

SAUDI ARABIAN OIL COMPANY (Saudi Aramco)
GENERAL INSTRUCTION MANUAL

GI 1809.002 **Approved**

ISSUING ORG: TRAINING & DEVELOPMENT

ISSUE DATE
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SUBJECT: JOB SKILLS TRAINING

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CONTENT

* This is an instruction that describes the purpose and outlines the functions of the Job Skills (JS) training at the Saudi Aramco Industrial Training Centers (ITCs).

**Areas of training include, but are not limited to, basic skills orientation, electrical, communications, electronics, digital, process control, metals, mechanical, drafting and computer-aided drafting design, air conditioning, refrigeration, welding, pipe fitting, community services, operation services, scaffolding and rigging, maintenance planner program, drilling and workover programs, advanced and specialty courses (i.e., Refinery Process courses, Basic and Advanced DCS courses), and safety programs.

**JS training also includes the design, development, and deployment of self-paced e-learning and other electronic learning resources via the Saudi Aramco intranet. These resources provide refresher training to all applicable Saudi Aramco and contractor employees who are granted computer logon access. Major topics include:

1. Purpose
2. Organization
3. Job Skills Business Event Types/Programs
4. Operation
5. Booking
6. Attendance
7. Testing and Performance
8. Dress Code and Conduct
9. Apprenticeship Program
- * 10. Exhibit A

1. PURPOSE

* JS training is provided at the ITCs to Saudi Aramco and contractor employees, and apprentices who are non-employees, with opportunities to acquire job-related skills and knowledge which will qualify participants for on-job training programs and prepare them for productive positions in the Saudi Aramco workforce.

2. ORGANIZATION

* JS training is offered by specific craft skills and operations skills training units within the area training divisions of the Industrial Training Division (ITD) of the Training & Development (T&D) organization of the Employee Relations & Training (ER&T) Administrative area within Industrial Relations (IR).

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3. JOB SKILLS BUSINESS EVENT TYPES/PROGRAMS

** 3.1 Definitions

The list below defines the terms used in this instruction.

3.1.1 Training & Event Management System (SAP/TEM)

SAP/TEM system is a corporate training system that maintains all training activities. The system involves course offering, registration, and completion.

3.1.2 Business Event Types (BETs)

BETs reflect course titles and codes in the SAP/TEM system. The codes are reflected as input/output fields in several reports available for the end-users to generate.

3.1.3 Individual Development Plan (IDP)

This refers to a tracking report in Career Planning (CP) system in SAP for Grade Codes (GC) 03-14 to administrative and technical jobs. The tracking report shows current and target jobs requirements per the career ladder assigned to the individuals.

3.1.4 Line-Sponsored Training

This refers to any instruction sponsored and administered by a line department in Saudi Aramco.

3.1.5 Line-Specific Training:

This refers to any training that is conducted by the Saudi Aramco proponent at their location during the 3rd and 4th quarter of the 2nd year of the apprentice training patterns. Line-specific training applies mainly to refinery and gas plant operators for certification purposes on specific plant operations.

3.1.6 Training Pattern

This is a training matrix developed for Apprenticeship Program for Non-Employees (APNEs) and Vocational College Graduates for Non-Employees (VCGNEs). The training matrix includes all BETs and durations which APNEs or VCGNEs cover during their training. It is designed to train and qualify potential Saudi Arabs for GC 03-10 jobs. Selection of candidates to the program follows established company guidelines and business line requirements.

3.2 Regular BETs/Programs

Regular BETs/Programs are offered for Saudi Arab employees to meet job requirements as detailed in their IDP and to Saudi Arab apprentices to qualify them for on-job training towards preparing them for entry-level job positions.

3.3 Short-Term BETs/Programs

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Short-term BETs/Programs are offered on an ongoing basis or as announced to line organizations for booking. These BETs/Programs are short technical post phase "Specialty" courses designed for the development of Saudi Aramco and contractor employees to meet line organization needs where:

3.3.1 Saudi Aramco college graduate engineers and expatriates who have no formal JS qualifications will be exempted from the post-phase training course prerequisites.

3.3.2 A vendor training course that is completed by Saudi Aramco employees and equivalent to a JS training course is acceptable as a prerequisite for the post phase training courses.

