



Training Manual

A guide for SMTSA Express Training Activities

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1.1 Issue / Edition number and Effectivity / Validity Date

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Important Note:

This manual is intended for the sole use of SMSA Express. The contents of this manual may not be reproduced or reprinted in whole or in part without the express written permission of SMSA. For latest version of the manuals/listed documents/departamental processes/Org charts and related forms – refer to SMSA GUIDE.

1.2 Company Contact Details

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1.3 Effective Pages

For revisions to the manual, please refer to section 1.4 below.

1.4 Record of Revision

When amendments are made, details shall be entered into this sheet.

Issue No.	Date	Details of Change	Amended Pages
1	06 June 2021	Creation of Training Manual	NA
2	11 June 2023	Document formatted to SMSA Standard	All
3	11 June 2023	Content page updated with page numbers	9

4	11 June 2023	Definitions and abbreviations updated	11
5	11 June 2023	Issue edition and validity updated	2
6	12 June 2023	Training specification plan reference added	12
7	12 June 2023	Training Curriculum reference added	12
8	13 June 2023	Organization chart updated	18
9	13 June 2023	List of effective pages added	36
10		Training modules objectives updated	36
11	13 June 2023	Removed Job descriptions and added reference to JD as separate document	12
12	13 June 2023	Policy statement amended to include notification to the presidency for acceptance of revisions.	15
13	10 Sept 2023	Amended details for Regulatory Awareness	30
14	10 Sept 2023	Amended details for Health and Safety, & Emergency Response Awareness	32
15	10 Sept 2023	Amended Human Factors Awareness & Aerodrome Familiarization	33
16	15 May 2025	Updated Control of Documents to Control of Documents and Records Doc. No. 1918 to 8744	2
17	15 May 2025	Document updated by	4
18	15 May 2025	Updated Training facility Riyadh & added Dammam	5
19	15 May 2025	Updated issued by in distribution list	6
20	15 May 2025	Updated Control of Records and Documents	8
21	15 May 2025	Added statement about DG Training	15
22	15 May 2025	Removed words Performance Objective	24
23	15 May 2025	Updated Managing Director info	26
24	15 May 2025	Removed Talent Learning Supervisor	27
25	15 May 2025	Updated Talent Acquisition and Learning Manager Job Description	27
26	15 May 2025	Updated Talent Learning Specialist Job Description	32
27	18 May 2025	Updated list of Training Instructors	35

28	18 May 2025	Updated training facility Riyadh & Dammam	37
29	18 May 2025	Updated Regional Manager Job Description	38
30	18 May 2025	Updated Delegation of Authority	42
31	18 May 2025	Updated list of trainers	42
32	18 May 2025	Updated training facility Riyadh & Dammam	43
33	18 May 2025	Added statement about DG Training	48
34	18 May 2025	Removed words Performance Objective	54
35	18 May 2025	Updated Control of Records Doc. No. 1918 to 8744	57
36	18 May 2025	Updated Job titles & all Job descriptions	61
37	18 May 2025	Updated Training Curriculum	90
38	18 May 2025	Added statement about DG Training	135
39	18 May 2025	Removed words Performance Objective	149
40	18 May 2025	Removed words Performance Objective	151
41	18 May 2025	Updated Dangerous Goods Training	170
42	24 Aug 2025	Updated list of Training Instructors	37
43	24 Aug 2025	Updated training facilities	39
44	24 Aug 2025	Updated list of Training Instructors	46
45	24 Aug 2025	Updated training facilities	47
46	3 Sept 2025	Removed previous training matrix	54
47	3 Sept 2025	Added entries for GACAR 68	160
48	3 Sept 2025	Revised training curriculum for GACAR 68	163
49	3 Sept 2025	Added GACAR 68 training components	165
50	10 Feb 2026	Updated company contact details	5
51	10 Feb 2026	revised with Functions 7.1, 7.4, & 7.10, removing outbound packages & export	172
52	10 Feb 2026	Added DGR Training Program details & removed Functions 7.1 & 7.3	175-176
53	10 Feb 2026	Added list of DG Training Instructors, Qualifications & Experience	177

54	10 Feb 2026	Added existing Instructor competence retrieval & development procedure	178
55	10 Feb 2026	Added DG training & examination records & Individuals Responsible for Record Revision and Keeping	179

1.5 Distribution List

The Manual is sent for acknowledgement within SMSA to all the staff via SMSA GUIDE system. For latest acknowledgement log, please refer to the SMSA GUIDE system.

Distribution list (Hard / Soft Copy)		
Department/Location/Job Title	Issued By	Acknowledged By
Accountable Executive	Fahad Al Marzouki	GACA Representative

1.6 Definitions & Abbreviations

Term	Description
QMS	Quality Management System
QAS	Quality Assurance Specialist
SDC	Special Distribution Channel
MRM	Mail room Management
SSC	SMSA Service center
QRM	Quality & Risk Management
IBU	International Business Unit
OPS	Operation
SFD	SMSA Freight Division
QA	Quality Assurance
WI	Work Instructions
TNA	Training Need Analysis
SGO	SMSA Ground Operations
MHE	Material Handling Equipment
OJT	On Job Training
TAPA	Transported Asset Protection Standard
PRO	SMSA Process Training
DDT	Defensive Driving Training
PMS	Performance Management Specialist
SMSA GUIDE	SMSA (Secure Internal Data & Document Access Portal)

i. Company Profile

History

SMSA Express Transportation Co., Ltd. began its operation in March 1994 under the able leadership of Sultan Mohammed Saleh Al-Athel. Since then, it has become the largest domestic express and service centres network in Saudi Arabia.

SMSA has reached new heights in the international market. It provides the best, most cost-effective, diverse express, freight, outbound and inbound shipping services available.

In SMSA's endeavour towards total quality management, SMSA has achieved the following internationally recognized certification:

ISO 9001 -Quality Management System, ISO 14001 – Environmental Management System, ISO 45001 – Health & Safety Management System, WHO-GDP – World Health Organisation Goods Distribution Practices for Pharmaceuticals, TAPA-FSR – Transported Asset Protection Association Facility Security Requirements, ISO 10002 – Customer Service Management System, ISO 10015 – Competence Management System.

Capabilities and Facilities

SMSA serves more than 325 cities, towns and villages throughout the Kingdom of Saudi Arabia. Operating under the hub and spoke model, 34 operational facilities and 396 SMSA Service Centers are strategically located with three regional offices and international gateways in Riyadh, Jeddah, Dammam, Dubai, Cairo and Bahrain. Supported by a fleet of over 2286 vehicles and over 3851 dedicated employees handling an average 1093227 shipments per month.

Big Achievements and Major clients

SMSA valued international customers from different industries include Siemens, CISCO, Microsoft, Acer, Volvo, General Motors, Chevron, Bayer, Kodak, Schlumberger, Citibank, and British Airways.

Top domestic customers include Alinma Bank, Ministry of Health, Saudi Chevron Phillips Co, Saudi Aramco - Mld – Gld, Nice One – Cod, Bank Al Jazirah, Salla Application For Information Tech Co (Cod)Mak, Saudi Telecom Mailroom Mgmt, Banque Saudi Fransi M. R Proj, Al Rajhi Bank (S D C), Nat'l Guard Health Affair Expr, Elm Company (Muqem Project), Nupco (Health Care Project), Prince Sultan Medical Military City, Iherb, Stc (Loading Project), Fragrancex.Com, Riyadh Bank (Kingdom Mailrooms), Vogacloset Inc, Landmark Arabia, Prince Sultan Medical Military City (Project 2), King Faisal Specialist Hospital&Research, Noon – Namshi, Boutiqaat – Ecom, Amazon – Afn, Kfsh (Jeddah) Medicine Delivery, Stc Bank – Ecom, Saudi Emircom Co - Sfd Credit, Ocs Kuwait - Cod Collection, Xiyin E Commerce Fze - B2c, My Beautiful For Trd Co. Llc – Cod, Neom, Vogacloset (Returns Pup) And Zong Heng Trd Co Ltd - B2C.

ii. Mission Statement

To be a pioneer amongst the top global logistics and transportation companies with value added multi product line that meets every customer need by utilizing existing and emerging technologies to the highest ethical and professional standards.

iii. Vision Statement

To be a pioneer amongst the top global logistics and transportation companies by:

- Providing maximum reach around the world with highest quality of service.
- Empowering and investing in our people.
- Being a dynamic and market-oriented service provider utilizing emerging technologies.

iv. Training Mission Statement

At the Training Department, we aim to provide tangible contributions that shall provide a vehicle to improve performance & promote professionalism of our staff throughout the kingdom.

1.7 Manual Review, Amendment & Administration Procedures

The purpose of this section is to establish the standard process in the set-up, uploading, review, authorization, promotion, acknowledgement, and changes on the training Manual.

SMSA Express utilizes the Quality Management System (SMSA GUIDE) to streamline the process of documents administration and control. All training procedures, documents and SMSA GUIDEs are uploaded on the SMSA GUIDE System and are updated regularly to ensure the documents are kept current and relevant. Document management and control procedure is documented under [Doc no. 8744](#) on SMSA GUIDE.

Any Changes to the Manual would first be submitted to the GACA presidency for acceptance of the revisions. The approved document will then be uploaded on SMSA GUIDE.

Control of Records and Documents (Doc. No. 8744)

1. Purpose (Objectives)

This procedure establishes a standardized method for the control of documented information (documents and records) within SMSA to ensure that all information is properly created, reviewed, approved, distributed, maintained, archived, and disposed of in accordance with ISO 9001:2015 requirements, particularly clauses 7.5.2 and 7.5.3.

2. Scope

This procedure applies to all SMSA documented information including policies, procedures, work instructions, forms, records, and external documents managed through systems such as the SMSA **SMSA GUIDE** system and Intranet.

3. Definitions

- **Documented Information:** Information required to be controlled and maintained by SMSA including both documents and records.
- **Record:** Evidence of results achieved or activities performed.
- **Controlled Document:** A document subject to review and approval to ensure relevance and currency.
- **SMSA GUIDE System:** SMSA's internal document management system.
- **Obsolete Document:** A document that has been replaced or is no longer valid but retained for reference.
- **Archived Document/Record:** A document or record that is no longer actively used but retained securely for reference, audit, legal, regulatory, or business purposes within its retention period.

4. Responsibilities

Role	Responsibility
SMSA Employee	May request changes to documents or raise issues with existing documents.
Change Management Users	Initiate change requests and coordinate with document owners.
Reviewers	Review documents for accuracy, relevance, and completeness.
Authorizers	Approve documents after review.
Draft Promoters	Promote reviewed drafts to Master Documents.
Mandatory Users (SMSA GUIDE Champions)	Acknowledge documents and disseminate changes to end users using various communication channels, such as E-mail, through the SMSA GUIDE system, or using the SMSA GUIDE Champion Process Change Communication Form (Doc. No. 1707). Failure to communicate or acknowledge changes within the defined timeframe will be recorded as a Nonconformity (NC) and escalated to the respective department head for corrective action.
QRM Department	Maintain master document register, oversee document control processes, ensure compliance with ISO 9001:2015, and conduct periodic audits to ensure effectiveness.

5. Document Control Procedure

5.1 Document Creation and Setup

- Documents shall be created using SMSA templates.
- Documents must contain a document number, version number, effective date, owner/department.
- Documents are uploaded into the SMSA GUIDE system.
- Categorization is based on:

- Country
- Department
- Section (if applicable)
- Document Type

5.2 Document Review and Approval

- Initial review is conducted by the assigned Reviewer.
- Documents are authorized by designated Authorizers.
- Documents must be reviewed annually to ensure ongoing relevance and validity.
- Changes must be captured in a controlled Change Log.

5.3 Document Distribution and Access

- Master documents are made available via the SMSA GUIDE system.
- Access is controlled based on classification (Confidential, Public, Restricted).
- Uncontrolled copies are clearly marked as "Uncontrolled Copy."
- Users must have proper authorized to access, review, and acknowledge documents. Access permissions will be periodically reviewed in accordance with the SMSA GUIDE system access rights matrix (DOC#1790).

5.4 Document Version Control and Archiving

- Version numbers increment with each approved revision.
- Obsolete documents shall be archived either electronically within the SMSA GUIDE system or in designated secure storage.
- Archived documents must be clearly marked, retained as per the retention periods defined by the File Register, regulatory requirements, or business needs, and accessible only to authorized personnel.
- Only the current, approved version shall be available at point of use.

5.5 External Documents

- Process owners ensure external documents are registered, updated, and reviewed for appropriateness.
- SMSA GUIDE Administrator maintains a master list of external documents.

5.6 Document Control Lifecycle Flowchart

Creation → Review → Approval → Distribution (SMSA GUIDE/Intranet) → Periodic Review & Update → Archiving (Obsolete Documents/Inactive Records) → Final Disposal (Post Retention Period)

6. Control of Records

6.1 Identification and Storage

- Records are identified by:
 - Department
 - Location
 - File Number
 - File Name
 - File Type
 - Responsible Person
 - Retention Period (as defined in the File Register, Doc No. 1920)
- Standardized templates must be used for physical file identification:
 - Standard Box Label Template (Doc No. 1800)
- Hard copies stored securely; electronic copies backed up according to IT Back-Up Policy.

6.2 Retention Periods

Record Type	Retention Period
Pick-up Manifest	3 months
Airwaybill	3 months (Finance: 10 years)
Proof of Delivery (POD)	2 years
Insurance/Indemnity	3 months
Handover Manifest	3 months
Other Records	As per File Register (Doc No. 1920)

6.3 Protection and Confidentiality

- Records classified as confidential must be stored in locked cabinets or protected folders.
- Electronic records are protected by system access controls and regular backups.
- Confidential information relating to individuals, investigations, or personal matters shall be managed separately under relevant privacy or HR procedures.

6.4 Record Archiving and Disposition

- Records reaching the end of their active use phase shall be archived securely for the defined retention period.
- Archived records must be clearly labeled and securely stored with access limited to authorized personnel.
- Archived records must be retained for the period defined by regulatory requirements, contractual obligations, or business needs.
- Annual review of archived records shall be conducted by responsible departments.
- Records approved for final disposal must be securely destroyed.

- Disposal must be documented and approved by authorized personnel, and evidence of disposition must be maintained.

7. Monitoring and Review

- QRM monitors document and record control through periodic audits.
- Compliance is verified against ISO 9001:2015 Clause 9.2 (Internal Audit) and Clause 10.2 (Nonconformity and Corrective Action).
- Any gaps or non-conformities are addressed through the corrective action process.
- Metrics such as document acknowledgment rates and overdue reviews are tracked.
- This procedure is reviewed at least once every year or when significant changes occur.

8. References

- ISO 9001:2015 Standard (Clauses 7.5.2, 7.5.3, 9.2, 10.2)
- IT Back-Up Policy (SMSA GUIDE Doc. No. 50)
- Quality Manual (1923)
- SMSA GUIDE Champion Process Change Communication Form (Doc. No. 1707)
- File Register (Doc No. 1920)
- Standard Box Label Template (Doc No. 1800)
- SMSA GUIDE System Access Rights (Doc No. 1790)

1.8 Training Policy

The Training policy has been developed to ensure that all Employees have the knowledge and skills required to meet the needs of the business in their current roles. To train and develop staff to levels where they are capable of supporting the business in the future. The Training policy specifies the procedures for maintaining the complete training cycle in SMSA. This includes provision for current and recurrent training in SMSA estate. The training policy is documented under **Doc number 48** on SMSA GUIDE.

Training & Development Policy (Doc No 48)

Brief	It is the Policy of SMSA to continually invest in training and development that is essential for improving the performance of our employees in their current and potential job roles and to further enhance their ability to meet future business requirements.
Purpose	To ensure that all Employees have the knowledge and skills required to meet the needs of the business in their current roles. To train and develop staff to levels where they are capable of supporting the business in the future.
Person Affected	HR Department/Training & Organizational Development:

	To ensure that the company's investment in training and development meets the requirements of this policy. To maintain consistency and evaluate the effectiveness of development opportunities available throughout SMSA. To keep the business up to date with industry best practice and be pro-active on recommending activities that will give the company a competitive edge. Develop a yearly Training Calendar as per the business needs and training budget Direct Managers: To identify training & development requirements for their staff and provide the relevant information as requested. To fully support staff attendance of training and development activities and subsequently validate that the required knowledge or skills have been obtained by the participants. To provide input to the design of training and development activities as requested. Nominated number of employees for training must attend (or equivalent replacement) and managers & employees are responsible and accountable. Staff: To identify & drive their own training and development requirements in coordination with their Direct Manager. To attend activities as requested and to apply all the learning to the workplace in order to improve performance in their current job role or enhance their skills and knowledge whilst developing for another job role as per business need. To provide feedback on the relevant programs as requested by the business.
Guidelines	Identification of Training & Development Requirements is done through defining training needs process. <u>In-house Training</u> "A specific Training performed by a department, not within the scope of the training curriculum presented by the Training Dept.", will have to obtain consent/approval from the Head of the Training Dept. All relevant Training Documentation (Training Attendance Form, Training & Trainee Evaluation Forms, Copy of Exams, etc.) should be provided to the Training Dept. upon completion of the training. Failure to provide this, the concerned Department & the Department's Facilitator will be held accountable. SMSA is committed to provide training and development to employees including not less than 6% per year of Saudi employees, as per Saudi Labor Law (Refer to article 43 Saudi Labor Law). Outsourced employees' training will be provided based on their corresponding Job title and the Training Curriculum. Outsourced employees' training will be subject to the conditions stipulated in the contract between the Outsource Provider and SMSA, especially with regards to confidentiality and adherence to SMSA's policies. <u>Welcome to SMSA:</u> Welcome to SMSA Induction Program: 80% of new hires will undergo an induction program for 1 day to build basic industry knowledge and company's operating procedures before joining the business. The remaining balance of new hires (20% or less), who have not undergone the induction program, should complete the induction within 3 months after the joining date. Department heads are accountable to coordinate with HR, to ensure said remaining new hires to participate within the specified timeframe. Whenever Classroom sessions are not feasible, especially for remote locations or minimal number of participants, a New Hire Orientation Video will be available to serve as its equivalent.

