

SAUDI ARABIAN OIL COMPANY (SAUDI ARAMCO)
GENERAL INSTRUCTION MANUAL

ISSUING ORG: **TRAINING & DEVELOPMENT**

SUBJECT: **INDUSTRIAL & ADMINISTRATIVE WORKFORCE JOB
CERTIFICATION**

G. I. No. **1809.001** Approved

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CONTENT

This general instruction (GI) defines the standards of activity for all business/service lines (B/SLs) subject to the industrial and administrative workforce job certification, development and recertification process. Major sections include:

1. Definitions
2. Scope
3. Purpose
4. On-Job Training and Job Certification Standards
5. On-Job Training
6. T&D Support Responsibilities

1. DEFINITIONS

The list below defines the terms used in this GI, as follows:

- 1.1 **Corporate Career Planning System (SAP/CP):** A corporate system for planning and tracking Saudi Aramco employee training, licensing and certification activities.
- 1.2 **Corporate Training & Event Management System (SAP/TEM):** A corporate system for maintaining records of employees' booking of Business Event Types (BETs), BET catalogs for training programs and the complete training history of BET completions.
- 1.3 **Evaluator:** A job-qualified, technically competent and T&D-certified individual who independently verifies through the evaluation process that employees under OJT can perform job tasks to the minimum acceptable standards.
- 1.4 **Independent Spot-Check Evaluation:** A process of evaluating OJT employees' task completions. This process is carried out by technically qualified personnel from the IDP Certification Unit (IDPCU) to ensure employees' certification meets approved company standards.
- 1.5 **Individual Development Plan (IDP):** A corporate- and/or department-established certification tracking tool used by supervisors to plan employees' OJT and certification/recertification activities.
- 1.6 **Job Certification:** A planned and tracked employee on-job development process, where levels of skills and competencies are formally recognized. The process is to confirm that Saudi Arab employees (GC 03-14) develop the required skills to "safely" and "effectively" maintain Saudi Aramco operations. Job certification requires completion of academic, job skills and job task elements. Certain jobs are identified as 'critical' and require periodic recertification.

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1.7 **Job Task Certification:** A task evaluation process conducted by an evaluator to confirm that an employee can perform a specific job assignment (a JTS task and/or related sub-tasks) to established company standards.

1.8 **Job Task Standard (JTS):** This refers to the primary document for job certification. The document details the performance objectives (tasks), conditions and standards established for a fully-qualified jobholder in a specific work unit.

1.9 **Mentor:** A department-appointed, job-qualified subject-matter expert (SME) and T&D-certified individual who instructs OJT employees on the performance of job tasks.

1.10 **On-Job Training (OJT):** A department-managed activity structured around a performance-based on-job developmental assignment performed under supervision in the normal work environment that guides employees toward full job certification.

1.11 **QADP Program:** Quality Assurance Development Program is a two-phase certification program (*Phase 1: Theory and Phase 2: Hands-on*). This program trains business/service lines (B/SLs) SMEs to conduct job certification reviews efficiently and effectively. The QADP was developed, evaluated and piloted by Quality Assurance & Training Performance Measurement Unit (QA&TPMU).

1.12 **Recertification:** Verifies that an employee “Critical to Operational Safety” as designated by department in the Job Assignment, has a valid certificate for passing the company competency exam applicable for his current job title.

1.13 **Task:** A work assignment with an established operational procedure that has performance conditions, standards and discrete steps that result in a qualitative and/or quantitative performance achievement.

2. SCOPE

All corporate and department-sponsored programs for job certification and recertification are subject to the instructions in this document. This GI outlines two certification mandates, each applicable to specific Saudi Aramco workforce populations:

2.1 Job Certification mandate that applies to all Saudi Arab company employees in:

- Industrial Job Families with Salary Codes 3–14.
- Administrative Job Families with SCs 3–14 (unless and until transfer into a professional Job family).

2.2 Job Recertification mandate that applies to employees *critical to operational safety*, as designated by department in the Job Assignment.

