



## Saudization Guide for Contractor Companies



**Corporate Contractors Saudization**



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# 1. Introduction

This guide has been developed by Saudi Aramco to assist contractor companies in their efforts towards Saudization and *is not* intended to be a comprehensive Human Resources (HR) guide.

A fully involved HR function that understands its role and is able to support the direction of management is vital to an organization's achievement of its overall objectives. With this in mind, contractor companies should develop HR Strategies designed to attract, employ, develop, and retain quality Saudi employees. Correspondingly, Saudization should be emphasized as a core principle of the strategy.

Saudi Aramco defines Saudization as placing skilled, qualified Saudis in career fields to create economic growth for the Kingdom of Saudi Arabia. This definition contains four key concepts: the commitment of all stakeholders, investment in a Saudi workforce for the long-term, dedication to developing quality skills, and promotion of economic prosperity of individual citizens.

Nothing in this guide should be construed to alter or amend any current or former agreement or contract with Saudi Aramco. Compliance with the recommendations of this guide shall not create any expectation of future business with Saudi Aramco. Further, Saudi Aramco makes no guarantees or warranties with regards to the information contained herein. Each individual employer is responsible for complying with the requirements of applicable laws and regulations (i.e., the Saudi Labor Law) and Saudi Aramco specifically waives all liability for reliance on the contents of this guide.

This guide includes the following sections:

- Saudization Planning.
- Sample Human Resources Guidelines — to assist contractor companies in attracting, employing, developing, and retaining qualified Saudi employees.
- Saudization Support Resources — partial listing of support services provided by government and private organizations to help defray and contain costs.





## 2. Saudization Planning

Saudization planning is the systematic process — involved in determining the appropriate size of the contractor company's Saudi workforce — necessary to meet the contractor company's contractual obligations towards Saudization, and developing strategies to help meet set Saudization goals.

### 2.1. Plan Prerequisites:

Practical implementation of a sound Saudization plan requires the contractor company to do the following:

- Believe and commit to the Saudization effort in the long run. This can be shown by attracting qualified Saudi employees for management positions.
- Structure an effective organizational design that guides the company's decision-making in an effective manner. **APPENDIX A** shows Jay Galbraith's Star Model as an example of the most popular organizational design model.
- Assign a qualified Saudi HR specialist to manage and coordinate the company's workforce and Saudization plan.
- Develop HR policies and procedural guidelines utilizing the following resources:
  - **Human Resources Guidelines** located in section 3 of this document, to help contractors develop HR policies and utilize such policies to attract Saudis to join the contractor companies' workforce.
  - **SAUDIZATION GUIDE.** Published by the Industrial Committee of **ASHARQIA CHAMBER.** This Guide has a collection of ready-to-use templates and forms in addition to valuable information for HR practitioners. It is available at the ASHARQIA CHAMBER at P.o.Box719 Dammam 31421 Email Ifo@chamber.org.sa
  - **HRDF HR SPECIALIST TRAINING.** This is a four-week HR training program aimed at training HR Specialists. The program is sponsored by the Human Resource Development Fund (HRDF), where contractor companies pay only 25% of the program cost for each trainee.
  - **HDF GUIDE: Implementation of Human Resource Development at the Private Sector Establishments.** Published by the HRDF to help contractor companies create and develop their own HR organization. The guide has a collection of ready-to-use templates and forms in addition to a valuable information for HR practitioners. It is available at any HRDF branch. It can also be downloaded from the HRDF website at <http://www.hrdf.org.sa/>.

## 2.2. Saudization Planning Process

Saudization process consists of the following six steps: setting the Saudization goal, identifying Saudi manpower needs, performing Saudi work force gap analysis, implementing the Saudization plan, developing Saudi work force retention initiatives, and continuously re-evaluating and adjusting the planning process to improve efforts towards Saudization

### 2.2.1. Setting Saudization Goal

Saudization planning goal for contractor companies that provide services to Saudi Aramco is fulfilling the contract's Saudization provisions, which are contractual clauses in Saudi Aramco contracts, requiring contractors to provide specific percentages of the total work force to be Saudi workers.

Saudization should be one of the contractor company's strategic business goals when building the company's workforce for the following reasons:

- To decrease the over-reliance on expats; to help constrain related demographic, economic, and government security challenges.
- To support Kingdom Saudization strategies.
- Social responsibility.
- To meet Saudi Aramco's contractually mandated Saudization requirements, in-line with government Saudization directives.

### 2.2.2. Identification of Saudi Workforce Needs

Identification of the total Saudi workforce required by the respective contractor company is decided based on the total number and skills specified within the provisions of the related contract. (Most Saudi Aramco contracts include an incremental increase in the Saudization percentage on a yearly basis during the contract's duration.)

To identify a Saudi workforce required for contracts with the Saudization provision:

1. Review the current and future businesses with Saudi Aramco by checking contracts with a Saudization provision, the contracts duration and the possibility of contract extensions.
2. Review your company's capabilities of bidding for future contracts with Saudization provisions.
3. Analyze the nature of the services provided by those contracts and define the jobs and the number of manpower for each job for the contract's duration.
4. Calculate the total number of required manpower and the number of Saudi workforce required per job, according to the contract's Saudization provision using **Table B-1** of **APPENDIX B**.
5. Calculate the required numbers of Saudi manpower for each job for every year for the contract's duration using **Table B-2** of **APPENDIX B**.

### 2.2.3. Saudi Workforce Gap Analysis

Gap analysis involves comparing the company's current Saudi workforce against the Saudi workforce demand, and attempting to bridge the gap for the contractor company to accomplish its contractual obligations. The analysis focuses on the tasks, knowledge, skills and competencies required for each job.

To perform the Saudi workforce gap analysis:

1. Analyze the company's current Saudi workforce profile by:
  - a. Identifying the company's Saudi employees' skills, knowledge, abilities and current jobs.
  - b. Determining the retention period, turnover rate, and promotion process.
  - c. Identifying the challenges that might affect the company's ability to develop and retain its current Saudi workforce.
  - d. Utilizing **Table B-3** of **APPENDIX B**, to specify the contractor company's current Saudi manpower by job title, to simplify the process.
2. Analyze and identify the required Saudi workforce needed to carry out the contractor company's Saudi Aramco Saudization contracting obligations. This action is done by calculating the gap, utilizing **Table B-4** of **APPENDIX B**.
3. Analyze and identify the required Saudi workforce needed to carry out the contractor company's Saudi Aramco Saudization contracting obligations for the duration of the contract, utilizing **Table B-5** of **APPENDIX B**. The result is a list of jobs and the number of Saudi work force required to be employed for those jobs, distributed on a yearly basis during the contract's duration.

### 2.2.4. Saudization Plan implementation

The company has to develop a strategy implementation plan to satisfy employment of the Saudi workforce needs according to the gap analysis exercise.

The suggested strategy to bridge the gap includes the following:

- The direct employment of currently available qualified Saudis in the labor market.
- The Employment-Toward-Development of Saudis to be qualified for employment in the future.

This strategy will benefit from financial support and services provided by HRDF and other public and private recruitment agencies. The financial support helps the companies to do the following:

1. Attract Saudis by offering a reasonable salary, since the contractor company will only offer a specific amount of salary and the **HRDF** will pay an additional 50% to 70% of that salary for the first year for Saudi employees.
2. Employ and develop unskilled Saudis with minimal costs to the companies, utilizing the **HRDF** training programs.
3. Develop Saudi employees' skills at the job site with a minimum cost to the companies.

4. Utilize the Saudization effort of **HRDF** and other public and non-profit recruitment agencies in the areas of recruitment, selecting training providers, and mentoring the quality of training provided.

#### **2.2.4.1. Direct Employment of Qualified Saudis**

The contractor company has a chance to employ qualified Saudis for some of the required jobs by approaching the organizations that have employment databases and the required support to fulfill the company's employment needs. The most popular of these organizations include:

1. **King Fahad National Center for Employment of HRDF.** The center has employment databases and the required support to fulfill the company's employment needs (refer to **HRDF Employment Service section 4.1.1** for more details). The center provides graduates the chance to choose from the following HRDF supported programs:

**A. Maher 12/12:** This program will prepare 12,000 Saudi individuals by the year 2012 for more than 12 of the private sector's most in-demand jobs.

**B. On-the-Job Training (OJT) for Non-Skilled Employees Aiming to Master the Skills of a Specific Job:** This program supports unskilled Saudis for OJT at reputable private sector jobs without any employment obligations. Upon completion, they will be ready for employment. The company who provides the training has the option to employ them. Otherwise, they will be available for employment through the King Fahad National Center for Employment.

**C. OJT for Fresh Graduates Aiming to Gain Work Experience:** This program supports trained Saudis for on-the-job training at reputable private sector jobs without any employment obligations. After completion, they will be ready for employment. The company who provides the training has the option to employ them. Otherwise, they will be available for employment through the King Fahad National Center for Employment.

2. **Bab Rizq Jameel (BRJ)**, an initiative of the Abdul Latif Jameel Community Services Program that provides employment services for Saudis (For more details about these services, refer to **Section-4 Point 4.3.1 Direct Employment**).
3. Labor offices across the Kingdom (for more details about these services, refer to the contacts under **APPENDIX C, Table C-1**).
4. Chamber of Commerce employment offices (for more details about these services, refer to the contacts under **APPENDIX C, Table C-2**).
5. Training institution employment offices (for more detail about these services, refer to the contacts under **APPENDIX C, Table C-2**).
6. Private Internet-based employment sites.

#### **2.2.4.2. Employment-Towards-Development of Saudis**

Due to the limited number of qualified Saudis for some of the jobs required for the Saudi labor market, the government and private sectors are implementing strategies to improve the skills and competencies of the Saudi workforce. Contractor companies have the chance to utilize **Employment-Toward-Development Strategy** supported by **HRDF** and **Bab Rizq**

A contractor company can utilize the financial support provided by **HRDF** to bridge the Saudi gap to fill the remaining jobs. **HRDF** financially supports the cost of Training and Trainee Allowance during the training. **HRDF** also provides an additional 50% of the salary of Saudi employees working with the contractor company for the first 12 months, through the following six programs:

1. **OJT and Employment of Fresh Saudi Graduates** – to attract fresh graduates and provide them with OJT utilizing HRDF financial support.
2. **Training and Employment of Saudis who Require Development** –to attract and employ Saudis, train them toward mastering a specific job, and provide them with OJT utilizing HRDF financial support.
3. **National System for Joint Training (NSJT)** – to attract Saudis, train them toward mastering of a specific job, and provide them with OJT utilizing **HRDF** financial support and NSJT logistical and training support.
4. **Employment Support of Operations and Maintenance Contracts** – to attract and employ qualified Saudis utilizing **HRDF** financial support of an additional 70% of the employee salary.
5. **OJT for Non-Skilled Employees Aiming to Master the Skills of a Specific Job:** This program supports OJT of unskilled Saudis at reputable private sector jobs, without any employment obligations. After training is completed, these Saudis will be ready for employment. The company has the option of employing them at the end of the training period.
6. **OJT for Fresh Graduates Aiming to Gain Work Experience:** This program supports on-the-job training of trained individuals at reputable private sector jobs, without any employment obligations. After training is completed, they will be ready for employment. The company has the option of employing them at the end of the training period.

