

Report on the Training Cooperation Program

—Saudi Arabia—

A JCCP delegation visited Saudi Arabia from August 27 to September 7, 2013, under the Training Cooperation Program, which aims to strengthen relations with major oil-producing countries and provide cooperation in human resource development. More specifically, Eiji Okuyama from the Operations Department and Fumihiro Tone from the Training Department visited Saudi Aramco and its subsidiaries and met with key persons in relevant departments to present the FY2014 schedule of regular courses, discuss JCCP's assistance in Saudi Aramco's educational programs, and explain about the alumni meeting JCCP is planning to hold in Saudi Arabia next year.

1. Jeddah Refinery

The JCCP delegation held a meeting regarding training issues with Mr. Khalid Al Sanie, Supervisor (A), Training Unit, and Mr. Rayyan S. Taybe, Training Coordinator, Training Unit. They first introduced new JCCP regular courses that will be offered in fiscal 2014, and gave a description of each course and improvements that have been made. They also noted that course names have been reviewed and the content of some of the courses has been significantly upgraded during the past two years, to respond to needs in each country and present-day situations. The members of Jeddah



*At Jeddah Refinery:
Mr. Yahya A. Abu Shal, Jeddah Refinery Manager (second
from right) and Mr. Khalid Al Sanie, Supervisor (A),
Training Unit*

Refinery showed strong interest in the new course on strategic management for managers, and advised the JCCP members that courses for managers should be strengthened, as managers have the power to make business decisions. In regard to customized programs (CPO), the JCCP delegation proposed a seminar that combines visualization activities in the refinery, safety training, and an onsite HAZOP study, based on the previous refinery manager's request for a CPO on improvement of behavior patterns for enhancement of safety, made on the occasion of a previous visit to the Jeddah Refinery by Mr. Masataka Sase, Executive Director of JCCP. After receiving a tour of the refinery, the JCCP delegation met with Mr. Yahya A. Abu Shal, Jeddah Refinery Manager, to give an overview of the foregoing meeting.

2. Petro Rabigh

At Petro Rabigh, the JCCP delegation met with Mr. Hisam H. Azzouz, Manager, Employee Relations & Training Department, and Mr. Mohammed O. Mehani,



*At Petro Rabigh: Mr. Hisam H. Azzouz, Manager, Employee
Relations & Training Dept. (left), and Mr. Mohammed O.
Mehani, Section Head ER&T/T&CD (right)*

Section Head ER&T/T&CD. Showing primary interest in JCCP customized programs, the Petro Rabigh members strongly requested the implementation of a CPO seminar by JCCP experts. In regard to content, the JCCP delegation explained that JCCP could accommodate seminars on themes that are covered in regular courses, and recommended Petro Rabigh to come up with an appropriate theme at a later date. The Petro Rabigh members also expressed positive response to implementing a seminar on visualization activities, so the two sides agreed to hold continued talks in that regard. Furthermore, they favorably accepted the improvements made to FY2014 regular courses, and said they wish to continue sending their employees to participate in the courses next year. They also expressed interest in participants' feedback of the results of their training, with Mr. Azzouz pointing out that a feedback mechanism should be established. The JCCP delegation explained that after each course, all participants are required to write a brief report on their initial expectations of JCCP training, impressions after attending the course, and a future plan of action, to clarify what they have learned and be consciously aware of how it may contribute to their present jobs. The Petro Rabigh members agreed to the delegation's proposal to send these reports along with the evaluation of participants that is sent out after each course, so that Petro Rabigh could provide its feedback to JCCP about the results of training.

3. Yanbu Refinery

At Yanbu Refinery, the JCCP delegation met with the following members: Mr. Adel Misfer Al-Ghamdi, Yanbu Refinery Head; Mr. Basim A. Zarie Superintendent, Planning & Training Division (participated in a regular course on maintenance management in 2008); Mr. Saleh S. Al-Nahdi, Superintendent Maintenance Division; Mr. Fahd E. Shetairi, Superintendent Operations Division; Mr. Hasan M. Asiri, Superintendent Engineering Division; and previous participants of a JCCP seminar.