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3. PURPOSE

Job certification of all Saudi Arab company employees, holding industrial and administrative jobs with salary codes (SCs) 3–14, verifies and documents that these employees have learned to perform their job responsibilities “safely” and “effectively” to company-established standards. The job certification process mandates that:

- 3.1 Departments shall identify means of job certification such as a job-family Job Task Standard (JTS) for all industrial, technical and administrative job families.
- 3.2 Jobs that are identified as “critical” to operational safety (plant operators, maintenance technicians, planners, heavy equipment operators, riggers/welders, cable splicing, etc., including supervisory personnel “considered critical” to operations) shall require regular recertification through written/online and/or performance testing.
- 3.3 Departments shall include certification/recertification testing requirements (as applicable) in the relevant job ladders.
- 3.4 Departments shall provide, and be accountable for, the developmental planning, training, tracking, and certification of their employees. This shall be carried out in coordination with T&D to ensure optimum use of corporate resources.
- 3.5 Departments shall communicate the following J0 conversion policy to current and future apprentices:
 - 3.5.1 The J0 status (J0 6, 7, 8) shall be converted after successful completion of all job certification requirements for the entry-level job. Employee must complete Line Specific Training as required.
- 3.6 Departments shall communicate the following job certification requirements for newly hired regular Saudi Arab and expatriate employees:
 - 3.6.1 All Saudi Arab new hires hired as job-qualified employees shall be assigned required job ladders and their requirements must be met either through enrollments or placement/exemption tests.
 - 3.6.2 All new hire expat employees shall be mandated to complete respective (craft/operation/planners, etc.) certification test as per their Grade Codes. (**Note:** *Expat employees are not subject to JTS-based certification.*)
- 3.7 To ensure departments’ job certification is maintained and sustained at a reasonable level, departments shall plan each employee’s advancement to the next job level if the following have been completed:
 - 3.7.1 Employee has completed all formal training requirements (i.e., academic/technical) for his/her next job certification.
 - 3.7.2 Employee has been mentored on all approved certification tasks (JTS-based or otherwise job-specific) of the next job certification.

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3.7.3 Employee has been successfully evaluated by an independent evaluator.

3.7.4 Employee's next job certification has been approved by the division head and is reflected in SAP/CP.

3.8 **Job Certification Process:** Prior to any OJT and within 60 days, the relevant department must ensure that all new employees have met the Basic Safety Requirements as mandated for their area. Following are the job certification process steps to job certify employees in their current and target jobs.

3.8.1 Once an employee joins the department, a job ladder is assigned to the employee.

3.8.2 Subsequently, an IDP is created in SAP/CP system for the employee.

3.8.3 Employee is assigned a JTS book relevant to his/her job, in support of his/her on-the-job training and development program.

3.8.4 A certified mentor is assigned to the employee by the employee's supervisor.

3.8.5 An independent evaluator is assigned to evaluate the JTS tasks mentored and completed by the employee.

3.8.6 The evaluator evaluates the tasks completions and updates SAP/CP system.

3.8.7 Once the employee completes all tasks and other relevant requirements, employee is due for certification.

3.8.8 Employee's assigned training coordinator initiates the workflow for Job Certification for division head's approval.

3.8.9 Upon approval, an employee's job certification is updated in SAP/CP system.

4. ON-JOB TRAINING AND JOB CERTIFICATION STANDARDS

To ensure that OJT and job certification standards are met and maintained, departments shall implement, regularly review and accurately revise, when required, the following:

4.1 **Job Description:** An official company document which describes the significant functions, principal tasks, and minimum requirements of each job.

4.2 **Job Profile:** A detailed description typically derived from a "Job Description" of all the basic duties and responsibilities that will need to be performed by an employee for a specific job.

4.3 **Job Ladder:** A structured series of jobs which typically defines an employee progression from entry level position to higher levels of skill, knowledge, and responsibility. It defines the track for upward mobility.