3.3.3 Contractor employees can be accommodated in specific equipment post phase training courses when enrolled through the Partnership & Contractor Training Division (P&CTD).

** Other BETs, such as safety certification tests (Gas Tests, H2S, Work Permit Issuers and Receivers and Hazard Recognition), Rigger Testing and Certification, Scaffolding Testing and Certification, Driver Training, Heavy Equipment Training/Certification, Helicopter Passenger Safety Course, and Swim Survival, are for the training and certification of all Saudi Aramco employees and eligible contractor employees.

4. OPERATION

4.1 ACTIVITIES AND PROCEDURES

* Two major training startups are available per year, (1) May/October for APNEs and March/September for VCGNEs, and (2) January and July/August for Saudi Arab regular employees. This is based on the Service Level Agreement (SLA) procedures coordinated with line organizations.

** 4.1.1 Training startups (including VCGNE startups) are indicated in advance in the ITC/JSTC Calendar.

4.1.2 Procedures are identified in a separate notification sent to line organizations. All JS training BETs/Programs (with program content) are listed under the SAP/TEM Business Event Catalog and can be accessed through the SAP system.

4.1.3 All JS BET bookings, completions, and attendance records can be accessed through the SAP/TEM by line organizations for their employees.

** 4.1.4 Apprentices booked in JS BETs through the Apprenticeship Program follow specific rules and regulations in the Apprenticeship Program Manual available from the ITD.

** 4.2 Group sizes are established for various JS training BETs/Programs as a booking requirement for the programs to be offered. In JS training, the maximum group size is ten (10) and the minimum is eight (8).

** 4.3 Saudi contractor trainees may be accommodated through the P&CTD, provided that both academic and JS prerequisites are met.

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5. BOOKING

5.1 In-Policy Booking

5.1.1 Prerequisites

To be booked in a JS training program, BET, or unit on an in-policy (INP) basis, an attendee must meet all its JS and academic prerequisites, as specified in the SAP/TEM Business Event Catalog prerequisites listing.

5.1.2 Restrictions

5.1.2.1 INP booking in a JS training program, BET, or unit is restricted to one attempt only.

5.1.2.2 A booking attempt is counted when the sub-type relationship in an attendee's training history is pass (PAS), fail (FAL), incomplete (INC), or unexcused drop (DRO).

5.1.2.3 A booking attempt is not counted when the sub-type relationship in an attendee's training history is transfer (TRA), excused drop (DRE), or excused no-show (NOE).

5.2 Out-of-Policy Booking Request

* Out-of-Policy (OOP) booking requests in academic BETs or JS programs allow an attendee to be present in classes for which one or more non-academic/non-job skills prerequisites (e.g., years of experience, grade codes) are not met. OOP actions are now processed via a built-in workflow engine in the SAP/TEM. The initiated OOP requires the approval of the attendee's direct supervisor, department head, principal and the director of the training location, or a delegated approval authority for any of the said levels. OOP approval may be processed for any of the following situations:

5.2.1 The attendee did not meet one or more non-academic/non-job skills booking prerequisites (e.g., years of experience, grade codes). However, if an academic/job skills prerequisite is not met, it is mandatory that an attendee take the BET. The OOP booking does not apply in this situation and the OOP booking will be rejected.

5.2.2 The attendee previously failed the same unit twice or any three units in the program, as explained in 7.3.2.3. In this case, the attendee will be booked in the program only after expiry of one year from the date of his last failure.

5.2.3 The attendee was previously dropped from the program due to consecutive or nonconsecutive absence (refer to 6.2.1 and 6.2.2).

5.2.4 After being booked, the attendee did not show up for a JS BET/Program for the first five (or more) consecutive training workdays of the startup. An attendee with an unexcused "no-show" (status NOS) in a JS BET/Program will be denied INP booking in the related BET/program for nine (9) months from the date of the startup in which he did not show up. Attempts to book during this time require OOP action.

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5.2.5 The attendee is seeking to rebook in a JS BET/program that he had failed.

