

SAUDI ARABIAN OIL COMPANY (Saudi Aramco)
GENERAL INSTRUCTION MANUAL

ISSUING ORG. *TECHNICAL SERVICES

SUBJECT: QUALITY MANAGEMENT ROLES & RESPONSIBILITIES

G. I. NUMBER

400.001

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CONTENT:

****This General Instruction prescribes the roles, responsibilities and interfaces between the Inspection Department (ID) and Project Management (PM) for project quality planning and management for all projects where PM is the construction agency.**

***This General Instruction contains the following information:**

1. Purpose
2. Applicability
3. Abbreviations
4. References
5. Definitions
6. Planning & Execution of Project Quality
7. Responsibilities
8. Project Status Reporting
9. Approval Authority

****Attachment 1: Matrix for Preparing Saudi Aramco Project Quality Plans**

****1.0 Purpose:**

This General Instruction shall be used by personnel from the Inspection Department and Project Management to ensure quality during all phases of Projects. It also defines the roles and responsibilities of the individuals involved in planning, coordination and execution of quality activities of a project.

This GI supports the Technical Services commitment to provide facilities that are designed, procured and built in accordance with Mandatory Saudi Aramco Engineering Requirements (MSAERs), Project Specifications and Contract requirements. The guiding principles of this GI are that Project Management is responsible for project quality, and that Inspection Department personnel fulfill a key support role as a member of the project team for all projects where PM is the construction agency.

****2.0 Applicability:**

This General Instruction is applicable to all projects managed by Project Management Department. Specific quality management roles for all sizes and types will be addressed through the Saudi Aramco Project Quality Plan (see sec. 7)

Note: Mid and Short form contracts that are not the part of the main project are excluded.

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****3.0 Abbreviations:**

ID	Inspection Department
IK	In Kingdom
LSPB	Lump Sum Procure Build
LSTK	Lump Sum Turnkey
MSAERs	Mandatory Saudi Aramco Engineering Requirements
NCR	Non-Conformance Report
OOK	Out of Kingdom
PID	Project Inspection Division
PM	Project Management
PQI	Project Quality Index
PQM	Project Quality Manager
PQP	Project Quality Plan
QA/QC	Quality Assurance/Quality Control
SAIR	Saudi Aramco Inspection Representative
VID	Vendor Inspection Division

****4.0 References:**

References shall be the latest issued revision or edition.

Saudi Aramco Standard Contracts (LSTK, LSPB & Construction Repair)

Schedule Q "Quality Requirements"

Saudi Aramco Engineering Procedures:

SAEP-14 "Project Proposal"

SAEP-1150 "Inspection Coverage On Projects"

SAEP-1151 "Inspection Requirements Contractor Procured Materials and Equipment"

SAEP-381 "Project Quality Issues Escalation Process"

SAEP-379 "Quality Issues Notification"

SAEP-380 "Equipment Deficiency Report"

SAEP-12 "Project Execution Plan"

SAEP-1154 "Guidelines for Contractor's Quality Plan"

SAEP-303 "Engineering reviews of Project proposal & detail design documentation"

Saudi Aramco Inspection Procedures:

00-SAIP-13 "Project Quality Assessments"

Saudi Aramco Work Instructions:

7.0-WI-02-PID "PID and Inspection agencies coverage on projects"

Saudi Aramco General Instructions:

G.I.2.710 "Mechanical Completion And Performance Acceptance Of Facilities"

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****5.0 Definitions**

Project Quality Manager (PQM): The senior Inspection Representative responsible for coordinating all inspection requirements on behalf of the Inspection Department with PM throughout all project phases (Project Proposal through Mechanical Completion.)

Project Management Representative: Individual designated by PM to interface with the associated Inspection Representative or PQM.

Inspection Representative: A Vendor or Project Inspection Representative who reports to the PQM as determined by the quality plan.

Saudi Aramco Project Quality Plan: (PQP) refers to the master Project Quality Plan that addresses PM and ID interactions, in contrast to Contractor's PQP.

Functional Reporting: For the purpose of this document, functional reporting relates to reporting quality issues to PM. Inspection Representative or PQM functionally reports to the Project Management Representative by reporting all quality issues, concerns and violations.

(Project Quality Index) PQI: Monthly measure of contractor's compliance to project quality requirements and approved quality plan.

