

YANSAB

Situation

The YANSAB petrochemical plant was developed and built over a 5 year period to 2009 by a construction workforce at its high point of over 24,000 people.

Following the plant's full commissioning in July 2009 the YANSAB Leadership Team asked MLI to support

- the engagement of a highly multi-cultural workforce in a safety critical and competitive marketplace
- the retention of high value employees it had recruited and nurtured in readiness for 'start-up' and beyond

MLI's Solution

MLI spent time on site talking to staff at all levels to validate and refine the key levers of engagement and improvement opportunities. A tailored survey of some 50 questions was developed covering seven categories including job clarity, management style, communications and performance management.

The survey process, supported by pre-communications and an e-poster campaign created a plant-wide buzz which flowed into enthusiastic action planning led by the Chief Executive and Leadership Team. MLI followed up at the plant in March 2010 reviewing widespread progress across all departments, conducting focus groups and facilitating an Extended Leadership Team workshop.

MLI's main philosophy was to keep the process as a 'means to an end' - i.e. towards action and improvement, the outcome of which all employees could feel. The survey process was conducted entirely online and promoted very enthusiastically by senior management both before and after the response deadline.

Benefits

The response rate achieved was an amazing 92.2%, and results collation, feedback and action plans by department - facilitated by MLI - were completed within 4 weeks of the survey close date in November 2009.

The YANSAB Employee Survey ('YES') has prompted all managers and teams to discuss and take greater ownership for pragmatic improvement actions, which pave the way for better efficiency, productivity, skills retention, employee relations and performance.

Intermittent short 'pulse' surveys are being considered to reinforce the focus on actions and track any emerging issues or opportunities.



Key Facts

Company

The Yanbu National Petrochemical Company (YANSAB) is based in Saudi Arabia and is an affiliate of SABIC, the world leading chemicals producer

Nature of Business

Manufacture of petrochemical products

Permanent Employees

Post construction and commissioning, some 1,300 employees

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