

## Report on the Cooperation with Training Center Program (Iran, Kuwait, Saudi Arabia, Bahrain)

From November 8–18, 2008, a five-member JCCP delegation visited four countries in the Middle East, to hold working-level conferences with JCCP counterpart training departments in those countries. The delegation specifically sought to introduce the FY2009 JCCP regular course program, promote and propose the implementation of customized programs (CPO/CPJ) that are designed in response to specific needs in each country, and to exchange views with JCCP counterpart personnel. The members of the delegation were Mr. Akio Yamanaka, General Manager, Operations Department, Mr. Yasuo Tabei, Master Lecturer, Training Department, Mr. Shoichiro Yagi, General Manager, Middle East Office, Mr. Toshimi Kinoshita, General Manager, Riyadh Office, and Mieko Onai, Manager, Operations Department.

Each of the four countries sends participants to JCCP courses on a continuing basis, and plays an important role in sustaining JCCP cooperation. For this reason, personally meeting with people in charge of or involved in sending participants to JCCP courses and directly obtaining their views and requests have proved to be extremely meaningful in further strengthening cooperative relationships. The visits also presented an ideal opportunity to explain in person course details that could not be fully communicated by writing only, and to promote JCCP activities planned for the coming fiscal year.

### 1. Iran

On November 10, the delegation visited the Head Office of National Iranian Oil Refining and Distribution Company (NIORDC) located in Tehran, and held a meeting with Mr. Saeid



*At the NIORDC Head Office,  
with Mr. Saeid Mahjoubi, Deputy Director,  
Production Coordinator & Supervision (second from left)*

Mahjoubi, Deputy Director, Production Coordinator & Supervision. NIORDC sends many participants to JCCP each year, but in order to secure its continued participation, the delegation provided an overview of FY2009 regular courses, as well as proposed the implementation of customized programs. After due consideration, Mr. Mahjoubi stated that he wishes to place priority on receiving a customized program



*At the NIORDC Esfahan Refinery,  
with Mr. M. Aghanejad, Managing Director  
(fifth from left)*

on safety management, saying that he would like NIORDC employees to learn about the Japanese mentality of preventing accidents from occurring in the first place.

After the meeting, the delegation met with Mr. Aminollah Eskandari, Director Refining Affairs, who expressed his growing expectations in JCCP's cooperative framework.

On the following day, the delegation visited the Esfahan Refinery. After receiving a warm welcome and engaging in a follow-up discussion with Mr. M. Aghanejad, Managing Director, and other JCCP graduates, the delegation members toured the site and gained an overall understanding of the refinery's operations.

During this trip, the delegation also had the opportunity to visit the Tehran Head Office and Esfahan Branch Office of National Iranian Oil Products Distribution Company (NIOPDC), a subsidiary of NIORDC specializing in logistics,

from which the numbers of participants to JCCP regular courses have been increasing during the past few years. The meeting at the Head Office was attended by Mr. Rahman Ghasemi, Director of Human Resource & Training, and many other members who participated in a customized program (Human Resource Management & Development) held in Japan last February for a study group from Iran. As they were familiar with JCCP regular courses, they offered diverse opinions and requests for future regular courses. At the Esfahan Branch Office, the delegation met with Mr. Farazmand Mohammad, Manager, Esfahan Region, and Mr. Soleiman Malakan, Deputy of Commercial Department, both of whom participated in a JCCP regular course in the past, in addition to a number of other personnel, and gained an understanding of the current state of an oil logistics facility in Iran.

## 2. Kuwait

On November 13, the delegation visited Kuwait National Petroleum Company (KNPC) and held a meeting with a number of key personnel, including JCCP counterpart Mr. Ali Abdulla, Team Leader, and Ms. Saud Abdullatif A. Al-Awadhi, Senior Specialist, both from the Career Development Division, HRD, Ms. Haifa Al-Youhah, Specialist, Mr. Mohammad J. Burahmah, On-the-Job Training (OJT) Personnel, and Mr. Deven Kotecha, Safety, Health & Environment (SH&E) Training Personnel.

In addition to receiving participants from KNPC to regular courses, since 2004 JCCP has implemented four customized programs in Kuwait and one in Japan. In the meeting, the KNPC side requested the implementation of a new course on the environment, with a focus on safety, health & environment (HSE), an area that KNPC is particularly seeking to reinforce within its HRD structure. The KNPC side also maintained that JCCP training is an indispensable part of their HRD system.

As KNPC is also striving to promote the OJT system, the KNPC members provided an overview



*At the NIOPDC Head Office*



*At the NIOPDC Esfahan Branch Office*



*Meeting at the KNPC Head Office*

of in-house OJT training and SH&E training. The delegation members felt that the training system chart and evaluation table that the company actually uses could be useful references for JCCP training as well.