On-Job Training

It is very important for all new hired staff that they actually see and understand the complete work process instead of being theoretical only. This is the responsibility of the Direct Manager / Supervisor, and it should be provided on the first day of joining the business. On-job training is mandatory for core functions new hired staff for minimum period of ten working days (10) to understand the basic role and functionality of the job assigned.

This is not limited to the following:

- Familiarization with work conditions.
- Become familiar with the organization and the nature of work.
- Introductory session to understand the operations of the dept.
- Explain how they should work
- What are the processes involved.
- Role and Responsibilities.
- Basic product knowledge to carry out their job function
- Core function best practices.
- Information on accessible resources relevant to the job

Technical Training (Class Room)

All core business new hired staff will undergo a core business *Basic and Advanced* technical training, upon completion of their on-job training within *six and twelve months respectively*, of joining the business (refer to Training Curriculum). This training is mandatory to all core employees. The training calendar will be posted on QMS with an advance training notice; therefore, it is the responsibility of the direct manager / supervisor to monitor QMS regularly and nominate their new hired staff including “existing employees for recurrence training”. These technical trainings are outlined in the Training Curriculum, Training Specification and Training Plan which will be posted on Quality Management System (QMS).

Non-Core Department Business Training Types:

All Non-Core Department business trainings will be conducted through outsourced training academies based on the business needs.

Internal Training:

Training department will liaise with department heads at the end of every financial year to design and develop training activities for the upcoming financial year in line with the sources identified in define training needs and come up with a training specification plan that will be published in QMS.

Common Training for CORE and Non-CORE Business Employees

Customer Service Excellence Training shall be provided for both CORE and Non-Core Business Employees who are directly interacting with our customers either via phone or in person. Separate modules of Customer Service Excellence Training will be developed and tailor-made depending on the Department and Job Description (e.g. OPS, MRM, Retail, Finance, Sales, CSD etc.)

Training Curriculum:

The Training Curriculum is designed to be an overall reference for the internal modules/courses being conducted by the training team, in order to achieve the different objectives identified per course. It outlines the corresponding modules reflecting the different departments concerned with such training, and categorizes the courses as a ***Prerequisite, Basic, or Advanced*** training, having the prescribed timelines as follows:

- **Prerequisite** – 80% of New Hires should complete this before joining the business. The remaining balance of new hires (20% or less), who have not undergone this program, should complete the module within **3 months** after the joining date.

A New Hire Orientation Video will serve as an equivalent for the classroom training, in the event that it would not be feasible to conduct such sessions, especially for remote locations.

- **Basic** – these courses should be completed within **6 months** of the joining date. On certain circumstances where this would not be possible, which includes but is not limited to manpower, workload, or scheduling issues, lack of participants, etc., the completion period will be within **12 months** of the joining date.

For E-learning courses, upon completion of the prerequisite course (NHO – New Hire Orientation), a minimum of **2 courses per month** should be accomplished.

Accordingly, a written communication (email or hard copy) should be sent by the Department Manager advising as to why participants are not nominated for his department, whenever Training Announcements are made, to the Training Manager, at least **1 month before** the prescribed 6-month period lapses.

- **Advanced** – these courses should be completed within **12 months** of the joining date. On certain circumstances where this would not be possible, which includes but is not limited to manpower, workload, or scheduling issues, of participants, etc., the completion period will be within **18 months** of the joining date.

** For Dangerous Goods Training, all relevant personnel must be immediately trained before performing their functions, whether new or existing employees.*

Accordingly, a written communication (email or hard copy) should be sent by the Department Manager advising as to why participants are not nominated for his department, whenever Training Announcements are made, to the Training Manager, at least **1 month before** the prescribed 12-month period lapses.

Furthermore, the modules are designed in such a way that the categories are direct requirements before advancing to the next level. As an example, before attending the *Basic Courses*, an employee should have completed the *Prerequisite course*. Similarly, before proceeding to the *Advanced Courses*, one must have completed **ALL** the *Basic Courses*.

The curriculum also provides a Guidelines as to which module/course should be relevant to an individual based on his designation, with respect to the department/division he belongs to.

In order to proceed with any Classroom-based Training Course, a **minimum of 5 participants** should be nominated. Anything less than this number will involve the course having to be rescheduled and/or cancelled, as it would not be cost-effective to conduct such sessions, especially in areas where Business Travel is required.

Refer to the ***Training Curriculum in SMSA GUIDE*** for the entire details of the curriculum.

Training Needs Specification

Training need specification will be a separate document consists of the following:

- Course objectives of all the modules
- Expected outcome of each course whether internal or external
- Constraints to deliver each course
- Resources required in delivering each course

Communication of Training:

Method & Content:

There are several ways training sessions are communicated to the interested parties, namely:

- **Specification Plan:** developed on a yearly basis and published in SMSA GUIDE, which consists of the following:
 - The organization's objectives & requirements specification for training needs
 - training objectives & desired outcome
 - trainees (target groups or target personnel)
 - training methods & outline of content
 - schedule of requirements, such as duration, dates & significant milestones
 - resource requirements, such as training materials & staff
 - financial requirements
 - Criteria and methods developed for the evaluation of training outcomes to measure: (satisfaction of trainee, trainee's acquisition of knowledge, skills & behaviors, trainee's on-the-job performance, satisfaction of trainee's management, impact on the trainee's organization & procedures for monitoring the training process.
- **Training Announcement** – email sent to the concerned departments/individuals, in relation to the posted Training Schedule.

The announcement will contain information such as the Training Name, Training Objectives, Training Outcome, Trainer/Facilitator, City/Location, Date & Timing, Duration, Targeted Departments/Individuals, Training Nomination form with Deadline, Language & Topics covered.

- **Training Confirmation/Notification** – email sent to all the departments/individuals concerned, to confirm the commencement or rescheduling/cancellation of the training, as well as any further relevant information regarding the training.
- **Contact between the Trainer & Trainee** – To enable contact between trainer & trainee an SMS will be sent to the Trainee reconfirming their participation reservation/any other queries for the nominated training by the Trainer.

Responsible Parties & Timeline of Communication

- **Trainer** – individual in charge of sending the Training Communication/s to the Department Coordinators, Supervisors and Middle Managers, & any other additional concerned individual of the following:
 - **Training Announcement** – sent to all the concerned Department Coordinators, Supervisors, Middle Managers, at least **1 week** before the actual training date mentioned in the Training Calendar.
 - **Training Confirmation** – sent to all the concerned Department Coordinators, Supervisors, Managers, at least **1 day** before the actual training day, to confirm the commencement of the training.
 - **Training Notification** – in the event of no participants nominated, or nominations having less than **5 individuals**, this will be sent to all the concerned Department Coordinators, Supervisors, Managers, at least **1 day** before the actual training day, to reschedule and/or cancel the training.
- Training Coordinator** – individual in charge of liaising with the Training Specialists for the planning of the Training Calendar, and sending the same to the QRM for upload to SMSA GUIDE.
- **Training Schedule** – should be communicated to the QRM team at least **1 quarter** before the end of the fiscal year.

He will also act in behalf of the Training Specialist, for exceptional situations, in sending Training Announcements & Confirmations, whenever applicable.

- **Department Coordinators, Supervisors, and Middle Managers** – individuals who should respond to the Training Announcements by sending the list of nominated participants for their department.

In the event that no participant will be nominated for the announced training, the aforementioned individuals should respond via email of such, and the reason behind not having sent participants for the training, bearing in mind that they would have to adhere to the *Timeline in the Training Curriculum*.

Any deviation from the Training Timeline, due to non-nomination of participants during training, will be escalated to the Department Managers/Senior Managers for further deliberation & actions to take during prescribed meetings.

E-Learning:

The delivery of a learning, training or education program by electronic means. E-learning involves the use of a computer or electronic device (e.g. a mobile phone) in some way to provide training, educational or learning material.

E-learning is essentially the computer and network-enabled transfer of skills and knowledge. E-learning applications and processes include Web-based learning, computer-based learning, virtual education opportunities and digital collaboration. Content is delivered via the Internet, Intranet, satellite TV, and CD/DVD. It can be self-paced or instructor-led and includes media in the form of text, image, animation, streaming video and audio.

All eligible employees must take initiative to learn and improving their skills and knowledge thorough e-learning which is essential for their career path and promotions.

Employee Knowledge Assessment

- All front-line untrained employees who completed 24 months & above with the organization need to participate in Knowledge assessment program
- All front-line trained employees who completed 24 months need to participate in Knowledge assessment program for re certification

It is the responsibility of the training department to conduct an Employee Knowledge Assessment in order to meet and exceed the expectation of our valued customers. If in case any employee scores less than 80% thru online knowledge assessment. The following corrective actions will be taken:

- Training department will provide the list of those employees who were unable to score passing marks (Below 80%) on monthly basis to department administrators.
- The direct manager / department manager must ensure that such employees will be properly coached and sent to attend classroom training within 90 days from the date of publishing the online assessment results.

If in case any employee scores less than 80% in classroom knowledge assessment, the following corrective actions will be taken:

- Training department will then suggest the department manager the area of improvement.
- Coaching and mentoring must be performed by the Department Manager/Supervisor. After which Department Manager/Supervisor should send the employee for re-training within 3 months of the last training he failed on.
- If an employee fails for the 3rd time/attempt, on the same training in a year, the Training Dept. will inform respective manager in order to escalate to the concern to HRD for the appropriate disciplinary action.

It is the responsibility of the department to provide full support to the training team during knowledge assessment process (classroom & online). It is also expected that the department managers / supervisors will seriously consider the comments / suggestions / feedback provided by the training department and chart out an internal plan of action to meet and exceed the agreed service levels.

Development of Training Material:

It is the responsibility of training department to ensure that all training materials are in line with business requirements and updated regularly in order to enhance knowledge and close all the learning gaps. Hence revision of training material plan of action has been created & the assigned employee will ensure that training materials are up to date.

The training material for the related modules will be designed/revised based on the inputs of the Consolidate Competency Requirements which consists of following sources:

- Final Performance Appraisal Gaps in Competencies
- Monitoring & Measurement Results
- Training Requests
- Organizational Needs
- Previous Training Feedback & Test Results
- Turnover
- Internal/External Certification
- Market Research

Training Material Revision Procedure:

The Assigned employee will gather the data from the different sources, such as those mentioned previously, and design/revise the training material based on the required input. Once the training material is revised it will be published in training material folder so that it can be used in class room trainings.

The changes of each module will be logged in “Training material change log sheet” which consist of the following:

- Date
- Module Name
- Changes (Points revised/rewritten)
- Source of data

Communication:

The Assigned employee / Department Manager will communicate the changes to all training specialist as soon as the module is designed/revised, in order to emphasize the area for improvement. This will facilitate the training specialist to focus more on the “area of improvement” during their training sessions. Such communication will be logged in “Training material communication log sheet” which consist of the following:

- Assigned employee Name
- Module Name
- Effective date of change
- Details of changes
- Required Improvements
- Communicated to:
- Employee Name
- Employee Number
- Date of communication
- Signature

Certificates

Certificates in any format whether hard copy or digital, are considered as a company property, any falsification, unauthorized reprinting or copying, is subject to strict disciplinary action as per the

Disciplinary Violation Document (DVD), Saudi Labor Law (SLL Article 80), and corresponding local IBU (International Business Unit) laws.

Certificate of Achievement - Employees who attain passing marks of 80% and achieve 90% attendance of the entire course /module will be eligible for a certificate of Achievement.

Certificate of Attendance – Employees should complete 90% attendance of the entire course/module will be eligible for the Certificate of Attendance

Certificates of achievement and attendance are issued in electronic/digital format to the employees, and will be forwarded to the department administration through official communication channels. It is the department's responsibility to ensure forwarding of the e-certificates to the concerned employee. Talent Learning team will also upload the e-certificate to the employee's credentials in the company official Learning Management System (LMS - SMSALMS).

Printing a hard copy of any certificate, will be subject to Internal/External regulatory requirements or upon the Department head's request, with a clear justification to HR Manager. The same applies to client specific requests, or any business requirements.

Outsource/External Training Certificates – Employees should provide a copy of any attained Certificate from Outsource/External Trainings to the Talent Learning section, to be filed on his/her Personnel File.

Employee Development Plan:

All Department Managers must ensure that those employees who are moving within department to grade 5 and above must complete Employee Development Plan (EDP) form available in SMSA GUIDE. This will enable the department manager to provide deserving candidate to the new or existing position.

The minimum testing period of EDP is one month and maximum can be six months, this depends upon the experience of the person and the tasks assigned; therefore, upon completion of EDP and submission of new position KPI, the new salary will be effective.

The EDP of Supervisors, Division/Department/Regional Managers must comply the following requirements:

- Education Qualification must meet the requirement of the Job Description.
- Selected employee must complete 12 e-Learning courses during the testing period of EDP.

External Training:

Provision is made for external training to enable individuals/groups of employees to meet the requirements of their current or future job role; the Company may identify a need to obtain training and development services from an external source. Depending upon the cost, the delivery may be carried out in-house or at a location determined by the company and the service provider.

Employees assigned to such programs will be nominated by their Direct Managers and must meet the following eligibility requirements:

To have completed at least one year of service with SMSA and be perceived as remaining with the Company for the foreseeable future.

The training program should be part of defined training needs.

Employee nominated should meet the qualifications/competencies relating to the external training.

All employees participating in external training should acknowledge and sign the Employee Training Bond Undertaking.

Employees who do not achieve the passing mark will not be eligible to re-attend the same training for a period of 12 months. Moreover, department manager should take their results into consideration upon evaluating for future promotions.

All employees participating in External training must at least pass two E-Learning job related courses. This clause is applicable for those who are eligible for e-learning courses.

External training course that the employee is nominated for should be in line with his/her Job Description, related to duties and responsibilities, a requirement and/or be identified as a course that will enhance the employee's skill set that would overall be beneficial his/her department and the company.

Upon successful completion of the external training course, the employee will not engage in any external activity that includes but is not limited to consulting, training, partnerships, etc. arising from the knowledge and skills gained thru said external training, unless otherwise approved by management.

In the event of failure, non-completion of the external training course or resignation within the specified time period, it is the company's discretion via the management, to recover up to the full expenses associated with the said training from the employee, as outlined in the Employee Training Bond Undertaking Form.

SMSA Business Travel Policy will be applicable for employees participating in training programs where it applies.

English Language course fees for Saudi Employees:

Our company is committed to improve the English language of our Saudi employees, hence 50% of the course fees will be reimbursed to those employees who meets the following criteria:

Employee need to submit the course content & fees structure to HR prior to the commencement of the course.

HR will review the credentials of the training institute and may approve or deny the request.

Employee need to sign an undertaking that upon completion of the course he / she will not leave the organization for at least 18 months or he / she will reimburse the approved fees to the company account.

Employee should attend the course after working hours; so that the work will not be affected.

Upon completion of the course, the employee needs to provide a copy of the certificate with invoice to HR in order to reimburse the 50% of the fees to employee account. Failure to provide either certificate or invoice the company will not reimburse any amount.

Professional Organizations/Associations:

The company understands that as part of an employee's continuous development and growth, an employee will join or has the intention to be a member of a professional organization. Membership to such organizations provides individuals with the opportunity for professional training, access to up-to-date ideas and practices in their areas of expertise, and the like.

In order to encourage our employees to take participate with an organization which is related to their current position, at the company's discretion and approval of the Managing Director, will reimburse membership fees based on the following criteria:

- Organization/Association must be directly relevant to the employee's current job within the company.
- Local legislation or regulatory body, imposes a mandatory requirement for membership/registration to the relevant professional organization.

- Employee must submit all pertinent membership details, requirements, forms, documentation of the professional organization to HR before joining said organization
- Reimbursement will only be for membership fees. Expenses arising from attendance to a conference as a speaker, guest, delegate, or participant will be shouldered by the employee.

Coaching and Mentoring:

Coaching and Mentoring by Supervisors, Managers or designated employees are highly effective methods utilized to further SMSA GUIDE individuals/employees to recognize, reflect and achieve their goals and ensure their expertise are passed on to identified individuals in the company. The learning that takes place in coaching and mentoring sessions help to develop the skills and knowledge of an employee, other than that of traditional learning methods such as classroom and E-learning.

Coaching is a process of relationship building, setting, monitoring, & evaluating goals while providing the necessary support needed to achieve such goals. Coaching is to instruct an employee to achieve the specific goal, improving one or two areas of development. Coaches are not necessarily experts in the topic, but are required to have some knowledge with the topic they are about to coach on. Interactions are short-termed, formally set/scheduled, & documented.

Mentoring is the act of guiding, counseling and supporting an employee, where specific skill sets are taught to an identified or designated employee, or voluntarily selected by employees for self-development. Mentors have in-depth knowledge of the knowledge/skills they will be mentoring someone, the period of which would be as short as 1 month and could be as long as 1 year.

Mentors and Coaches (Supervisors, Managers or designated employees) are to attend the Coaching and Mentoring training offered by the Training Department, in the event that they have had no such previous training on the matter. Formal coaching sessions require a Coaching Form to be documented, whereas for formal mentoring events, Employee Development Action Plan document can be utilized. Coaching and mentoring frequency/schedule will be as per the department's discretion, to which any formal documentation needs to be submitted to the Training Department.