5.2.6 The attendee is not assigned an IDP.

6. ATTENDANCE

ITCs offer JS training programs consisting of multiple units of instruction to help Saudi Aramco employees meet their job requirements. Regular attendance is necessary in order to complete the training provided.

** 6.1 Tardiness

Generally, tardy attendees are not allowed to enter a class/workshop after the second bell until that class/workshop ends and they are marked absent for the periods missed. However, the following will be considered:

- Based on the recommendation of the Apprentice Administration Unit (AAU), tardy attendees may be allowed to enter the class/workshop to attend the lesson(s) missed, but will be marked absent for that period.
- In case of excused tardiness (weather/road conditions, car accidents, traffic police road checking, or any other abnormal road situation beyond attendees' control) Division Heads will instruct their supervisors to mark such cases of tardiness as "W", i.e., authorized absence.

6.2 Drop from Booking

Drop from booking means discontinuation of an attendee's current booking in class until further action, if any, is taken to restore his booking status.

- An attendee may be dropped from a BET level for absence or misconduct. An attendee who fails to observe the attendance regulations will be dropped from booking even if his absence (hours/days) was authorized by his supervisor or was unavoidable and justified.
- An attendee may be dropped on the recommendation of his instructors/trainers, with the approval of the JS Supervisor, whenever irregular attendance reflects the attendee's insufficient interest in taking advantage of the opportunities for training.

6.2.1 Consecutive Absence

Regardless of the number of hours/days for a BET, an attendee who is absent for five consecutive days from any BET is automatically dropped from booking and flagged as a no-show.

6.2.2 Nonconsecutive Absence

An attendee will be dropped when his nonconsecutive absence reaches the limits specified in TOI 05-02, Trainee Attendance. The drop thresholds for BET levels are recorded in the SAP/TEM.

6.3 Issuance of Notices

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6.3.1 When an attendee accumulates half of the number of established nonconsecutive periods of absence or other specified thresholds for minimum attendance leading to a drop from a BET booking, the registrar forwards a computer-generated predrop notice to Apprentice Administration Unit (AAU) and the attendee's concerned Supervisor. These notices alert the attendee's Supervisor to the possible drop of the attendee and request an explanation for the attendee's frequent absence. It is the Supervisor's responsibility to take corrective action when appropriate.

6.3.2 Drop notices are issued for absence when an attendee accumulates all established periods of absence (consecutive or nonconsecutive) or other specified thresholds for minimum attendance (refer to TOI 05-02, Trainee Attendance, for more details).

6.4 Reinstatement

6.4.1 Definition

Reinstatement means that an attendee is accepted back into the same BET he was attending before being dropped.

6.4.2 Basic Criteria

All cases of reinstatement are judged on individual merit and guided by the recommendation of the attendee's instructors/trainers. Recommendations are based on the attendee's potential performance, achievement, and attitude toward study (making up or studying materials missed by absence, and determination to avoid future absence).

6.4.3 Procedures

Before the area Training Division Head considers reinstating an attendee dropped from an assigned booking, the attendee's Supervisor must initiate and forward to the area Training Division Head a written explanation of the absences that led to the drop, request reinstatement, and undertake to ensure regular attendance of the employee in future. All cases of reinstatement will be at the discretion of the area Division Head. The following will be observed:

6.4.3.1 If a dropped attendee is not reinstated within five workdays, he will be dropped from the follow-on BET for which concurrent booking in the BET dropped is a prerequisite.

6.4.3.2 The SAP/TEM is set to redrop an attendee if he is not reinstated after the drop notice has been generated.

6.4.3.2.1 After an attendee fails a course/program, his department manager may request his rebooking into that course/program on an OOP basis.

6.4.3.2.2 Based on the attendee's qualifications and recent work experience, the concerned area Division Head will determine the attendee's rebooking and the specific units to be repeated.

6.4.3.3 Attendees who are not reinstated should have their books and/or any other loaned materials returned to the registrar's office.

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Note: All drop and reinstatement cases must be approved by the concerned area Division Head.

6.5 Redrop

A redrop for absence is considered a final drop. After a redrop, an attendee may not be reinstated. A final drop notice will be sent to an attendee's supervisor if:

- The area Division Head makes a decision to redrop him based on absence.
- The attendee has failed or misbehaved (refer to Sections 7.3.2 and 8.2).