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4.3.1 Upon department request, department-specific training requirements including technical training, safety certification/recertification, and other development options (such as e-learning, self-development experience, etc.) that are open to the fully-qualified jobholders may be included. The process for creating department-specific training requirements for a particular job ladder shall adopt the following protocol:

- a) A department (or other issuing organization) sends a request to include department-specific training requirements in a particular Job Ladder to the Information Technology Services Group (ITSG) via email or the Customer Relation Management System (CRMS). The request includes a sequenced list of properly constituted Job Profiles that define the Job Ladder's range and subsequent job certification requirements.
- b) ITSG verifies OCD Job Title approval and creates the department-specific training requirements for the Job Ladder in SAP/CP.
- c) ITSG informs the department of the creation of the department-specific training requirements for the Job Ladder.
- d) The department reviews, and if necessary revises, the new training requirements for the Job Ladder.
- e) The department head approves and thereby establishes the updated Job Ladder with department-specific training requirements.

4.4 **Individual Development Plans (IDPs):** IDP is a SAP/CP-generated document that allows supervisors to plan and track employees' OJT activities for each job listed on the job ladder that must be completed by the employee. The IDP must include all training and development requirements listed in the job ladder, matching an employee's specific circumstances and/or his/her organization's needs. Additional optional requirements for training or development may be included.

4.4.1 All OJT employees (regardless of GC or qualification) shall be tracked via SAP/CP IDP, assigned to each employee.

4.4.2 Each OJT employee must be oriented effectively on his/her IDP by the respective supervisor within three (3) weeks of the employee's assignment.

4.4.3 After the IDP orientation, IDP planning, progress and fulfillment are the mutual responsibility of the supervisor and the employee.

4.5 **Corporate Tracking Systems:** Departments shall track each employee's progress toward completion of certification/recertification requirements in the relevant JTS and job certification tracking system (SAP/CP and/or SAP/TEM).

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4.5.1 The SAP/CP Tracking System: A resource used for tracking the certification/recertification and development of Saudi Aramco Arab employees (GC 03-14) targeted toward industrial, technical and clerical/administrative jobs. The tracking system reports exception items, flags certification/recertification requirements and provides data for OJT-process review and the required quarterly reviews.

4.5.2 Career Planning (CP) provides the following major services:

- a) Planning: includes job ladder creation, JTS creation data entry and IDP creation.
- b) Tracking: course completions, JTS task completions and other certification and recertification requirement completions.
- c) Reports: Business Intelligence (BI), SAP-HR (R3) ad hoc reports

4.6 **Job Task Standard (JTS):** A JTS (and in some cases, additional department-defined materials) establishes the competencies (authentic field duties) unique to a Job Assignment, which must be performed within a specific organization, plant or environment. Proponent departments must provide a JTS to certify OJT employees in industrial, administrative, and technical job families.

4.6.1 The JTS development process shall adopt the following steps:

- a) Proponent department sends a written request for JTS development to T&D.
- b) T&D requests SMEs from the proponent department to provide a list of tasks and draft the JTS into an approved format.
- c) T&D assigns an analyst from Job Skills Curriculum & Testing Unit (JSC&TU) to coordinate the JTS development according to approved format.
- d) T&D sends the draft JTS to the proponent department for review and approval.
- e) Upon approval, JSC&TU will assign the JTS a unique title and number, add the JTS to the JTS library and provide links to the new JTS on T&D's website.

4.6.2 The JTS design shall provide single-task certification, covering all grade codes in a job family.

4.6.3 Each JTS task must include the task procedures/steps, performance conditions and standards.

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4.6.4 The JTS Users Guide shall include clear guidelines on using:

- a) Employees' OJT orientation checklist
- b) Record of on-job mentors
- c) Record of on-job evaluators
- d) Task evaluation tools
- e) Trials (minimum two attempts) for each task/sub-task
- f) Change suggestions page
- g) Task simulation details

4.6.5 When applicable, the JTS should identify the job tasks to be completed in certain grade codes. Job tasks that require periodic recertification also need to be flagged in the job ladder.