The collected coaching documentation will be analyzed by the Training Department, which forms part of the competency requirements identification in defining training needs. The summary of which will be the reference for the revision or creation of training materials as necessary, for the development of internal courses, or identification and selection of external courses as a result of said summary.

Define Training Needs:

- Identify Competence Needed for Task
- On Annual Basis each Dept. review competency in Goal Settings which have to be in line with Competency in Job Descriptions
- Consolidate Competency Requirements based on below sources:
 - Final Performance Appraisal Gaps in Competencies
 - Monitoring & Measurement Results
 - Training Requests
 - Organizational Needs
 - Previous Training Feedback & Test Results
 - Turnover
 - Internal/External Certification
 - Market Research
- Define Competence Gaps
- Identify Solutions to meet Competency Requirements (all gaps need to be completed within 12 months from the date of identification of the gap)
- Develop Training Needs Specifications (Objectives, Expected Outcome, Constraints, Resources)

Design & Plan:

- Define Constraints
 - Regulatory Requirement, Policy Requirement, Financial Constraints, Timing & Schedule, Availability, In-House Resources, Availability of Training Provider, Any other available resources
- Training Methods & Criteria Selection

Methods:

 - Course & Workshop (20% & above or more than 5 employees with the same gap, same department & same city will be addressed with Class room training (External/Internal))
 - On-Job Coaching – by department (19% & below or less than 5 employees with the same gap, same department & same city will be addressed with Coaching)
 - Self-Training (brochures, videos, online knowledge assessments)-This method will be selected based on financial & participants availability constraints.
 - Distance Learning (e-learning/webinar) - This method will be selected based on duration, availability of participants/courses, etc.

The above-mentioned training methods may include one or more of the below given criteria.

- Date & Location
 - Facility
 - Cost
 - Training Objectives
 - Target Group
 - Duration
 - Assessment, Evaluation & Certification
- Training Specification Plan should consist of the following:
 - the organization's objectives & requirements

specification for training needs

 - training objectives & desired outcome
 - trainees (target groups or target personnel)
 - training methods & outline of content
 - schedule of requirements, such as duration, dates & significant milestones
 - resource requirements, such as training materials & staff
 - financial requirements
 - Criteria and methods developed for the evaluation of training outcomes to measure: (satisfaction of trainee, trainee's acquisition of knowledge, skills & behaviors, trainee's on-the-job performance, satisfaction of trainee's management, impact on the trainee's organization & procedures for monitoring the training process.
- Selecting a Training Provider

Internal Provider

 - In line with the Training Specification Plan (Certification of the Trainer)

External Provider

- In line with the Training Specification Plan (Formal Agreed Contract)

Provide Training

- Pre-Training Support
 - Internal/External Provider (Brief provider)
 - with training needs (Training Notification)
 - with Nature of Training & to close Competency Gap (Training Notification)
 - Enable contact between trainer & trainee thru SMS
- Training Support
 - Internal/External Provider (Provide)
 - Relevant tools, equipment, documentation, software or accommodation to trainee and/or trainer whenever applicable.
 - Relevant & adequate opportunities for trainee to apply competence being developed in form of class room exercises
 - Feedback on task performance as requested by the trainer and/or trainee in form of sharing results of class room exercises
- End of Training Support
 - Internal/External Provider (Provide)
 - Trainee Feedback
 - Trainer Feedback
 - Feedback to Managers and personnel involved in training, including participants

Evaluate Training

- Evaluating Training Outcome
 - Short Term Evaluation
 - Completed Trainee Feedback on training methods, resources used & skills gained as a result of the training. (Training Evaluation Form)
 - Long Term Evaluation
 - Trainee Job Performance & Productivity will be assessed by department / direct manager in Performance Appraisal review forms. (Competency Review Forms)
- Collecting Data & Preparing Evaluation Report
 - Evaluation Criteria (Different parameters like Commitment to learning, Observed behavior, etc.)
 - Description of the source (Trainee & Training evaluation)
 - Methods & schedule of evaluation (Paper based upon completion of class)
 - Recommendation for improvement by trainer on areas that was scored low during the test.

Training Process	▪ Analysis of data collected & interpret results (Trainee Evaluation, Training Evaluation, & Failure Analysis Report with corrective & preventive action) <u>Training Process Monitoring (by Independent Dept.):</u> ○ Decide Monitoring to be conducted ○ Decide Sampling ○ Criteria for Compliance/Non-Compliance ○ Determine Compliance/Non-Compliance ○ Analyze & Evaluate monitoring relevant to conformity of ISO Clause 4.2 – 4.5 <u>Training Process Validation (by Independent Dept.):</u> ○ Initiate the Validation/Audit ○ Conduct Document Review ○ Prepare for Onsite Audit/Validation Activities ○ Conduct Onsite Audit/Validation Activities ○ Prepare Audit Validation Report ○ Complete the Audit/Validation ○ Conduct Follow-Up Audit ○ ISO Compliant / End of Validation Process
General	Individuals attending training must be aware of the following: Employee during his external training is representing SMSA and must avoid any damage to SMSA image. SMSA will pay the full cost of the program including registration course material and any other associated costs. Passing grade for core business training is 80%. Employees who fail in any external training will have to shoulder the training fees. Processes related to Training and Development in the QMS, will be reviewed accordingly, once a year or upon business needs. All employees attending Environment Health & Safety (EHS) Trainings will adhere to the EHS training & Awareness procedure available in QMS System (SMSA GUIDE). All employees to be given training on general security/threat awareness/ risks and risk assessment – training repeated every 2 years SMSA sub contractors / vendors will also be included in EHS Security awareness trainings All employees that would require training intervention arising from Performance Appraisal & Training Requests are required to complete such trainings, within 12 months upon receipt of reports from said sources. Training records to be reviewed by the department manager once a month (trainer-wise) as part of quality control. Any exception to this policy must be approved by the Managing Director or CEO

1.9 (a) Training Policy Statement

The management of SMSA is committed to continually improve the company's performance and meeting its customer's expectations while offering them a safe, efficient, and professional service.

It is the Policy of SMSA Express Trans. Co. to continually invest in training and development that is essential for improving the performance of our employees in their current and potential job roles and to further enhance their ability to meet future business requirements

This training manual and any associated training material are in compliance with **GACAR 151 & GACAR 68** and shall be complied with at all times.

Mohannad M.S. Khayyat
Managing Director

1.9 (b) Responsibilities and Duties

The duties, responsibilities and competencies for SMSA Talent Acquisition Manager / post holder, Talent Learning Specialist are documented in the respective Job descriptions. The Job description is documented on SMSA GUIDE as follows.

1. JD Talent Acquisition and Learning Manager
2. JD – Talent Learning Specialist



Talent Acquisition and Learning Manager - Human Resources Management			
Job Title	Talent Acquisition and Learning Manager		
Division	Human Resources and Administration Division		
Department	Human Resources Department		
Section	Human Resources Management		
Location	Head Office	Direct Reports	
Reports To	National Manager-HCM		
External Relations			
Internal Relations	All departments		

Basic Function

Providing qualified human resources to the departments through Manage Recruitment Activities in accordance with the approved manpower plan. Fully understand, drive and promote SMSA vision, culture and values.

KEY Responsibilities

General

- Maintain and develop a solid application database and classify the applications to ensure easy reference and accessibility.
- Compile and maintain a database for local recruitment advertising agencies and on-line sites that provide recruitment services.
- Make effective decisions and recommendations covered by policies and procedures.
- Advertise the job, online or via another source.
- Advise on correct recruitment methods, assessment approaches, recruitment campaigns, and best methods of sourcing candidates internally and externally.
- Ensure assimilation of the new employees into the organization, once they have commenced their new post.
- Negotiate employment terms with successful candidates.
- Collaborate with HR Admin team to ensure smooth, effective, and coordinated end to end process.
- Maintain staffing level overall including CORE departments (OPS, Retail, MRM, Sales)
- Assist in the development and maintenance of documentation related to recruitment and staffing department processes and procedures.
- Maintain Saudization hiring level
- Oversee the accuracy and reliability of all data entry related to the screening of application, interviewing of applicants, applicant interview data.
- Assist the HR department in developing job descriptions.
- Work closely with assigned business' HRMs to deliver recruitment needs.
- Provide current and prospective employees with information about policies, job duties, working conditions, wages, and opportunities for promotion and employee benefits.

Planning

- Monitor the accuracy and reliability of data related to new hires, transfers, and placements to ensure appropriate allocation, appointment type, location selection, and salary placement.
- Ensure ongoing data integrity, consistency and quality control.
- Participate in the preparation of manpower plan.
- Control, maintain, and update manpower plan.
- Prepare related monthly and weekly reports.
- Develop testing tools for recruitment.

Interviews

- Screen CVs.
- Coordinate and arrange interview process.

- Assess candidates against a prescribed set of criteria.
- Execute pre-screening and/or final phone/face to face interviews for junior and mid-level posts; supports all parties in concern with assessment.
- Proactively coordinate with departments for interviews.

Recruitment

- Maintain an updated roster of participant placements and potential job opportunities.
- Provide current recruitment knowledge and trends within the market overall and also for multinationals.
- Coordinate local and overseas recruitment campaigns accordions with the HR department.
- Search for and collect applications of potential candidates for company employment.
- Ensure a proper screening and short listing of applicants and conducting the first interviews before referring to the HR Manager.
- Supervise and ensure the timely preparation of letter of appointment, job offer, and contract for new hires.
- Participates in the recruitment and selection of staff.
- Submit candidates' offers and follow up on software until placing.

Training

- Conducting TNAs.
- Developing individual training development/selections of vendors.
- Design and enhance the organizational structure.
- Design and implement a Performance management system.
- Manage the activities and quality of presentation of the regional training.
- Ensure high quality delivery of programmers and systems.
- Manage customer service, operations, and retail trainings to all new and existing staff within the kingdom.
- Induct all new staff joining the business.
- Reviews suitability of existing programmers and makes recommendations for continuous improvement.
- Measure and evaluate high quality training delivery within the Region for all programmes and very training meets professional standards.
- Maintain Quality of training material within the kingdom for all In-house training programmers.
- Coordinate with outsource training partners for management trainings.
- Compile reports on course attendees and submits results to respective department's Management.
- Staff Survey
- Saudization
- Ensure required certifications are accomplished
- Deliver conduct training & knowledge assessment
- Training effectiveness

Reports

- Prepare the weekly, monthly, and yearly recruitment reports.
- Support HRMs with weekly update on recruitment progress.
- Report weekly and when required to recruitment & staffing regional management
- for progress update and further instructions.
- Update and deliver weekly metrics for assigned hires.

Business Continuity

- Ensuring that the BC plan (or plans) adequately delivers the organization's BC capability and meets the BC requirements.
- Communicating the implications of departmental changes that may impact the BCMS.
- Collecting information for and completing the BIA.
- Identifying and acknowledging supply chain priorities.
- Developing, implementing, and maintaining departmental procedures on behalf of the plan owner.
- Conducting and participating in exercises.
- Maintaining the departmental BC documentation. Liaising with the BC managers.
- Developing, coordinating, and facilitating the BCMS. This includes developing analysis and BC plan templates.
- Facilitating and coordinating the BIA, risk and threat assessment (related to prioritised activities), strategy and solutions planning, BC plans and testing throughout the organization.
- Ensuring maintenance of the BCMS on a periodic basis as well as whenever it is appropriate.
- The effective use of resources and procedures within the BCMS, such as systems, tools, and response and recovery procedures.
- Making recommendations, removing roadblocks, and reporting to top management

Competencies - Professional and Technical

Behavioral Competencies

Adaptability	Level 4
Analytical Thinking	Level 3
Communication	Level 5
Creative Thinking	Level 5
Decision Making	Level 3
Initiative	Level 4
Networking/Relationship building	Level 3
Organizational & Environmental Awareness	Level 4
Planning & Organizing	Level 5
Resource Management	Level 4
Risk Management	Level 3
Teamwork	Level 4

Technical Competencies

Database Management Knowledge	Intermediate
Liaising and Negotiating knowledge	Advanced
Local Regulations Compliance Knowledge	Intermediate
MS Office (Excel, Word, PowerPoint, Visio, Outlook) Knowledge	Intermediate

Competencies – EHS

Knowledge of basic environment health and safety requirements
EHS corporate objectives awareness
Awareness of EHS requirements in the QEHS management systems
Have attended EHS awareness training (if applicable)
Awareness of Environment Health Safety incident reporting

Organizational Competencies

Intermediate

**Refer the Organizational Competencies Dictionary in SMSA GUIDE (Doc# 6244)*

Decision Making

Key Performance Indicators (KPIs)

Abide by the goal setting forms (Individual KPI'S) of the current financial year

Qualification : Education and Experience

Bachelor's Degree (Preferred specialization in their field of work). (Those in finance/ accounting jobs must be a CPA or equivalent.), At least four (4) years of relevant work experience, 2 years of which should be in Supervisory capacity, preferably in the same industry.

or

Diploma, certificate courses with over 4 years industry experience of which at least 2 years has been in Supervisory position

or

Diploma, certificate courses with over 5 years industry experience of which at least 2 years has been in Level-05 position

**Note: Industry Experience wherever its applicable*

Date Of Release

Prepared By:	Reviewed by:	Approved by:	Endorsed by:
Updated by:	Date:	Approved by:	Date:

Employee Name:

I hereby confirm my utmost commitment in fulfilling all the requirements including above and any amendment to this document.
Management reserves the right to amend the Job description at any time without prior notice.

Signature:	Date:



Talent Learning Specialist - Recruitment and Learning	
Job Title	Talent Learning Specialist
Division	Human Resources and Administration Division
Department	Human Resources Department
Section	Recruitment and Learning
Location	Head Office
Direct Reports	
Reports To	Talent Learning Supervisor
External Relations	
Internal Relations	All departments

Basic Function

Increasing staff efficiency in all parts and sectors of the company and provide well-educated staff that can lead the company to improve quality. Fully understand, drive and promote SMSA vision, culture and values.

KEY Responsibilities

General

- Ensure core department employees are invited for the goals training within 90 days of employment.
- Perform “Desk Ride Check” to ensure employees are practicing what they learned.
- Send feedback about each employee attending the training to management to improve awareness of staff professional development.
- Issue Certificate of Achievement and Attendance and follow up with the employee for any correction or reissue.
- Coordinate with Recruitment to make sure that all the new staff has gone through the new staff presentations.
- Attend meetings and seminars to obtain information for use in training



programs, or to inform management of training program status.

- Ensure all related Training records are updated and in order.
- Create, update, and maintain training modules.
- Follow up the Arabic Transfer for some of the materials and courses into Arabic to be delivered in Arabic for Arabic speaking employees.
- To be certified in all related courses

Development

- Design, develop, and coordinate training programs based upon organizational and employee needs, including manuals, SMSA GUIDEs, course materials, Job Aids and Training Manuals.

Training

- Assist in compiling training manuals for specific topics.
- Class room Training
- Knowledge Assessment
- Coordinate, schedule, and conduct relevant business training for new hires and current employees.
- Ensure training is successfully imparted by using different evaluations and knowledge check methods.
- Monitor, evaluate, and record training activities and program effectiveness periodically.
- Design & Develop Training
- Training effectiveness
- Adhere the training process as per standards
- Conduct courses/training as per target
- Achieve participants satisfaction level

Planning

- Plan and conduct all planned Trainings as per the Training Calendar.
- Monitor training costs to ensure budget is not exceeded.

Reports

- Generate training-related reports, including training effectiveness reports.
- Prepare budget reports to justify expenditures.

GACAR

- Select and develop sufficient number of staff with appropriate qualifications to



plan, supervise, perform training, examine and assess personnel as required.

- Ensure that personnel pass an initial or recurrent proficiency test/assessment prior to being assigned duties and their competence conforms to this part and customer requirements.
- Ensure the competence of sub-contracted staff, including any part-time staff, conforms at all times to this part and customer requirements.
- Maintain accurate and up to date training records and to ensure that all trainees and staff records are stored in secure conditions.
- Ensure that all training material is consistent with the corresponding course syllabi and is systematically updated to incorporate any applicable changes to regulatory or/and ground services policies and procedures.
- Ensure that office accommodation, training facilities and means are available and appropriate for the planned training and for the use of training staff.
- Ensure that training techniques, procedures and standards are in accordance with GACAR 151.71

EHS

- Knowledge of basic environment health and safety requirements
- EHS corporate objectives awareness
- Awareness of EHS requirements in the QEHS management systems
- Have attended EHS awareness training (if applicable)
- Awareness of Environment Health & Safety incident reporting

Business Continuity

- Attend and actively participate in all business continuity training and awareness programs.
- Understand the facility's business continuity plans and procedures.
- Act according to the emergency response procedures during drills and actual events.
- Report any observed risks or potential threats to the continuity of operations to the designated officer.
- Adhere to data protection policies to ensure the integrity and confidentiality of sensitive information.
- Acknowledge roles and responsibilities during an incident to ensure effectiveness by understanding the business continuity programme.



- Recognize an incident or crisis.
- Alert incident or crisis responders (including emergency responders as appropriate).
- Escalate action to the incident or crisis management team.
- Respond appropriately to specific threats.
- Respond appropriately when evacuated from the site.