For more details about those programs, refer to **Section 4.1.2 HRDF Support Programs**.

The company can implement an employment and development program for Saudis to be qualified in the future, using one of these approaches:

1. Sign an employment and development agreement with **HRDF** and choose one of the approved qualified training providers.
2. Sign an employment and development agreement with **HRDF** and utilize:
  - **NSJT** Coordination services, provided that the training will be delivered by the TVTC training organizations.
  - **Bab Rizg Jameel** employment and development program, where they will provide the required services to employ and train Saudis to fill their potential jobs.

## 2.2.5. Retention and Development of Saudi Workforce

For the contractor company to retain the Saudi workforce, the organization should provide an attractive employment environment by:

- Developing policies, practices, and programs that support retention, growth, and development of the Saudi workforce, such as: providing reasonable salary, performance appraisal for development and employment continuation, employee benefits, employee development, and reward management. The company could make use of **Section-3 Human Resources Guidelines** by tailoring it to fit the company's requirements in the following areas:
  - Certification
  - Career Progression
  - Development Plan
  - Performance Management
  - Compensation
  - Professional Training
- Making sure the employee feels like an active member of the contractor company by giving him an orientation session when he joins the company, and involving him in the company's social and general business events.
- Implementing employee development policies and procedures to upgrade the employee's knowledge, skills, and abilities. Successful employee development requires balancing between an individual's career needs and goals and the organization's needs and business goals. Employee development helps:
  - Employee advancement in the company.
  - The company retains excellent employees and promotes the organization's effective performance.

## 2.2.6. Plan Review and Continuous Improvement:

Ongoing evaluation and adjustments are important in Saudization planning and are the key to continuous improvement. The Saudization plan should be reviewed annually. Contractor companies should establish a process that allows for a regular review of their Saudization planning efforts to accomplish the following:

- Review performance measurement information.
- Assess what is working and what is not.
- Adjust the plan and strategies as necessary.
- Address new workforce and organizational issues that occur.

## 2.3. Saudi Aramco Role in Saudization Planning

Saudi Aramco is committed to promoting the principle of Saudization in the workforce of its contractors. The contractor manpower Saudization effort started in 2002. Saudi Aramco established a Corporate Contractor Saudization (CCS) team as a corporate entity. CCS's mission is to partner with all Saudi Aramco business lines, the business community, and other Saudization key stakeholders to develop and implement practical strategies and methods to increase the number of qualified Saudis employed by Saudi Aramco's contractors, vendors and suppliers. CCS developed a contractor's manpower Saudization strategy that drives the contractor manpower's Saudization efforts. The highlights of the strategy are as follows:

- Setting Contractor's Manpower Saudization Key Performance Indicators (KPIs): The Saudization KPIs are the yearly targets of Saudization percentages for each Saudi Aramco Admin Area to reach. The targets are enforced — starting from the beginning of 2010 — through progress feedback processes during the Admin Area Operating Plan implementation.
- Saudi Aramco gathered all Saudi Aramco organizations' contractors' manpower requirements for the next five years starting from 2010, classified by job title. Saudi Aramco will then share the manpower requirements of the most in-demand jobs with training providers to provide the right training program to satisfy the contractors' manpower requirements.
- Saudi Aramco automated the tracking of Saudization provisions per contract using the Saudi Contractors Manpower Tracking System, which tracks on a monthly basis the compliance to contracts' Saudization provisions. The system is now being utilized by all Saudi Aramco organizations that have contracts with Saudization provisions on a monthly basis. This system automatically determines the compliance status and contains workflow and escalation features to ensure the validity and accountability of the tracking process. The tracking results are reported to Saudi Aramco upper management.
- Saudi Aramco developed the Saudi manpower tracking procedure, which outlines the steps to be taken by Saudi Aramco's organizations, to administer those contracts with mandated Saudization provisions.
- Saudi Aramco Organizations request from each contractor company a Saudization plan for each newly signed contract. Saudi Aramco developed this guide to help contractors develop their Saudization plan. The plan will be the tool to improve contractors' manpower's Saudization. The implementation of the Saudization plan under each contract will be one of the major factors in evaluating the contractor's performance for that contract.
- Saudi Aramco, through the Saudi Aramco Training Partnership Program (SATP) under the Training and Development Organization, performs a feasibility study to evaluate the training providers in terms of their training programs, facility, training material, and quality of trainers to evaluate whether or not they meet industrial standards.

## 3. Human Resources Guidelines

### 3.1. General

The information contained in the HR System provides a framework for HR administration within the contractor company and is offered primarily as a guide. Concerned contractors may tailor it to suit their own operations. Nothing in these guidelines should be used to suggest that any contractor employee is employed by Saudi Aramco, or that the HR policies of any contractor are being dictated by Saudi Aramco. The guide enables the Contractor Company's management and employees to fulfill their duties and responsibilities effectively by providing parameters and guidance for decision-making. The guides are intended to allow management policy making flexibility and discretion while providing a basis for consistent administration.

### 3.2. Scope

The Guides apply to all **COMPANY NAME** paid employees and are subject to the business ethics, conduct, and confidentiality standards established within this document.

### 3.3. Guides Responsibility

The Position Responsible upholds the administrative responsibilities for these guides and is also responsible for their daily execution. In case of conflict with other policies provided in the Saudi Labor Law, the Saudi Labor Law will supersede the HR Policies.

## 3.4. Duties, Obligations and Privileges

### 3.4.1. Business Ethics

**COMPANY NAME** requires employees to observe the highest standards of business and personal ethics in the conduct of their duties and responsibilities.

The protection of confidential information is vital to the interests and success of **COMPANY NAME**. Employees shall refrain from personal activities in which they could use, or might appear to have the opportunity to use, for personal gain, confidential information or special knowledge gained as a result of their relationship with **COMPANY NAME**. No confidential information may be divulged to any party unless specifically authorized in writing.

All employees of **COMPANY NAME** are required to discharge their duties and responsibilities in a manner consistent with these policies and consistent with all applicable laws of any country in which they perform work for **COMPANY NAME**.

Employees who fail to act responsibly or are found to have violated provisions of these policies will be subjected to disciplinary action including termination of employment.



### 3.4.2. Conflict of Interest

Each employee has a duty to act in the best interests of **COMPANY NAME**. It is imperative employees do not compromise themselves in the discharge of their duties by offering to accept, directly or indirectly, any gift, reward, benefit, or favor or using their position for personal or private gain.

Employees, who have, directly or through family (defined as parents, spouses, siblings, and children) or business connections, an interest in suppliers of goods or services, or in contractors or potential contractors with **COMPANY NAME**, should not undertake to act for **COMPANY NAME** in any transaction involving that interest.

No staff member shall participate in the selection, award or administration of a contract with any party with whom he or she is negotiating potential employment or has any arrangement concerning potential employment.

Employees shall avoid outside employment or business activity involving obligations, which may in any way conflict, or appear to conflict, with **COMPANY NAME's** interests.

Each employee shall provide full disclosure of any business or financial enterprise or activity, in which he or she is involved, which might influence, or might appear to have the capacity to influence, his or her official decisions or actions on **COMPANY NAME** matters. Disclosure shall be in writing, submitted to the **Position Responsible**.

No employee shall act in any **COMPANY NAME** matter involving a member of his or her immediate family, including but not limited to, matters affecting such family member's employment, evaluation or advancement in **COMPANY NAME**, without first making full disclosure to the **Position Responsible**.

Employees of **COMPANY NAME** are prohibited from having direct or indirect personal interests in outside business doing or seeking to do business with Saudi Aramco, other than their employment with **COMPANY NAME**.

### 3.4.3. Implementation

The **Position Responsible** is responsible for obtaining a signed statement from each employee acknowledging these business ethics and conflict of interest policies and undertaking to comply with them.

## 3.5. Employment

### 3.5.1. Job Evaluation

Job evaluation is the process of analyzing the duties and responsibilities of each job and appraising the value of the job in relation to others in the organization, according to established standards. It provides a systematic means of establishing the proper grade classification of jobs within the organization, with the aim of relating market data and providing equitable compensation to employees.

**COMPANY NAME** jobs were evaluated using the factor comparison type of evaluation system. This system measures the relative worth of eight job factors. Three organization levels for these jobs were established. One level is designed for the Executive Management and Managerial Staff who perform managerial activities. The other two levels are put in place for the professional and the support staff. Local professionals are those who are hired locally and could be either a citizen or an expatriate residing in Saudi Arabia and released officially from his previous employer. The national support personnel are those who are recruited to provide office support services.

### 3.5.2. Recruitment

The intent of the recruiting program is to attract the most qualified and competent candidates to meet **COMPANY NAME's** requirements. Recruits are local hire candidates. The **Position Responsible** is responsible for interviewing, recruiting and selecting candidates for the various positions. He is also responsible for developing and implementing recruiting and HR programs that comply with the Saudi Arabia Labor Law and General Organization for Social Insurance (GOSI) regulations.

### 3.5.3. Employment Procedures

- **Process**

For all position vacancies, the **Position Responsible** will ensure a current job description and a job requirement list are completed. These documents will form the basis for identifying and evaluating qualified candidates.

Each applicant must complete an employment application. The **Position Responsible**, or his designated staff, and the relevant director whose department has the vacant position will review applications. Those applicants selected for an interview will be contacted and scheduled for interviews. Interviewed candidates must provide educational documents, certificates, references, and other information as may be required to evaluate the applicant's qualifications. Depending on the position requirements, candidates may also be tested to demonstrate their skill proficiency. Upon selecting a candidate for employment, the **Position Responsible** will extend a conditional employment offer. The employment offer is contingent upon successfully passing a background investigation and medical examination.

- **Probation**

Newly hired employees are subject to a probationary employment period of 90 calendar days from the date the employee reports to work. During the 90-day probationary period, the employee's department will evaluate the employee's performance. If the employee's performance is unsatisfactory, the **Position Responsible** will give notification along with an evaluation report to terminate employment within the 90 day period.