Predrop, drop, and redrop thresholds are stored in the SAP/TEM database for nonconsecutive absence. For JS BETs where the thresholds are not established in the SAP/TEM, predrops, drops, and redrops are initiated manually (refer to TOI 05-02, Trainee Attendance).

** 6.6 Make-Up Classes

Make-up classes as a daily routine activity are not practiced for JS training programs. However, the Area Training JS Supervisor may, in special cases of absence beyond an attendee's control, assign a trainer/instructor to teach an attendee or group of attendees the materials missed prior to reinstatement. This is to ensure that attendees did not miss the required knowledge or skills related to their BETs.

6.7 Recording Attendance

- 6.7.1 Attendance at ITCs is recorded on daily attendance reports and entered in the SAP/TEM.
- 6.7.2 Line organizations should monitor the attendance of their respective attendees and generate absence reports, especially the second part of the LST Program, through the SAP/TEM.
- 6.7.3 If an attendee is reinstated after a drop, his absence will still be on the record (refer to TOI 05-02, Trainee Attendance).

7. TESTING AND PERFORMANCE

7.1 PLACEMENT TESTS

Placement tests consist of online tests or performance tests, or a combination of both components designed to assess the knowledge and skills of an employee in terms of JS training equivalency. These placement tests serve two purposes, exempting an employee from a JS training requirement, and determining what additional training an employee needs to satisfy job performance requirements.

- 7.1.1 Placement tests in JS training BETs/Programs will be administered to an employee nominated by his Division Head and recommended by the ITD area Division Head after reviewing the employee's training history or other external qualifications.
- 7.1.2 Placement test results are valid for indefinite time, except for employees whose service is discontinued for a year or more.
- 7.1.3 An employee may repeat a placement test on the following conditions:

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- A minimum period of six months has elapsed since the previous placement test administration, and
- The employee has obtained sufficient job experience and/or additional training that, in the opinion of the concerned Area Training Division Head, would result in significantly improving his chances of success.

Placement test results will be entered into the employees' qualifications in the SAP/TEM, by means of exemptions from individual units for which the trainee is to receive credit. The employee might be exempted from the whole program and granted a waiver (WAV) for all program units.

**** 7.2 Certification Tests**

Certification tests are conducted by the area ITC at the request of the employee's department and must be pertinent to Saudi Aramco operational rules and procedures, General Instructions (GIs) requirements. These tests normally consist of a performance or online test section. However, they may contain online tests and performance sections, when objectives/policies warrant.

Certification tests are administered for certain crafts and occupations based on specific requirements established in Company GIs. Examples of certified tests administered at the ITCs include High Voltage Power Cable Splicing, Fiber & Copper Cable Splicing, Safety Certification Tests (Gas Tests, Hazard Recognition, Work Permit Issuers and Receivers and Hydrogen Sulfide (H₂S), Confined space), Riggers, Crane Operator, Forklift Operator, Offshore Pedestal Crane Operator, Scaffolding Supervisor & Inspector, and Offshore Tower Crane Operator.

7.2.1 Validity

Validity of certification test results depends upon the craft:

- Certain crafts may require two (2) years recertification.
- Other crafts may require three (3) years recertification.

7.2.2 Authority

- For Saudi Aramco employees, written requests for certification are signed by the employee's superintendent and should be sent to the area Training Division Head.
- For contractor employees, written requests for certification are signed by the Project Manager or proponent Division Head and should be sent to the P&CTD.

7.3 Achievement Testing and Unit Failure

Separate online and/or performance tests are administered to attendees for each unit in a JS training program.

7.3.1 Make-Up Tests

Make-up tests (online or performance) may be given, with the approval of the area Division Head, only to attendees who are absent from a test for excused reasons.

7.3.2 Retest

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7.3.2.1 Regular employees who do not reach the prespecified level of mastery are required to be retrained on the unit.

- After failing a unit test, continuation of an attendee to subsequent units requires written approval of the concerned area Training Division Head.
- Attendees who fail the test for a second unit require the written approval of the area Division Head to book for retraining on the unit.

