

CPO Seminar on Japanese-style HRM/HRD for Saudi Aramco (CPO-23-14)

1. Course Background and Objective

Saudi Aramco has just recently established the HRD Division in the Refining and NGL Fractionation Department to comprehensively take charge of the planning and implementation of human resource development not only at the Ras Tanura Refinery, but also at its four refineries and two NGL fractionation plants. In line with this objective, the division is pushing ahead with reorganization and centralization of HRD plans to standardize the wide variety of HRD plans that had existed under the authority of each refinery director in line with the company's HRD standards.

When JCCP's Training Department last visited the Refining and NGL Fractionation Department, its members had made a request to JCCP, saying they would be extremely grateful if JCCP lecturers used the opportunity of their visit to describe the details and present state of Japanese-style HRM and HRD to HRD managers and specialists in their department and provide hints that could benefit future HRD plans at Saudi Aramco. This customized program-overseas (CPO) originated in response to this request.

2. Seminar Content

The seminar was designed to provide interrelated lectures and hands-on activities by three lecturers over a three-day period, with a focus on the following three points.



Oct. 14: HRD workshop by Prof. Tanaka

- (1) Lecture by Taro Shoji on the historical and cultural background and present status of Japanese-style human resource management and human resource development, and the direction of future changes
- (2) Lecture by Mr. Kazuyuki Yoshitomi (Title: "HRD in Japanese Refineries and the Secret of Japanese Teamwork"), covering human resource development methods and practice at Idemitsu Kosan, a representative oil company in Japan (mainly in downstream operations and particularly refinery operations)
- (3) Workshop by Prof. Hiromasa Tanaka (Title: "Training Program Development: Curriculum Development and Evaluation") on the formulation and evaluation of practical HRD plans following the first and second days' lectures on HRM/HRD theories and case examples. Focus was placed on discussing how companies with differing histories, culture and economic framework can utilize the given examples of Japan and the Western countries to improve their present plans, and on studying how examples in other countries can be applied to optimizing HRD plans in the participants' companies.

3. Summary

The seminar was attended by nine direct managers and officers in departments in charge of human resource development in Saudi Aramco's downstream departments (refineries and NGL departments).

The venue of the seminar, the Ras Tanura Refinery, is Saudi Aramco's oldest refinery that began operations in 1949, as well as the largest, with a capacity of 550,000 b/d when also including the splitter. The department in charge of the training activities of Saudi Aramco's downstream departments is located in this refinery, accompanied by a leadership center that boasts an extremely large training facility.

In these ways, Saudi Aramco has a long history and tradition of successful HRD training, but it also looks to JCCP training as a means for obtaining some clues or for learning methods of Japanese-style training for improvement and modification of their American-style



Oct. 12: CPO-23-14 seminar participants

HRD system.

Saudi Aramco requires a unique education and training system to pursue its initiative of replacing its foreign employees with national employees (already more than 87% complete), and to respond to public demand to employ the increasing numbers of national high school, technical college and university graduates.

Furthermore, for all practical means the company has a social responsibility to offer lifetime employment once it employs a worker, but at the same time, it is struggling to respond to new employment and HRD needs that are emerging from changes in history and new social developments. This situation is possibly turning Saudi Aramco's interest to Japanese-style HRD.

The recent seminar was intended for HRM/HRD managers and officers, but line managers of engineering and technical departments also have the same responsibility for human resource utilization and development within the organization and company. If there were more opportunities to also hold similar seminars for such people, JCCP expects that there would be greater needs for the implementation of customized seminars in oil and gas-producing countries facing similar problems.

Finally, JCCP wishes to thank all individuals and parties concerned for their support and cooperation in bringing the seminar to a successful completion.

<by Taro Shoji, Training Dept.>