4.6.6 Each JTS shall have a link for users to access approved step-by-step task procedures and other task-related OJT documents and/or standards.

4.6.7 Unit heads are responsible for ensuring the OJT employees' orientation, using the orientation checklist provided in the JTS.

4.6.8 Proponent departments are responsible for defining the job range (job ladder span) that is subject to job certification when requesting job ladder creation.

4.6.9 Once an employee is successfully certified on all tasks, the JTS must be archived at least for two (2) years by the proponent department to ensure employee's certification history is available for reference and/or review during internal/external evaluation.

4.6.10 All JTSs shall be reviewed and T&D approval secured by the relevant department every three (3) years or whenever operational needs and/or circumstances related to job certification significantly change to ensure that job duties and task requirements reflect actual job performance needs. All proposed revisions to the JTS shall be reported to T&D by using the Change Suggestions page in the JTS.

4.7 **Job Certification Waiver:** Job certification waiver can be used to grant current job certification to employees who are unable to complete academic and/or job skills training/course requirements, and meet the waiver application requirements in 4.7.1 below. A written waiver request approved by an employee's admin area head or above shall be sent to the general manager, T&D.

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4.7.1 Limits and Justifications: Waiver provisions do not relieve departments or their employees from circumstances (e.g., test or performance failures, lack of experience, etc.) that reflect or suggest an employee's inability to perform a given job. To illustrate these limits/justifications, some typical waiver applications are listed below:

- a) Safety Courses: Department-specific and other company required safety courses will not be waived.
- b) Departmental Requirements: Department-specific requirements set down in Job Profiles will not be waived, such as certification/recertification and Job Task Standards (JTS) requirements.
- c) College Degree in Lieu of Academic Course Requirements: University graduates (including self-degree program) holding industrial/administrative jobs shall be waived only if the job description has an option for ITC courses completion or university degrees.
- d) Technical Diploma in Lieu of Job Skills Course Requirements: If a direct hire holds a technical/craft diploma, has more than 20 years of related service, he/she is required to complete all task requirements. An independent SME T&D evaluator (alternatively, a proponent SME) should assess his/her job performance and competencies. Based on these assessments, Job Skills course requirements may be waived.
- e) Experience in Lieu of Job Skills Course Requirements: Waiver requests that are related to age and experience in lieu of job skills courses will be evaluated by T&D on a case-by-case basis.
- f) If a department adopts a certification mechanism other than the JTS-based certification, all completions should be tracked using SAP/CP tracking system. To ensure tracking accuracy, a BET will be created for the commercial certification and recorded in employees' job ladders. Once accepted, this alternative certification will be considered valid for a maximum of five (5) years or until either T&D or the relevant department requests a review of the certification's continued applicability.

4.7.2 Waiver Application Process: Job certification waiver requests must be submitted in writing from the waiver candidate's admin area head or above to the General Manager, T&D for review and approval, with justifications reflecting the stipulations of this GI and decision of waiving employee's job certification requirements. The decision of the T&D must then be recorded in the system on the employee's IDP.

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5. ON-JOB TRAINING (OJT)

Each OJT employee shall be issued a copy of the JTS, which may include a control number and be logged (registered), by the issuing authority.

