategic option to promote Bahrain as a regional centre for training and human resources development can be achieved.
- The availability of high skilled and semi-skilled national workforce will encourage the local and overseas investors to invest in Bahrain.
- The sustainable human resources development will improve the social welfare and accordingly will minimise the unemployment rate.
- The positive impact of the social welfare standards will enhance the political and economical stability.
- Having established the previous impacts Bahrain will be able to connect the human resources development with the economic globalisation.

The big threat facing the implementation of any strategy is the designer not accepting any change or amendment to their strategy.

They are requesting people to deal with their strategy as a holy aspect. This kind of attitude may cause a corporate failure to the implementation of the strategy.

Therefore a critical review system should be applied during the three stages of the strategy (analysis, choice, implementation) and this process can be done through the following mechanism:

- Higher Council for Human Resources Development.
- The annual conference/forum.
- The appointed external Consultant.

4.6 LESSONS FROM THE STUDY

When I started thinking of what kind of benefits I got from the study, I remembered the question I have been asked by the University of Hull, why do you want to do the MBA. I believe that I am now very close from the answers I gave about two and a half years ago. The study enhanced my thinking and analysing capabilities:

- I can easily connect the facts and the methodologies logically and in a coherent way for example while I was applying the method of the elements of strategic management I immediately did a logical connection between this model and the TSI's three phases as both of them serve the same purpose and can be used together to tackle any problem in order to find a proper solution for it.
- While I am doing the study, coincidentally I have been asked by our Chairman, who is managing his family business to provide him with a report highlighting the failure committed by his own company in implementing nationalisation plans. It was a big challenge to me because this is the first time in my life I found myself in a position to provide a professional consultation. I accepted the challenge and I implemented an action plan to prepare the report and it was ready within the set-up target (copy from the report is available for any further inquiry).
- Reading a lot about strategy helped me a lot to implement and enhance a proactive management rather than a reactive management in my department for example I submitted an action plan to my superiors covering my department's activities for 1998. Besides that there is an action plan for each month. I am trying to encourage my subordinates to do the same.

APPENDICES

APPENDIX I: THE QUESTIONNAIRE SAMPLE
- Questionnaire I Government Bodies
- Questionnaire II Individuals

**APPENDIX II: BAHRAIN'S BALANCE OF TRADE
(94, 95 AND 96)**

APPENDIX I

QUESTIONNAIRE I

GOVERNMENT / MINISTRY OF LABOUR & SOCIAL AFFAIRS

1. Does the Government have a Human Resources Development strategy?

YES ____

NO ____

2. If YES what is the vision and the objectives of the strategy?

3. When was it implemented?

4. Who prepared the strategy?

A. Government alone

B. Government and the Employers

C. Government, Employers and Workers Representatives

D. Government, Teachers, School Principals

E. Government, University, Training Institutes.

F. Others/Mention

5. What is the role that Ministry of Labour is playing in the implementation of the HRD strategy?

6. What is the impact of the HRD strategy implementation on the national manpower status in the private sector?

7. Does this strategy meet the current and future needs of the private sector?

YES ____ NO ____

8. If YES, how?

CURRENT NEEDS

FUTURE NEEDS

9. If NO, why?

10. Does the implementation of the HRD strategy face any barriers?

YES ____ NO ____

11. If YES, what type of barriers?

- A. Structural/mention _____
B. Legal/mention _____
C. Financial/mention _____
D. Others/mention _____

12. Has the H.R.D. strategy been evaluated and developed in regard to the private sector since it was implemented?

YES ____ NO ____

13. If YES, when and give details of the amendments?

14. Is there any coordination between the Ministry of Labour and the other concerned parties in the implementation of the strategy (Ministry of Education, Civil Service Bureau, University of Bahrain, General Committee of Bahraini workers, Chamber of Commerce & Industry, Bahrain Training and Human Resources Development Society etc.)

YES ____ NO ____

15. If YES give details about this coordination?

16. If NO, why?

17. What is the Ministry's views about developing the HRD strategy?

18. Is there any other comments?

THANK YOU.