Based on the understanding that the management of Yanbu Refinery has an interest in practical training, the JCCP delegation proposed Part 3 of a seminar on visualization activities, following two that have previously been implemented at Yanbu Refinery. As the Yanbu management is focused on improving employee mindset and behavior patterns, it requested the continued implementation of the seminar with the awareness that it is an important theme, particularly given the increasing



At Yanbu Refinery:

Mr. Adel Misfer Al-Ghamdi, Yanbu Refinery Head (second from right), Mr. Mohammed S. Aidarous, YR Training Unit Supv P&T Div. (far right), and Mr. Mustafa M. Almahdi, Manager, Yanbu Refinery (center)

number of young employees in the company.

Mr. Al-Ghamdi noted that the program includes a lecture on accident examples in Japan and said it would be highly beneficial, but also requested the inclusion of an explanation of problems experienced at Yanbu Refinery and discussions with the instructor. He said that since approximately half of the staff at the refinery are engineers with less than five years' experience, having them acquire practical skills on site is more important than providing book knowledge, and asked what is needed to change their mindset so they become capable of making independent, active efforts within the proposed five days of the seminar. The JCCP delegation responded that particularly necessary are the proper understanding and change in mindset of superintendents and supervisors, the adaptation and application of TPM to Saudi Arabian culture as a means for understanding Saudi Aramco's culture, and follow-up of activities through ongoing efforts and diverse other means including email. In these ways, the meeting provided a good opportunity to deepen mutual understanding between Yanbu Refinery and JCCP. On a final note, Mr. Al-Ghamdi expressed his opinion that the



Participants of a previous JCCP seminar

proposed seminar would be highly meaningful, and would like JCCP to continue its implementation.

After the management made their exit, the JCCP members held a feedback meeting with the participants of a previous JCCP seminar. They said training is meaningless unless it is implemented in a manner that is easily understood by all participants, and in this respect, they rated the JCCP seminar on visualization as having been extremely easy to understand. They also explained that previous participants of the seminar are making ongoing efforts to implement visualization activities in their respective workplaces under the leadership of Mr. Mohammed S. Aidarous, YR Training Unit Supv P&T Division. Additionally, Mr. Yousef Saleh Al Ghamdi, Frmn Multicraft Maintenance, who attended a CPJ information exchange seminar for young engineers, talked about how his Japanese experience triggered a change in himself, and about how he was struck throughout the course of the seminar by the Japanese people's way of life that highly values use of time. He also mentioned that Japanese culture has become a topic of interest after being featured in a program broadcast in Saudi Arabia titled "Khawater" (literally meaning "thought" or "insight"). ("Khawater Japan" can be searched on YouTube.)

4. Training & Development Administration Area

At the Training & Development Administration Area, the JCCP delegation met with Mr. Nasser A. Al-Nafisee, General Manager Training & Development, and Mr. Dandany F. Jamil, Director, Educational Partnerships Department, to introduce the FY2014 schedule of JCCP regular courses and seek continued support of JCCP activities. Mr. Al-Nafisee thanked JCCP for its cooperation and expressed his wish to continue receiving and drawing on JCCP's far-sighted support to benefit employee training at Saudi Aramco. Junichi Kasuya, General Manager of the JCCP Riyadh Office, then joined the meeting to discuss the planning and implementation details of the JCCP alumni meeting scheduled to be held in Saudi Arabia next year.

5. Professional Engineering Development Division (PEDD)

PEDD is responsible for developing and implementing in-house training programs on carefully selected technologies to enhance the expertise of professional



At PEDD:
 Dr. Thurston M. Williams, Supervisor (right), and
 Mr. Rasid K. Rahman, Engineer III (left)

engineers in all sectors at Saudi Aramco. In a meeting held last year, PEDD showed interest in the educational materials on refinery maintenance management that were compiled by the Japan Petroleum Institute and translated by JCCP, and requested a customized seminar on inspection based on the materials. PEDD and JCCP thus mutually examined the possibility of its implementation.