6.0 Planning and Execution of Project Quality
6.1 Saudi Aramco Project Quality Plan

****6.1.1** During Project Proposal, Project Management will prepare Saudi Aramco Project Quality Plan jointly with the PQM. This plan shall outline the project organization relating to quality and the relationships between inspection and the project management team during the various project phases. It shall also ensure that all quality requirements are contained in the Contract and cover any exceptional quality requirements. When construction contracts are prepared during detailed design, preparation of the Project Quality plan sections pertinent to contracts may be completed during detailed design.

6.1.2 The Project Quality Plan shall be signed by both the most senior Project Management Representative assigned to the project and the PQM. The Project Quality Plan may be revised and updated as the project evolves, and shall be re-approved for any major changes.

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6.1.3 The Project Quality Plan shall generally contain, but not be limited to, the following (Refer to Attachment 1 for specific responsibilities for quality plan preparation): 6.1.3.1 Determine the required manning level and mobilization plan for Saudi Aramco quality personnel during the various phases of the project. 6.1.3.2 Define the project specific roles and responsibilities for *personnel's assigned during all project phases. **6.1.3.3 Determine the PQM's and SAPMT's role in the technical review during the Project Proposal preparation and in the prequalification of the contractors, sub- contractors and vendors providing services and materials to the project, as well as review of contractor technical proposals. *6.1.3.4 Develop Inspection Levels for equipment and material to be included in Schedule Q of the contract. *6.1.3.5 Determine minimum contractor inspection manning levels to be included in Schedule Q of the contract. 6.1.3.6 Include any special quality requirements to be incorporated in the contract. 6.1.3.7 Outline the quality measurements, such as weld rejection rate, ratio of contractor NCR's versus Saudi Aramco etc. to be used by the company and the contractor as applicable. *6.1.3.8 Schedule quality assessments per paragraphs 7.2.6 and 7.2.7. 6.1.3.9 Plan to promote and build awareness of the project quality system requirements within project team through periodic presentations as required. **6.1.3.10 Consider formation and use of a Quality Steering Committee consisting of members from Saudi Aramco, contractor(s) and major sub-contractor(s), as applicable. *6.2 Project Execution This phase will generally include, but not be limited to, the following activities listed in each phase: 6.2.1 Project Proposal Phase 6.2.1.1 PM will notify ID of all Project Proposals starts to allow participation in the kickoff meeting as needed.		
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6.2.1.2	The Inspection Department Manager or his designee assigns a PQM for all projects. The ID Manager may delegate one PQM to serve multiple small projects.		
6.2.1.3	PQM will be located at the location most effective for the work involved.		
**6.2.1.4	PQM will arrange for prequalification inspection visits to contractors or vendors as outlined in the Saudi Aramco Project Quality Plan.		
**6.2.1.5	If equipment is to be procured during the project proposal, PM will submit to PQM all novated/direct Purchase Order (PO) for review and necessary action. PM will ensure that all procurement documents contain all applicable MSAERs, Company’s material specifications and inspection plans for the main purchase order and its sub-components. PM will ensure that any deviation from MSAERs are addressed per SAEP-302 and shall maintain a record / log of all deviations with their approval status, PM will submit all procurement and inspection document for PQM review prior to PO placement, PQM will ensure that all procurement documents contain all appropriate inspection requirements and documentation.		
6.2.2	Design and Procurement Phase		
6.2.2.1	During this Phase, the Inspection Team will normally consist of the PQM and the Vendor Inspection Representative(s).		
**6.2.2.2	For projects with contractor procurement activities (LSTK or LSPB), the PQM will request an Inspection Representative from Vendor Inspection Division to cover the design and procurement inspection activities. If the VID representative is assigned full time on OOK project, he will report functionally to the PQM but administratively to the PM. In case the assignment is not full time, he will report functionally to the PQM but administratively he will be reporting to VID.		
**6.2.2.3	Projects with more than one major contractor will require a Vendor Inspection Representative in each design office or as determined by Saudi Aramco Project Quality Plan. To coordinate all the Design and Procurement inspection activities, the PQM will request SAIR to be assigned at the design offices.		
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*6.2.2.4	On LSTK and LSPB contracts, PQM or his representative will review and approve the quality plans, quality procedures and Inspection and Test Plans (ITP's) prepared by the contractor in accordance with Schedule Q to determine if the contractor's commitment, organization, quality system, personnel and processes are adequate to achieve contractual and project requirements.		
6.2.2.5	The PQM or his representative(s) will participate in the project design reviews as determined by the Quality Plan.		
6.2.2.6	The Inspection Representative(s) will work with the Project Management Representative(s) to identify vendor inspection requirements, arrange for required vendor inspection coverage, ensure appropriate contractor QA/QC coverage, and conduct spot vendor inspections.		
6.2.2.7	The Inspection Representative(s) will document any violation to the Contract requirements to the Project Management Representative, with a copy to the PQM. He will initiate NCR's as required and forward them to the Project Management Representative for issuance to the contractor.		
6.2.2.8	The Inspection Representative(s) will keep the PM Representative informed of all relevant QA/QC activities including potential NCRs.		
6.2.3	Construction and Pre-commissioning Phases		
*6.2.3.1	During this phase the inspection team will normally consist of PQM and project inspection team. Vendor Inspection Representatives will move to the respective construction sites and continue their procurement phase inspection activities.		
*6.2.3.2	PQM or his representative will review and approve the Quality Plans, QA/QC Procedures and Inspection and Test Plans (ITP's) prepared by contractors in accordance with Schedule Q to determine if the contractors' commitment, organization, quality system, personnel and processes are adequate to achieve contractual and project requirements.		
*6.2.3.3	The Inspection Representative(s) will monitor the contractor's inspection effort and conduct sufficient on site quality assessments in all disciplines to assure that the contractor is effectively implementing their approved quality plans, and report discrepancies to the Project Management Representative.		
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6.2.3.4 The Inspection Representative(s) will maintain inspection logs and initiate NCR's as needed for transmittal to the Contractor by PM.