&

HAVE A NICE DAY

QUESTIONNAIRE I

GOVERNMENT / MINISTRY OF EDUCATION

1. Does the Government have a Human Resources Development strategy?

YES ____

NO ____

2. If YES what is the vision and the objectives of the strategy?

3. When was it implemented?

4. Who prepared the strategy?

- A. Government alone
- B. Government and the Employers
- C. Government, Employers and Workers Representatives
- D. Government, Teachers, School Principals
- E. Government, University, Training Institutes.
- F. Others/Mention _____

5. What is the role that Ministry of Education is playing in the implementation of the HRD strategy?

6. What is the impact of the HRD strategy implementation on the education outputs status?

7. Does this strategy connect the education outputs with the labour market's needs and demands?

YES ____

NO ____

8. If YES, how?

9. If NO, why?

10. Does the implementation of the HRD strategy face any barriers?

YES ____

NO ____

11. If YES, what type of barriers?

A. Structural/mention_____

B. Legal/mention_____

C. Financial/mention_____

D. Others/mention_____

12. Has the H.R.D. strategy been evaluated and developed in regard to the private sector since it was implemented?

YES ____

NO ____

13. If YES, when and give details of the amendments?

14. Is there any coordination between the Ministry of Labour and the other concerned parties in the implementation of the strategy (Ministry of Education, Civil Service Bureau, University of Bahrain, General Committee for Bahrain workers, Chamber of Commerce & Industry, Bahrain Training and Human Resources Development Society etc.)

YES ____

NO ____

15. If YES give details about this coordination?

16. If NO, why?

17. What is the Ministry's views about developing the HRD strategy?

18. Is there any other comments?

THANK YOU.

&

HAVE A NICE DAY

QUESTIONNAIRE I

GOVERNMENT / CIVIL SERVICE BUREAU

1. Does the Government have a Human Resources Development strategy?

YES ____

NO ____

2. If YES what is the vision and the objectives of the strategy?

3. When was it implemented?

4. Who prepared the strategy?

- A. Government alone
- B. Government and the Employers
- C. Government, Employers and Workers Representatives
- D. Government, Teachers, School Principals
- E. Government, University, Training Institutes.
- F. Others/Mention _____

5. What is the role that Civil Service Bureau is playing in the implementation of the HRD strategy?

6. What is the impact of the HRD strategy implementation on the national manpower status in the services sector?

7. Does this strategy meet the current and future needs of the services sector?

YES ____ NO ____

8. If YES, how?

CURRENT NEEDS

FUTURE NEEDS

9. If NO, why?

10. Does the implementation of the HRD strategy face any barriers?

YES ____ NO ____

11. If YES, what type of barriers?

A. Structural/mention _____

B. Legal/mention _____

C. Financial/mention _____

D. Others/mention _____

12. Has the H.R.D. strategy been evaluated and developed in regard to the private sector since it was implemented?

YES ____

NO ____

13. If YES, when and give details of the amendments?

14. Is there any coordination between the Ministry of Labour and the other concerned parties in the implementation of the strategy (Ministry of Education, Civil Service Bureau, University of Bahrain, General Committee for Bahrain workers, Chamber of Commerce & Industry, Bahrain Training and Human Resources Development Society etc.)

YES ____

NO ____

15. If YES give details about this coordination?

16. If NO, why?

17. What is the Ministry's views about developing the HRD strategy?

18. Is there any other comments?

THANK YOU.

&

HAVE A NICE DAY

QUESTIONNAIRE II

PUBLIC SECTOR

DECISION MAKERS

1. Do you think that Bahrain has a Human Resources Development Strategy?

YES ____

NO ____

2. If YES what is the impact of this strategy in Human Resources Development in the country?

3. In your opinion, does this strategy meet the current and future demands and needs?

YES ____

NO ____

4. If YES, how?

CURRENT NEEDS

FUTURE NEEDS

5. If NO, why?

6. Is there a positive interaction from the Public sector with the Government H.R.D. strategy implementation?

YES ____

NO ____

7. If NO, why?

8. What is the inefficient area in the Government H.R.D. strategy?

9. Does this strategy face barriers in implementation?

YES ____

NO ____

10. If YES, what type of barriers?

A. Structural/mention_____

B. Legal/mention_____

C. Financial/mention_____

D. Others/mention_____

11. What are your views to develop the Government's H.R.D. strategy?

12. Is there any comments you want to add?

THANK YOU.