Competencies - Professional and Technical	
Behavioral Competencies	
Adaptability	Level 3
Communication	Level 3
Influence	Level 4
Networking/Relationship building	Level 5
Planning & Organizing	Level 3
Teamwork	Level 4
Technical Competencies	
MS Office (Excel, Word, PowerPoint, Visio, Outlook) Knowledge	Intermediate

Competencies – EHS
Knowledge of basic environment health and safety requirements EHS corporate objectives awareness Awareness of EHS requirements in the QEHS management systems Have attended EHS awareness training (if applicable) Awareness of Environment Health Safety incident reporting

Organizational Competencies
Intermediate
<i>*Refer the Organizational Competencies Dictionary in SMSA GUIDE (Doc# 6244)</i>

Decision Making

Key Performance Indicators (KPIs)
Abide by the goal setting forms (Individual KPI'S) of the current financial year

**Qualification : Education and Experience**

Bachelor's Degree (Preferred specialization in their field of work). (Those in finance/ accounting jobs must be a CPA or equivalent.), Post graduate degree an advantage. At least four (4) years of relevant work experience, 2 years of which should be in Supervisory capacity, preferably in the same industry.

or

Diploma, certificate courses with over 4 years industry experience of which at least 2 years has been in Level-05 position

or

Diploma, certificate courses with over 5 years industry experience of which at least 2 years has been in Level-04 position

*Note: Industry Experience wherever its applicable

Date Of Release

Prepared By:	Reviewed by:	Approved by:	Endorsed by:

dated by:	Date:	Approved by:	Date:

Employee Name:

I hereby confirm my utmost commitment in fulfilling all the requirements including above and any amendment to this document.

Management reserves the right to amend the Job description at any time without prior notice.

Signature:	Date:

1.9 (c) List of Training Instructors & Outsourced Training Providers

Internal Training Specialists		
SL No	List of trainers	Position
1	Fahad Al Enazi	Talent Acquisition & Learning Manager
2	Ahmed Yislam Gahman	Talent Learning Specialist
3	Shoaib Khan Mayana	Talent Learning Specialist
4	Fahad Abdo Qarqaran	Talent Learning Specialist
5	Shajin Kuttappan	Talent Learning Coordinator (Assists in the prep of Training)
6	Jonahbert Allan Miso	Training Specialist/DGTI for CBTA DG Functions
7	Andeel Ali Shahjehan	Business Development Manager (DGTI for CBTA DG Functions)

External Training Providers		
SL No	Company Name	Address
1	MELI (Middle East Logistics High Institute)	Al Ashriah Street, Ash Shati Al Gharbi, Dammam 32413
2	Corner Stone (Talent Management System)	Block 9, P.O.Box 502998 The Knowledge Village, Dubai - United Arab Emirates
3	Talent LMS (Learning Management System)	239 Kensington High Street, 1st Floor London W8 6SN, United Kingdom

4	Capytech (E-Learning Solutions)	17 Iridium Building, UAE
5	IATA (International Air Transport Association) Training Operations – IATA Training	IATA Centre, 33 Route de l'Aéroport, PO Box 416, Geneva 15 Airport -1215 Switzerland

1.9 (d) Provision for Annual Training Plan

1. Training Needs Identified
2. Design and plan the training
3. Training design ready
4. Define constraints
5. Constraints Identified
6. Select training methods and criteria
7. Create training specification plan
8. Training specification plan completed
9. Select training provider
10. Training plan ready

1.9 (e) Training Facilities and Equipment

SMSA includes equipment specifications aligned with current industry standards. Designed for technical and Practical training practitioners and policymakers. Included are as below:

SL No	List of Training facility	Class Capacity	Teaching Aids
1	Riyadh (As Sulay Dist. Exit:17)	Up to 15 Participants	Electrical Equipment designed for training purpose Laptops, Flip charts, Lamps, speakers, Projectors
2	Dammam (Al Khalidiyah Ash Shamaliyah Area)	Up to 15 Participants	Electrical Equipment designed for training purpose Laptops, Flip charts, Lamps, speakers, Projectors

3	Jeddah (Madinah Al Munawara Rd)	Up to 15 Participants	Electrical Equipment designed for training purpose Laptops, Flip charts, Lamps, speakers, Projectors
4	Riyadh Gateway (KKIA Riyadh)	Up to 15 Participants	Electrical Equipment designed for training purpose Laptops, Flip charts, Lamps, speakers, Projectors
5	Dammam Gateway (KFIA Dammam)	Up to 15 Participants	Electrical Equipment designed for training purpose Laptops, Flip charts, Lamps, speakers, Projectors

2. Training Management & Organization

2.1 Training Organization Objectives

- To ensure that all Employees have the knowledge and skills required to meet the needs of the business in their current roles.
- To train and develop staff to levels where they are capable of supporting the business in the future.

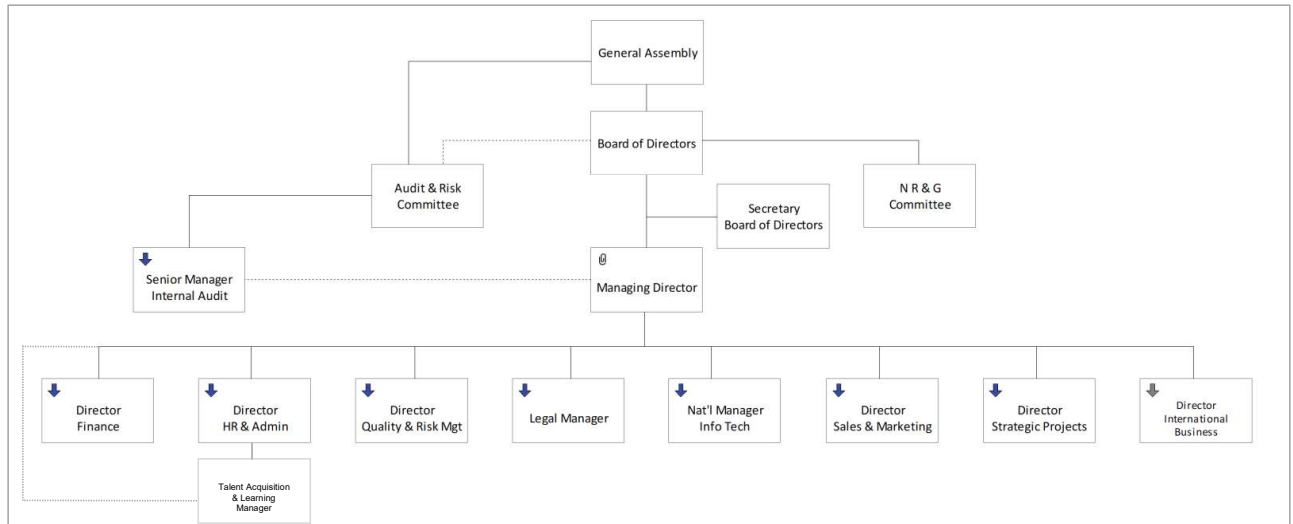
2.2 Training Standards

SMSA outline the elements that effective training and learning programs should include and serve as a foundation upon which curricula and programs should be developed, supported, and evaluated. In some situations, it may not be possible to meet all the standards.

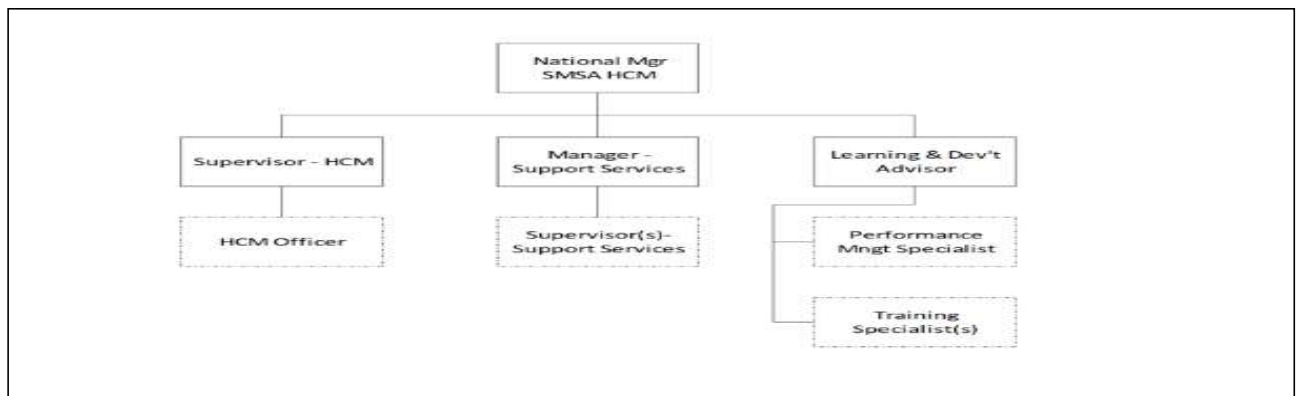


2.3 Corporate & Training Organization Chart

Corporate Org Chart



Training Org Chart



2.4 Management Personnel Duties & Responsibilities



Regional Manager - Gateway Management	
Job Title	Regional Manager
Division	Transportation Operations Division
Department	Gateway and Clearance Department



Section	Gateway Management
Location	Gateway
Direct Reports	Supervisor Clearance
Reports To	National Manager – Gateway, Hub & LH
External Relations	Custom Officials Customer
Internal Relations	Operations, Sales

Basic Function

Ensuring all shipments arriving into Saudi territory to be cleared from customs and handed over to the respective hubs as per standard procedures and within the assigned time frame. Fully understand, drive and promote SMSA vision, culture and values.

KEY Responsibilities

Operations

- Expedite the clearance of the international inbound shipments arriving at the port of entry.
- Ensure release of confiscated shipments from customs by expediting arrangement of all the required documentations involved.
- Verify shipments arrive to the warehouse with the required documentation.
- Remain updated on newly developing requirements of Government agencies for various incoming items.
- Generally, maintain highest level of relationship levels with Government authorities and especially at the KKA, Causeway, Batha Border.
- Reduce the Cage Dual Time (CDT) to zero by increasing the service levels.
- Solve long held customs shipments by directly coordinating with the shipper, consignee, and the customs officials
- Ensure all products are stored safely as per instructions until custom procedures are met and release letter is obtained.
- Ensure custom duty payment via “Bayan” by following up with finance department to expedite custom duty payment within 48 hours of deduction time.
- Coordinate the work activities within the facility answers questions and provide guidance in solving work problems.



- Disseminate information to the Hub Manager and co staff of any amendments.
- Achieve attend Training & Passing rate
- Survey (Staff/Customer)
- Maintain lost/Damage shipment/Dwell time rate
- Maintain Saudization

HR / Administrative

- Exercise day-to-day control of staff, authorizes Vacation, Overtime, disciplinary action etc. to achieve team goals / targets.
- Monitor and control overall team performance by reviewing regularly the day-to-day performance information through meetings, reports, walkthroughs and observations.

Finance

- Authorized to sign on the payment cheque for custom duty.
- Manage and update financial funds with Finance and related departments to ensure enough funds with a high control implementation.

EHS

- Ensuring that all safety related equipment and systems, particularly fire fighting, alarm, emergency lights and similar equipment are identified, listed and scheduled as part of the preventive maintenance program, and that they remain in safe & good operational condition at all times
- Coordinating with maintenance staff concerning occupational health & Safety, and environmental management
- Coordinate and Participate in the departmental EHS system activities including hazard identification, safety awareness and procedures implementation, waste management, environmental aspects identification, and EHS audits
- Overseeing and monitoring all the work activities in order to make sure that work- and job-related hazards are identified and the work is being performed safely, following the OHS system / rules, and considering the environmental management principles
- Coordinating with the Maintenance Engineer / contractor regarding the execution of the preventive/corrective maintenance activities
- Actively participates in the development and implementation of EHS objectives & programs, and lead EHS audits / inspections. Take a major role in incident reporting & investigation
- Participates in the emergency response plan, development, and in conducting emergency drills



- Actively participates in the EHS audits / inspections. Take a major role in incident reporting & investigation
- Coordinate and participate in the paper and other recycling programs, communication & management
- Planning and supervising the EHS awareness and training activities and ensuring competence of all personnel
- Supervising the EHS internal audits, inspections, and corrective / preventive actions effectiveness

Business Continuity

- Ensuring that the BC plan (or plans) adequately delivers the organization's BC capability and meets the BC requirements.
- Communicating the implications of departmental changes that may impact the BCMS.
- Collecting information for and completing the BIA.
- Identifying and acknowledging supply chain priorities.
- Developing, implementing, and maintaining departmental procedures on behalf of the plan owner.
- Conducting and participating in exercises.
- Maintaining the departmental BC documentation. Liaising with the BC managers.
- Developing, coordinating, and facilitating the BCMS. This includes developing analysis and BC plan templates.
- Facilitating and coordinating the BIA, risk and threat assessment (related to prioritised activities), strategy and solutions planning, BC plans and testing throughout the organization.
- Ensuring maintenance of the BCMS on a periodic basis as well as whenever it is appropriate.
- The effective use of resources and procedures within the BCMS, such as systems, tools, and response and recovery procedures.
- Making recommendations, removing roadblocks, and reporting to top management

Competencies - Professional and Technical	
Behavioral Competencies	
Change Leadership	Level 3
Communication	Level 3
Conflict Management	Level 3
Decision Making	Level 3



Initiative	Level 3
Planning & Organizing	Level 3
Resource Management	Level 3
Stress Management	Level 3
Team Leadership	Level 4
Teamwork	Level 4
Technical Competencies	
Knowledge of customs procedure	Intermediate
Language Proficiency knowledge (Arabic)	Advanced
Language Proficiency knowledge (English)	Intermediate
MS Office (Excel, Word, PowerPoint, Visio, Outlook) Knowledge	Intermediate
SMSA System (CORE, ERP, SDM, SAM, INFINITY, SPOT, POS, Sibel, Courier application,	Intermediate
Competencies – EHS	
Knowledge of basic environment health and safety requirements EHS corporate objectives awareness Awareness of EHS requirements in the QEHS management systems Have attended EHS awareness training (if applicable) Awareness of Environment Health Safety incident reporting	
Organizational Competencies	
Intermediate <i>*Refer the Organizational Competencies Dictionary in SMSA GUIDE (Doc# 6244)</i>	
Decision Making	
Key Performance Indicators (KPIs)	
Abide by the goal setting forms (Individual KPI'S) of the current financial year	



Qualification : Education and Experience

●Bachelor's Degree (Preferred specialization in their field of work). (Those in finance/ accounting jobs must be a CPA or equivalent.), At least five (5) years of relevant work experience, 2 years of which should be in managerial capacity, preferably in the same industry.

or

●Diploma, certificate courses with over 8 years industry experience of which at least 2 years has been in management position

or

●Diploma, certificate courses with over 10 years industry experience of which at least 4 years has been in

Supervisory position

*Note: Industry Experience wherever its applicable

Date Of Release

Prepared By:	Reviewed by:	Approved by:	Endorsed by:

Updated by:	Date:	Approved by:	Date:

Employee Name:

I hereby confirm my utmost commitment in fulfilling all the requirements including above and any amendment to this document.

Management reserves the right to amend the Job description at any time without prior notice.

Signature:	Date:

2.5 Delegation of Authority (In Absence)

In case any of the post holders are absent, personnel are assigned as temporary replacements to handle their responsibilities until the post holders resume their duties: (Organizational Roles, Responsibilities and Authority are documented in depth in the Quality Manual).

- HR (National Manager - HCR): In case of absence authority will be delegated to Learning & Development Advisor.



- Training Post-Holder (Learning & Development Advisor): In case of absence authority will be delegated to Training Specialist/ Performance Management Specialist.
- Talent Learning Specialist: In case of absence authority will be delegated to Asst Training Specialist.

2.6 Record of Instructional, Examination and Assessor Staff

Internal Training Specialists		
SL No	List of trainers	Position
1	Fahad Al Enazi	Talent Acquisition & Learning Manager
2	Ahmed Yislam Gahman	Talent Learning Specialist
3	Shoaib Khan Mayana	Talent Learning Specialist
4	Fahad Abdo Qarqaran	Talent Learning Specialist
5	Shajin Kuttappan	Talent Learning Coordinator (Assists in the prep of Training)
6	Jonahbert Allan Miso	Training Specialist
7	Andeel Ali Shahjehan	Business Development Manager (Training for CBTA DG courses)

2.7 Record of Training Sub-Contractors

External Training Providers		
SL No	Company Name	Address
1	MELI (Middle East Logistics High Institute)	Al Ashriah Street, Ash Shati Al Gharbi, Dammam 32413
2	Corner Stone (Talent Management System)	Block 9, P.O.Box 502998 The Knowledge Village, Dubai - United Arab Emirates
3	Talent LMS (Learning Management System)	239 Kensington High Street, 1st Floor London W8 6SN, United Kingdom
4	Capytech (E-Learning Solutions)	17 Iridium Building, UAE
5	IATA (International Air Transport Association) Training Operations – IATA Training	IATA Centre, 33 Route de l'Aéroport, PO Box 416, Geneva 15 Airport -1215 Switzerland

2.8 General Description of Training Facilities & Equipment (Theoretical and Practical)

SL No	List of Training facility	Capacity	Teaching Aids
1	Riyadh (As Sulay Dist. Exit:17)	Up to 15 Participants	Electrical Equipment designed for training purpose Laptops, Flip charts, Lamps, speakers, Projectors
2	Dammam (Al Khalidiyah Ash Shamaliyah Area)	Up to 15 Participants	Electrical Equipment designed for training purpose Laptops, Flip charts, Lamps, speakers, Projectors

3	Jeddah (Madinah Al Munawara Rd)	Up to 15 Participants	Electrical Equipment designed for training purpose Laptops, Flip charts, Lamps, speakers, Projectors
4	Riyadh Gateway (KKIA Riyadh)	Up to 15 Participants	Electrical Equipment designed for training purpose Laptops, Flip charts, Lamps, speakers, Projectors
5	Dammam Gateway (KFIA Dammam)	Up to 15 Participants	Electrical Equipment designed for training purpose Laptops, Flip charts, Lamps, speakers, Projectors

2.9 Qualifications, Selection & Evaluations of Instructors

Qualification of the instructors is documented in their job description. Refer to 1.11 (b) above. Selection and Evaluation of the instructors is based on the following process (Evaluation is done using trainer observation evaluation form documented under [Doc number 3659](#) on SMSA GUIDE).