- 5.1 Proponent departments are responsible for informing employees of the OJT performance objectives (tasks) that must be achieved for job certification.
- 5.2 Each OJT employee must receive task instructions from a designated T&D-certified mentor. The recommended mentor-mentee ratio for general maintenance and operations tasks is 1:4.
- 5.3 The mentor must meet the following criteria:
 - a) Subject Matter Expertise: His/her own job certification (including any recertification) must be current and reflected in SAP, and he/she should hold particular expertise in the tasks he/she will be mentoring.
 - b) Mentor Certification: He/she must have taken and passed the Staff Development Unit (SDU) mentoring course, been confirmed by SDU through a site visit and had his/her certification status recorded accurately in the system.
 - c) English Competency: Job certification is a formal process documented and reviewed in English. The mentor must be able to read and write various documents and speak with various personnel, for which English will be required.
 - d) Time to Mentor: For this reason, a mentoring load should never exceed four (4) employees/mentees. This ratio determines not only the time available for a mentor to perform his/her regular job duties, but the quality of the relationship and mentoring activity the mentor shares with his/her mentees. It is the sole responsibility of the department to plan for and ensure this staffing mandate is met, even during scheduled leaves when mentors may be required to substitute.
- 5.4 The mentor must allow a mentee enough task practice opportunities (minimum two trials) for each task/sub-task.
- 5.5 The mentor must correctly complete all task-related entries (dates, signatures, comments, task tries, etc.) in the JTS Workbook.
- 5.6 The mentor shall approve an employee for task evaluation only after the employee has satisfactorily demonstrated the task performance to required/predetermined standards.
- 5.7 The employee's supervisor shall arrange for final task evaluation by an independent evaluator within 10 business days for employees who have successfully mastered the task. (**Note:** *The recommended evaluator – employee ratio is 1:12; evaluators must be T&D certified.*)
- 5.8 The employee's supervisor (or the supervisor's delegate), who is a T&D-certified evaluator, may conduct task evaluation if any of the following apply:

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5.8.1 The task is of a unique (specialized) nature and an SME evaluator cannot be arranged within the mandated 10 business days. 5.8.2 The evaluation is for a small workgroup (2 to 3 employees) located in a designated remote area where dispatching an SME evaluator is not practical. 5.9 The evaluator must complete the pre-task and post-task evaluation data in detail. 5.10 The evaluator must provide timely evaluation feedback to the employee's supervisor. 5.11 When it is necessary to transfer task completions from old to new JTS books, proponent departments shall develop and approve task equivalency matrices and send those to SAP/CP for entering in the system. 5.12 The corporate and department instructional and safety manuals must be used to establish the work performance procedures and standards required for jobholders and developing OJT employees. These documents will differ according to the department product and/or purpose. 5.12.1 Examples of corporate instructional documentation include: • Loss Prevention Manuals (Safety) • Saudi Aramco Engineering Standards (SAES) • Saudi Aramco Engineering Procedures (SAEP) • General Instructions (GIs) 5.12.2 Examples of department instructional documentation include: • Operating Instruction Manuals (OIMs) • Equipment Manufacturer's Manuals, and the T&D-produced training manuals: ➤ Training Operations Instructions (TOIs) ➤ apprenticeship and/or specialty course information) ➤ handbooks ➤ curricula 5.13 To ensure transparency/success of OJT and job certification processes, all OJT-support documentation shall be readily available and up-to-date for use by mentors and evaluators. 5.14 To ensure standardization and accuracy in corporate reporting, departments must appoint authorized SAP/CP operators (evaluators, training coordinators, etc.) to enter all task evaluations/completions accurately within 10 working days of completion.			
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- 5.15 A copy of the OJT manual, if exists, must be submitted to a mentee where tasks are detailed, trials are tracked, and signed by the mentor.

6. T&D SUPPORT RESPONSIBILITIES

6.1 IDP Certification Unit (IDPCU)

This unit provides the following major services:

- 6.1.1 OJT Spot-Check Evaluation: This is to validate OJT employees' task completions, focusing on task-related safety practices, technical knowledge, appropriateness of task skill level, independent performance, and accuracy of documents/forms related to task evaluation. The spot-check process is summarized as follows:

- a) Spot checks shall be done to 5 – 10 percent of employees per craft (discipline) in each department every year.
- b) The IDPCU will report the results of spot-check evaluations to the proponent department head and copy respective department/Admin Area HR organization.
- c) Within a 10-business day period that should include remedial training, the department will request a second spot-check from IDPCU. If the employee fails the same task during the second spot-check, the employee's Task Certification for that task will be considered invalid, and within 10 business days, his/her Task Certification (and any related job certification) will be removed from SAP/CP.