7.3.2.2 Apprentices who do not reach the prespecified level of mastery may be retested on the unit without rebooking.

7.3.2.3 For first-time booked attendees, two failures of the same unit or failure of any three units in a program results in automatic dismissal from the program.

7.3.2.4 Passing a failed unit will not eliminate the previous failure from the attendee's history, nor will it reduce the total number of failures allowed. All failures will continue to show in the attendee's record and will continue to count against him for that program.

7.4 Test Administration

To be admitted to the test room, the following will be observed:

7.4.1 Attendees must show their Saudi Aramco identification (ID) cards.

7.4.2 The JS training supervisor must ensure that all testees have read, understood, and signed Exhibit A, "Rules of Conduct for Testees Taking Paper-Based/Online Tests". The testee's signature will be valid for all future tests.

7.5 Test Infraction

The following penalties, administered in coordination with the Personnel Department and the sponsoring organization, are direct results of test rules infraction.

- A grade of zero for the test.
- Possible suspension of the attendee from all academic and JS training programs for a period ranging from two weeks to twelve months, depending upon the severity of each case, at the discretion of the ITD Director.

7.6 Attendee Progress

When an attendee is not working up to his potential or when an attendee's performance indicates the probability of failure in the unit or program, the JS Training Supervisor will notify the attendee's JS Training Coordinator/Counselor or Supervisor with a progress report or other appropriate correspondence, indicating the probable module/unit failure or other behavioral problems that could lead to a drop.

7.6.1 Recording Grades

- * Throughout a JS unit, attendees' grades are posted on their trainer evaluation sheets. Module tests, quizzes, safety records, and classwork are examples of some of the grading components. Exact elements of BET grades will vary depending on the nature of the BET.

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- Grades for JS BETs are made up of unit performance and online tests, as applicable (see TOI 07-08, Job Skills Test Generation & Administration, for more details).
- The final grade of an attendee in a subject is recorded in the SAP/TEM. There are, however, some BETs/Programs where the final result is not numerical (e.g., pass/fail).

7.6.2 Passing Grades

In JS BETs, attendees must generally achieve 70% on online tests and 80% on performance tests to successfully complete a JS training unit. (Details on JS testing are contained in TOI 07-08). Online safety certification tests mastery level is 80%.

7.6.3 Performance Reporting

As mentioned above, the JS Training Supervisor will forward a progress report or other appropriate correspondence to the attendee's JS Training Coordinator\Counselor or Supervisor for any of the following reasons:

- If an attendee fails a major test (i.e., unit test).
- If an attendee scores below average on a module test.
- If an attendee is not working up to his potential.
- If the JS Training Supervisor wants to inform the line supervisors about their attendees' JS and/or academic weaknesses and the corrective actions that could lead to improvement in achievement.

7.6.4 Repeating Units/BETs

An attendee (regular employee) who fails a unit test in a JS training program will be allowed to repeat that unit only once on an OOP basis. After failing a unit, continuation to subsequent units requires the written approval of the concerned area Division Head (refer to 7.3.2). An attendee who fails a JS training program cannot repeat it on an INP basis.

7.7 **Recognition Awards**

Recognition awards, such as certificates of completion, material awards, or graduation parties may be used to encourage attendees' diligent efforts and exemplary performance.

8. **DRESS CODE AND CONDUCT**

8.1 **Dress Code**

All JS training instructional staff will set an example by observing proper personal hygiene and dress code practices. Wearing sandals with trousers, for instance, is not a proper dress code practice.

8.1.1 All JS training attendees and staff are required to wear shirts, trousers, and toe-closed Saudi Aramco-approved safety shoes with socks in workshop areas. Safety glasses must

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be worn when tools are being used. Apprentices are required to wear the uniform provided by Saudi Aramco. Dress code will be observed in the classroom/workshop as prescribed and as provided by the training department.

8.1.2 Attendees will be issued safety shoes and safety glasses by their line organizations prior to arrival for instruction at the ITCs. The apprentices will be provided safety shoes and safety glasses by the Apprentice Administration Unit (AAU).

8.1.3 An attendee who comes inappropriately dressed to a JS training class will not be allowed into that class. He will be marked absent and referred to his Training Coordinator or Supervisor.