Trainer Observation & evaluation Form



Trainer Observation & Evaluation Form

Owner / Department: HRD - Training & Org. Dev't.

Course Name		Date/s	
Trainer Name		Training Location	
Trainer Emp. No.			

Evaluation Summary		
Rating	Rate Level	Overall Percentage

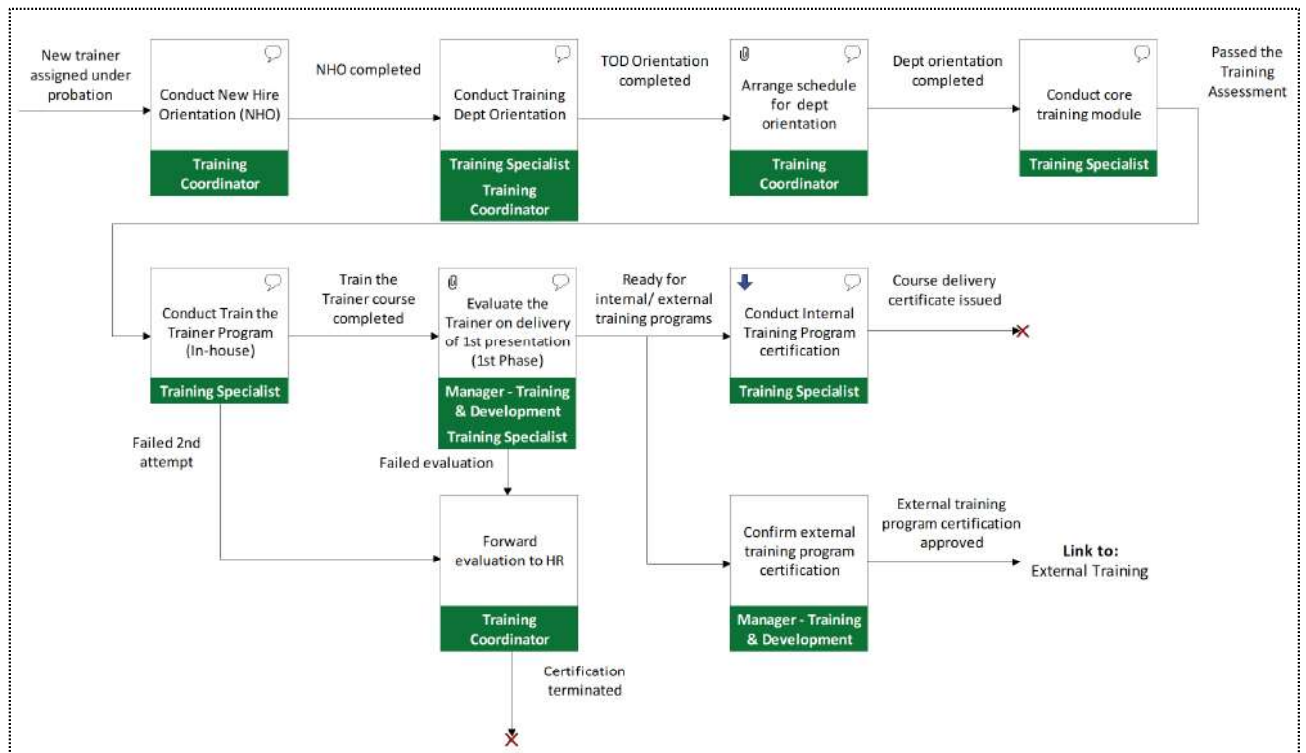
Evaluation Result

Rate & Rate Level Legends:					
4.6 to 5.0	Excellent	3.1 to 4.0	Good	0 to 2.0	Poor
4.1 to 4.5	Very Good	2.1 to 3.0	Average		

Evaluation Criteria

Presentation Skills

	N/A	Poor	Average	Good	Very Good	Excellent
• Displays professional physical appearance	☐	☐	☐	☐	☐	☐
• Outlines objectives at the beginning of course/module	☐	☐	☐	☐	☐	☐
• Avoids distracting mannerisms (e.g. unprofessional body movements / position, hand movements, etc.)	☐	☐	☐	☐	☐	☐
• Used handouts, books or reference materials appropriately (whenever applicable)	☐	☐	☐	☐	☐	☐
• Provides clear explanation of topics and activities	☐	☐	☐	☐	☐	☐
• Presents materials/topics in a thorough and orderly manner	☐	☐	☐	☐	☐	☐
• Presents materials/topics in an organized & easy to understand way	☐	☐	☐	☐	☐	☐
• Paces course to cover all topics in objectives (not too slow or	☐	☐	☐	☐	☐	☐



2.10 Qualifications, Selection & Evaluations of Examiners / Assessors

In SMSA training instructors also carry out the function of examiners / assessors. For qualification, selection & evaluation of examiners & assessors refer to [2.9 above](#).



Trainer Observation & evaluation Form



Trainer Observation & Evaluation Form

Owner / Department: HRD - Training & Org. Dev't.

Course Name		Date/s	
Trainer Name		Training Location	
Trainer Emp. No.			

Evaluation Summary		
Rating	Rate Level	Overall Percentage

Evaluation Result

Rate & Rate Level Legends:					
4.6 to 5.0	Excellent	3.1 to 4.0	Good	0 to 2.0	Poor
4.1 to 4.5	Very Good	2.1 to 3.0	Average		

Evaluation Criteria

Presentation Skills

	N/A	Poor	Average	Good	Very Good	Excellent
• Displays professional physical appearance	☐	☐	☐	☐	☐	☐
• Outlines objectives at the beginning of course/module	☐	☐	☐	☐	☐	☐
• Avoids distracting mannerisms (e.g. unprofessional body movements / position, hand movements, etc.)	☐	☐	☐	☐	☐	☐
• Used handouts, books or reference materials appropriately (whenever applicable)	☐	☐	☐	☐	☐	☐
• Provides clear explanation of topics and activities	☐	☐	☐	☐	☐	☐
• Presents materials/topics in a thorough and orderly manner	☐	☐	☐	☐	☐	☐
• Presents materials/topics in an organized & easy to understand way	☐	☐	☐	☐	☐	☐
• Paces course to cover all topics in objectives (not too slow or	☐	☐	☐	☐	☐	☐



3. Training & Examination Procedures

3.1 Training Methods

On-Job Training

It is very important for all new hired staff that they actually see and understand the complete work process instead of being theoretical only. This is the responsibility of the Direct Manager / Supervisor, and it should be provided on the first day of joining the business. On-job training is mandatory for core functions new hired staff for minimum period of ten working days (10) to understand the basic role and functionality of the job assigned.

This is not limited to the following:

- Familiarization with work conditions.
- Become familiar with the organization and the nature of work.
- Introductory session to understand the operations of the dept.
- Explain how they should work
- What are the processes involved.
- Role and Responsibilities.
- Basic product knowledge to carry out their job function
- Core function best practices.
- Information on accessible resources relevant to the job

Technical Training (Class Room)

All core business new hired staff will undergo a core business *Basic and Advanced* technical training, upon completion of their on-job training within *six and twelve months respectively*, of joining the business (refer to Training Curriculum). This training is mandatory to all core employees. The training calendar will be posted on QMS with an advance training notice; therefore, it is the responsibility of the direct manager / supervisor to monitor QMS regularly and nominate their new hired staff including “existing employees for recurrence training”. These technical trainings are outlined in the Training Curriculum, Training Specification and Training Plan which will be posted on Quality Management System (QMS).

Non-Core Department Business Training Types:

All Non-Core Department business trainings will be conducted through outsourced training academies based on the business needs.



Internal Training:

Training department will liaise with department heads at the end of every financial year to design and develop training activities for the upcoming financial year in line with the sources identified in define training needs and come up with a training specification plan that will be published in QMS.

Common Training for CORE and Non-CORE Business Employees

Customer Service Excellence Training shall be provided for both CORE and Non-Core Business Employees who are directly interacting with our customers either via phone or in person. Separate modules of Customer Service Excellence Training will be developed and tailor-made depending on the Department and Job Description (e.g. OPS, MRM, SMSA Service Center, Finance, Sales, CSD etc.)

3.2 Training Program Design

The Training Curriculum is designed to be an overall reference for the internal modules/courses being conducted by the training team, in order to achieve the different objectives identified per course. It outlines the corresponding modules reflecting the different departments concerned with such training, and categorizes the courses as a Prerequisite, Basic, or Advanced training, having the prescribed timelines as follows:

- Prerequisite – 80% of New Hires should complete this before joining the business. The remaining balance of new hires (20% or less), who have not undergone this program, should complete the module within 3 months after the joining date.

A New Hire Orientation Video will serve as an equivalent for the classroom training, in the event that it would not be feasible to conduct such sessions, especially for remote locations.

- Basic – these courses should be completed within 6 months of the joining date. On certain circumstances where this would not be possible, which includes but is not limited to manpower, workload, or scheduling issues, lack of participants, etc., the completion period will be within 12 months of the joining date.

For E-learning courses, upon completion of the prerequisite course (NHO – New Hire Orientation), a minimum of 2 courses per month should be accomplished.

Accordingly, a written communication (email or hard copy) should be sent by the Department Manager advising as to why participants are not nominated for his department, whenever



Training Announcements are made, to the Training Manager, at least 1 month before the prescribed 6-month period lapses.

- Advanced – these courses should be completed within 12 months of the joining date. On certain circumstances where this would not be possible, which includes but is not limited to manpower, workload, or scheduling issues, of participants, etc., the completion period will be within 18 months of the joining date.

** For Dangerous Goods Training, all relevant personnel must be immediately trained before performing their functions, whether new or existing employees.*

Accordingly, a written communication (email or hard copy) should be sent by the Department Manager advising as to why participants are not nominated for his department, whenever Training Announcements are made, to the Training Manager, at least 1 month before the prescribed 12-month period lapses.

Furthermore, the modules are designed in such a way that the categories are direct requirements before advancing to the next level. As an example, before attending the Basic Courses, an employee should have completed the Prerequisite course. Similarly, before proceeding to the Advanced Courses, one must have completed ALL the Basic Courses.

The curriculum also provides a guideline as to which module/course should be relevant to an individual based on his designation, with respect to the department/division he belongs to.

In order to proceed with any Classroom-based Training Course, a minimum of 5 participants should be nominated. Anything less than this number will involve the course having to be rescheduled and/or cancelled, as it would not be cost-effective to conduct such sessions, especially in areas where Business Travel is required.

3.3 Training Needs Analysis (TNA) / Review & Update

- Identify Competence Needed for Task
- On Annual Basis each Dept. review competency in Goal Settings which have to be in line with Competency in Job Descriptions
- Consolidate Competency Requirements based on below sources:
 - Final Performance Appraisal Gaps in Competencies
 - Monitoring & Measurement Results
 - Training Requests



- Organizational Needs
 - Previous Training Feedback & Test Results
 - Turnover
 - Internal/External Certification
 - Market Research
- Define Competence Gaps
- Identify Solutions to meet Competency Requirements (all gaps need to be completed within 12 months from the date of identification of the gap)
- Develop Training Needs Specifications (Objectives, Expected Outcome, Constraints, Resources)

3.4 Course Design & Preparation

Design & Plan:

- Define Constraints
 - Regulatory Requirement, Policy Requirement, Financial Constraints, Timing & Schedule, Availability, In-House Resources, Availability of Training Provider, Any other available resources
- Training Methods & Criteria Selection

Methods:

- Course & Workshop (20% & above or more than 5 employees with the same gap, same department & same city will be addressed with Class room training (External/Internal))
- On-Job Coaching – by department (19% & below or less than 5 employees with the same gap, same department & same city will be addressed with Coaching)
- Self-Training (brochures, videos, online knowledge assessments)-This method will be selected based on financial & participants availability constraints.
- Distance Learning (e-learning/webinar) - This method will be selected based on duration, availability of participants/courses, etc.

The above-mentioned training methods may include one or more of the below given criteria.

- Date & Location



- Facility
- Cost
- Training Objectives
- Target Group
- Duration
- Assessment, Evaluation & Certification

3.5 Course Delivery

On-Job Training

It is very important for all new hired staff that they actually see and understand the complete work process instead of being theoretical only. This is the responsibility of the Direct Manager / Supervisor, and it should be provided on the first day of joining the business. On-job training is mandatory for core functions new hired staff for minimum period of ten working days (10) to understand the basic role and functionality of the job assigned.

This is not limited to the following:

- Familiarization with work conditions.
- Become familiar with the organization and the nature of work.
- Introductory session to understand the operations of the dept.
- Explain how they should work
- What are the processes involved.
- Role and Responsibilities.
- Basic product knowledge to carry out their job function
- Core function best practices.
- Information on accessible resources relevant to the job

Technical Training (Class Room)

All core business new hired staff will undergo a core business Basic and Advanced technical training, upon completion of their on-job training within six and twelve months respectively, of joining the business (refer to Training Curriculum). This training is mandatory to all core



employees. The training calendar will be posted on QMS with an advance training notice; therefore, it is the responsibility of the direct manager / supervisor to monitor QMS regularly and nominate their new hired staff including “existing employees for recurrence training”. These technical trainings are outlined in the Training Curriculum, Training Specification and Training Plan which will be posted on Quality Management System (QMS).

Non-Core Department Business Training Types:

All Non-Core Department business trainings will be conducted through outsourced training academies based on the business needs.

Internal Training:

Training department will liaise with department heads at the end of every financial year to design and develop training activities for the upcoming financial year in line with the sources identified in define training needs and come up with a training specification plan that will be published in QMS.

Common Training for CORE and Non-CORE Business Employees

Customer Service Excellence Training shall be provided for both CORE and Non-Core Business Employees who are directly interacting with our customers either via phone or in person. Separate modules of Customer Service Excellence Training will be developed and tailor-made depending on the Department and Job Description (e.g. OPS, MRM, SMSA Service Center, Finance, Sales, CSD etc.)

3.6 Course Syllabus/Material Review & Update

It is the responsibility of training department to ensure that all training materials are in line with business requirements and updated regularly in order to enhance knowledge and close all the learning gaps. Hence revision of training material plan of action has been created & the assigned employee will ensure that training materials are up to date.



The training material for the related modules will be designed/revised based on the inputs of the Consolidate Competency Requirements which consists of following sources:

- Final Performance Appraisal Gaps in Competencies
- Monitoring & Measurement Results
- Training Requests
- Organizational Needs
- Previous Training Feedback & Test Results
- Turnover
- Internal/External Certification
- Market Research

Training Material Revision Procedure:

The Assigned employee will gather the data from the different sources, such as those mentioned previously, and design/revise the training material based on the required input. Once the training material is revised it will be published in training material folder so that it can be used in class room trainings.

The changes of each module will be logged in “Training material change log sheet” which consist of the following:

- Date
- Module Name
- Changes (Points revised/rewritten)
- Source of data

3.7 Preparation of Examinations

It is essential to evaluate the trainees after every course or the training they attended, In order to evaluate the employees the examinations are conducted by the end of the specific class doesn't concern with the mode of the course Online or Classroom training, The examinations are generally based on the modules based on the training delivered, In which the employee is



expected to score the 80% of the total score which may consider the participant as passed and failed if not. Each employee is assigned to re-attend the class if he is not matching with the passing score in the Classroom Training.

3.8 Conduct of Examinations

The Examinations or the tests are conducted right at the end of each course or the training delivered either it could be online training or the classroom training, The examinations are generally conducted on the subject and the modules of the trainings delivered. Each participant is assigned with the examination to be achieved at least eighty percent of the total score and will be awarded with the certificate if he met with the targeted score, The participant will have to re attend the training if he in case the participant did not achieve his passing score.

3.9 Practical / On the job (OJT) Training

It is very important for all new hired staff that they actually see and understand the complete work process instead of being theoretical only. This is the responsibility of the Direct Manager / Supervisor, and it should be provided on the first day of joining the business. On-job training is mandatory for core functions new hired staff for minimum period of ten working days (10) to understand the basic role and functionality of the job assigned.

This is not limited to the following:

- Familiarization with work conditions.
- Become familiar with the organization and the nature of work.
- Introductory session to understand the operations of the dept.
- Explain how they should work
- What are the processes involved.
- Role and Responsibilities.
- Basic product knowledge to carry out their job function
- Core function best practices.



- Information on accessible resources relevant to the job

3.10 Practical / OJT Training Assessment

Evaluating Training Outcome

Short Term Evaluation

- Completed Trainee Feedback on training methods, resources used & skills gained as a result of the training. (Training Evaluation Form)

Long Term Evaluation

- Trainee Job Performance & Productivity will be assessed by department / direct manager in Performance Appraisal review forms. (Competency Review Forms)

Collecting Data & Preparing Evaluation Report

- Evaluation Criteria (Different parameters like Commitment to learning, Observed behavior etc.)
- Description of the source (Trainee & Training evaluation)
- Methods & schedule of evaluation (Paper based upon completion of class)
- Recommendation for improvement by trainer on areas that was scored low during the test.
- Analysis of data collected & interpret results (Trainee Evaluation, Training Evaluation, & Failure Analysis Report with corrective & preventive action)

3.11 Preparation, Control & Issue of Certificates

Certificates in any format whether hard copy or digital, are considered as a company property, any falsification, unauthorized reprinting or copying, is subject to strict disciplinary action as per the Disciplinary Violation Document (DVD) refer to [Doc num 230](#) & Saudi Labor Law (SLL Article 80).