## 3.6. Human Resource Development (HRD)

### 3.6.1. Academic/Technical Training

It is the responsibility of **COMPANY NAME** to pride itself in increasing the knowledge base of its Saudi workforce. This is done by ensuring the offering of academic, technical/vocational and business skills programs to satisfy the company's current and emerging needs, either through its own facilities or those of a private training provider. These programs would consist of courses in English, math, science, clerical skills and the craft/operator courses, such as Metals, Mechanical, Electrical and Instrument skills training. As required, the Company would also provide specialty training in the area of driver training, certification in rigging and crane operation as well as scaffolding, etc. These programs are necessary to help the Saudis enhance their skills and reach their full job potential.

### 3.6.2. Job Certification/Mentoring

Upon the successful completion of the required academic, clerical or technical training either through **COMPANY NAME** or an outside training provider, the graduates will need to go through rigorous mentoring and job certification programs for administrative and industrial jobs. This step is to ensure the assimilation of learned skills and mastery of the discipline being pursued. Senior employees will be assigned to guide the trainee until he reaches a certain level of proficiency and is duly certified. **COMPANY NAME** will provide the necessary tools, methods and standards to conduct the necessary job certification and engage its qualified staff to perform the required mentoring during this important and critical process. The job certification process shall entail the following:

- Analysis of job performance requirements and establishment of Job Task Standards for use in employee certification.
- Establishment of standard training requirements for specific job targets.
- Development of standard certification tests.
- Recording and monitoring employee progress.

### 3.6.3. Job Ladder/Progression

Once the trainee goes through the certification process and is then declared job-certified, **COMPANY NAME** will ensure that the job progression of this employee is well established by way of developing a job ladder and Individual Development Plan. This plan should chart the career path, development plans and job targets. It will also articulate the potential of the employee, the assignment he or she will assume, and the necessary training — punctuated by major milestones — where performance management and possible promotional opportunities are planned.

### 3.6.4. Professional Training

**COMPANY NAME** will be responsible for the development of leadership and competencies of the company's supervisors and professionals. It will support the development of employees' competencies through the design, procurement delivery of workshops, courses and conferences. **COMPANY NAME** will also develop a leadership capacity in the company by maintaining and developing programs for all leaders; from frontline supervisors to senior managers.

## 3.7. Compensation

### 3.7.1. Salary Administration

**COMPANY NAME** will maintain and administer a payroll system, paid in Saudi Riyals. The salary structure will be reviewed periodically to determine the competitive position and the need for changes. Any changes in the salary structure or changes in policies related to allowances or benefits must be approved beforehand.

The **Position Responsible** shall approve all employees placed on the payroll provided the approved staffing levels are not exceeded.

Employees will be placed at Step 1 when hired. In exceptional cases where employees' qualifications significantly exceed the minimum requirements of the job, and with prior approval, employees may be placed at a higher Step.

Base salaries and allowances are to be paid in arrears at or near the end of the Gregorian calendar month. The employee's monthly salary and allowances will be paid by cash, check or by direct deposit to the employee's bank account.

All weekend and public holidays — included in the period starting with the date of appointment and ending with the last day of appointment — shall be considered days worked.

Unless specifically stated, all allowances will be calculated and paid in a similar manner as base salaries.

### 3.7.2. Salary Structure

All amounts are in Saudi Riyals per Gregorian calendar month. The salary structure is designed for all employees.

### 3.7.3. Merit and Payroll Administration Guides

Merit increases will be granted on the employee's anniversary date with a twelve month interval. The employees' progress to the next step will depend on their performance as follows:

- Excellent performance is equal to \_\_\_% increase.
- Good performance is equal to \_\_\_% increase.
- Unsatisfactory performance will receive no increase.

The salary structure will be reviewed periodically and adjusted as needed. When the salary structure is revised, employees will automatically receive an increase in salary to match the new amount in the same step. In the unlikely event the salary structure decreases, the current employees' salary structure will not be adjusted downward. Employees will only move to a higher amount once the step amount exceeds their current salary.

### 3.7.4. Promotions

Employees will be promoted from one grade to another grade depending on competency and performance in the job, meeting the minimum requirements of the higher job, and the availability of open position in the organization for a higher grade code job.

If an employee is promoted to a higher salary grade, the employee's salary will be moved to the lowest step; in the new grade that exceeds the salary in the previous grade and step. If the promotion occurs at the same time as the scheduled advancement to the next higher step, the employee's salary will be moved to the lowest step; in the new grade that exceeds the amount in the step, to which the employee would have been entitled, prior to the promotion.

The **Position Responsible** may promote a professional or higher level employee from one grade to another. He or she may also promote a support employee from one grade to another grade provided the job has been approved at the higher level.

Employees expected to be promoted to a higher grade may be required to serve a probationary period, not to exceed six (6) months, prior to being permanently assigned to the new grade. No salary action related to the promotion will occur until an employee is permanently assigned to a higher grade.

## 3.8. Performance Management

### 3.8.1. Purpose

For the success of **COMPANY NAME**, all employees must fulfill their role and contribute to its goals. To accomplish this, employees need to understand what is expected of them and recognize the impact of their efforts on meeting the objectives of **COMPANY NAME**. This process is achieved through “Performance Management.”

Performance Management is the process by which **COMPANY NAME** can align an individual’s contributions to the organizational goals, assess and develop employee’s competencies, evaluate employee’s performance, and provide feedback to guide improvement.

### 3.8.2. Performance Process

Performance Process is a continuous activity that includes planning, managing and reviewing performance. Both management and employees have definitive responsibilities within each step. Performance Process is designed to do the following:

- **Improve the performance of **COMPANY NAME** and its employees.** Employee’s efforts are aligned to meeting **COMPANY NAME** goals.
- **Enable management and employees to plan and review performance.** Performance Management provides structure and accountability for managing performance. This will help both management and their employees to set and meet expectations.
- **Provide a forum for career planning discussions.**
- **Employee’s performance plans can act as a guide for career planning.** Through regular performance reviews, employees can work with their management to build development plans that align their career aspirations with **COMPANY NAME** goals.

### 3.8.3. Performance Plan

The performance plan provides a standard for measuring individual progress through the year. The process provides objective criteria to ensure performance expectations are clear and understandable. Throughout the cycle, supervisors and employees will track and document progress and accomplishments as they occur and revise plans as necessary. These performance review meetings should be held once every three (3) months or as often as necessary.

### 3.8.4. Performance Evaluation

The process starts in January each year. Each supervisor reviews with his division’s employees the objectives of **COMPANY NAME** and determines how the employees will contribute to meet these objectives. Supervisors and employees work together to develop and document key work goals and performance expectations for the coming year. The involvement of the employees creates a mutual understanding and builds trust. It encourages a dialogue in which both employees and management can discuss ideas and perspectives.

The result is a personal performance plan for each employee and acts as a performance

agreement or contract that has the mutual commitment of both the employee and the supervisor.

In December (or January of the following year), at the end of the annual cycle, the information obtained during the year or preceding year is gathered and employees are assessed on what has been accomplished, and how results have been achieved. An overall evaluation will be developed and reviewed with the employee by their supervisor. The comments of the supervisor and/or employee shall be documented on the performance evaluation form. Once completed and all required signatures have been obtained, the form shall be forwarded to the **Position Responsible** and a copy placed in the employee's personnel file.

### 3.8.5. Performance Improvement Plan (PIP)

A Performance Improvement Plan (PIP) may be initiated at any time during the performance cycle (January - December) when the employee's supervisor considers that the employee's performance is deemed to be unsatisfactory and will cover a period of three to six months to provide the employee an opportunity to achieve substantial improvement in their performance.

When it is decided to initiate a PIP, the employee will be immediately notified in writing by their supervisor, who shall indicate the areas in which the employee's performance must be improved. The employee, the employee's supervisor, and the **Position Responsible** shall all sign the PIP with the employee receiving a copy.

During the PIP, the employee's supervisor, or **Position Responsible**, shall meet with the employee on a monthly basis to monitor progress toward all items detailed in the PIP document. The employee's supervisor or **Position Responsible** shall submit written comments on these meetings and maintain them in the employees' personnel folder.

The employee shall also be notified that failure to make substantial improvement in their performance may result in a recommendation of employment termination.

At the end of the PIP (three to six months), the employee's Supervisor and **Position Responsible** shall finalize their improvement evaluation of the employee's performance in writing within 10 working days. If the employee's performance is still unsatisfactory, but capable of improvement, the **Position Responsible** may, in agreement with a higher authority, extend the PIP for another three to six month period. If the employee's performance is still deemed unsatisfactory, the **Position Responsible** may ask the **Position Responsible** to recommend to the **Position Responsible** that the employee's employment to be terminated.

If, at the end of the extension of the PIP, the supervisor still considers the employee's performance to be unsatisfactory, the **Position Responsible** shall recommend to the **Position Responsible** that the employee's appointment to be terminated.

The PIP evaluation report shall be shown, for comment and signature, to the employee who shall certify that he has been duly notified of the evaluation contained in the PIP. The PIP evaluation report shall then be forwarded to the **Position Responsible** and placed in the employee's personnel file.

## 3.9. Employee Benefits

The following benefits are applicable to employees who are hired on indefinite or specified term contracts by **COMPANY NAME**.

### 3.9.1. Medical Coverage

**COMPANY NAME** provides a medical coverage for employees and eligible dependents. The plan design, description, and costs are negotiated by **COMPANY NAME** with insurance carriers, hospitals or other health care providers. The **Position Responsible** has the responsibility for medical plan implementation and oversight.

#### 3.9.1.1. Medical Eligibility

All full-time employees and their eligible dependents are covered. This coverage includes the employee's wife and unmarried children up to age 19. Unmarried, non-working children who are attending school full-time and under the age of 25 are also eligible for medical coverage.

#### 3.9.1.2. Medical Benefits

Medical benefits are covered within the services provided by the medical provider.

Following are illustrative medical benefits and exclusions, which are subject to negotiation with the provider or third party carrier as noted above.

The medical plan may cover \_\_\_\_% of expenses incurred in connection with the following:

- Delivery of a baby and pre-natal care.
- Hospital charges for outpatient care and in connection with an accident or surgical operation pre-admission tests.
- Second and third surgical opinions.
- Charges for ambulatory surgical center services.

The medical plan may cover \_\_\_\_% of the following hospital charges:

- Room and board (semi-private room accommodation).
- In hospital services and supplies (including X-rays, laboratory examinations, operating room, drugs and medicine, physiotherapy, etc.).
- Charges for emergency transportation by professional ambulance to and from hospital.
- Hospital charges for outpatient medical care and treatment in connection with an accident or surgical operation.