In this year's meeting, JCCP members met with Dr. Thurston M. Williams, Supervisor Engineering Curriculum Design (A), and Mr. Rasid K. Rahman, Engineer III, to verify the content of the seminar and discuss dates for implementation. As a result, the seminar was decided to be held from February 9 to 13, 2014, according to the program proposed by PEDD. Furthermore, as a new initiative, it was agreed that a mini-test would be held at the end of each day to verify the participants' degree of understanding. Through such initiatives, PEDD and JCCP agreed to continually implement programs that probe deep into various technologies.

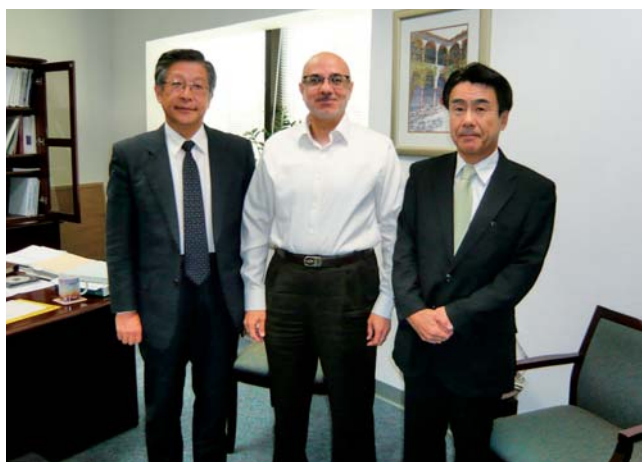
6. Dhahran Head Office: Professional Development Department, Training & Development

At the Dhahran Head Office, the JCCP delegation met with Mr. Raed H. Al-Rabeh, Director, Professional Development Department, to discuss training programs for fiscal 2014. They explained that the regular course on refinery management has been replaced by a new course entitled "Strategic Management," designed to promote strategic thinking about future corporate activities among current and future management personnel of business planning departments in oil companies. Mr. Al-Rabeh said he thinks the course would greatly benefit Saudi Aramco, as the company strives to

operate based on long-term strategies, and shared his view that it is extremely important to seek added value in petrochemical business based on an analysis of market needs and future trends. Besides the chemical departments in which Saudi Aramco is currently expanding its business, Mr. Al-Rabeh explained that the company's main concerns lie in maximizing added value through the efficient utilization of energy, conserving the use of oil for combustion purposes through the use of alternative energy sources, and optimizing the sale of products, and said JCCP courses offer important value by providing an opportunity to study the interrelationship of various topics from a wide perspective instead of from a single field only. Furthermore, he stated that the course is precisely what Saudi Aramco and companies in the GCC countries have been seeking.

The JCCP delegation also received an important assignment, to give due consideration to responding to greater expectations of the new course and to design a seminar that addresses the following issues: (1) In what areas should future investments be made? (2) What is the ideal unit configuration in a refinery? As it is becoming necessary to create production plans that meet product demand, a course that can satisfy this need is sought; (3) Cooperation with related business fields, particularly in the supply of raw materials for products; (4) Importance of enhancing energy efficiency, not independently, but as a collective effort through joint ventures and projects; (5) Alternative industrial energies and the establishment of a value chain in which oil products are not only burned but are given added value as feedstock for petrochemical products; and (6) How can efficient and effective operations be achieved in the chemical field?

In regard to JCCP activities as a whole, Mr. Al-



At Dhahran Head Office:
 Mr. Raed H. Al-Rabeh, Director, Professional Development
 Department (center)

Rabeh emphasized that they are extremely effective in helping build human networks. He described how he met Ms. Salma Al Hajjaj, then Director, Center for Leadership Development, KNPC, while participating in a JCCP International Symposium, and later invited her to Saudi Aramco to give a lecture on female initiatives in companies. He said the undertaking was so popular that they have maintained their ties, and thanked JCCP for the opportunity to participate in the international symposium and acquire such an important relationship.