Disciplinary Violation Document-DVD
Owner/Department: HRD

The Disciplinary Violation Documents should be used as a guide when identifying the disciplinary actions appropriate to specific incidents (violations). The penalty chosen must never be less than the guide, however there is flexibility to escalate to a higher penalty in any serious cases/incidents as per Saudi Labour Law.						
Sl. No.	Disciplinary Violation	PENALTIES				
		1ST	2ND	3RD	4TH	5TH
1	Arriving late beyond attendance time without acceptable excuse or justifiable cause	Verbal Warning	1st Written Warning	2nd Written Warning	Final Written Warning	Termination
2	Absence during working hours without permission (e.g. extended breaks, leaving work early, unauthorized leave, or no sick certificate	Verbal Warning	1st Written Warning	2nd Written Warning	Final Written Warning	Termination
3	Returning or staying in the work location after working hours without permission	1st Written Warning	Final Written Warning		Termination	
4	Abuse of sick leave (e.g. pretending to be unwell)	1st Written Warning	Final Written Warning		Termination	
5	Knowingly falsifying attendance records for self or on behalf of another employee	1st & Final Written Warning		Termination		
6	Deviation to SMSA Service Center(s) opening/closing times	1st & Final Written Warning		Termination		
7	Failing to report for duty without lawful reason for more than 15 consecutive days or 30 days absent in a full year non consecutive.			Termination		
8	Poor work performance	1st Written Warning	2nd Written Warning	Final Written Warning		Termination
9	Receiving personal guests at the work location without permission of the Management which impacts/Affects the business.	Verbal Warning	1st Written Warning	2nd Written Warning	Final Written Warning	Termination
10	Negligence in areas of responsibility	1st Written Warning	2nd Written Warning	Final Written warning		Termination
11	Distributing offensive or unsuitable reading materials/ Displaying unauthorized posters	1st Written Warning	2nd Written Warning	Final Written Warning		Termination
12	Using tools, machinery, materials or Company's contacts for personal purposes without proper approval	1st & Final Written Warning		Termination		
13	Sending Personal Shipments for personal purposes without proper approval/payment			Termination		
14	Failure to comply with company policy & Procedures including LOA	Verbal Warning	1st Written Warning	2nd Written Warning	Final Written Warning	Termination
15	Sleeping during working hours	1st Written Warning	2nd Written Warning	Final Written warning		Termination
16	Insubordination, including refusing reasonable instructions related to work and/or disrespectful behavior towards management	1st Written Warning	Final Written Warning		Termination	
17	Failure to control and/or loss/Damage shipments (trend/negligence)	1st Written Warning	Final Written Warning		Termination	
18	Incite to disobey orders or instructions related to safety of work and workers.	Final Warning Letter		Termination		
19	The willful reduction of productivity	Final Warning Letter		Termination		
20	Misuse of Company benefits for personal gain	Final Warning Letter		Termination		
21	Participation of staff family members in Marketing/Company competitions	Final Warning Letter		Termination		
22	Working or reporting to duty under the influence of alcohol or drugs or other prohibited substances and/or possessing of prohibited substance			Termination		
23	Performance during probationary period not meeting with Company standard/KPIs			Termination		
24	Damaging or losing or misuse of Company properties including stock and equipment. (negligence policy)	1st Written Warning	2nd Written Warning	Final Written warning		Termination
25	Misuse of company email or communication tools (including Telephone/ network etc)	1st & Final Written Warning			Termination	
26	Use of SMS or email to send obscene materials	1st & Final Written Warning		Termination		
27	Computer hacking - unauthorised access to computer files, software, servers, Laptops etc.			Termination		
28	Improper dress code not in compliance with the Company Policy	Verbal Warning	1st Written Warning	Final Written Warning		Termination
29	Failure to use the uniform issued by the Company	1st Written Warning	2nd Written Warning	Final Written Warning		Termination
30	Misuse of Company vehicles that results in damage or breakdown / (Also negligence or failure to report the incident)	1st Written Warning	Final Written Warning		Termination	
31	Failure to report incidents immediately and officially	1st Written Warning	Final Written Warning		Termination	
32	Abusing one's authority or position	1st Written Warning	Final Written Warning		Termination	
33	Smoking in prohibited areas	1st & Final Written Warning		Termination		
34	Using rude/abusive language and resistant religious/ obscene gestures and comments in the workplace	1st & Final Written Warning		Termination		
35	Caught in an immoral act in the workplace / public	1st & Final Written Warning		Termination		
36	Making false accusations against colleagues or customers or spreading rumors about colleagues or defamation of character	1st & Final Written Warning		Termination		
37	Bullying, threatening or the intimidation of colleagues	1st & Final Written Warning		Termination		
38	Failure to observe fire regulations, health & safety guidelines, or hygiene instructions as dictated in each workplace as mentioned in health and safety/ fire policy	1st & Final Written Warning		Termination		
39	Misconduct with customers/employees	1st & Final Written Warning		Termination		
40	Failing to record company's assets or lost and found customer's shipments /property and /or failing to secure the items found	1st & Final Written Warning		Termination		
41	Unauthorized access to company information and possession	1st & Final Written Warning		Termination		

I _____ Employee Number: _____ have received a copy of the DVD and acknowledge its contents. I further accept that the DVD will form part of my contract and the terms and conditions of employment with SMSA Transportation Company Limited.

Signature: _____

42	Bringing unauthorized materials or conducting business inside the workplace which is not related to the business/ compromising the business		Termination
43	Conducting business in direct competition with SMSA		Termination
44	Accepting or giving money or a gift from any person or supplier in order to influence favoritism or influence without approval with QRM / MD		Termination
45	Driving Company vehicles without authority and a valid driver's license		Termination
46	Refusing body search upon leaving the work premises when reasonably requested by the company security personnel or management		Termination
47	Conducting illegal business/activities		Termination
48	Failing to deposit company monies without justifiable cause within the specified time.		Termination
49	Making false declaration on job application forms or company documentation		Termination
50	Disclosure of Company confidential information (Breach of SMSA Confidentiality Policy)		Termination
51	Knowingly withholding relevant information or making a false statement written or verbal during an investigation (Honesty Policy)		Termination
52	Anyone performing any act or offence that brings the company into disrepute		Termination
53	Unauthorized communication with the media/ Press against the media policy		Termination
54	Loss of Company critical data/information whilst in the custody of the employee (Negligence policy)	1st & Final Written Warning	Termination
55	False Accounting		Termination
56	Failure to report irregularities noticed on the part of other employees/ management/ Breakdown of Trust		Termination
57	Assault: a) Verbal b) Physical c) Sexual or Indecent	1st & Final Written Warning	Termination
58	Theft of property , stock or money		Termination
59	Falsifying or forging company records or documentation		Termination
60	Proven Embeslement, theft or forgery prior to employment		Termination
61	Misuse of company discount		Termination
62	Knowingly giving unauthorised discount to persons / customers		Termination
63	Failure to record cash sales/shipment transactions in full		Termination
64	Negotiating contracts or soliciting outside contractors/suppliers for personal gain		Termination
65	Recruiting employees for personal gain		Termination
66	Bringing offensive tools and materials which could be used in the threatening manner or to endanger ones and other lives into the workplace.		Termination
67	Reckless or dangerous driving of Company vehicle		Termination
68	Accepting hospitality or gifts from a supplier / contractor for service in kind hospitality-meals/weekend breakfast/hotel accommodation /bars/ night clubs/ Tickets		Termination
69	Staff involved in the distribution of pharmaceutical products are suspected of, or found to be implicated in, any activities relating to the misappropriation, tampering, diversion or counterfeiting of any product.		Termination

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Uncontrolled copy if printed

Document No. 5125

Version 6

I _____ Employee Number: _____ have received a copy of the DVD and acknowledge its contents. I further accept that the DVD will form part of my contract and the terms and conditions of employment with SMSA Transportation Company Limited.

Signature: _____



Certificate of Achievement - Employees who attain passing marks of 80% and achieve 90% attendance of the entire course /module will be eligible for a certificate of Achievement.

Certificate of Attendance – Employees should complete 90% attendance of the entire course/module will be eligible for the Certificate of Attendance

Certificates of achievement and attendance are issued in electronic/digital format to the employees, and will be forwarded to the department administration through official communication channels. It is the department's responsibility to ensure forwarding of the e-certificates to the concerned employee. Talent Learning team will also upload the e-certificate to the employee's credentials in the company official Learning Management System (LMS - SMSALMS).

Printing a hard copy of any certificate, will be subject to Internal/External regulatory requirements or upon the Department head's request, with a clear justification to HR Manager. The same applies to client specific requests, or any business requirements.

Outsource/External Training Certificates – Employees should provide a copy of any attained Certificate from Outsource/External Trainings to the Talent Learning section, to be filed on his/her Personnel File.

3.12 Assessment of Training Efficiency & Examination Results

It is the responsibility of the training department to conduct an Employee Knowledge Assessment in order to meet and exceed the expectation of our valued customers. If in case any employee scores less than 80% thru online knowledge assessment. The following corrective actions will be taken:

- Training department will provide the list of those employees who were unable to score passing marks (Below 80%) on monthly basis to department administrators.
- The direct manager / department manager must ensure that such employees will be properly coached and sent to attend classroom training within 90 days from the date of publishing the online assessment results.

If in case any employee scores less than 80% in classroom knowledge assessment, the following corrective actions will be taken:



- Training department will then suggest the department manager the area of improvement.
- Coaching and mentoring must be performed by the Department Manager/Supervisor. After which Department Manager/Supervisor should send the employee for re-training within 3 months of the last training he failed on.
- If an employee fails for the 3rd time/attempt, on the same training in a year, the Training Dept. will inform respective manager in order to escalate to the concern to HRD for the appropriate disciplinary action.

3.13 Training & Examination Records (Storage & Retention)

Storage and Retention of records are done as per the documented policy for Control of Records **document number 8744** on SMSA GUIDE.

Control of Records & Documents (Doc 8744)

1. Purpose (Objectives)

This procedure establishes a standardized method for the control of documented information (documents and records) within SMSA to ensure that all information is properly created, reviewed, approved, distributed, maintained, archived, and disposed of in accordance with ISO 9001:2015 requirements, particularly clauses 7.5.2 and 7.5.3.

2. Scope

This procedure applies to all SMSA documented information including policies, procedures, work instructions, forms, records, and external documents managed through systems such as the SMSA GUIDE system and Intranet.

3. Definitions

- **Documented Information:** Information required to be controlled and maintained by SMSA including both documents and records.
- **Record:** Evidence of results achieved or activities performed.
- **Controlled Document:** A document subject to review and approval to ensure relevance and currency.
- **SMSA GUIDE System:** SMSA's internal document management system.



- **Obsolete Document:** A document that has been replaced or is no longer valid but retained for reference.
- **Archived Document/Record:** A document or record that is no longer actively used but retained securely for reference, audit, legal, regulatory, or business purposes within its retention period.

4. Responsibilities

Role	Responsibility
SMSA Employee	May request changes to documents or raise issues with existing documents.
Change Management Users	Initiate change requests and coordinate with document owners.
Reviewers	Review documents for accuracy, relevance, and completeness.
Authorizers	Approve documents after review.
Draft Promoters	Promote reviewed drafts to Master Documents.
Mandatory Users (SMSA GUIDE Champions)	Acknowledge documents and disseminate changes to end users using various communication channels, such as E-mail, through the SMSA GUIDE system, or using the SMSA GUIDE Champion Process Change Communication Form (Doc. No. 1707). Failure to communicate or acknowledge changes within the defined timeframe will be recorded as a Nonconformity (NC) and escalated to the respective department head for corrective action.
QRM Department	Maintain master document register, oversee document control processes, ensure compliance with ISO 9001:2015, and conduct periodic audits to ensure effectiveness.

5. Document Control Procedure

5.1 Document Creation and Setup

- Documents shall be created using SMSA templates.
- Documents must contain a document number, version number, effective date, owner/department.
- Documents are uploaded into the **SMSA GUIDE system**.



- Categorization is based on:
 - Country
 - Department
 - Section (if applicable)
 - Document Type

5.2 Document Review and Approval

- Initial review is conducted by the assigned Reviewer.
- Documents are authorized by designated Authorizers.
- Documents must be reviewed annually to ensure ongoing relevance and validity.
- Changes must be captured in a controlled Change Log.

5.3 Document Distribution and Access

- Master documents are made available via the SMSA GUIDE system.
- Access is controlled based on classification (Confidential, Public, Restricted).
- Uncontrolled copies are clearly marked as "Uncontrolled Copy."
- Users must have proper authorization to access, review, and acknowledge documents. Access permissions will be periodically reviewed in accordance with the SMSA GUIDE system access rights matrix (DOC#1790).

5.4 Document Version Control and Archiving

- Version numbers increment with each approved revision.
- Obsolete documents shall be archived either electronically within the SMSA GUIDE system or in designated secure storage.
- Archived documents must be clearly marked, retained as per the retention periods defined by the File Register, regulatory requirements, or business needs, and accessible only to authorized personnel.
- Only the current, approved version shall be available at point of use.

5.5 External Documents

- Process owners ensure external documents are registered, updated, and reviewed for appropriateness.



- SMSA GUIDE Administrator maintains a master list of external documents.

5.6 Document Control Lifecycle Flowchart

Creation → Review → Approval → Distribution (SMSA GUIDE/Intranet) → Periodic Review & Update → Archiving (Obsolete Documents/Inactive Records) → Final Disposal (Post Retention Period)

6. Control of Records

6.1 Identification and Storage

- Records are identified by:
 - Department
 - Location
 - File Number
 - File Name
 - File Type
 - Responsible Person
 - Retention Period (as defined in the File Register, Doc No. 1920)
- Standardized templates must be used for physical file identification:
 - Standard Box Label Template (Doc No. 1800)
- Hard copies stored securely; electronic copies backed up according to IT Back-Up Policy.

6.2 Retention Periods

Record Type	Retention Period
Pick-up Manifest	3 months
Airwaybill	3 months (Finance: 10 years)
Proof of Delivery (POD)	2 years
Insurance/Indemnity	3 months
Handover Manifest	3 months
Other Records	As per File Register (SMSA GUIDE Doc No. 1920)



6.3 Protection and Confidentiality

- Records classified as confidential must be stored in locked cabinets or protected folders.
- Electronic records are protected by system access controls and regular backups.
- Confidential information relating to individuals, investigations, or personal matters shall be managed separately under relevant privacy or HR procedures.

6.4 Record Archiving and Disposition

- Records reaching the end of their active use phase shall be archived securely for the defined retention period.
- Archived records must be clearly labeled and securely stored with access limited to authorized personnel.
- Archived records must be retained for the period defined by regulatory requirements, contractual obligations, or business needs.
- Annual review of archived records shall be conducted by responsible departments.
- Records approved for final disposal must be securely destroyed.
- Disposal must be documented and approved by authorized personnel, and evidence of disposition must be maintained.

7. Monitoring and Review

- QRM monitors document and record control through periodic audits.
- Compliance is verified against ISO 9001:2015 Clause 9.2 (Internal Audit) and Clause 10.2 (Nonconformity and Corrective Action).
- Any gaps or non-conformities are addressed through the corrective action process.
- Metrics such as document acknowledgment rates and overdue reviews are tracked.
- This procedure is reviewed at least once every year or when significant changes occur.

8. References

- ISO 9001:2015 Standard (Clauses 7.5.2, 7.5.3, 9.2, 10.2)
- IT Back-Up Policy (SMSA GUIDE Doc. No. 50)



- Quality Manual (1923)
- SMSA GUIDE Champion Process Change Communication Form (Doc. No. 1707)
- File Register (Doc No. 1920)
- Standard Box Label Template (Doc No. 1800)
- SMSA GUIDE System Access Rights (Doc No. 1790)

4. Training Program

4.1 Functions and Tasks of the Ground Service Staff

SMSA Training Program covers the functions and tasks required to be performed by the ground service staff relevant to the operations specifications as outlined in the Training Curriculum and Syllabus on [SMSA GUIDE Doc. No.3593](#) are documented as a process flow on SMSA GUIDE under map **reference num 1.1.5.2.14**

- **Regional Manager - Gateway Management**
- **Gateway Supervisor - Gateway Management**
- **Clearance Supervisor - Customs Management**
- **Clearance Coordinator - Freight Operations Processing**
- **Security Officer - Security Management**
- **Operations Agent - Gateway Operations Processing**
- **Clearance Agent - Customs Operations Processing**
- **Clearance Coordinator - Gateway Operations Processing**
- **Handler - Gateway Operations Processing**
- **Transit Coordinator - Gateway Operations Processing**



Regional Manager - Gateway Management	
Job Title	Regional Manager
Division	Transportation Operations Division
Department	Gateway and Clearance Department
Section	Gateway Management
Location	Gateway
Direct Reports	Supervisor Clearance
Reports To	National Manager – Gateway, Hub & LH
External Relations	Custom Officials Customer
Internal Relations	Operations, Sales

Basic Function

Ensuring all shipments arriving into Saudi territory to be cleared from customs and handed over to the respective hubs as per standard procedures and within the assigned time frame. Fully understand, drive and promote SMSA vision, culture and values.

KEY Responsibilities

Operations

- Expedite the clearance of the international inbound shipments arriving at the port of entry.
- Ensure release of confiscated shipments from customs by expediting arrangement of all the required documentations involved.
- Verify shipments arrive to the warehouse with the required documentation.
- Remain updated on newly developing requirements of Government agencies for various incoming items.
- Generally, maintain highest level of relationship levels with Government authorities and especially at the KKA, Causeway, Batha Border.
- Reduce the Cage Dual Time (CDT) to zero by increasing the service levels.