The medical plan may cover \_\_\_\_% of certain medical expenses subject to **an annual deductible of SR 300 for each person who incurs medical expenses**. These medical expenses include:

- Visits to the doctor's office.
- Prescription drugs and medicines.



## 3.9.2. Allowances

Allowances are paid to employees to assist them in meeting their personal expenses and are based on competitive market practices.

### 3.9.2.1. Housing Allowance

Employees will receive a lump-sum housing allowance of \_\_\_\_ month's salary with a minimum payment of SR \_\_\_\_\_ and a maximum payment of SR \_\_\_\_\_. This allowance will defray housing expenses (i.e., rent, lease, maintenance, utilities, insurance, security, etc.).

### 3.9.2.2. Transportation Allowance

**COMPANY NAME** assists its employees with their daily commuting between their residences and work locations by providing a monthly transportation allowance of SR \_\_\_\_\_.

## 3.9.3. General Organization for Social Insurance – Annuities Branch

Saudi employees shall participate in the Annuities Branch of the General Organization for Social Insurance (GOSI) as mandated by the Government of Saudi Arabia. The Annuities Branch provides old age, disability, survivorship and non-occupational hazards benefits. Employer and Saudi employee each pay 9% of the monthly base pay to GOSI.

### 3.9.3.1. Social Insurance Hazards Branch

All **COMPANY NAME** employees working in Saudi Arabia receive Industrial Injury Benefits if a work-related disabling injury is sustained as a result of performing the job. The employer pays 2% of base pay to the Social Insurance Hazards Branch. The Hazards Branch covers Permanent Total Disability, Permanent Partial Disability, and Industrial Death.

### 3.9.3.2. Sick Leave (Short Term Disability)

**COMPANY NAME** grants sick leave with full pay for the first 30 days, with three-quarter pay for the next 60 days and without pay for the following 30 days in any given year, to employees who are confirmed sick, as per article 117 of the Saudi Arabia Labor Law.

### 3.9.3.3. End of Service Severance Award Benefit

**COMPANY NAME** employees are paid an End of Service Severance Award in accordance with Chapter 4 of the Saudi Arabia Labor Law.

### 3.9.3.4. Death Benefits

If, for any reason, an employee dies while employed with **COMPANY NAME**, a death benefit equivalent to 12 months base pay will be paid to the designated beneficiary or beneficiaries. This benefit is paid in a lump sum.

## 3.10. Work, Leave and Holidays

### 3.10.1. Work Hours

The normal workweek shall consist of five working days per week as follows, depending on the work schedule stipulated in the contract:

- **Saturday – Wednesday: 7 a.m. to 4 p.m. (07:00-16:00).**

The Position Responsible may revise the regular employee working hours for COMPANY NAME, which normally shall not exceed eight (8) hours per day and 48 hours per week. Refer to Chapter three of Saudi Labor Law for more details.

### 3.10.2. Vacation Leave Days

**COMPANY NAME** provides paid vacations so that employees can get away from their work environment on a regular basis and return rested and productive. All leave day accruals are based on the Gregorian calendar. Employees accrue 2.5 calendar vacation leave days for each month worked. Calendar days of vacation leave are used on a calendar basis, i.e., on both work days and scheduled days off. For example, if an employee starts work on June 1, then on the following May 31 he will have earned 30 days vacation (12 months times 2.5 days per month), which could be used from June 1 through June 30. Vacation leave days are also earned during vacation leave periods, but not during any authorized or unauthorized unpaid leaves.

Employees are eligible for the first annual vacation (14 or more days) after completing 12 months service. Subsequent annual vacations can be taken anytime during the next calendar year, subject to operational requirements, but generally should be taken at least six months, and no more than 18 months, after the previous vacation. Vacation scheduling must be authorized in advance by the employee's director. Shorter vacations, e.g., one or two days, may be taken at any time, including the initial year of employment, with the approval of the employee's director or the **Position Responsible**.

Operational needs or personal circumstances may on rare occasions, necessitate the carry-forward of earned vacation days into the following year. The employee's director and the **Position Responsible** will be responsible for determining and approving any vacation carry-forward request.

Upon termination of employment, employees are paid for any unused vacation days earned or charged for any vacation days used but not earned as of the termination date.

Additional unpaid leave of up to 10 days per year may be authorized by an employee's director or the **Position Responsible**.

### 3.10.3. Recognized Holidays

**COMPANY NAME** recognizes official Saudi Arabia holidays and may from time to time declare additional special holidays. Annually, the **Position Responsible** will determine and authorize office closure for observed holidays: National Day (1), 'Id Al-Fitir (3), and 'Id Al-Adha (4).

## 3.11. Business Assignments

### 3.11.1. Travel, Lodging, Meals

It is **COMPANY NAME** policy to reimburse employees for certain expenses incurred by the employee in the pursuit of organization business. The employee should always keep track of their exact expenditures. All expenses must be ordinary, reasonable, necessary, and have a valid business purpose. **COMPANY NAME** expects its employees to use good judgment and any unusual expenses should be adequately explained on the expense report.

### 3.11.2. Airline Travel

Employees will be reimbursed the reasonable actual airline ticket costs incurred. It is expected that each employee use the most appropriate means of traveling to and from the airport, taking into consideration transportation availability, time and cost.

### 3.11.3. Ground Transportation

The cost of necessary public transportation is reimbursable and does not require a receipt if not ordinarily issued.

A taxi may be used to and from the airport. Cost must be considered when choosing this method of travel. A receipt must support all taxi charges in excess of SR\_\_\_\_\_.

A rental car may be selected when the mileage is prohibitive and would increase the cost of taxis beyond that of a rental car. The **Position Responsible** should authorize the use of a rental car in advance. A receipt must accompany all requests for reimbursement.

### 3.11.4. Lodging

Employees are reimbursed for the cost of single-room accommodations typically occupied by business travelers. Suites and other higher priced accommodations are to be used only when essential to the direct conduct of business and are authorized in advance by the **Position Responsible**. Lodging receipts must be submitted for reimbursement.

### 3.11.5. Business Meals

- **Customers or Other Outside Business Associates**

Business meals, provided for clients or other outside business associates, for the purpose of a business discussion or the promotion of goodwill, which are furnished in an atmosphere conducive to a business discussion, such as in a restaurant, hotel dining room or similar place directly related to the active conduct of business, are reimbursable. Business lunches or dinners, which are part of a business program, or which are officially sponsored by business or

professional associations that are directly related to the active conduct of business, are also reimbursable.

- **COMPANY NAME Employees Only**

Business meals involving only **COMPANY NAME** employees are reimbursable when such meals are part of the employees' business travel expenses. Reimbursable business meals may also include those provided in connection with **COMPANY NAME** sponsored functions or activities.

- **Non-Reimbursable Expenses**

**COMPANY NAME** will not reimburse employees for any personal expenses, which include, but are not limited to travel, or meal expenses not directly related to or associated with the active conduct of **COMPANY NAME** business.

### **3.11.6. Documentation and Approval**

For all business travel or other business functions related to the pursuit of **COMPANY NAME** activities, expense receipts must be obtained and submitted on an expense report for reimbursement. Expense reports will be submitted to the employee's **Position Responsible** for initial review, or his designated staff, for review and concurrence. All expense reports must be approved by the **Position Responsible**. The **Position Responsible's** expense will be submitted to the **Position Responsible** for approval. All expense reports will be reviewed annually by **COMPANY NAME's** external auditors and their findings reported to the **Position Responsible**.

## 3.12. Disciplinary Action and Terminations

### 3.12.1. Progressive Discipline

Progressive corrective action is a process designed to identify and correct unsatisfactory job performance problems and behaviors that adversely affect, or interfere with, the performance of others or the efficiency of **COMPANY NAME**.

The progressive corrective action process includes the following steps:

Step 1: Counseling and/or Verbal Warning

Step 2: Written Warning

Step 3: Suspension

Step 4: Termination

Depending on the situation, any step may be repeated, omitted, or taken out of sequence. Each disciplinary/corrective case is considered on an individual basis.

For any corrective action, there should be clear and direct communication between the employee and their immediate supervisor or director (or other **COMPANY NAME** official issuing the corrective action). This communication should include a meeting between the employee and the employee's director to discuss the nature of the problem and how it affects the department's operations. During the meeting, the director should make it clear to the employee that there are specific performances or behavioral expectations of the position, the employee has failed to meet the outlined expectations, and a corrective action is being issued. For unsatisfactory job performance, a Performance Improvement Plan (PIP), as noted in section IV.E.5, will be initiated. It should also be clearly established that the employee must work on correcting the problem within a defined time period to avoid more serious progressive actions.

Corrective action should be taken within a time frame that will allow for a positive change in the employee's behavior or work performance. Except for serious offenses, the progressive corrective action should not be advanced to the next step if six months or more have elapsed since the previous corrective action.

In the case of serious infractions, an employee may be suspended and/or discharged on the first offense. Such serious infractions include, but are not limited to, the following:

- Theft (to include unauthorized removal and/or use of **COMPANY NAME** property).
- Inappropriate physical contact or altercation with Superior.
- Destruction of **COMPANY NAME** property.
- Record falsification, alteration, or deletion without authorization.
- Disclosure of confidential information.

- Insubordinate or inappropriate behavior.
- Using information retrieved from **COMPANY NAME** documents or electronic systems for personal or any unauthorized use.

Steps one through four of the progressive correction action process will be documented. The Finance and Administration staff will maintain records concerning each step of the disciplinary process.

Before initiating written corrective action warnings, **Position Responsible** should consult with the **Position Responsible**. During steps two through four, the corrective action documentation should be signed and dated by the employee and the director initiating the action. A copy of the corrective action documentation should be given to the employee and a copy retained in the employee's file.

If the employee refuses to sign the corrective action, it should be noted by the director that a copy was given to the employee but they refused to sign, and this notation should also be signed by a two witnesses or more if practical.

### 3.13. Terminations

Employees ending their **COMPANY NAME** service are treated in a consistent, uniform manner, based upon the type of termination. **COMPANY NAME** considers individual circumstances where medical, financial, legal, force majeure, personal, and similar factors are significant in the employee's termination.

Termination actions must conform to the applicable sections of the Saudi Arabia Labor Law.

#### 3.13.1. Voluntary

A voluntary termination is a resignation initiated by the employee. If an employee with two or more years of service voluntarily resigns from **COMPANY NAME**, the employee is eligible for a severance award, as provided in Article 85 of the Saudi Arabia Labor Law.

#### 3.13.2. Involuntary

An involuntary termination is a severing of the employee's services at the initiation and choice of **COMPANY NAME**. Where appropriate, employees receive 30 days written notification of the impending termination. The notice details the reason(s) for termination. Employees may be eligible for a severance award.