7. Refining & NGL Fractionation Administration Area / Ras Tanura Refinery Training Unit

There had been no participants to JCCP regular courses from the Ras Tanura Refinery for the past few years, but the JCCP delegation created an opportunity to meet with Mr. Omer Al-Ghamdi, HRDU Supervisor (scheduled to participate in a regular course on HRD in FY2013), and Mr. Yahya Q. Daghri, HRD Supervisor (participated in a regular course on human resource management in FY2009).

The JCCP members first introduced the FY2014 schedule of regular courses, explaining that a course on strategic management had been newly launched in place of the refinery management course. The refinery members said they will consider the participation of management level personnel from Ras Tanura.

The meeting next moved on to a discussion of onsite visualization activities as part of a customized program. The Ras Tanura Refinery was well aware of the results of training programs implemented at the Yanbu Refinery to date, and thus requested a seminar at Ras Tanura as well, saying they would contact JCCP at a later date about their preferred number of participants and suggested improvements to the content of the seminar.

Ras Tanura Refinery members explained that, for the refinery, the advantages of JCCP regular courses are that they offer participants an opportunity to interact with people from other countries and to acquire an awareness of diverse issues that lie beyond the course. By participating in a regular course, Mr. Daghri said he personally learned a great many things in Japan, including not only about how to work efficiently, but also about ways of life, proper conduct and behavior, mentality, and how people are objectively viewed by others. He said he has never forgotten his JCCP experience, as it underlies the motivation for all of



*At the Refining & NGL Fractionation Administration Area:
Mr. Omer Al-Ghamdi, HRDU Supervisor (right), and
Mr. Yahya Q. Daghri, HRD Supervisor (left)*

his activities. Mr. Daghri's words that JCCP regular courses have special meaning by offering a forum for cooperation and networking and not merely for training, and that he wishes the courses will continue to manifest this meaning in their implementation, left a particularly strong impression on the JCCP members.

8. Southern Area Industrial Training Division

The JCCP delegation met with Mr. Muhammad S. Al-Muraikhi, Superintendent (A), and 14 staff members from three training centers for upstream operations (branch organizations of the Head Office Industrial Training Division in charge of developing operators and technicians) located in the southern area of Abqaiq, where the center of Saudi Aramco's Ghawar Oilfield lies. After receiving a general introduction of the training division, the JCCP members introduced JCCP, presented the FY2014 regular course schedule, and proposed the implementation of practical training in the form of a Customized Program-Overseas (CPO).

The JCCP delegation's presentation met with a favorable response on the whole, and elicited a variety



With staff members of the Southern Area Industrial Training Division

of questions. Given the nature of the training division, the presentation seemed to provide useful information for considering the participation of their staff members in JCCP courses. The JCCP members also introduced a record of customized programs implemented at Saudi Aramco to date while noting that no seminars have been held in the Southern Area since a CPO for maintenance departments was implemented in fiscal 2010, and urged the future implementation of a seminar.

9. Summary

By introducing the FY2014 regular course schedule and discussing possible customized programs for Saudi Aramco, the JCCP delegation achieved the intended objectives of its recent visit. With respect to regular courses, the meetings with relevant personnel revealed a high level of expectation in the course on strategic management that will be newly offered in place of the course on refinery management. The JCCP delegation also received positive responses toward

the course improvements and the changes in course titles that were made to more closely correspond to the content of each course. In regard to customized programs, the JCCP delegation received formal requests for implementation of the same practical training on visualization that was held at the Yanbu Refinery, also at the Jeddah Refinery, Ras Tanura Refinery and Petro Rabigh. Detailed meetings on the content and dates for their implementation are planned to be held hereafter. As a follow-up to regular courses, the JCCP members informed the Saudi Aramco side that JCCP will launch a new initiative to promote further understanding and cooperation by JCCP counterpart departments, by having regular course participants write a review of their course and sending these reports to the counterpart department along with the participant evaluations that are sent out after each course. This initiative was met with strong approval by all departments. In the meantime, JCCP will make ongoing preparations toward the organization of an alumni meeting in Saudi Arabia next year.

<by Fumihito Tone, Training Dept.>