- Solve long held customs shipments by directly coordinating with the shipper, consignee, and the customs officials
- Ensure all products are stored safely as per instructions until custom procedures are met and release letter is obtained.
- Ensure custom duty payment via “Bayan” by following up with finance department to expedite custom duty payment within 48 hours of deduction time.
- Coordinate the work activities within the facility answers questions and provide guidance in solving work problems.
- Disseminate information to the Hub Manager and co staff of any amendments.
- Achieve attend Training & Passing rate
- Survey (Staff/Customer)
- Maintain lost/Damage shipment/Dwell time rate
- Maintain Saudization

HR / Administrative

- Exercise day-to-day control of staff, authorizes Vacation, Overtime, disciplinary action etc. to achieve team goals / targets.
- Monitor and control overall team performance by reviewing regularly the day-to-day performance information through meetings, reports, walkthroughs and observations.

Finance

- Authorized to sign on the payment cheque for custom duty.
- Manage and update financial funds with Finance and related departments to ensure enough funds with a high control implementation.

EHS

- Ensuring that all safety related equipment and systems, particularly fire fighting, alarm, emergency lights and similar equipment are identified, listed and scheduled as part of the preventive maintenance program, and that they remain in safe & good operational condition at all times
- Coordinating with maintenance staff concerning occupational health & Safety, and environmental management
- Coordinate and Participate in the departmental EHS system activities including hazard identification, safety awareness and procedures implementation, waste management, environmental aspects identification, and EHS audits
- Overseeing and monitoring all the work activities in order to make sure that work-



and job-related hazards are identified and the work is being performed safely, following the OHS system / rules, and considering the environmental management principles

- Coordinating with the Maintenance Engineer / contractor regarding the execution of the preventive/corrective maintenance activities
- Actively participates in the development and implementation of EHS objectives & programs, and lead EHS audits / inspections. Take a major role in incident reporting & investigation
- Participates in the emergency response plan, development, and in conducting emergency drills
- Actively participates in the EHS audits / inspections. Take a major role in incident reporting & investigation
- Coordinate and participate in the paper and other recycling programs, communication & management
- Planning and supervising the EHS awareness and training activities and ensuring competence of all personnel
- Supervising the EHS internal audits, inspections, and corrective / preventive actions effectiveness

Business Continuity

- Ensuring that the BC plan (or plans) adequately delivers the organization's BC capability and meets the BC requirements.
- Communicating the implications of departmental changes that may impact the BCMS.
- Collecting information for and completing the BIA.
- Identifying and acknowledging supply chain priorities.
- Developing, implementing, and maintaining departmental procedures on behalf of the plan owner.
- Conducting and participating in exercises.
- Maintaining the departmental BC documentation. Liaising with the BC managers.
- Developing, coordinating, and facilitating the BCMS. This includes developing analysis and BC plan templates.
- Facilitating and coordinating the BIA, risk and threat assessment (related to prioritised activities), strategy and solutions planning, BC plans and testing throughout the organization.
- Ensuring maintenance of the BCMS on a periodic basis as well as whenever it is appropriate.
- The effective use of resources and procedures within the BCMS, such as systems, tools, and response and recovery procedures.



- Making recommendations, removing roadblocks, and reporting to top management

Competencies - Professional and Technical	
Behavioral Competencies	
Change Leadership	Level 3
Communication	Level 3
Conflict Management	Level 3
Decision Making	Level 3
Initiative	Level 3
Planning & Organizing	Level 3
Resource Management	Level 3
Stress Management	Level 3
Team Leadership	Level 4
Teamwork	Level 4
Technical Competencies	
Knowledge of customs procedure	Intermediate
Language Proficiency knowledge (Arabic)	Advanced
Language Proficiency knowledge (English)	Intermediate
MS Office (Excel, Word, PowerPoint, Visio, Outlook) Knowledge	Intermediate
SMSA System (CORE, ERP, SDM, SAM, INFINITY, SPOT, POS, Sibel, Courier application,	Intermediate
Competencies – EHS	
Knowledge of basic environment health and safety requirements EHS corporate objectives awareness Awareness of EHS requirements in the QEHS management systems Have attended EHS awareness training (if applicable) Awareness of Environment Health Safety incident reporting	
Organizational Competencies	
Intermediate <i>*Refer the Organizational Competencies Dictionary in SMSA GUIDE (Doc# 6244)</i>	
Decision Making	
Key Performance Indicators (KPIs)	
Abide by the goal setting forms (Individual KPI'S) of the current financial year	



Qualification : Education and Experience

●Bachelor's Degree (Preferred specialization in their field of work). (Those in finance/ accounting jobs must be a CPA or equivalent.), At least five (5) years of relevant work experience, 2 years of which should be in managerial capacity, preferably in the same industry.

or

●Diploma, certificate courses with over 8 years industry experience of which at least 2 years has been in management position

or

●Diploma, certificate courses with over 10 years industry experience of which at least 4 years has been in Supervisory position

*Note: Industry Experience wherever its applicable

Date Of Release

Prepared By:	Reviewed by:	Approved by:	Endorsed by:
Updated by:	Date:	Approved by:	Date:

Employee Name:

I hereby confirm my utmost commitment in fulfilling all the requirements including above and any amendment to this document.

Management reserves the right to amend the Job description at any time without prior notice.

Signature:	Date:



Gateway Supervisor - Gateway Management	
Job Title	Gateway Supervisor
Division	Transportation Operations Division
Department	Gateway and Clearance Department
Section	Gateway Management



Location	Clearance Points
Direct Reports	Clearance Coordinator
Reports To	Gateway Manager
External Relations	Custom Officials Customer
Internal Relations	Operations

Basic Function

Supervising the process of clearance-to-manage, as well as follow-up to all gateways and clearance in the kingdom. Fully understand, drive and promote SMSA vision, culture and values.

KEY Responsibilities

Operations

- Expedite the clearance of the international inbound shipments arriving at the port of entry.
- Ensure release of confiscated shipments from customs by expediting arrangement of all the required documentations involved.
- Minimize the number and time of caged shipments to increase the service levels.
- Solve the long-held customs shipments by directly coordinating with the shipper and consignee plus the customs officials
- Coordinate the work activities within the facility; answer questions, and provide guidance in solving work problems.
- Passing on information to the Hub Manager and company staff of any amendments.
- Training & Pass marks
- Staff Survey
- Saudization
- Scan compliance of all the shipments
- Lost shipments
- Damage
- Maintain file register as per the SMSA GUIDE policy
- Screening of all the shipments
- Cleared shipments connected with priority



Finance

- Manage and update the financial funds with finance and related departments to ensure enough funds available.

Organizational Responsibilities

- Assist Clients by answering questions customer's related to government rules and regulation on different products.

Business Continuity

- Attend and actively participate in all business continuity training and awareness programs.
- Understand the facility's business continuity plans and procedures.
- Act according to the emergency response procedures during drills and actual events.
- Report any observed risks or potential threats to the continuity of operations to the designated officer.
- Adhere to data protection policies to ensure the integrity and confidentiality of sensitive information.
- Acknowledge roles and responsibilities during an incident to ensure effectiveness by understanding the business continuity programme.
- Recognize an incident or crisis.
- Alert incident or crisis responders (including emergency responders as appropriate).
- Escalate action to the incident or crisis management team.
- Respond appropriately to specific threats.
- Respond appropriately when evacuated from the site.

Competencies - Professional and Technical

Behavioral Competencies

Communication	Level 3
Conflict Management	Level 3
Decision Making	Level 3
Initiative	Level 3
Planning & Organizing	Level 3
Resource Management	Level 3
Stress Management	Level 3
Teamwork	Level 4



Technical Competencies

Knowledge of customs procedure	Beginner
Language Proficiency knowledge (Arabic)	Intermediate
Language Proficiency knowledge (English)	Intermediate
MS Office (Excel, Word, PowerPoint, Visio, Outlook) Knowledge	Intermediate
SMSA System (CORE, ERP, SDM, SAM, INFINITY, SPOT, POS, Sibel, Courier application,	Intermediate

Competencies – EHS

Knowledge of basic environment health and safety requirements
 EHS corporate objectives awareness
 Awareness of EHS requirements in the QEHS management systems
 Have attended EHS awareness training (if applicable)
 Awareness of Environment Health Safety incident reporting

Organizational Competencies

Intermediate

**Refer the Organizational Competencies Dictionary in SMSA GUIDE (Doc# 6244)*

Decision Making

Key Performance Indicators (KPIs)

Abide by the goal setting forms (Individual KPI'S) of the current financial year

Qualification : Education and Experience

● Bachelor's Degree (Preferred specialization in their field of work).(Those in finance/ accounting jobs must be a CPA or equivalent.), At least four (4) years of relevant work experience, 2 years of which should be in Supervisory capacity, preferably in the same industry.

or

● Diploma, certificate courses with over 4 years industry experience of which at least 2 years has been in Supervisory position

or

● Diploma, certificate courses with over 5 years industry experience of which at least 2 years has been in Level-05 position

**Note: Industry Experience wherever its applicable*

Date Of Release



Prepared By:	Reviewed by:	Approved by:	Endorsed by:
Updated by:	Date:	Approved by:	Date:
Employee Name:			

I hereby confirm my utmost commitment in fulfilling all the requirements including above and any amendment to this document.
Management reserves the right to amend the Job description at any time without prior notice.

Signature:	Date:



Clearance Supervisor - Customs Management	
Job Title	Clearance Supervisor
Division	Transportation Operations Division
Department	Gateway and Clearance Department
Section	Customs Management
Location	Clearance Points
Direct Reports	Clearance Agent
Reports To	Gateway Manager
External Relations	Custom Officials Customer
Internal Relations	Operations

Basic Function

Supervising the process of clearance-to-manage, as well as follow-up to all gateways and clearance in the kingdom. Fully understand, drive and promote SMSA vision, culture and values.



KEY Responsibilities

Operations

- Expedite the clearance of All shipments arriving at the port of entry efficiently.
- Ensure release of confiscated shipments from customs by expediting arrangement of all the required documentations involved.
- Ensure shipments is released as early as possible and leaves for the next destination
- Minimize the number and time of caged shipments to increase the service levels.
- Solve the long-held customs shipments by directly coordinating with the shipper and consignee plus the customs officials
- Coordinate the work activities within the facility; answer questions, and provide guidance in solving work problems.
- Passing on information to the Hub Manager and company staff of any amendments.

Finance

- Manage and update the financial funds with finance and related departments to ensure enough funds available.

Organizational Responsibilities

- Assist Clients by answering questions customer's related to government rules and regulation on different products.
- Staff survey
- Saudization
- Lost shipment
- Damage
- Custom printing error reduction

Business Continuity

- Attend and actively participate in all business continuity training and awareness programs.
- Understand the facility's business continuity plans and procedures.
- Act according to the emergency response procedures during drills and actual events.
- Report any observed risks or potential threats to the continuity of operations to the designated officer.
- Adhere to data protection policies to ensure the integrity and confidentiality of sensitive



information.

- Acknowledge roles and responsibilities during an incident to ensure effectiveness by understanding the business continuity programme.
- Recognize an incident or crisis.
- Alert incident or crisis responders (including emergency responders as appropriate).
- Escalate action to the incident or crisis management team.
- Respond appropriately to specific threats.
- Respond appropriately when evacuated from the site.

Competencies - Professional and Technical	
Behavioral Competencies	
Creative Thinking	Level 3
Initiative	Level 3
Resource Management	Level 2
Stress Management	Level 3
Team Leadership	Level 2
Teamwork	Level 3
Technical Competencies	
Knowledge of customs procedure	Intermediate
Language Proficiency knowledge (Arabic)	Intermediate
Language Proficiency knowledge (English)	Intermediate
MS Office (Excel, Word, PowerPoint, Visio, Outlook) Knowledge	Intermediate
SMSA System (CORE, ERP, SDM, SAM, INFINITY, SPOT, POS, Sibel, Courier application,	Intermediate

Competencies – EHS
Knowledge of basic environment health and safety requirements EHS corporate objectives awareness Awareness of EHS requirements in the QEHS management systems Have attended EHS awareness training (if applicable) Awareness of Environment Health Safety incident reporting

Organizational Competencies
Intermediate
<i>*Refer the Organizational Competencies Dictionary in SMSA GUIDE (Doc# 6244)</i>

**Decision Making****Key Performance Indicators (KPIs)**

Abide by the goal setting forms (Individual KPI'S) of the current financial year

Qualification : Education and Experience

● Bachelor's Degree (Preferred specialization in their field of work).(Those in finance/ accounting jobs must be a CPA or equivalent.), At least four (4) years of relevant work experience, 2 years of which should be in Supervisory capacity, preferably in the same industry.

or

● Diploma, certificate courses with over 4 years industry experience of which at least 2 years has been in Supervisory position

or

● Diploma, certificate courses with over 5 years industry experience of which at least 2 years has been in Level-05 position

*Note: Industry Experience wherever its applicable

Date Of Release

Prepared By:	Reviewed by:	Approved by:	Endorsed by:

Updated by:	Date:	Approved by:	Date:

Employee Name:

I hereby confirm my utmost commitment in fulfilling all the requirements including above and any amendment to this document.

Management reserves the right to amend the Job description at any time without prior notice.

Signature:	Date:



Clearance Coordinator - Freight Operations Processing	
Job Title	Clearance Coordinator
Division	SMSA Freight Division
Department	Freight Operations Department
Section	Freight Operations Processing

Location	Kingdom wide
Direct Reports	NIL

Reports To	Regional Supervisor
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External Relations	Customers
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Internal Relations	Customers
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Basic Function

Develop and maintain existing customer and make sure operations carried towards smooth clearance and delivery to run the customs clearance department in a profitable manner

KEY Responsibilities

Core

- Obtaining pre-alert documents from agent for DDU/DDP shipment or shipping documents from sales team or customer. Check the documents for correctness, if discrepancy noted, notify agent/customer to make necessary corrections to the document prior arrival of shipment.
- Following up shipping line agent for the ETA of vessel for sea shipment or track the shipment for air from carrier online website/local ground handling agent Saudia
- Prepare the delivery order collection list for Air/Sea shipments and hand over to broker / driver to collect original documents from airlines/shipping line agent and following up documents received from broker/driver without delay.
- Hand over the documents to the translator to prepare the customs file.
- Send the estimation charges to customer
- Payments follow up from customer
- Sending clearance status report/update to customer



- Coordinate with driver and customer for delivery of cleared shipments
- Maintain POD (Proof of Delivery) file
- Coordinate with accounts to arrange to settle of contractors payments
- Customer database to be maintained
- A log to be maintained for authority letters
- Maintain file for container deposit and EIR file
- Co-ordinate with clearing agent to settle the payments of IOUs on a daily basis with proper back ups
- Follow up on customs clearance/delivery cargo & custom duty payments
- Generation of invoice and status report
- Maintain invoice preparation timing

EHS

- Coordinate and Participate in the departmental EHS system activities including hazard identification, safety awareness and procedures implementation, waste management, environmental aspects identification, and EHS audits
- Actively participates in the development and implementation of EHS objectives & programs
- Participates in the emergency response plan
- Actively participates in the EHS audits / inspections. Take a major role in incident reporting & investigation
- Coordinate and participate in the paper and other recycling programs

Business Continuity

- Attend and actively participate in all business continuity training and awareness programs.
- Understand the facility's business continuity plans and procedures.
- Act according to the emergency response procedures during drills and actual events.
- Report any observed risks or potential threats to the continuity of operations to the designated officer.
- Adhere to data protection policies to ensure the integrity and confidentiality of sensitive information.
- Acknowledge roles and responsibilities during an incident to ensure effectiveness by understanding the business continuity programme.
- Recognize an incident or crisis.
- Alert incident or crisis responders (including emergency responders as appropriate).



- Escalate action to the incident or crisis management team.
- Respond appropriately to specific threats.
- Respond appropriately when evacuated from the site.

Competencies - Professional and Technical	
Behavioral Competencies	
Adaptability	Level 2
Communication	Level 2
Continuous Learning	Level 2
Teamwork	Level 3
Technical Competencies	
Defensive driving knowledge	Advanced
Language Proficiency knowledge (Arabic)	Intermediate
Language Proficiency knowledge (English)	Intermediate
MS Office (Excel, Word, PowerPoint, Visio, Outlook) Knowledge	Intermediate
Competencies – EHS	
Knowledge of basic environment health and safety requirements EHS corporate objectives awareness Awareness of EHS requirements in the QEHS management systems Have attended EHS awareness training (if applicable) Awareness of Environment Health Safety incident reporting	
Organizational Competencies	
Beginner <i>*Refer the Organizational Competencies Dictionary in SMSA GUIDE (Doc# 6244)</i>	
Decision Making	
Providing quotations to customers Revise quotation as per customer's demand	
Key Performance Indicators (KPIs)	
Abide by the goal setting forms (Individual KPI'S) of the current financial year	

**Qualification : Education and Experience**

- Diploma (Preferred specialization in their field of work) at least Two (2) years of relevant work experience, 2 years of which should be in Level-04 capacity, preferably in the same industry.
- or
- Certificate courses with over 3 years industry experience of which at least 2 years has been in Level-04 position
- or
- Certificate courses with over 4 years industry experience of which at least 2 years has been in Level-03 position

*Note: Industry Experience wherever its applicable

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Employee Name:

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Signature:	Date:



Security Officer - Security Management	
Job Title	Security Officer
Division	Quality and Risk Management Division
Department	Security Operations Department
Section	Security Management

Location	
Direct Reports	

Reports To	Safety and Security Supervisor
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External Relations	
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Internal Relations	
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Basic Function

Protecting company property in assigned Hub, Station, warehouses and other SMSA facility.