- 6.1.2 Recertification Testing: IDPCU is responsible for developing, implementing and maintaining recertification tests for all jobs classified as critical by proponent departments.

- a) IDPCU follows guidelines for test development, security, administration and scoring/reporting as outlined in approved Training Operations Instructions Manual (TOIM). Departments shall send a written request to IDPCU for developing a new recertification test.
- b) The validity period for a recertification test will be determined by the owner of the recertification tests. For example, the recertification test validity for outside operators, console operators, supervising operators and specific plant operations personnel is two (2) years.
- c) Recertification may also be limited to a specific post or assignment; for example, gas/oil operators must undergo new task recertification whenever they are assigned to a new plant or position within the plant prior to taking the recertification test. Departments must not create equivalencies for T&D developed certification/recertification tests.

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- d) Diagnostic profiles are provided by the IDPCU for each employee who completes a recertification test and his/her supervisor. These profiles may be used for remedial training purposes, recognizing strengths and remediate challenges.
- e) The minimum passing score is 80 percent.
- f) All certification/recertification tests must be administered as part of a progression (for example: Outside Operator, Control Room Operator and then Supervising Operator) and hierarchy tables must be set to define the level and Grade Code for which the tests are applicable.
- g) Not allow an employee who fails a recertification test to retake the test prior to the completion of a remediation and re-preparation period of at least 30 business days. During this period, employee should not be assigned independent job assignment under his/her assigned role.
- h) Not allow an employee who fails a recertification test to retake the test more than four (4) times in a twelve month (12) period from the initial testing date.
- i) Not allow an employee who fails a recertification test due to unethical practice (i.e., cheating, using any digital transmitting devices, but not limited to, as determined solely by IC&TSD) to retake the test prior to completion of a waiting period of one (1) year. Any violations will have the following consequences:
 - First time: Inform department manager for appropriate counselling. Award zero (0) for the test and bar violator for enrollment for one year from the test date.
 - Second time: Inform department manager for appropriate counselling. Award zero (0) for the test and bar violator for enrollment for one year from the test date.

(Note: The employee's department is solely responsible for scheduling the employee with enough time for test results to be registered in the system prior to any expiration of previous certification; and it is the sole responsibility of the employee's department to ensure proper employee preparation and conduct during testing.)

6.1.3 Maintenance Craft OJT Evaluation: Upon request from departments, the IDPCU shall provide job-qualified evaluators to conduct independent task evaluations of OJT employees until the department allocates their evaluators.

6.1.4 Administrative/Clerical Job Evaluations: For improved accountability and results, proponent departments shall provide:

- a) Resources to conduct the task evaluation of all clerical and administrative employees to complete their certification requirements.

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b) Departments that are not self-sufficient to carry on the task evaluation may request the IDPCU for short-term support to complete the task evaluation.

6.2 Staff Development Unit (SDU): The unit provides training and certification for OJT personnel, including trainers, mentors, evaluators, training supervisors, field supervisors, and Quality Assurance Development Program (QADP) business/service lines (B/SLs) SMEs. The training and certification process takes the following sequence:

6.2.1 Provide specific training and/or certifications for personnel critical to the success of job certification, as follows:

- a) Departmental trainer candidates must successfully complete the SDU Trainer Certification Program.
- b) Mentor candidates must successfully complete the SDU Mentor Certification Program.
- c) Evaluator candidates must successfully complete the SDU Evaluator Certification Program.
- d) Supervisors must complete the SDU online/e-learning JTS Supervisor's Briefing Course.
- e) QADP B/SLs SMEs must complete a two-phase certification program (*Phase 1: Theory and Phase 2: Hands-on*) which trains B/SLs SMEs to conduct job certification reviews efficiently and effectively.