## 4. Contractor Saudization Resources

### 4.1. Human Resources Development Fund (HRDF)

Website: <http://www.hrdf.org.sa/>

HRDF provides financial Support for recruiting, training and qualifying national manpower for the private sector by:

- Contributing to the cost of training and qualifying national manpower for private sector employment.
- Paying a percentage of salaries of those who are recruited by the private sector after being trained and qualified.
- Providing employment services for Saudi nationals.

#### 4.1.1. HRDF Employment Services:

The **King Fahad National Employment Center** is part of **HRDF**. The center's main objective is to facilitate employment of Saudi manpower in the private sector and provide professional advice services. The center provides its services through **HRDF**'s ten branches all over the Kingdom.

##### 4.1.1.1. Employment Services:

The center provides the following services:

- Offer online employment services for job seekers and organizations through its employment database, available at <http://www.hrdf.org.sa/>.
- Provide initial interview service.
- Coordination between job seekers and employers to recruit Saudis.

##### 4.1.1.2. Vocational Orientation Services

The center provides awareness of the Saudization effort to job seekers, students' families and employing organizations. For more information about the training and educational providers across the Kingdom, visit **HRDF** at: [http://cat.hrdf.org.sa/cat\\_educationlist.php](http://cat.hrdf.org.sa/cat_educationlist.php).

##### 4.1.1.3. Financial Support of the Private Employment Offices Fees:

The center pays the employment service fees to help Saudis who utilize the private employment office services to find the right job.

## 4.1.2. HRDF Support Programs

**HRDF** provides the following eight programs to help qualify and employ Saudi Nationals at the private sectors:

**4.1.2.1. OJT for Fresh Graduates Program:** **HRDF** financially supports the employment and OJT of graduates of accredited universities, colleges and institutes who satisfy the job requirements but need training for the initial stages of the job. The program includes:

➤ **Support During Training:**

- For employers who provides on the job training for job candidates, **HRDF** contributes to the employer (SR 500) per month for each candidate trained for a period not exceeding three months.
- **HRDF** contributes subsistence allowance during the training period equal to 75% of the employee's salary per month for a period not exceeding three months. This contribution shall not exceed (SR 1,500) per month for each employee.

➤ **Post-training Support**

- **HRDF** contributes 50% of the employee's salary per month for a period not exceeding two years, including the OJT period. The contribution shall not exceed (SR 2,000) per month for each employee.

➤ **HRDF Support Process:**

To benefit from the forgoing programs, the contractor company must follow the following steps:

1. Register the Saudi job seeker at the **HRDF** Training and Employment System.
2. Register the contractor company at the **HRDF** Training and Employment System.
3. Submit the Job Support request through the **HRDF** Training and Employment System.
4. Select registered employees and conduct employment interviews.
5. Sign the employment contracts.
6. Submit the payment request through the **HRDF** Training and Employment System.

**4.1.2.2. Untrained Individuals Program:** **HRDF** financially supports the employment and training of untrained individuals who do not satisfy the job requirements which they have been nominated for. The program includes:



➤ **Support During Training:**

The program supports OJT at the employer's site or at an external recognized training agency.

▪ **Training provided at the employing organization:**

- **HRDF** contributes (SR 500) per month to the employer for each candidate for a period not exceeding 12 months. The employer shall bear any remaining costs.
- **HRDF** contributes subsistence allowance during the training period equal to 75% of the employee's salary for a period not exceeding three months. This contribution shall not exceed (SR 1,000) per month for each employee. The employer shall bear any remaining costs.

▪ **Training provided at an external recognized training agency:**

- During the training period, **HRDF** contributes 75% of the cost of training for a period not exceeding 24 months. This contribution shall not exceed (SR 1,500) per month for each employee. The employer shall bear any remaining costs.
- During the training period, **HRDF** contributes 75% of the employee's salary. This contribution shall not exceed (SR 1,000) per month for each employee. The employer shall bear any remaining costs.

➤ **Post Training Support**

- HRDF provides 50% of the employee's salary for one year period following the end of training. This contribution shall not to exceed (SR 2,000) per month for each employee. The employer shall bear any remaining costs.

➤ **HRDF Support Process:**

To get the benefit of the forgoing programs, the contractor company must follow the same steps outlined under (4.1.2.1).

#### 4.1.2.3. National System for Joint Training Program

This program is a joint effort between the Technical and Vocational Training Corporation (TVTC), the Chambers of Commerce, and the HRDF to develop the technical and vocational skills of untrained Saudi job seekers. The program covers most of the Kingdom's provinces.

Under the program, if a contractor company employs Saudi individuals, **HRDF** will support the contractor financially by:

- Supporting the employer's training costs.
- Contributing a subsistence allowance during the training period equal to 75% of employee's salary per month for a training period not exceeding one year, provided that such training period lasts for more than three months. This contribution shall not exceed (SR 1,125) per month for each employee.
- Provide an additional 50% of the employee's salary for first year of employment following the training period. This contribution shall not exceed (SR 2,000) per month for each employee. The employer shall bear any remaining costs.

➤ **Support Process:**

1. Program plan announcement.
2. Contractor Companies request training support.
3. Conduct applicant's employment interviews.
4. Sign Support contracts between HRDF and Contractor Company.
5. Program Delivery.

**4.1.2.4. Employment Support for Operation and Maintenance Contracts Program.** This program supports the employment of Saudi job seekers who are qualified for jobs provided by operation and maintenance contracts.

- **HRDF** pays an additional 75% of the employee's salary for two years. This contribution shall not exceed (SR 2,000) per month for each employee. The employer shall bear any remaining costs.

➤ **HRDF Support Process:**

To get the benefit of the forgoing programs, the contractor must follow the same steps outlined under **(4.1.2.1)**.

**4.1.2.5. Medical Training Program**

This program supports the employment and training of high school and medical diploma graduates to get their diplomas or bachelor degrees in Nursing and Pharmacology.

- **For a Bachelor's degree, HRDF** financially supports:
  - 90% of the training cost at a university accredited by the Ministry of Higher Education, provided that such cost does not exceed (SR 25,000) per semester. This contribution shall be provided only during the period required to complete the Bachelor's program as set by the university.
  - A trainee salary in the amount of (SR 1,000).
  - An additional 50% of the employee's salary for a period of one year, provided that such addition does not exceed (SR 2,000)

- **For a diploma, HRDF financially supports:**
  - 90% of the training cost for a period not exceeding 30 months, provided that such costs does not exceed (SR 9,000) per semester.
  - Training period not to exceed 30 months.
  - A trainee salary in the amount of (SR 1,000).
  - An additional 50% of the employee's salary for a period of one year, provided that such addition does not exceed (SR 2,000).
  
- **For continuation towards a Bachelor's Degree, HRDF financially supports:**
  - 90% of the training cost at a university accredited by the Ministry of Higher Education, provided that such cost does not to exceed (SR 25,000) per semester. This contribution shall be provided only during the period required to complete the Bachelor's program, calculated after including the diploma credit hours, as set by the university.
  - No support for Trainee and Employment salary.

#### **4.1.2.6. Maher 12/12:**

This program will prepare 12,000 Saudi individuals by 2012 for the 12 most highly demanded jobs by the private sectors. The training will be conducted by more than 15 Training providers, which HRDF has already signed agreements with (for more information about the jobs and the training providers visit [http://www.hrdf.org.sa/.](http://www.hrdf.org.sa/))

- HRDF financially supports the training cost.
- HRDF financially contributes subsistence allowance during the training period equal to (SR 1,000) per months according to the policies and procedures of the training provider.

#### **4.1.2.7. OJT for Unskilled Individuals toward the Mastery of Specific Skills:**

This program supports the unskilled individuals for OJT for a specific job, including mastery of the required skills for that job, at the company without employment obligation. The company who provides the training has the choice to employ the trainee(s) after the completion of the training program.

- HRDF shall contribute (SR 500) per month to the company executing OJT for each candidate for the period of no more than 12 months.
- HRDF provides support of (SR 1,500) as employee's salary per month for a period not exceeding one year.

#### **4.1.2.8. OJT for Qualified Individual:**

This program supports the trained individual for on-the- job training, including experience gained at the company without employment obligation. The company has the choice to employ the trainee(s) after the completion of the training program.

- **HRDF** shall contribute (SR 500) per month to the company executing OJT for each candidate's for the period of no more than 12 months.
- **HRDF** support (SR 1,500) as employee's salary per month for a period not exceeding one year.

### **4.1.3. Condition Governing Support for Training and Employment**

#### **4.1.3.1. General Conditions:**

- A request for support must be submitted by the employer.
- The employer must be a private sector organization.
- If the number of employees in the organization is more than 20, the employing organization must have a code of practice approved by the Ministry of Labor.
- The job candidate must be a Saudi National.
- The job candidate must have been unemployed or have only recently been employed by the organization.
- The candidate must not have received any previous support from the **HRDF**.
- The employment must be governed by a contract of indefinite duration.
- The employee must be registered with the General Organization for Social Insurance (GOSI) from the first day of training.
- The training fund must contribute to the monthly salary, housing allowance and transportation allowance.
- All documentation required for support must be provided.
- Once an agreement with the Fund is signed, support shall begin on the first day of the training period. .

#### **4.1.3.2. Conditions Governing Support for Fresh Graduate Program:**

- All conditions itemized under the general conditions above must be adhered to.
- The candidate's field of specialization must be appropriate for the job.
- The employer must submit a schedule outlining the initial preparation and OJT of the employee.

- A specialized and experienced training supervisor must be nominated from within the employing organization to oversee the candidate's training.
- The training must be on-the-job or as otherwise required.

#### **4.1.3.3. Conditions Governing Support for Untrained Individuals Program:**

- All the general conditions itemized under the general conditions above must be adhered to.
- The training program must satisfy the job requirements.
- Training must be performed on a suitable training site and in an appropriate environment.
- Focus must be on a practical aspect of training.
- The employing organization must submit a plan outlining the requirements of the training program.
- The employee must devote all his working hours to training.
- The employing organization must submit a document showing that the training program is approved by the appropriate regulatory authority (including external program), or submit the content of the program for assessment and approval if not yet approved.
- Training must be carried out by professionals having experience in the appropriate field and being capable of the training, follow-up, and evaluation of newly-hired employees.
- An employee must be awarded a certificate to prove that he has attended the training program or has successfully passed it.

#### **4.1.4. Human Resources Development Fund Branches:**

**HRDF** has 10 branches at Riyadh, Jiddah, Dammam, Hail, Grasim, Madeina, Makkah, Jaizan and Asser. For details about their contact information, visit the HRDF WebsiteWebsite at <http://www.hrdf.org.sa/>.

