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CONTENT

This instruction provides guidelines/standards to all Saudi Aramco Business Lines for conducting on-job training (OJT) and administering job certification activities. Major topics included are:

1. Purpose and Scope

2. Standards for On-Job Training/Job Certification

3. On-Job Training

4. Roles and Responsibilities

5. Standards for In-House Training

6. Terms and Definitions

1. PURPOSE AND SCOPE

Job certification confirms that employees have learned to perform their job responsibilities "safely" and "effectively" to company-established standards. All corporate and department-sponsored programs for job certification and recertification are subject to the instructions in this document. The process mandates that:

1.1 Departments shall identify means of job certification such as a job-family Job Task Standard (JTS) for all industrial, technical, and administrative job families.

1.2 All industrial and technical jobs require job certification. Jobs that are identified as 'critical' to operational safety (plant operators, 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.

1.3 Departments shall include recertification testing requirements (as applicable) in the relevant job ladders.

1.4 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.

1.5 Departments shall communicate the following J0 conversion policy to current and future apprentices:

The J0 status (J0 6, 7, 8) shall be converted after successful completion of all job certification requirements for the entry-level job.

1.6 To ensure departments' job certification is maintained and sustained at reasonable level, departments shall plan the employee's advancement to the next job level if the following has been completed:

- Employee has completed all formal training requirements (academic, technical and safety) for his/her next job certification.

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- Employee has been mentored on all approved certification tasks (JTS-based or otherwise job-specific) of the next job certification.

- Employee has been successfully evaluated by an independent evaluator.

- Employee's next job certification has been approved by the department and is reflected in SAP/ CP.

2. STANDARDS FOR ON-JOB TRAINING & JOB CERTIFICATION

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

2.1 Job Descriptions (Generic)

These are OCD-controlled documents generically applicable and accurate for all jobs within a job family. Job descriptions mandate academic matrices and other qualifications including number of years of experience approved for a fully-qualified jobholder. Job descriptions shall be revised periodically to ensure their accuracy and compliance with actual job requirements.

2.2 Job Profiles (Specific)

These are normally provided by the department-developed JTS. The JTS Performance Requirements section and tasks create the specific profiles of jobholders in a specific assigned work area.

2.3 Job Ladders

This is a listing of the competency-graded sequence of jobs that lead to an employee's job certification.

2.3.1 The following requirements must be included when creating job ladders:

- *Academic requirements* (English, math, and science) as outlined in the OCD job description (see GI 1808.001, Industrial Training, for details on academic requirements).

- *Technical training courses* as mentioned in the OCD job description and/or as required by the proponent department (see GI 1809.002, Job Skills Training, for details on technical training).

- *The certification/recertification requirements* as mentioned in the OCD job description and/or those approved by the proponent department.

- *Approved JTS ("A" number or Title)* and its job-range coverage with task distribution and percentage*.

- *Specific OJT requirements* approved by the proponent department such as advanced training and/or specialized certification, Saudi Arab Government (SAG) license/certificate, JTS-equivalent competencies/qualifications, etc.

2.3.2 Upon department request, department-specific technical training, safety certification/re-certification, and other development options (such as e-learning, self-development,

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experience, etc.) that are open to the fully-qualified jobholders may be included. The job ladder creation process shall adopt the following standards:

- Proponent departments send a written request to IT Services Group via Service Request System (SRS) or e-mail for creating a job ladder.
- IT Services Group creates a job ladder after verifying job authorization from OCD.
- IT Services Group informs the proponent department about the job ladder creation.
- The department reviews the draft job ladder for accuracy and approval.

2.4 **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. Additional optional requirements for training or development may be included.

3.4.1 All OJT employees (regardless of GC or qualification) shall be tracked via SAP/CP IDP.

3.4.2 Each OJT employee must be oriented on his/her IDP by the respective supervisor.

2.5 **Job Task Standard (JTS)**

Proponent departments must provide a JTS to certify OJT employees in industrial, administrative, and technical job families.

2.5.1 The JTS development process shall adopt the following process:

- Proponent department sends a written request to T&D for developing a JTS.
- T&D requests SMEs from the proponent department to provide a list of tasks.
- T&D assigns an analyst to develop a JTS according to approved format.
- T&D sends a draft JTS to the proponent department for review and approval.
- T&D publishes the approved JTS on T&D Website.

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

2.5.3 Each JTS task must include the task performance conditions and standards.

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

- Employees' OJT orientation checklist
- Record of on-job mentors
- Record of on-job evaluators
- Task evaluation tools
- Trials (minimum two attempts) for each task/sub-task

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- Change suggestions page

- Task simulation details

2.5.5 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.

2.5.6 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.