&

HAVE A NICE DAY

PAGE 3

NAME: (OPTIONAL) _____ AGE: _____

WORKPLACE: _____ DESIGNATION: _____

QUESTIONNAIRE II

PRIVATE SECTOR

DECISION MAKERS

1. Do you think that Bahrain has a Human Resources Development Strategy?

YES ____

NO ____

2. If YES what is the impact of this strategy in Human Resources Development in the country?

3. In your opinion, does this strategy meet the current and future demands and needs?

YES ____

NO ____

4. If YES, how?

CURRENT NEEDS

FUTURE NEEDS

5. If NO, why?

6. Is there cooperation and interaction between the private sector and the Government H.R.D. strategy implementation?

YES ____

NO ____

7. If NO, why?

8. What is the inefficient area in the Government H.R.D. strategy?

9. Does this strategy face barriers in implementation?

YES ____

NO ____

10. If YES, what type of barriers?

A. Structural/mention_____

B. Legal/mention_____

C. Financial/mention_____

D. Others/mention_____

11. What are your views to develop the Government's H.R.D. strategy?

12. Is there any comments you want to add?

THANK YOU.

&

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PAGE 3

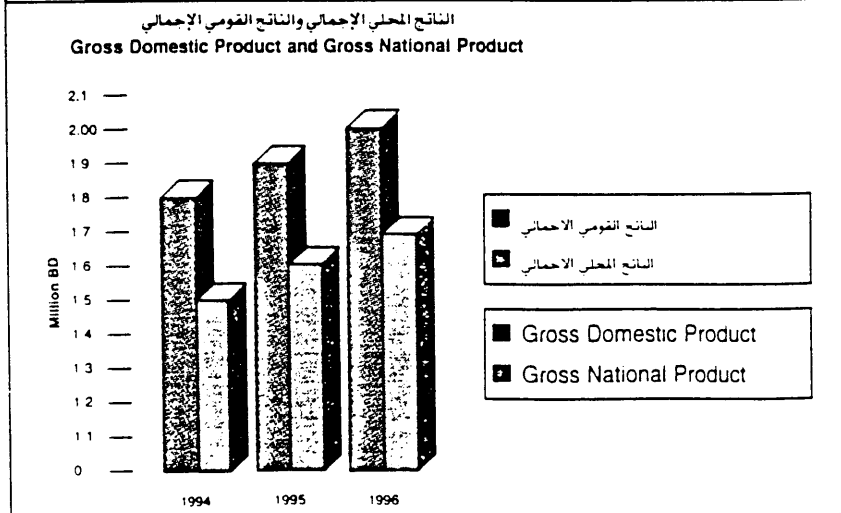
NAME: (OPTIONAL) _____ AGE: _____

WORKPLACE: _____ DESIGNATION: _____

APPENDIX II

التجارة الخارجية (بدون النفط) FOREIGN TRADE (EXCL. OIL)

1996*	1995	1994	(In million BD)	(مليون دينار)
935.8	897.0	966.2	Imports	الواردات
811.1	765.6	832.0	Bahrain Imports	واردات البحرين
124.7	131.4	134.2	Bonded Areas Imports	واردات المناطق الصناعية
			أهم الدول المستوردة منها حسب القيمة (مليون دينار)	
			Major Countries Importing from By Value (million, BD)	
102.5	113.9	153.3	U.S.A.	الولايات المتحدة الأمريكية
99.8	67.5	68.3	Australia	أستراليا
83.4	80.2	87.8	United Kingdom	المملكة المتحدة
66.5	69.6	60.9	Saudi Arabia	المملكة العربية السعودية
580.0	623.5	525.5	Exports	الصادرات
431.9	463.9	384.9	Bahrain Exports	صادرات البحرين
33.4	41.2	47.7	Re-Exports	بضائع معاد تصديرها
114.7	118.4	92.8	Bonded Areas Exports	صادرات المناطق الصناعية
			أهم الدول المصدر لها حسب القيمة (مليون دينار)	
			Major Countries Exporting to By Value (million, BD)	
93.1	94.5	82.6	Saudi Arabia	المملكة العربية السعودية
73.6	53.6	72.6	Japan	اليابان
46.7	51.4	34.6	Taiwan	تايوان
44.8	59.3	45.0	South Korea	كوريا الجنوبية
46.9	25.2	45.6	Transit	الترانزيت
			الميزان التجاري (يشمل النفط، مليون دينار)	
+160.5	+149.3	-52.4	Balance of Trade (Includes Oil, in 000,000 BD)	
			ميزان المدفوعات (مليون دينار)	
128.8	35.6	39.8	Overall Balance of Payment (000,000 BD)	



* Major countries according to last year.

* أهم الدول بناء على آخر سنة

Source: State of Bahrain, Central Organisation Directorate, Bahrain in Figures, November, 1997.

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