## 4.2. National System for Joint Training (NSJT) of Technical and Vocational Training Corporation

The National System for Joint Training (NSJT) is designed for joint training in specific occupations, in accordance with the requirements of the labor market, with the private sector participating in the training process. This joint effort achieves greater alignment with the actual needs of the labor market.

As a national project, its implementation is shared by Technical & Vocational Training Corporation (TVTC), the Ministry of Labor, the HRDF, and the Council of Saudi Chambers.

The project represents a good example of the cooperation between the educational and training institutions and the private sector enterprises, which is based on well-studied strategies that lead to training for employment. It also activates the role of the private sector and encourages employers to invest in Saudi manpower. Such an approach makes a requirement for the private sector to participate in the training programs so that they can rely on the national cadre and gain benefits from the activities provided by the system. Approximately 75% of the training time is dedicated to practical and professional OJT through occupational guided objectives.

### 4.2.1. Organization participated in (NSJT)

- **Ministry of Labor:** Contributes by identifying training opportunities in the private sector, directing job seekers to attend the training tracks, and conducting interviews.
- **Technical and Vocational Training Corporation (TVTC):** Contributes by conducting the theoretical part of training and supervising the implementation of in the job training at the private sector's site.
- **Human Resources Development Fund:** Contributes by financing the training and employment, and monitoring the training implementation to ensure quality training.
- **Council of Saudi Chambers:** Contributes by marketing programs and supporting the Ministry of Labor in identifying required jobs in the private sector.
- **The private sectors:** Participates in the employment Saudi Nationals targeted for training, implementation of practical training in the organizations sites, and registration of trainees at GOSI.

### 4.2.2. NSJT Benefits:

#### 4.2.2.1. For the Private Sector:

- Counting the number of trainees employed by the organization toward the required Saudization percentage.
- Benefiting from the skills of young qualified Saudi employees for minimal monthly fee by utilizing the financial support of the **HRDF**, which provides payment of up to 75% of the trainee salary during the training.

- Utilizing the financial contribution of the **HRDF**, which supports the recruitment of trainees through their participation in the payment of up to 50% of the salary of the trainee after joining the organization for the first year, according to the regulations of **HRDF**.
- The trainee becomes a productive employee in the greater part of the training period.
- Training the trainee in the contractor company gives the feeling of sense of belonging and fosters responsibility toward the work.
- Training contributes to the fulfillment of the company's Saudi manpower need according to the required qualification.
- One of the avenues of contractor companies social responsibilities contributions.

#### 4.2.2.2. For the Trainee:

- Payment of a financial reward for the trainee during the training period of not less than (SR 1,500).( which provides payment of up to 75% from the **HRDF**) and the rest paid by the **private sectors**
- Sign a contract before the start of the career management training.
- Focus on the practical side in the actual work sites, which helps the trainee to acquire the expertise necessary for the profession.The training period will be calculated as part of employee's work experience.
- The trainee will be registered with social security during the training program.
- The trainee gets paid during annual vacations according to Labor Law.

#### 4.2.3. Jobs Covered and TVTC Training Provides

NSJT provides training for more the **97** jobs utilizing more than **37** TVTC Technical Community colleges and (**77**) vocations and Industrial Institution.

- For information about the jobs and the qualification and program duration for the training toward employment coordinated by NSJT, see **APPENDEX-B Table C-3** or visit NSJT's Website at: <http://www.nsjt.org.sa/>.
- For more details about the technical colleges and Vocational Institutes' names and contacts and programs offered, visit the TVTC website at: <http://www.tvtc.gov.sa/>.

### 4.3. Bab Rizq Jameel (BRJ)

BRJ is part of Abdul Latif Jameel Community Services Programs (ALJCSP). The program is an extension of the services that ALJCSP has been offering since its inception in mid 2003. It focuses on job creation. BRJ has an **Employment and Training toward Employment Program**. The program objectives are to:

- Act as an employment agency to help skilled Saudis find employment opportunities in the private sectors.
- Train and develop male and female Saudis on the jobs and skills required by private sectors.
- Orientate Saudi youth of vocation training which is highly demanded by the private sectors.
- Participate in changing the community's negative perception toward some vocational and industrial jobs.

The program provides support to Saudi job seekers in two ways:

#### 4.3.1. Direct Employment Program

Direct employment is achieved by analyzing job opportunities available with government authorities, private companies or establishments, and defining the qualifications required for such jobs. Through the Direct Employment Program, employment requests are received from individuals via an online employment database or by visiting BRJ branches.

According to the available employment information, BRJ acts as the coordinator for private companies and young Saudi males and females seeking employment. BRJ will conduct an interview at the BRJ centers for potential recruits. The right candidates will be employed based on the opportunities available. Approximately 10,000 job opportunities have been provided through this program. The program provides the following services:

- A Human Resources Network of 15 branches across the Kingdom to collect vacancies from companies and CVs from job seekers.
- Online Job Creation Services via the employment and recruitment database ([www.babrizqjameel.com](http://www.babrizqjameel.com)).
- Applicants' interview location and services by qualified specialist.
- Coordination with major private companies.
- A signed agreement to utilize **HRDF**'s financial support.

#### 4.3.2. Training and Employment Program

In cooperation with the **HRDF**, training courses are prepared in line with and according to the needs of the private sector. The Training and Employment Program provides the following services:

- Organized training programs according to market needs, utilizing HRDF support.
- A selection of the best local and international training centers and institutes.



- Interest-free loans for candidates who join the training courses, provided that the candidates will repay the loan after they are successfully employed. The loan will then be repaid on an installment basis, over a period of three to four years.
- Follow-up support during training and after employment.

Example of the jobs covered in training:

**Jobs for Men**

1. Carpentry
2. Blacksmith
3. Plumbing
4. Plastering
5. Paint Works
6. Repair and Maintenance
7. Hair Dressing
8. Tailoring
9. Laundry Services
10. Oil & Tire Change Services
11. Electric System
12. Mechanical Services
13. Bodyworks and Paint
14. Electric Systems
15. Air Conditioning

**Jobs for Women**

1. Photography
2. Meals Preparation
3. Traditional Handicraft
4. Tailoring
5. Beauty Salons
6. Decoration Shops
7. Events Arrangements
8. Secretary
9. Call Center and Telesales
10. Marketing



## 4.4. Training Providers

In this section, information is provided about the process and guidelines applied by Saudi Aramco to recognize training providers' programs and the programs that are currently recognized by Saudi Aramco.

### 4.4.1. Recognition Process of the Training Providers:

To help contractor companies, Saudi Aramco, through the Saudi Aramco Training Partnership Program (SATP) under the Training and Development Organization, undertakes a feasibility study to evaluate the training providers in terms of their training programs, facilities, training materials, and the quality of trainers to evaluate whether or not they meet industrial standards. SATP recommends training service providers to the user organization or contractor companies, but they do not certify or issue qualification to the training providers. The recognition process and guidelines are as follows:

- A training provider must first submit a specific training program to Saudi Aramco for evaluation and recognition.
- The Saudi Aramco Training Partnership Program requires the training provider to complete certain training program evaluation questionnaires and give a formal presentation about the training program.
- The Saudi Aramco Training Partnership Program evaluates the questionnaire input and the presentation provided.
- The Saudi Aramco Training Partnership Program's Subject Matter Experts (SMEs) visit the training provider's training facilities to perform a feasibility study of their training programs by:
  - Evaluating the content, the method of delivery and the duration of the training program.
  - Evaluating classroom/workshop training equipment, AV equipment and training delivery.
  - Reviewing the CVs and the quality of the trainers/teachers, taking into account the availability of any optional/required international accreditation.

#### 4.4.2. Saudi Aramco Recognized Programs:

The following is a list of training providers that provide Saudi-Aramco-recognized training programs.

	Training Provider	Contacts for information	Training Program
1	Saudi Aramco Contractor Training	<a href="http://CCS.saudiaramco.com/">CCS.saudiaramco.com/</a>	Electrical, Clerical, English language Job Skills (Crafts and Operation), Certification, Health and safety
2	Royal Commission Jubail Industrial College (JIC)	<a href="http://www.jic.edu.sa/">www.jic.edu.sa/</a>	Electrical , A/C & Refrigeration, Electronics, Chemical Technology, Chemical Lab, Accounting, Marketing, Office Management, Information Technology, Instrumentation (PCST)
3	Royal Commission Yanbu Industrial College(YIC)	<a href="http://www.yic.edu.sa/">http://www.yic.edu.sa/</a>	Electrical , Surveying, Electronics, Chemical Technology, Accounting, Material Management, Office Management, Instrumentation (PCST)
4	Royal Commission Jubail Technical Institute	<a href="http://test.jti.edu.sa/">http://test.jti.edu.sa/</a>	Welding, Mechanical (Millwright), Electrical, Instrumentation (PCST)
5	KFUPM Dammam Community College	<a href="http://www.dcc.kfupm.edu.sa/">www.dcc.kfupm.edu.sa/</a>	Office Management, Financial Management, Computer Application, Material control
6	KFUPM Hfr Albatin Community College	<a href="http://www.dcc.kfupm.edu.sa/">www.dcc.kfupm.edu.sa/</a>	Non Destructive Testing (NDT), Electronics, Computer Application
7	Institute of Public Administration	<a href="http://www.ipa.edu.sa">www.ipa.edu.sa</a>	Office Management, Financial Management, Computer Application
8	Technical & Vocational Training Corporation (TVTC)	<a href="http://www.tvtc.gov.sa">www.tvtc.gov.sa</a>	Electrical , T. communication, A/C & Refrigeration, Electronics, Chemical Production, Surveying, Computer Applications, Accounting, Marketing, Office Administration, Business administration, Secretary
9	Saudi Petroleum Services Polytechnic (SPSP)	<a href="http://www.spsp.edu.sa/">www.spsp.edu.sa/</a>	Electrical, Mechanical, Welding, Pipe Fitting / Fabrication, Basic Operator Course (BOC)
10	The National Institute of Technology (NIT)	<a href="http://www.nit.edu.sa/">www.nit.edu.sa/</a>	Craft training
11	Al Khaleej Training & Education	<a href="http://www.alkhaleej.com.sa/">www.alkhaleej.com.sa/</a>	Saudi Aramco English Program, Helicopter Underwater Escape Training (HUET), Helicopter Landing Officers (HLO)
12	Integrated Training Center (ITC)	<a href="http://www.gotoitc.com/">www.gotoitc.com/</a>	Scaffolding (Erecting)
13	AIMS-SMTC Safety Training Center	<a href="http://www.smtcglobal.net">www.smtcglobal.net</a>	Helicopter Underwater Escape Training (HUET)
14	FireDIRECT	<a href="http://www.gulf-firedirect.com">www.gulf-firedirect.com</a>	Fire watch, Basic fire Prevention, Breathing Apparatus, Helideck

Saudi Aramco will continue to post and update the list of Saudi-Aramco-recognized training programs at <http://ccs.saudiaramco.com>



# APPENDICES

# APPENDIX – A

## Organizational Design Model

An example of the most popular organizational design model is **Jay Galbraith’s Star Model** which consists of the following five components:

### 1. Strategy:

Which specifies the goals and objectives to be achieved as well as the values and missions to be pursued; it sets out the basic direction of the company. The strategy specifically delineates the products or services to be provided, the markets to be served, and the value to be offered to the customer. It also specifies sources of competitive advantage.