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

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

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

2.5.10 All JTSs shall be reviewed periodically by the proponent department 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.

2.6 **Job Certification Waiver**

Job certification waiver is used to grant current job certification to non-degree employees who are unable to complete academic training requirements. A written waiver request approved by employee's VP shall be sent to the General Manager, T&D.

Academic requirements of PDPs or university graduates (including self-degree program graduates) holding industrial/administrative jobs shall be waived only if the job description has an option for ITC course completion or university degrees.

3. **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.

3.1 Proponent departments are responsible to inform employees of their OJT performance objectives (tasks) that must be achieved for job certification.

3.2 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.

3.3 The mentor must be a subject-matter expert (SME) in his/her field and competent in English communication skills.

3.4 The mentor must allow a mentee enough task practice opportunities (minimum two trials) for each task/sub-task.

3.5 The mentor must complete correctly all task-related entries (dates, signatures, comments, task tries, etc.) in the JTS.

3.6 The mentor shall approve an employee for task evaluation only after the employee has satisfactorily demonstrated the task performance to required/predetermined standards.

3.7 The employee's supervisor shall arrange for final task evaluation by independent evaluator within 10 days for employees who have successfully mastered the task. (Note: evaluators must be certified by T&D.)

3.8 The employee's supervisor or his delegate, who is certified by T&D as an evaluator, may conduct task evaluation if:

- A task is of unique (specialized) nature and an SME evaluator cannot be arranged.

- A small workgroup (2 to 3 employees) located in a remote location where dispatching an SME evaluator is not practical.

- The designated SME evaluator is not available due to leave, an emergency, or an assignment.

3.9 The evaluator must complete the pre-task and post-task evaluation data in detail.

3.10 The evaluator must provide timely evaluation feedback to the employee's supervisor.

3.11 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.

3.12 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.

- Examples of **corporate** instructional documentation include Loss Prevention Manuals (Safety), Saudi Aramco Engineering Standards (SAES), Saudi Aramco Engineering Procedures (SAEP), and General Instructions (GIs).

- Examples of **department** instructional documentation include Operating Instruction Manuals (OIMs), Equipment Manufacturer's Manuals, and the T&D-produced training manuals (TOIs, apprenticeship and/or specialty course information), handbooks, and curricula.

3.13 All OJT-support documentations shall be readily available, and up-to-date for use by mentors and evaluators to ensure success of OJT and job certification processes.

3.14 Departments must appoint authorized SAP/CP operators to enter all task evaluations/completions. The task evaluations/completions must be entered in the SAP/CP system in 10 working days to ensure standardization and accuracy in corporate reporting.

4. ROLES & RESPONSIBILITIES

4.1 **IDP Certification Unit (IDPCU)**

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This unit provides the following major services:

4.1.1 *OJT Spot-Checks Evaluation:* This is to validate OJT employees' tasks 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:

- Spot-check shall be done to 5-10% of employees per craft (discipline) per department per year.

- The IDPCU reports the results of spot-check evaluations to the proponent department head.

- The proponent department shall provide appropriate remedial training for OJT employees who failed the spot-check evaluation.

- The proponent department must request the IDPCU for a second spot-check evaluation after employee had completed the remedial training/OJT.

- Upon a second spot-check failure of the same task; the OJT employee task completion for that task must be removed from SAP/CP.

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

- The IDPCU follows guidelines for test development, security, administration, and scoring/reporting as outlined in approved Training Operations Instructions Manual (TOIM). Note: The passing score for all recertification tests is 80%.

- Departments shall send a written request to IDPCU for developing new recertification test.

- The validity period for a recertification test will be determined by the user organizations of the job. For example, the recertification test validity for outside operators, console operators, supervising operators and specific plant operations personnel is two (2) years.

- Recertification may also be limited to a specific post or assignment; for example, gas**/**oil operators must undergo new task certification whenever they are assigned to a new plant or position within the plant prior to taking the re-certification test.

- Diagnostic profiles are provided by the IDPCU for each employee who completes a recertification test. These profiles may be used for remedial training purposes.

4.1.3 *Maintenance Craft OJT Evaluation*: Upon request from business lines, the IDPCU shall provide job-qualified evaluators to conduct independent task evaluations of OJT employees.

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

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

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

4.2 **Quality Assurance Unit (QAU)**

The unit carries out the following key functions:

4.2.1 Conducts periodic OJT and job certification QA reviews to:

- Ensure job certification and recertification practices meet company standards.
- Identify "best practices" that can be used across business lines.
- Improve business lines' internal QA capabilities.