Note: For the safety of all JS training attendees and staff, safety signs are posted where other personal protective equipment (PPE) must be worn.

8.2 Conduct

Attendees are required to meet high standards of conduct, both inside the classroom and in the ITC vicinity. An attendee whose conduct is not in the best interest of the training program and/or other attendees will be suspended or dropped from booking at the discretion of the concerned JS Training Supervisor. Except for major offenses, counseling and issuing of disciplinary and/or warning notices will normally take place prior to dropping an attendee from a JS training booking. However, official warning notices are usually issued by the immediate supervisors of attendees.

8.2.1 Smoking is not permitted in all ITC buildings.

8.2.2 Eating and drinking is limited to restricted areas. Attendees are responsible for disposing of their own litter. Violators will be subject to disciplinary action.

8.2.3 Limited counseling is provided by JS instructors/trainers to their attendees only on a casual basis. When a JS instructor/trainer concludes that his own counseling efforts are inadequate, he will inform the JS Training Supervisor, who will, with the attendee's immediate Supervisor, jointly counsel the attendee for possible action.

8.2.4 A disciplinary notice will be sent to the attendee's Training Coordinator or Supervisor if the attendee's behavior does not show improvement after counseling.

8.2.5 A written warning notice, informing an attendee of his impending termination from a JS training program, will be issued by the JS Training Supervisor if there is a recurrence of an offense. The attendee's Supervisor or Training Coordinator will also be alerted to his employee's possible termination from the program.

8.2.6 A disciplinary notice will be issued if an attendee is found in possession of a mobile phone or similar device in the JS classroom/workshop.

8.2.7 Dismissal proceedings will be initiated if a testee is found in possession of a mobile phone or similar communication devices during JS testing.

9. APPRENTICESHIP PROGRAM

The Saudi Aramco Apprenticeship Program is a two-year program for non-employees. Qualified candidates receive training in one of the following job family groups: Technical, Craft, Operator, Services,

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Support, or Clerical. Apprentices attend classes at ITCs/JSTCs for eight periods per workday according to their particular apprentice training pattern, and often receive line-specific training. The Apprenticeship Program is not intended to be a bridge or preparation for college and/or university studies. Apprentices remain on a non-employee status during the program and may be offered employment after successful completion of the program.

**** 9.1** The Saudi Aramco Employment Division (SAED) and ITD coordinate with line organizations throughout the various stages of the program. The Industrial Training Planning & Support Unit of ITD administers the Apprenticeship Program and budgets for all participants. Additional program information may be obtained from area Apprentice Administration Unit (AAU) supervisors.

**** 9.2 Participants' Selection**

Selection of participants is based on many factors such as high school completion, placement and aptitude testing or QAYAS, age, screening, and medical evaluation. (Note: for VCGNEs, Grade Point Average (GPA) is required.)

9.3 Training Patterns

Training patterns are determined depending on the applicable job family for which apprentices are required. The clerical job family requires clerical track apprentices to attend specific BETs at the ITCs during their two-year in the Apprenticeship Program. Other job families require apprentices to attend academic, job skills, and/or line-specific training BETs during their tenure with the program. (Note: VCGNEs have their own training patterns.)

9.4 Successful Completion

The apprentices are not Company employees during their participation in the program but may be offered employment upon successful completion of the program, subject to a 90-day probationary period with a proponent organization.

**** 9.5** The Vocational College Graduate Non-Employee Program (VCGNEP) is a one-year training program designed to bridge the gap in English language, math, safety courses, and certain technical skills. The aim of this program is to offer qualified Saudi graduates from the two-to-three years Post High School Vocational Colleges the opportunity of paid training, for up to one year, in order to supply a pool of candidates to meet future human resource needs of the Company. Entry to this program is limited to Saudi Arabs who have recently graduated from a recognized Saudi vocational/industrial college and institutes.

10. EXHIBIT A

* Rules of Conduct for Testees Taking Paper-Based/Online Tests (two versions, Arabic and English).

Concurred: _____
Administrator, PD&QAD

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Concurred: _____
Director, ITD

Date: _____

Approved: _____
General Manager
Training & Development

Date: _____