### 2. Structure:

Is the company organizational structure of which determines the placement of power and authority in the organization. Structure policies fall into four:

- 2.1. Specialization:** Refers to the type and numbers of job specialties used in performing the work.
- 2.2. Shape:** Refers to the number of people constituting the departments (that is, the span of control) at each level of the structure. Large numbers of people in each department create flat organization structures with a few levels.
- 2.3. Distribution of Power:** In its vertical dimension, refers to the classic issues of centralization or decentralization. In its lateral dimension, it refers to the movement of power to the department dealing directly with the issues critical to its mission.
- 2.4. Departmentalization:** Is the basis for forming departments at each level of the structure. The standard dimensions on which departments are formed are functions, products, workflow processes, markets and customers.

The five basic structure options are:

- |                                  |   |
|----------------------------------|---|
| <b>1. Functional Structure</b>   | Where the structure organized around activities or functions.                                     |
| <b>2. Product Structure</b>      | Where the structure consists of multiple functional organizations each with its own product line. |
| <b>3. Market Structure:</b>      | Where the structure organized around customers, markets or industries.                            |
| <b>4. Geographical Structure</b> | Where the structure organized around districts, regions or territories.                           |
| <b>5. Process Structure</b>      | Where the structure organized around a complete flow of work.                                     |

### **3. Processes:**

The flow of the information and decision processes, called “management processes,” cut across the organization’s structure. The processes are both vertical and horizontal.

**3.1. Vertical processes:** Allocate the scarce resources of funds and talent, they are usually business planning and budgeting. The needs for different department are centrally collected, and priorities are decided for the budgeting and allocation of the resources to capital, research and development, training, and so on.

**3.2. Horizontal processes:** Designed around the workflow, such as a new product development or the entry and fulfillment of a customer order. These management processes are becoming the primary vehicle for managing in today’s organizations.

### **4. Rewards:**

The purpose of the reward system is to align the goals of the employee with the goals of the organization. It provides motivation and incentive for the completion of the strategic direction. The organization’s reward system defines policies regulating salaries, promotions, bonuses, profit sharing, stock options, and so forth.

### **5. Human Resources Policies:**

This area governs the HR policies of recruiting, selection, rotation, training, and development. HR policies produce the manpower required by the strategy and structure of the organization. They generate the skills competencies necessary to implement the chosen direction.



# APPENDIX – B: Templates and Example of Workforce Requirement Identification

## Templates of Workforce Requirement Identification

**Table B-1: Total Manpower Contractors Requirement by Job Titles**

Contract Number	Nature of Services Provided	Has Provision (Yes, No)	Contract's Start and End Date	Job Title	Number of Manpower Required for the Duration of the Contract															
					2010			2011			2012			2013			2014			
					TW	%	SU	TW	%	SU	TW	%	SU	TW	%	SU	TW	%	SU	

TW: The Required Total Work-force, %: Saudization Percentage , SU: Total Number of Saudis

**Table B-2: Total Saudi Contractors Requirement by Job Titles**

Contract Number	Contract's Start and End Date	Job Title	Number of Saudis Manpower Required for the Duration of the Contract					Total
			2010	2011	2012	2013	2014	
<b>Total</b>								

**Table B-3: Contractor Company Current Saudi Work-force**

Job Title	Number of Saudi Work force Currently Available					Total
	2010	2011	2012	2013	2014	
<b>Total</b>						

**Table B-4: Saudi Manpower Needs Analysis by Job Titles**

Job Title	Number of Needed Saudis Work-force for the Duration of the Contract is N Needed =N, R=(Required from Table B-2), A =(Available from Table B-3) N =( R – A)															Contractor Company		
	2010			2011			2012			2013			2014			R	A	N
	R	A	N	R	A	N	R	A	N	R	A	N	R	A	N			
<b>Grand total</b>																		

**Table B-5: Saudi Contractors Manpower Needs by Job Titles for the Duration of the Contracts**

Job title	Number of Saudis Work force Need for the Duration of the Contract Need = Required (Table B-2) – Available (Table B-3)					Total
	2010	2011	2012	2013	2014	

## Example of Workforce requirement Identification for Contractor Company XYZ

**Table B-1: Total Manpower Contractors Requirement by Job Titles**

Contract Number	Nature of Services Provided	Provision	Contract's End Date	Job Title	Number of Manpower Required for the Duration of the Contract of Co. XYZ														
					2010			2011			2012			2013			2014		
					T W	%	SU	T W	%	SU	TW	%	SU	TW	%	SU	T W	%	SU
64000XXX1	Oper. & Maint. of Central Utilities	YES	02/16/2011	Power Cable Technician	20	30	6	20	35	7									
				Electrical Repairman	40	30	12	40	35	14									
				Electric System Operator	10	30	3	10	35	4									
				<b>Contract's Total</b>	<b>70</b>	<b>30</b>	<b>21</b>	<b>70</b>	<b>35</b>	<b>25</b>									
64000XXX2	Building Maintenance	YES	06/16/2014	Painter	16	20	4	16	25	4	16	30	5	16	35	6	16	40	7
				Plumber	5		1	5		1	5		2	5		2	5		2
				<b>Contract's Total</b>	<b>21</b>	<b>20</b>	<b>5</b>	<b>21</b>	<b>25</b>	<b>5</b>	<b>21</b>	<b>30</b>	<b>7</b>	<b>21</b>	<b>35</b>	<b>8</b>	<b>21</b>	<b>40</b>	<b>9</b>
640004XX3	Onshore Drilling Rig	YES	06/16/2013	Welder	40	40	16	40	45	18	40	50	20	40	55	22			
				Drilling Mechanic	25		10	25		12	25		12	25		14			
				Water Well Serviceman	25		10	25		11	25		13	25		14			
				<b>Contract's Total</b>	<b>90</b>	<b>40</b>	<b>36</b>	<b>90</b>	<b>45</b>	<b>41</b>	<b>90</b>	<b>50</b>	<b>45</b>	<b>90</b>	<b>55</b>	<b>50</b>			

**Table B-2: Total Saudi Contractors Requirement by Job Titles**

Contract Number	Nature of Services Provided	Has Provision		Job Title	Number of Saudis Manpower Required for the Duration of the Contract					Total
					2010	2011	2012	2013	2014	
64000XXX1	Operation & Maintenance of Central Utilities	YES	02/16/2011	Power Cable Technician	6	1	0	0	0	7
				Electrical Repairman	12	2	0	0	0	14
				Electric System Operator	3	1	0	0	0	4
64000XXX2	Building Maintenance	YES	06/16/2014	Painter	4	0	1	1	1	7
				Plumber	1	0	2	0	0	3
640004XX3	Onshore Drilling Rig	YES	06/16/2013	Welder	16	2	2	2	0	22
				Drilling Mechanic	10	2	0	2	0	14
				Water Well Serviceman	10	1	2	1	0	14
<b>Grand total</b>					<b>62</b>	<b>9</b>	<b>7</b>	<b>6</b>	<b>1</b>	<b>85</b>

**Table B-3: Company Current Saudi Manpower**

Job Title	Number of Saudi Manpower Currently Available					Total
	2010	2011	2012	2013	2014	
Power Cable Technician	4	1				5
Electrical Repairman	5	1				6
Electric System Operator	3					3
Painter	1					1
Plumber	1					1
Welder	5	1		1		7
Drilling Mechanic	3					3
Water Well Serviceman	3		1			4
<b>Total</b>	<b>25</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>30</b>

**Table B-4: Gap Analysis by Job Title for Contract**

Job Title	Number of Needed Saudis Work-force for the Duration of the Contract is N Needed =N, R=(Required from Table B-2), A =(Available from Table B-3) N =( R - A)															Contractor Company		
	2010			2011			2012			2013			2014			R	A	N
	R	A	N	R	A	N	R	A	N	R	A	N	R	A	N			
Power Cable Technician	6	4	2	1	1	0	0	0	0	0	0	0	0	0	0	7	5	2
Electrical Repairman	12	5	7	2	1	1	0	0	0	0	0	0	0	0	0	14	6	8
Electric System Operator	3	3	0	1	0	1	0	0	0	0	0	0	0	0	0	4	3	1
Painter	4	1	3	0	0	0	1	0	1	1	0	1	1	0	1	7	1	6
Plumber	1	1	0	0	0	0	2	0	2	0	0	0	0	0	0	3	1	2
Welder	16	5	11	2	1	1	2	0	2	2	1	1	0	0	0	22	7	15
Drilling Mechanic	10	3	7	2	0	2	0	0	0	2	0	2	0	0	0	14	3	11
Water Well Serviceman	10	3	7	1	0	1	2	1	1	1	0	1	0	0	0	14	4	10
<b>Grand total</b>	<b>62</b>	<b>25</b>	<b>37</b>	<b>9</b>	<b>3</b>	<b>6</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>85</b>	<b>30</b>	<b>55</b>

**Table B-5: Saudi Contractors Manpower needs by Job Titles for the Duration of the Contracts**

Job title	Number of Saudis Work force Need for the Duration of the Contract Need = Required (Table B-2) – Available (Table B-3)					Total
	2010	2011	2012	2013	2014	
Power Cable Technician	2	0	0	0	0	2
Electrical Repairman	7	1	0	0	0	8
Electric System Operator	0	1	0	0	0	1
Painter	3	0	1	1	1	6
Plumber	0	0	2	0	0	2
Welder	11	1	2	1	0	15
Drilling Mechanic	7	2	0	2	0	11
Water Well Serviceman	7	1	1	1	0	10
<b>Grand total</b>	<b>37</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>1</b>	<b>55</b>

# APPENDIX C: Employment Resources

## 1. MINISTRY OF LABOR OFFICES - RECRUITMENT

Website: [http:// www.mol.gov.sa](http://www.mol.gov.sa)