4.2.2 Updates/Develops Training Operations Instruction Manual (TOIM) and General Instructions (GIs).

4.2.2 Conducts QA review program as follows:

- Partners with client Admin Area by training and developing a team of SMEs (at admin level) who assist in the QA review. The selected SMEs must successfully complete a two-phase QA SME review program.

- Provides a pre-review self-evaluation document to client Admin Area. The document includes specific questions addressed to verify requirements for a job certification program implementation.

- Reviews job certification records/documents and conducts field examinations of a randomly selected sample population (maximum 20%).

- Issues the final QA review report highlighting key findings/gaps in the OJT/certification processes. The client Admin Area shall prepare a corrective action plan addressing all findings/gaps highlighted in the QA review report.

- Updates all corrective actions in QA Corrective Action System (CAS) database for future follow-ups. The proponent Admin Area shall assign a contact person who will receive any update on CAS items.

- Notifies the client Admin Area of CAS status.

4.3 **Staff Development Group (SDG)**

The group provides training and certification for OJT personnel including mentors, trainers evaluators, training supervisors, and field supervisors. The training & certification process for mentors and evaluators takes the following sequence:

4.3.1 Field Supervisors/Foremen and Observers (certified mentors or evaluators) must complete the SDG online JTS Supervisor's Briefing Course (e-learning).

4.3.2 Experienced employees who are selected to be mentors or evaluators must successfully complete the SDG Mentor and Evaluator workshops.

4.3.3 Proponent departments process Mentor and Evaluator Performance Profiles (established by SDG) as follows:

1. The Performance Profile must be completed after at least one month of field practice in employee's assigned role (mentor or evaluator). All performance profiles must be verified and signed by the employee's Supervisor and finally approved for issuance of certificate by the Department Head.

2. Department training coordinators shall process the Performance Profile to SDG within three (3) months (maximum) from completion of the training.

3. Upon receiving completed Performance Profiles, SDG conducts field certification and issues hard copy certificates for mentors and evaluators if their performance is found satisfactory and enters their certification completion in SAP.

4.4 **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).

4.4.1 *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.

4.4.2 The Career Planning (CP) provides the following major services:

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

4.5 **Proponent Training Unit**

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* CHANGE   ** ADDITION   NEW INSTRUCTION ☐   COMPLETE REVISION ☒

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This entity (whether at a business line level, admin. level, or department level) is responsible for providing continuing OJT and certification support to the field management. The key functions include:

- Administration of OJT and in-house training.

- Timely enrollment and registration of employees in training courses.

- Tracking of employees' job certification/recertification progress.

- Providing remedial training to weak performers.

- Conducting internal self-QA of training and certification activities by T&D-certified QA SME.

4.6 **Job Skills Curriculum & Testing Unit (JSC&TU)**

- Drafts and proposes department-sponsored master training plans, including training patterns for appropriate job families.

- Designs, develops, and publishes instructional material for specific organizational or departmental needs.

- Furnishes e-Format training aids, materials, and services to support job certification/recertification programs.

- Provides job-analysis support to develop JTSs and JTS task lists/inventories.

- Conducts e-development functions through various operator e-resources on the JSC&TU/JSCSG Website.

- Assists in the development of the training program 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, and assisting certain organizations (IDP, LPD, PEDD, SAMSO) with the deployment of certification tests.

4.7 **Academic Curriculum & Testing Unit (AC&TU)**

- Develops curricula and program tests.

- Documents design work and updates training publications (e.g., Academic Training Catalog).

- Administers academic testing, employment screening, and placement testing.

4.8 **Industrial Training Centers (ITCs)**

- Offers apprentices training toward technical, industrial or administrative entry-level jobs, and further develops employees within a department (post-specialty training).

- Provides wide range of safety training and certification programs including chemical hazard awareness, gas testing, H2S safety, work permit issuer & receiver, confined space awareness, driver training, basic life support and first aid, and fire safety.

- Provides training and administers certification tests. (Refer to GI 1809.002, Section 7.2 'Certification Tests'.)

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4.9 **Corporate Integrated Learning Services (CILS)**

This entity provides e-learning and technical support opportunities on T&D Website 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 strategic imperative, "Preparing the Workforce for the Future." Most courses on the T&D Website support training required for specific jobs and certification and/or recertification.

4.10 **IT Services Group**

- Provides assistance with the corporate tracking system to monitor and report on accomplishments toward job certification.

- Accesses control for employee's academic and job skills training history.

- Provides a full range of job certification administrative services through issuing certification, job ladder updating, etc.

- 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.

- Maintains SAP/CP HR module, which is designed to establish job plans, track employee's development, and certify administrative and industrial employees (GC 03-14) as they progress from one job to another.