KNPC invests a substantial amount of expenses in training its 5,000 employees. Its HRD system aims to assign the right people to the right places, and fosters human resources with care, so that each person can exercise his or her full potential. In regard to engineers, its policy appears to be to provide thorough education on safety management issues and attitude from the early stages of employment. Based on this understanding of KNPC's commitment to training its employees, JCCP should perhaps reexamine how it can continue contributing to KNPC through its training programs.

### 3. Saudi Arabia

On November 15, the delegation visited Saudi Aramco's Ras Tanura Refinery. Regardless of it being the beginning of the week in Saudi Arabia, 13 people turned out for the meeting, including Mr. Lloydie A. Jonson, Assistant to Vice President, Refining, who is also JCCP's counterpart at Saudi Aramco, and training coordinators for gas operations from Saudi Aramco's other refineries and oil fields. The meeting provided an ideal stage for presenting an overview of regular courses and

customized programs to many training managers all at once. There have been increasing numbers of Saudi Aramco participants to regular courses during the past few years, and there are plans to hold a customized program at the Ras Tanura Refinery again this fiscal year in December and January, following those implemented during the previous year. Therefore, the Saudi Aramco side showed strong interest in regular courses and customized programs for FY2009, and in the end requested a course on gas operations.

Among themselves, the training coordinators discussed measures for streamlining the feedback of participants' requests of JCCP courses, as well as the series of procedures from announcing course offerings within Saudi Aramco to sending in applications. Hopefully, their discussion will facilitate smoother coordination between Saudi Aramco and JCCP in the future. The meeting also produced specific requests relating to course improvements. JCCP will consider these requests seriously, and reflect them in the management and operation of future courses.



*At Saudi Aramco's Ras Tanura Refinery, with participants of the meeting*

### 4. Bahrain

On November 16, the delegation held a meeting at a refinery operated by the Bahrain Petroleum Company (BAPCO), with Mr. Mohamed Abdulla



*At BAPCO, with Mr. Mohamed Abdulla Al Jamea, General Manager, Human Resources & Administration (third from left)*

Al Jamea, General Manager, Human Resources & Administration, and JCCP counterpart Mr. Ali Salman Ali, Superintendent Technical Training. Due to its small population, Bahrain has so far sent only a small number of participants to JCCP courses compared to other Middle East countries, but there has been steady participation from Bahrain every year since 1990.

BAPCO also enjoys a strong cooperative relationship with Japanese companies. As Mr. Al Jamea has stated, BAPCO is extremely grateful for JCCP's technical assistance, and holds particularly strong expectations of training in the operational maintenance sector. In addition to JCCP regular courses, however, BAPCO would also like to participate in courses initiated by JCCP member companies.

## 5. Summary

During its recent visit to the Middle East, the JCCP delegation not only visited oil companies in oil-producing countries, but also paid courtesy calls on the Japanese Embassies in Iran and Bahrain and gained a deep understanding of current situations in the countries visited. At the Japanese Embassy in Bahrain, the delegation members had the opportunity to meet with H.E. Mr. Takeshi Kondo, Ambassador

Extraordinary and Plenipotentiary, who emphasized the significance of Bahrain to Japan. He stated that "Bahrain may not produce as much oil as other countries, but it plays an important role in securing the navigation safety of tankers." At the Japanese Embassy in Iran, the delegation obtained invaluable information on current situations in Iran from Mr. Toshiyuki Shirai, Head of the Economic Section. Mr. Shirai showed support of JCCP activities by expressing his conviction that continuous, hardworking activities over a long period of time, like JCCP activities, are what is most necessary to Iran today. The delegation also visited Yokogawa Electric Corporation's offices in Saudi Arabia and Bahrain, and obtained significant insight into the countries through the eyes of a Japanese company that has succeeded in making inroads into the Middle East region.

In each country, the percentage of young employees is beginning to increase along with the increase in population, and many companies are hoping to have them learn from Japan, not only in regard to technical capabilities, but also such spiritual aspects of the Japanese as their diligence and sense of responsibility toward their work. To many organizations, this is an extremely important aspect of JCCP activities, and one for which they have great expectations. At the same time, however, some countries have articulated their honest opinions of JCCP courses without reserve. These opinions will be reviewed and reflected in the planning and implementation of future courses.

Over the years, JCCP has established close bonds of friendship with Iran, Kuwait, Saudi Arabia, and Bahrain. However, the recent visits have provided the delegation with the opportunity to reaffirm the importance of continuously doing the utmost to support counterpart countries and making steady cooperation efforts through JCCP activities.

I would like to take the opportunity of this report to send my warmest and sincerest appreciation to everyone who has supported us throughout our recent trip through the four countries in the Middle East.

*<by Mieko Onai, Operations Dept.>*