6.2.2 Trainer, mentor and evaluator certifications also demand a field Performance Profile conducted by the department, and a follow-up field performance review conducted by SDU. The purpose of these reviews is to verify the candidate's field competency in the skills learned in the Mentor/Evaluator/Trainer Certification Program workshop. These field assessments are conducted under the following guidelines:

- a) Performance Profiles will be conducted after the candidate has had a minimum thirty (30) business days of field practice in his/her assigned role.
- b) Performance Profiles will then be verified and signed by the candidate's supervisor, reviewed for approval by the division head and sent to departmental training coordinators.
- c) Department training coordinators must send approved Performance Profiles to SDU no later than three (3) months from the final day of the candidate's SDU workshop attendance.
- d) Within 30 business days of receipt of the Performance Profile, its information will be verified by SDU via a field assessment.

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- e) Within 10 business days of a satisfactory assessment, SDU will update the new trainer, mentor and evaluator's certification status in SAP.

6.3 Proponent Training Units

Proponent training units (whether at a business and service line level, admin area level, or department level) are responsible for providing continuing OJT and certification support to the field management. The key functions include:

- 6.3.1 Administration of OJT and in-house (Line Specific Training – LST) training
- 6.3.2 Timely enrollment and registration of employees in training courses
- 6.3.3 Tracking of employees' job certification/recertification progress, flagging problems and weak patterns in job certification and immediate reporting of findings to appropriate division heads
- 6.3.4 Providing remedial training for weak performers
- 6.3.5 Conducting internal QA certification reviews and/or support reviews conducted by SDU-trained SMEs.

6.4 Quality Assurance & Training Performance Measurement Unit (QA&TPMU)

6.4.1 Conduct Internal Quality Assurance Reviews (IQARs)

IQARs are independent, planned reviews conducted by PD&QAD/QA&TPMU to evaluate the degree to which the subject organization's training environment and activities meet Saudi Aramco and T&D expectations, as elaborated in a QA&TPMU-managed catalog of specific observable quality indicators (QIs). These reviews are:

- a) Intended to share and promote the subject organization's observed strengths and guide the remediation of observed challenges.
- b) Staffed by the number of analysts needed to cover the programs/crafts to be evaluated and are managed by a lead-analyst.
- c) Typically conducted to assess the industrial training centers (ITCs) run by both Saudi Aramco and local training providers (LTPs).

6.4.2 Conduct External Quality Assurance Reviews (EQARs)

EQARs are independent, planned reviews led by PD&QAD/QA&TPMU. These reviews are conducted with the objective of improving the quality of offered training services by highlighting areas for improvement using feedback tools and field visits.

6.4.3 Administer the Update of Training Operations Instructions (TOIs) & General Instructions (GIs)

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Administering TOIs and GIs is a process that outlines the procedures to be followed when developing, reviewing and updating new and/or current TOI/GI instructions by relevant proponents under the coordination/supervision of QA&TPMU.

- a) In coordination with proponent departments, review, revise and renew targeted TOIs within three (3) years or whenever operational needs dictate.
- b) In coordination with proponent departments, review, revise and renew the Unit-related GIs (including this GI) within five (5) years or whenever operational needs dictate.

6.4.4 Coordinate the Accreditation of Training & Development (T&D) Programs

Coordinating the accreditation of T&D programs with the Accrediting Council of Continuing Education and Training (ACCET) who will review and benchmark all major T&D training programs (academic, job skills and professional) against set international standards. Reaccreditation is conducted every five (5) years.

6.5 Job Skills Curriculum & Testing Unit (JSC&TU)

- 6.5.1 Drafts and proposes department-sponsored master training plans, including training patterns, a set of discrete training activities that are prerequisites for certification in specific jobs, for appropriate job families.
- 6.5.2 Designs, develops and publishes instructional material for specific organizational or departmental needs.
- 6.5.3 Furnishes e-Format training aids, materials and services to support job certification/recertification programs.
- 6.5.4 Provides job-analysis support to develop JTSs and JTS task lists/inventories.
- 6.5.5 Conducts e-development functions through various operator e-resources on the JSC&TU/JSCSG website.
- 6.5.6 Assists in the development of the Job Skills training program and tests for sponsoring departments, including the development of test item banks, implementation of test security systems, generation of testing forms, analysis, and interpretation of test results.