**6.2.3.5 During Pre-commissioning, PQM will provide sufficient inspection personnel to assist the Project Management Representative to ensure that all exception items are identified and effectively resolved. Quality requirements for all installations are performed as per Manufacturer's recommendation.

6.2.3.6 The Inspection Representative(s) will keep the Project Management Representative informed of all relevant QA/QC activities including potential NCRs.

6.3 Conflict Resolution

6.3.1 The Inspection Representative and Project Engineer will make every effort to resolve conflicts through the Project Quality Manager and Project Management Representative, respectively. Technical disputes should be discussed with the appropriate Standard Committee Chairman.

**6.3.2 Unresolved quality issue shall comply with SAEP-381

7.0 Responsibilities:

7.1 The Project Management Department Manager shall:

7.1.1 Provide the leadership, management systems, and resources required to effectively design, procure, construct and mechanically complete the projects.

7.1.2 Set project quality objectives and provide means to achieve them.

7.1.3 Provide onsite PM supervision to ensure that the Contractor adheres to all procedures and standards and that the built facilities meet the Mandatory Saudi Aramco Engineering Requirements (MSAERs), Project Specifications and Contract requirements.

**7.1.4 Provide guidance and support to the Project Manager and PQM as needed to assure project quality goals are met.

7.1.5 Review project QA/QC programs and performance to ensure effective implementation of corporate objectives.

7.1.6 Review project QA/QC results, and make appropriate policy adjustments to achieve the desired results.

7.1.7 Interface with Inspection Department Manager.

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7.2 The Inspection Department Manager shall: 7.2.1 Assure that an effective quality management system is in place, so that facilities are designed, procured and constructed according to Saudi Aramco specified requirements. *7.2.2 Participate actively in the development of effective quality systems, and monitor capital program execution to ensure the project meets specified quality requirements. 7.2.3 Provide the resources required to effectively support and assess quality systems throughout all phases of projects: project proposal, design, procurement, construction and pre-commissioning. In addition, Inspection Department will provide inspection in sufficient quality, quantity and detail to ensure, through Project Management, that the Contractor effectively and efficiently enforces the Mandatory Saudi Aramco Engineering Requirements (MSAERs), Project Specifications and Contract requirements. 7.2.4 Assign the Project Quality Manager. 7.2.5 Ensure development and maintenance of quality performance indices to assess the status of projects. *7.2.6 Ensure Quality Assessments are performed as per 00-SAIP-13 for contractor compliance to specified quality requirements. 7.2.7 Assign an individual or a team to conduct periodic assessments of overall project quality. The objective of these assessments is to evaluate the effectiveness of the Saudi Aramco Project Quality Plan and compliance with this General Instruction. 7.2.8 Provide feedback to executive management on quality issues as necessary. 7.3 The Project Management Representative shall: 7.3.1 Have responsibility for overall quality during all phases of the project. **7.3.2 Provide onsite PM supervision to ensure that the Contractor adheres to all Quality Requirements as mentioned in the contract Schedule "Q" and all contractor's documents shall be thoroughly reviewed prior to submittal to Inspection and ensure compliance to the contract Schedule Q, and SAEP-1150 until the Mechanical completion and performance Acceptance as per G.I.2.710.			
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- **7.3.3 Ensure that a PM member acknowledges all logbook entries with name, initials and dates (Response time shall be 24 hours or as otherwise detailed in the SA Project Quality Plan). He will resolve deviations identified by Inspection Representatives with the contractor and address all open issues in regular PM/contractor meetings.