**Table C-1: Labor Offices Locations and Contact Numbers**

	Name Labor office	Contacts
1	Labor Office Riyadh	Phone: 01-403-9827 Fax: 01-404-0407
2	Labor Office Kharj	Phone: 01-544-8231 Fax 03-834-5885
3	Labor Office Ad Dwadmi	Phone: 01-642- 1920 Fax: 01-642-1920
4	Labor Office Al Majmaa	Phone: 06-432-3555 Fax: 06-432-1724
5	Labor Office Wadi Al Dwaser	Phone: 01-784-0385 Fax: 01-784-0264
6	Labor Office Al Zelfi	Phone: 06-422-0235 Fax: 06-422-0235
7	Labor Office Shagra	Phone: 01-622-1356 Fax: 01-622-1342
8	Labor Office Jiddah	Phone: 02-631-3700 Fax: 02-631-1760
9	Labor Office Maccah	Phone: 02-542-0745 Fax: 02-542-0745
10	Labor Office Tayef	Phone: 04-652-1029 Fax: 04-652-1029
11	Labor Office Al Genfetha	Phone: 07-732-1250 Fax: 07-732-1250
12	Labor Office Al Madinah	Phone: 04-827-2747 Fax: 04-823-6328
13	Labor Office Al Wajh	Phone: 04-442-0547 Fax: 04-442-1970
14	Labor Office Yanbu'	Phone: 04-322-2688 Fax: 04 -322-2688
15	Labor Office Al Alola	Phone: 04-884-0557 Fax: 04-884-0557
16	Labor Office Al Qaseem/Breda	Phone: 06-325-0992 Fax: 06-325-0182
17	Labor Office Onizah	Phone: 06-364- 285 Fax: 06-364-0285
18	Labor Office Al Res	Phone: 06-333-2441 Fax: 06-333-3502
19	Labor Office Hail	Phone: 06-533-2883 Fax: 06-532-1139
20	Labor Office Dammam	Phone: 03-826-8072 Fax: 03-826-3742
21	Labor Office Hassa	Phone: 03-582-2801 Fax: 03-582-2801
22	Labor Office Hafer Al Baten	Phone: 03-722-0454 Fax: 03-722-0220
23	Labor Office Khobar	Phone: 03-864-1541 Fax: 03-864-1542
24	Labor Office Abqiaiq	Phone: 03-566-3600 Fax: 03-566-1324

## 2. RECRUITMENT AGENCIES

**Table C-2: Recruitment Agencies Names and Contact Numbers**

	Name	Contacts
1	King Fahad Employment Center	Phone: 03-833-0760 Fax: 03-835-4689 <a href="http://www.kfec.org.sa">http://www.kfec.org.sa</a>
2	ASHARGIA Chamber Employment Center	Phone: 03-834-5900 Fax: 03-834-5885 <a href="http://www.chamber.org.sa/employment">http://www.chamber.org.sa/employment</a>
	Council of Chamber of Commerce and Industry(*)	<a href="http://www.saudichambers.org.sa">http://www.saudichambers.org.sa</a>
3	Prince Mohammed Bin Fahad	Phone: 03-868-1222 Fax: 03-868-1433 <a href="http://www.pmpqe.org.sa/">http://www.pmpqe.org.sa/</a>
4	King Fahd University for Petroleum & Minerals Alumni Office	Phone: 03-860-2905 Fax: 03-860-2619 <a href="http://www.kfupm.edu.sa">http://www.kfupm.edu.sa</a> E-mail: <a href="mailto:alumni@KFUPM.edu.sa">alumni@KFUPM.edu.sa/</a>
5	King Faisal University Alumni Office	Phone: 03-580-0000 Fax: <a href="http://www.kfu.edu.sa">http://www.kfu.edu.sa</a> E-mail: <a href="mailto:info@KFU.edu.sa/">info@KFU.edu.sa/</a>
6	Jubial Industrial Collage	Phone: 03-340-2000 Fax: 03-341-1258 <a href="http://www.jic.edu.sa">http://www.jic.edu.sa</a> E-mail: <a href="mailto:mis@jic.edu.sa/">mis@jic.edu.sa/</a>
7	Jubail Technical institute	Phone: 03-342-0000 Fax: 03-341-8722 <a href="http://www.JTI.edu.sa">http://www.JTI.edu.sa</a> E-mail: <a href="mailto:jti@jti.edu.sa/">jti@jti.edu.sa/</a>
8	Absdul Latif Jameel Community Services Program	Phone: 800-244-4400 : <a href="http://babrizqjameel.com">http://babrizqjameel.com</a>
9	Dammam Technical College Alumni Office	Phone: 03-868-1222 Fax: 03-868-1433 <a href="http://www.JTI.edu.sa">http://www.JTI.edu.sa</a> E-mail: <a href="mailto:jti@jti.edu.sa/">jti@jti.edu.sa/</a>
10	<b>Mehnah</b> Employment Website for Technical and Vocational Training Corporation	<a href="http://www.jobs.org.sa">http://www.jobs.org.sa</a>
11	Human Resources Development Fund	Phone: 03--8136000 Fax: 03-811-3093 <a href="http://www.hrdf.org.sa/">http://www.hrdf.org.sa/</a>

(\*) Council of Chamber of Commerce and Industry Website has the links for all the Chamber of Commerce all over the Kingdom who provide are candidate as Saudi recruitment agencies

### 3. JOBS TARGETED FOR TRAINING TOWARD EMPLOYMENT

Table C-3: Jobs targeted for training toward employment by NSJT

No.	Job	Training Duration (weeks)	Required Certificate	No.	Job	Training Duration (weeks)	Required Certificate
1	Electronic Trade	52	Bachelor Degree	50	Motor winding	24	Intermediate school
2	Linux Operating Systems and Network Security	36	Computer Diploma – post secondary school	51	Household appliances maintenance/repair	18	Intermediate school
3	Web Design	36	Computer Diploma – post secondary school	52	Maintenance of household fridges	24	Elementary school
4	Car Mechanics	52	Secondary school	53	Maintenance of window-type air-conditioners	20	Elementary school
5	Executive Secretary	52	Secondary school	54	Maintenance of water coolers and evaporative air-conditioners	22	Elementary school
6	Reservation and Ticketing Agent	50	Secondary school	55	Assistant auto tinker	24	Elementary school
7	Sales and Tourism Marketing Agent	47	Secondary school	56	Assistant auto painter	27	Elementary school
8	Passenger Services Employee	46	Secondary school	57	Assistant diesel-pumps technician	21	Elementary school
9	Travel/Tourism Accountant	46	Secondary school	58	Automobile light maintenance assistant	21	Elementary school
10	Tourist Guide	47	Secondary school	59	Men's Taylor	20	Elementary school
11	Tourist Advisor	47	Secondary school	60	Tailoring of military uniforms	20	Elementary school
12	Air Cargo Agent	50	Secondary school	61	Field crop farming	22	Intermediate school
13	Tourist Program Designer	48	Secondary school	62	Field-grown vegetable farming	22	Intermediate school
14	Tourist information center employee	47	Secondary school	63	Landscaping	20	Elementary school
15	Accountant Assistant	30	Secondary school	64	Eggs production	19	Intermediate school
16	Customs Translator	36	Secondary school	65	Poultry Production	19	Intermediate school
17	Salesperson	26	Intermediate school	66	Operating egg-hatching machines	13	Intermediate school
18	Receptionist	24	Intermediate school	67	Operating milking machines	12	Intermediate school
19	Gold and Jewelry Salesman	22	Intermediate school	68	Milk farmer	21	Intermediate school
20	Retail Salesman	20	Intermediate school	69	Metal furniture	24	Intermediate school
21	Warehouse Man	24	Intermediate school	70	Milling Machine operator	24	Intermediate school
22	Customs Classifier	32	Intermediate school	71	Advanced welding	24	Intermediate school
23	Customs Relations Officer (Expediter)	28	Intermediate school	72	Carpentry machine operator	24	Elementary school
24	Cashier	22	Intermediate school	73	Central Air-conditioner piping	24	Intermediate school
25	Cooling and Air Conditioning Specialist	52	Intermediate school	74	Metal Mint	24	Intermediate school
26	Security and Safety Man	16	Elementary school	75	Aluminum fixtures	24	Elementary school
27	Truck and Bus Driver	14	Elementary school	76	Lathe machine operator	24	Intermediate school
28	Photographer (colored photos)	24	Intermediate school	77	Electric arc welding	24	Elementary school
29	Digital Photographer	24	Intermediate school	78	Oxyacetylene welding and cutting	24	Elementary school
30	Assistant TV Cameraman	15	Secondary school	79	Metal panels working	24	Elementary school
31	Assistant Sound Technician	8	Secondary school	80	Tile layer	24	Elementary school
32	Lighting Man	6	Secondary school	81	Mason	24	Elementary school



No.	Job	Training Duration (weeks)	Required Certificate	No.	Job	Training Duration (weeks)	Required Certificate
33	Computer Assembly	21	Intermediate school	82	Plastering	24	Elementary school
34	Laying Copper Computer Cables	22	Intermediate school	83	Ironsmith	24	Elementary school
35	Keyboard and Word Processing	18	Intermediate school	84	Wood and iron surfaces painting	14	Elementary school
36	Office Applications (Electronic Secretariat)	12	Intermediate school	85	Building painting	6	Elementary school
37	Graphic Design (Photoshop)	17	Intermediate school	86	Hotel host and food waiter	20	Secondary school
38	Filing and Archiving	18	Intermediate school	87	Cashier	17	Intermediate school
39	Bilingual Typing	18	Intermediate school	88	Production laborer	16	Elementary school
40	Fax Machine Maintenance	24	Intermediate school	89	Real estate marketer	17	Intermediate school
41	Photocopy Machine Maintenance	24	Intermediate school	90	Customer services employee	47	Secondary school
42	Computer Printer Maintenance	24	Intermediate school	91	Printing technician	32	Intermediate school
43	Radio and CD Recorder Maintenance	24	Intermediate school	92	Printing designer	32	Secondary school
44	TV Maintenance	24	Intermediate school	93	Flexographic printing technician	32	Intermediate school
45	Accounts Clerk	17	Intermediate school	94	Assistant mechanic production machine operator	32	Elementary school
46	VCR Maintenance	17	Intermediate school	95	Sanitary piping	22	Elementary school
47	Communications and Early Warning Circuits Cable Laying	20	Elementary school	96	Fishing	30	Elementary school
48	Electrical Wiring	24	Elementary school	97	Network security	36	Computer diploma – post secondary school
49	Electric Machines Control	20	Intermediate school	98			