6.6 Academic Curriculum & Testing Unit (AC&TU)

- 6.6.1 Develops curricula and program tests.
- 6.6.2 Documents design work and updates training publications (e.g., Academic Training Catalog).
- 6.6.3 Administers academic testing, employment screening, exemption tests and placement testing.

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6.7 Industrial Training Centers (ITCs) 6.7.1 Offers apprentices training toward technical, industrial or administrative entry-level jobs, and further develops employees within a department (post-specialty training). 6.7.2 Provides wide range of safety training and certification programs, including chemical hazard awareness, gas testing, H2S safety, work permit issuer and receiver, confined space awareness, driver training, basic life support and first aid, and fire safety. 6.7.3 Provides training and administers certification tests. (For details, refer to GI 1809.002, Job Skills Training, section 7.2 Certification Tests.) 6.8 Corporate Integrated Learning Services Unit (CILSU) This entity provides e-learning and technical support opportunities on T&D Online to enhance methods of training for workplace skills, professional growth, and self-development. These e-learning opportunities are aligned with and support corporate initiatives such as self-development and the Corporate Objectives. Most courses on T&D Online support training required for specific jobs and certification and/or recertification. 6.8.1 All certification/recertification tests are implemented through e-learning platforms. 6.8.2 CILSU is responsible for updating their e-learning content to the latest versions so that the e-learning courses are current and suitable for Saudi Aramco operation. 6.9 IT Services Group (ITSG) 6.9.1 Provides assistance with the corporate tracking system to monitor and report on accomplishments toward job certification. 6.9.2 Accesses control for employee's academic and job skills training history. 6.9.3 Provides a full range of job certification administrative services through issuing certification, job ladder updating, etc. 6.9.4 Maintains SAP/TEM HR module, which is designed to support all training centers and business lines by automating their training activities and storing data (e.g., scheduling classes, tracking attendance), and providing different types of reports to management and TEM end-users. 6.9.5 Maintains SAP/CP HR module, which is designed to establish job plans, track employees' development, and certify administrative and industrial employees (GC 03-14) as they progress from one job to another.			
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6.10 Contractor & Affiliates Certification Unit (C&ACU)

It is the responsibility of C&ACU to ensure the qualification of the contractor technician workforce (Long Form Contracts) in Saudi Aramco operating facilities as mandated by Saudi Aramco Maintenance Council and being conducted through third party local training providers. Specifically, C&ACU will:

- 6.10.1 Perform QA reviews on the Contractor Technicians Pre-Qualification and Qualification Programs, as conducted by local training providers (LTPs) for contractor employees and employees of Saudi Aramco joint venture companies.
- 6.10.2 Conduct quality control checks on the performance and certification activities of contractor employees in the field.
- 6.10.3 Provide monthly updates of contractor technicians' certification status and activity to Corporate Maintenance Services (CMS).
- 6.10.4 Conduct review of the tests in the LTPs in coordination with CMS for contractor technician certifications.
- 6.10.5 Conduct evaluations for recommending LTPs for administering qualification assurance programs for contractor technicians in coordination with CMS.

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Concurred: _____ Director Training Technical Support Department	Date: _____
Approved: _____ General Manager Training & Development	Date: _____
Concurred: _____ Executive Director Human Resources	Date: _____
Concurred: _____ Service Line Head Operations & Business Services	Date: _____
Concurred: _____ Senior Vice President Upstream	Date: _____
Concurred: _____ Senior Vice President Downstream	Date: _____
Concurred: _____ Senior Vice President Technical Services	Date: _____
Concurred: _____ Senior Vice President Finance Strategy & Development	Date: _____
Concurred: _____ Executive Director Corporate Affairs	Date: _____

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