5. **STANDARDS FOR IN-CENTER TRAINING**

The following standards apply to the in-center training (corporate or department-sponsored) instructional programs, facilities, and human resources.

Training Programs

To ensure relevant and effective instruction, every Saudi Aramco training program shall have measurable performance objectives, based on the tasks, skills, competencies, performance conditions, and standards identified for the target job.

Curriculum

Programs of Instruction (POIs) used for in-center training shall support the specific objectives of the program and comply with the Instructional Systems Development (ISD) process, as set forth in T&D's Curriculum Writer's Guide (CWG).

Training Records

To ensure permanent records of accomplishment are retained in an employee's training history, all training programs shall be registered in the corporate Training & Event Management System (SAP/TEM) and assigned unique course codes prior to initial implementation. All course completion data, including final test results, shall be recorded in the SAP/TEM for each trainee graduating from the program.

Training Aids/Equipment

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To facilitate accomplishment of training objectives, all training aids and equipment shall be available to the trainees at the instructional site.

Instructional Staff

To deliver top technical job skills instruction, the proponent department training staff shall be T&D certified, technically and instructionally competent. The technical competence of the training staff must be verified by the proponent department. The instructional competence must be certified by the corporate T&D program.

Training Schedule

To effectively conduct training programs, each training schedule shall list the start and finish dates for delivery of specific courses and/or course segments.

Training Facilities

To ensure safe and effective instructional delivery, training facilities must be of sufficient size and construction.

6. TERMS AND DEFINITIONS

The list below defines on-job training and job-certification terms as follows:

Academic Training: The formal instruction in academic subjects including English, mathematics, science, and clerical training. Academic training is provided by T&D for all departments.

Job Ladder: A sequence of jobs (development phases) within the same job family.

Corporate Career Planning System (SAP/CP): A corporate system for planning and tracking Saudi Aramco employee training, licensing, and certification activities.

Corporate Training & Event Management System (SAP/TEM): A corporate system for maintaining records of employees' booking Business Event Types (BETs), BET catalogs for training programs, and complete training history of BET completions.

Criterion-Referenced Test: A written/online and/or performance test within which a task or skill is referenced against its own performance conditions and standards in order to assess whether the participant can safely and efficiently perform assigned work.

Curriculum Writer's Guide (CWG): A guide issued by T&D that explains the process and application of Instructional Systems Development (ISD) and provides a corporate standard for conducting analyses of employee job-performance needs, identifying related instructional and remedial needs, and for developing programs of instruction to address those needs.

Individual Development Plan (IDP): A corporate- and/or department-established certification tracking tool used by supervisors to plan employees' OJT and certification/recertification activities.

Entry-Level Job: This refers to the first job of a specified job ladder, as identified on the Organization Consulting Department (OCD) job matrices.

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.

In-House Training: A formal, instructor-led training (corporate or department-sponsored) conducted in a classroom, lab, or a workshop away from the job site where normal work assignments are performed.

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.

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 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 re-certification.

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.

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.

Line-Sponsored Training: This refers to any instruction, including OJT and in-house training that is sponsored and provided by a line department in Saudi Aramco.

Master Training Plan: This documents the general training philosophy and goals of an organization. The master training plan consists of a statement of the overall training objectives of the organization, a definition of the roles and responsibilities of key personnel in the organization involved in employee training and development, and a complete set of training patterns for the job families targeted for training in the organization.

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.

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

Program of Instruction (POI): A set of curriculum material and associated training aids developed and approved by T&D, structured around task-based performance objectives, which serves as the basis of instruction for a Saudi Aramco in-house job skills training program.

QA SME Review Program: A two-phase QA certification program (workshop and field activities) for business lines SMEs.

Saudi Aramco Job Description: A description of a Saudi Aramco job position which includes the title, job code, purpose and scope of the job, a brief summary of the work activities performed, and minimum prerequisites.

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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.

Test Item Bank: A secure repository for approved test items, based on a test blueprint, from which individual tests may be compiled.

Test Blueprint: A document approved by T&D that specifies the test objective(s) required for a candidate to demonstrate mastery of a specific job-related subject area.

Training Pattern: This is a set of discrete training activities that are prerequisites for certification in specific jobs.

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Administrator, Prog. Dev. & Quality Assurance Division

Concurred: _____ Date: _____
Director, Industrial Training Department

Concurred: _____ Date: _____
Director, Training Technical Support Department

Concurred: _____ Date: _____
Sr. VP, Upstream

Concurred: _____ Date: _____
Sr. VP, Downstream

Concurred: _____ Date: _____
Sr. VP, Operations Services

Concurred: _____ Date: _____
Sr. VP, Industrial Relations

Approved: _____ Date: _____
General Manager, Training & Development