- 7.3.4 Ensure with the Inspection Representatives that the contractor(s), sub-contractors and vendors implement project quality requirements in accordance with the Contract.
- **7.3.5 Transmit officially copy of the issued NCR's prepared by Inspection Representatives to the contractor for timely resolution.
- **7.3.6 Track status of all Company issued Non-conformance Reports, assist identify the root cause, follow up on the corrective action and assess preventive actions by the contractor and obtains the Inspection Representative's concurrence prior to closeout of Non-conformance Reports.
- **7.3.7 Ensure that waivers are processed in accordance to SAEP-302, Instruction for obtaining a Waiver of Mandatory Saudi Aramco Engineering Requirement.
- **7.3.8 Ensure that schedule Q is reviewed by PQM prior to contract bidding.
- **7.3.9 Have the proper level of authorities to process quality notifications in SAP system.
- **7.3.10 Provide all the required supports to ID manning for the various phases of the project like offices, computers and other utilities as determined by PQM.
- **7.3.11 Ensure that proper means of communication between ID and SAPMT is provided to document all non-conformances, proactive notifications and general comments etc. This normally would be a Saudi Aramco Quality Management Software, however in remote areas where Saudi Aramco Quality Management Software access is not possible and if approved by the relevant PID Division Head, Hard bound Logbook may be utilized.
- **7.3.12 Ensure that Engineering changes that are deemed necessary at project construction phase shall undergo design review in accordance with SAEP-12.

7.4 The Project Quality Manager shall:

- 7.4.1 Interface with Project Management Representative on all inspection matters from the date assigned through Mechanical Completion and ensure that the project quality requirements are met.

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**7.4.2 Coordinate all inspection activities related to the project, till the clearance of Inspection Department exception item list.

**7.4.3 PQM or his delegate shall attend pre-construction meetings (kick-off meetings).

**7.4.4 PQM/SAIR shall verify appropriate Inspection Levels as per SAEP-1151 para. 6.1

**7.4.5 Ensure preparation of NCRs for issuance to the Contractor through the PM.

**7.4.6 Ensure full compliance to SAEP-381, "Project Quality Issues Escalation Process".

7.4.7 Initiate focused assessments of specific work elements to ensure that the Project quality activities and processes are effective, e.g. welding and gasket verification.

**7.4.8 Along with PM, PQM shall monitor and maintain the established PQI.

**7.4.9 Arrange the assignment of Inspection Representative and/or SAIR to cover the design and procurement inspection activities.

7.4.10 Responsible to resolve and make decision for any disagreement in PQI and to submit the final PQI to the ID PQI coordinator.

**7.4.11 Ensure implementation of Saudi Aramco Quality Management Software (also known as electronic Inspection Logbook) and/or the use of hard bound logbook to communicate observations and RFIs.

8.0 Project Status Reporting:

**8.1 Both the Project Management Representative and the Inspection Representative(s) are committed to implement the Saudi Aramco Project Quality Plan. The Inspection Representative(s) shall provide Quality Status Reports as required by Saudi Aramco Project Quality Plan to the Project Management Representative and PQM. These reports shall highlight deviations from the contract, MSAERs, Project Specifications or Contractors' Quality Plans. The PQM through the ID Manager will also report specific areas of concern to Proponent, PM and ES Executive Management in accordance with SAEP-1150.

**8.2 Both Project Management Representative and the Inspection Representative(s) are committed to implement SAEP-381 (Project Quality Issues Escalation Process). This Procedure establishes instructions for escalation of unresolved quality issues in Saudi Aramco projects including delinquent quality concern notifications.

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9.0 Approval Authority:

****Recommended by:**

Inspection Department Manager

Concurred By:

Vice President, Engineering Services

Vice President, Project Management

***Approved By:**

Service Line Head, Technical Services

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ATTACHMENT 1

Matrix for Preparing Saudi Aramco Project Quality Plan

Activity	Initiate	Review
1) Quality Policy Statement (Joint Statement)	Both	Both
2) Management Responsibility		
a) Project Organization Chart with interfaces showing		
i) PM Organization	PM	ID
ii) Inspection Organization	ID	PM
b) Inspection Department Manning Levels	ID	PM
c) Quality Responsibilities and Authority of key personnel for all phases of the project:		
i) Project Management positions	PM	ID
ii) Inspection positions	ID	PM
d) Reference Section (Company and Internal Procedures applicable to execution)		
i) Engineering	PM	ID
ii) Project Management	PM	ID
iii) Inspection	ID	PM
iv) Procurement/Materials	ID	PM
3) Project Proposal		
a) Minimum Inspection Levels for equipment and material (Sch. Q)	ID	PM
b) Special qualifications for inspectors inspecting special equipment (Sch. Q)	ID	PM
c) Minimum Contractor inspection manpower (Sch. Q)	ID	PM
d) Role of PQM in technical review of Proposal Package and contractor bids	ID	PM
e) Role of PQM in the technical qualification of contractors, sub-contractors and/or vendors (joint input)	ID	PM
f) Role of PQM in technical review of purchase documents (novated orders)	PM	ID
** g) Key Performance indicators (PQI Target Score, Max Weld Reject Rate, SA NCR to Contractor NCR Ratio) to track		
i) Project Management	PM	ID
ii) Inspection	ID	PM
h) Contractor and Project Quality Assessment Schedule	ID	PM
i) Quality Awareness training (Contractor and PMT)	ID	PM
4) Design		
a) Procedure for review and approval of Contractor Quality Plan and Procedures	ID	PM
b) Procedure for review and acceptance of Contractor Quality Personnel	ID	PM
c) Design Review Requirements	PM	ID
d) Procedure for review and approval of Special Material Inspection Plans (SA-175)	ID	PM
e) Quality Assessment requirements	ID	PM

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Activity		Initiate	Review
5) Procurement (including Field Purchasing)			
a) Procedure for Review and approval of Contractor Quality Plan and Procedures		ID	PM
b) Procedure for review and approval of Procurement Plan		PM	ID
c) Procedure for review and approval of vendor inspectors		ID	PM
d) Requisition Review Requirements		ID	PM
e) Material Submittal Review Requirements		PM	ID
f) Vendor qualification Requirements		ID	PM
g) D/C Purchase order Review Requirements		ID	PM
* h) Contractor Purchase order Review Requirements		PM	ID
i) Procedure for review of Vendor ITPs.		ID	PM
j) Determine level of surveillance and monitoring inspection		ID	PM
k) Procedure for review and approval of vendors' Special Process Procedures (as applicable per Schedule Q) including but not limited to:			
i) WPS/PQR & Repair procedures review requirements		PM	ID
ii) NDT procedures review requirements		ID	PM
iii) Heat Treatment Procedures review requirements		PM	ID
l) D/C and SAMS material tracking and receiving requirements		PM	ID
m) Vendor Inspection requirements		ID	PM
n) Quality Assessment Requirements		ID	PM
** o) Other Vendor document not listed above		ID	PM
6) Construction			
a) Procedure for review and approval of Contractor Quality Plan and Procedures		ID	PM
b) Procedure for review and approval of contractor quality personnel		ID	PM
c) Procedure for review and approval of personnel for special processes		ID	PM
d) Identify Hold, Witness and Review Points for ITPs		ID	PM
e) Determine level of surveillance and monitoring inspection		ID	PM
f) Procedure for review and approval of Special Process Procedures (as applicable per schedule Q) including but not limited to:		ID	PM
i) WPS/PQR & Repair procedures review requirements			
ii) Pre-qualified Procedures (AWS) review requirements		PM	ID
iii) NDT procedures review requirements		ID	PM
iv) Heat Treatment Procedures review requirements		ID	PM
v) Coating procedures review requirements		PM	ID
vi) Concrete and Asphalt Mix Design review requirements		ID	PM
** vii) Positive Material Identification review requirements		ID	PM
g) Requirements for RFI verification and issuance		ID	PM
h) Receiving Inspection D/C and/or contractor material requirements		ID	PM
i) Inspect Material Handling, Storage & Preservation requirements		ID	PM
j) Quality Assessments requirements		ID	PM
k) Inspection Record Books Requirements		PM	ID
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