KEY Responsibilities

General

- Participate in providing security for the assigned location.
- Prevent unauthorized entry in the assigned location.
- Visitors control.
- Attend annual security training and pass the set examination attaining required pass mark.
- Security searches.
- Monitor physical alarm systems and fire protection.
- Security system monitoring not limited to CCTV, Alarm, Access, doors etc.
- Perform other ad hoc activities assigned by direct management.
- Follow company security protocols.
- Ensure effectiveness of safety equipment.
- Lost shipment
- Health & Safety check



- Ensure proper / standard procedure of garbage check
- Risk Assessments
- Inspecting and maintaining safety equipment

Security

- Security Shipment Scans.
- Check vehicles.
- Ensure all shipments travelling by Air are X-rayed.
- Assist in the investigation as required.
- Carryout investigations.
- Reporting a malfunction of security equipment and follow-up maintenance.

Safety Equipment

- Participating in safety inspection of facility looking for hazardous conditions & safety violations.
- Integrity, accuracy, and confidentiality of all information gained.
- Makes recommendation to correct safety hazards once identified

Reports

- Record and Reports acts of vandalism, theft, illegal entry and any other unauthorized or irregular activity to the Safety and Security Executive.

Business Continuity

- Attend and actively participate in all business continuity training and awareness programs.
- Understand the facility's business continuity plans and procedures.
- Act according to the emergency response procedures during drills and actual events.
- Report any observed risks or potential threats to the continuity of operations to the designated officer.
- Adhere to data protection policies to ensure the integrity and confidentiality of sensitive information.
- Acknowledge roles and responsibilities during an incident to ensure effectiveness by understanding the business continuity programme.
- Recognize an incident or crisis.
- Alert incident or crisis responders (including emergency responders as appropriate).
- Escalate action to the incident or crisis management team.
- Respond appropriately to specific threats.



- Respond appropriately when evacuated from the site.

Competencies - Professional and Technical	
Behavioral Competencies	
Adaptability	Level 2
Communication	Level 2
Decision Making	Level 2
Initiative	Level 2
Planning & Organizing	Level 2
Teamwork	Level 2
Technical Competencies	
Local Regulations Compliance Knowledge	Intermediate
Management of Health & Safety Knowledge	Intermediate
Security Monitoring & Inspections Knowledge	Intermediate
Competencies – EHS	
Knowledge of basic environment health and safety requirements EHS corporate objectives awareness Awareness of EHS requirements in the QEHS management systems Have attended EHS awareness training (if applicable) Awareness of Environment Health Safety incident reporting	
Organizational Competencies	
Beginner <i>*Refer the Organizational Competencies Dictionary in SMSA GUIDE (Doc# 6244)</i>	
Decision Making	
Key Performance Indicators (KPIs)	
Abide by the goal setting forms (Individual KPI'S) of the current financial year	

**Qualification : Education and Experience**

Diploma (Preferred specialization in their field of work) at least Two (2) years of relevant work experience, 2 years of which should be in Level-04 capacity, preferably in the same industry.

or

Certificate courses with over 3 years industry experience of which at least 2 years has been in Level-04 position

or

Certificate courses with over 4 years industry experience of which at least 2 years has been in Level-03 position

*Note: Industry Experience wherever its applicable

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Employee Name:

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Signature:	Date:



Operations Agent - Gateway Operations Processing	
Job Title	Operations Agent
Division	Transportation Operations Division
Department	Gateway and Clearance Department
Section	Gateway Operations Processing
Location	
Direct Reports	Handlers
Reports To	Supervisor - Gateway
External Relations	None
Internal Relations	Operations

Basic Function

Generating reports, collecting data, and all other administrative duties within station. Fully understand, drive and promote SMSA vision, culture and values.

KEY Responsibilities

Core

- Sort, scan, and manifest shipment for held, incomplete shipments.
- Perform Gateway In scans for inbound package when receiving shipment.
- Perform late receive scan for all late arriving shipments.
- Enter information in system.
- Perform Stat 66 (GTW – Release) scans for outbound shipments going to Hub.
- Perform a tally between station inbound package scan vs. packages in Van.
- Performing necessary versus reports to ensure all shipments passing through gateway are having appropriate scans.
- Passing rates on training exams
- Attending training
- Staff survey
- Lost, damage, dwell time shipments



- Screening of inbound shipments
- Maintain file register

EHS

- Participate in the departmental EHS system activities including hazard identification, safety awareness and procedures implementation, waste management, environmental aspects identification, and EHS audits
- Actively participates in the development and implementation of EHS objectives & programs
- Participates in the emergency response plan
- Actively participates in the EHS audits / inspections. Take a major role in incident reporting & investigation
- Participate in the paper and other recycling programs

Business Continuity

- Attend and actively participate in all business continuity training and awareness programs.
- Understand the facility's business continuity plans and procedures.
- Act according to the emergency response procedures during drills and actual events.
- Report any observed risks or potential threats to the continuity of operations to the designated officer.
- Adhere to data protection policies to ensure the integrity and confidentiality of sensitive information.
- Acknowledge roles and responsibilities during an incident to ensure effectiveness by understanding the business continuity programme.
- Recognize an incident or crisis.
- Alert incident or crisis responders (including emergency responders as appropriate).
- Escalate action to the incident or crisis management team.
- Respond appropriately to specific threats.
- Respond appropriately when evacuated from the site.

Competencies - Professional and Technical

Behavioral Competencies

Adaptability	Level 2
Communication	Level 2
Initiative	Level 3
Stress Management	Level 2



Teamwork	Level 2
Technical Competencies	
Dangerous Goods Knowledge	Beginner
Knowledge of customs procedure	Beginner
Language Proficiency knowledge (English)	Beginner
MS Office (Excel, Word, PowerPoint, Visio, Outlook) Knowledge	Beginner
SMSA System (CORE, ERP, SDM, SAM, INFINITY, SPOT, POS, Sibel, Courier application,	Intermediate
Competencies – EHS	
Knowledge of basic environment health and safety requirements EHS corporate objectives awareness Awareness of EHS requirements in the QEHS management systems Have attended EHS awareness training (if applicable) Awareness of Environment Health Safety incident reporting	
Organizational Competencies	
Beginner <i>*Refer the Organizational Competencies Dictionary in SMSA GUIDE (Doc# 6244)</i>	
Decision Making	
Key Performance Indicators (KPIs)	
Abide by the goal setting forms (Individual KPI'S) of the current financial year	
Qualification : Education and Experience	
●Diploma (Preferred specialization in their field of work) at least three (3) years of relevant work experience, 2 years of which should be in Level-02 capacity, preferably in the same industry. or ● High / Middle School Certificate or Technical Courses (Those in technical jobs must have appropriate certification in their respective trades) with over 1 year industry experience of which at least 2 years has been in Level-02 position or ●High / Middle School Certificate or Technical Courses (Those in technical jobs must have appropriate certification in their respective trades) with over 2 years industry experience of which at least 2 years has been in Level-01 position	
*Note: Industry Experience wherever its applicable	



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Employee Name:

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Management reserves the right to amend the Job description at any time without prior notice.

Signature:	Date:



Clearance Agent - Customs Operations Processing	
Job Title	Clearance Agent
Division	Transportation Operations Division
Department	Gateway and Clearance Department
Section	Customs Operations Processing

Location	Clearance points
Direct Reports	None

Reports To	Clearance Supervisor
External Relations	Customs
Internal Relations	Operations

Basic Function

Clearing shipments from customs efficiently. Fully understand, drive and promote SMSA vision, culture and values.



KEY Responsibilities

Core

- Translate Airway bills for custom processing of shipments.
- Prepare Bayan and deliver to bank for custom clearance of shipments.
- Ensure shipment is released as early as possible and leaves for the next destination.
- Maintain a good relationship with Government employees to ensure smooth flow of day-to-day activities.
- Store any custom confiscated shipment into a separate storing place within premises of the clearance check point.
- Inform clearance coordinator about the documents required to arrange clearance of confiscated shipment.
- Stay abreast with day-to-day rules and regulations of customs to ensure compliance.
- Scan compliance
- Main file register

EHS

- Coordinate and Participate in the departmental EHS system activities including hazard identification, safety awareness and procedures implementation, waste management, environmental aspects identification, and EHS audits
- Actively participates in the development and implementation of EHS objectives & programs
- Participates in the emergency response plan
- Actively participates in the EHS audits / inspections. Take a major role in incident reporting & investigation
- Coordinate and participate in the paper and other recycling programs

Business Continuity

- Attend and actively participate in all business continuity training and awareness programs.
- Understand the facility's business continuity plans and procedures.
- Act according to the emergency response procedures during drills and actual events.
- Report any observed risks or potential threats to the continuity of operations to the designated officer.
- Adhere to data protection policies to ensure the integrity and confidentiality of sensitive information.
- Acknowledge roles and responsibilities during an incident to ensure effectiveness by



understanding the business continuity programme.

- Recognize an incident or crisis.
- Alert incident or crisis responders (including emergency responders as appropriate).
- Escalate action to the incident or crisis management team.
- Respond appropriately to specific threats.
- Respond appropriately when evacuated from the site.

Competencies - Professional and Technical	
Behavioral Competencies	
Initiative	Level 3
Stress Management	Level 2
Technical Competencies	
Knowledge of customs procedure	Intermediate
Language Proficiency knowledge (Arabic)	Intermediate
Language Proficiency knowledge (English)	Beginner
MS Office (Excel, Word, PowerPoint, Visio, Outlook) Knowledge	Beginner
Competencies – EHS	
Knowledge of basic environment health and safety requirements EHS corporate objectives awareness Awareness of EHS requirements in the QEHS management systems Have attended EHS awareness training (if applicable) Awareness of Environment Health Safety incident reporting	
Organizational Competencies	
Beginner <i>*Refer the Organizational Competencies Dictionary in SMSA GUIDE (Doc# 6244)</i>	
Decision Making	
Key Performance Indicators (KPIs)	
Abide by the goal setting forms (Individual KPI'S) of the current financial year	

**Qualification : Education and Experience**

Diploma (Preferred specialization in their field of work) at least three (3) years of relevant work experience, 2 years of which should be in Level-02 capacity, preferably in the same industry.

or

- High / Middle School Certificate or Technical Courses

(Those in technical jobs must have appropriate certification in their respective trades) with over 1 years industry experience of which at least 2 years has been in Level-02 position

or

- High / Middle School Certificate or Technical Courses

(Those in technical jobs must have appropriate certification in their respective trades) with over 2 years industry experience of which at least 2 years has been in Level-01 position

*Note: Industry Experience wherever its applicable

Date Of Release

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Updated by:	Date:	Approved by:	Date:

Employee Name:

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Signature:	Date:



Clearance Coordinator - Gateway Operations Processing	
Job Title	Clearance Coordinator
Division	Transportation Operations Division
Department	Gateway and Clearance Department
Section	Gateway Operations Processing
Location	Clearance points
Direct Reports	None
Reports To	Clearance Supervisor
External Relations	Customer, Customs
Internal Relations	Operations

Basic Function

Clearing all shipments from customs and act as a point of contact with consignee to arrange the required documents or permissions to release the confiscated shipments. Fully understand, drive and promote SMSA vision, culture and values.

KEY Responsibilities

Core

- Coordinate and develop relationship with customs officer for smooth clearance.
- Proper storage of all confiscated shipments with proper codes.
- Complete scanning of held and cleared shipments on regular bases.
- Conduct proper communication and follow-up with international coordinator, line haul and other departments.
- Trace initiation for held shipments.
- Inform and follow up on consignee of the requirements needed for getting the confiscated shipments released from customs.
- Take care of RTS shipments within given deadline.
- Monitor all traces



- Ensure completion of reporting as per SMSA system
- Training & Pass marks
- Staff survey
- Lost/damage shipment
- Dwell time

EHS

- Coordinate and Participate in the departmental EHS system activities including hazard identification, safety awareness and procedures implementation, waste management, environmental aspects identification, and EHS audits
- Actively participates in the development and implementation of EHS objectives & programs
- Participates in the emergency response plan
- Actively participates in the EHS audits / inspections. Take a major role in incident reporting & investigation
- Coordinate and participate in the paper and other recycling programs

Business Continuity

- Attend and actively participate in all business continuity training and awareness programs.
- Understand the facility's business continuity plans and procedures.
- Act according to the emergency response procedures during drills and actual events.
- Report any observed risks or potential threats to the continuity of operations to the designated officer.
- Adhere to data protection policies to ensure the integrity and confidentiality of sensitive information.
- Acknowledge roles and responsibilities during an incident to ensure effectiveness by understanding the business continuity programme.
- Recognize an incident or crisis.
- Alert incident or crisis responders (including emergency responders as appropriate).
- Escalate action to the incident or crisis management team.
- Respond appropriately to specific threats.
- Respond appropriately when evacuated from the site.

Competencies - Professional and Technical

Behavioral Competencies

Initiative

Level 3



Stress Management	Level 2
Technical Competencies	
Knowledge of customs procedure	Intermediate
Language Proficiency knowledge (Arabic)	Intermediate
Language Proficiency knowledge (English)	Beginner
MS Office (Excel, Word, PowerPoint, Visio, Outlook) Knowledge	Beginner

Competencies – EHS
Knowledge of basic environment health and safety requirements EHS corporate objectives awareness Awareness of EHS requirements in the QEHS management systems Have attended EHS awareness training (if applicable) Awareness of Environment Health Safety incident reporting

Organizational Competencies
Beginner <i>*Refer the Organizational Competencies Dictionary in SMSA GUIDE (Doc# 6244)</i>

Decision Making

Key Performance Indicators (KPIs)
Abide by the goal setting forms (Individual KPI'S) of the current financial year

Qualification : Education and Experience
●Diploma (Preferred specialization in their field of work) at least Two (2) years of relevant work experience, 2 years of which should be in Level-04 capacity, preferably in the same industry. or ●Certificate courses with over 3 years industry experience of which at least 2 years has been in Level-04 position or ●Certificate courses with over 4 years industry experience of which at least 2 years has been in Level-03 position *Note: Industry Experience wherever its applicable

Date Of Release

Prepared By:	Reviewed by:	Approved by:	Endorsed by:
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Updated by:	Date:	Approved by:	Date:
Employee Name:			

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Signature:	Date:



Handler - Gateway Operations Processing			
Job Title	Handler		
Division	Transportation Operations Division		
Department	Gateway and Clearance Department		
Section	Gateway Operations Processing		
Location	Gateway/Station/Deferred/LM	Direct Reports	None
Reports To	Supervisor		
External Relations			
Internal Relations	Couriers Drivers		

Basic Function

Loading, offloading, sorting, scanning, packaging, loading, handling, and assisting in various activities within the assigned operational area. Fully understand, drive and promote SMSA vision, culture and values.

KEY Responsibilities

Core

- Provide logistics support by receiving shipment from drivers, offload shipment, and place



on ground.

- Wise sorting of the shipment.
- Place shipment on separate palates at Hub
- Move palates onto the assigned space of different locations within / stations.
- Load the shipments on SMSA truck for the respective areas, station, locations.
- Receive scan of shipment with priority / deferred courier employee number.
- Arrange all Airway bill with respect to locations.
- Prepare E-manifest per city/station for all respective Airway bills.
- Complete RFS Shipment forward scan with the city-wise scanner.
- Send outgoing shipment to the respective destination of delivery (station/city).
- Ensure no shipment remains left on the ground.
- Download tracker information on computer.
- Lost, damage ,incomplete shipments

EHS

- Participate in the departmental EHS system activities including hazard identification, safety awareness and procedures implementation, waste management, environmental aspects identification, and EHS audits
- Actively participates in the development and implementation of EHS objectives & programs
- Participates in the emergency response plan
- Actively participates in the EHS audits / inspections. Take a major role in incident reporting & investigation
- Participate in the paper and other recycling programs

Business Continuity

- Attend and actively participate in all business continuity training and awareness programs.
- Understand the facility's business continuity plans and procedures.
- Act according to the emergency response procedures during drills and actual events.
- Report any observed risks or potential threats to the continuity of operations to the designated officer.
- Adhere to data protection policies to ensure the integrity and confidentiality of sensitive information.
- Acknowledge roles and responsibilities during an incident to ensure effectiveness by understanding the business continuity programme.



- Recognize an incident or crisis.
- Alert incident or crisis responders (including emergency responders as appropriate).
- Escalate action to the incident or crisis management team.
- Respond appropriately to specific threats.
- Respond appropriately when evacuated from the site.

Competencies - Professional and Technical

Behavioral Competencies

Initiative	Level 2
Teamwork	Level 3

Technical Competencies

Language Proficiency knowledge (Arabic)	Beginner
Language Proficiency knowledge (English)	Beginner
Package Handling Knowledge	Intermediate

Competencies – EHS

Knowledge of basic environment health and safety requirements
 EHS corporate objectives awareness
 Awareness of EHS requirements in the QEHS management systems
 Have attended EHS awareness training (if applicable)
 Awareness of Environment Health Safety incident reporting

Organizational Competencies

Beginner

**Refer the Organizational Competencies Dictionary in SMSA GUIDE (Doc# 6244)*

Decision Making

Key Performance Indicators (KPIs)

Abide by the goal setting forms (Individual KPI'S) of the current financial year

Qualification: Education and Experience

High / Middle School Certificate or Technical Courses, must have appropriate certification in their respective field or 1 year experience in their field .

Date Of Release



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Employee Name:			

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Signature:	Date:



Transit Coordinator - Gateway Operations Processing	
Job Title	Transit Coordinator
Division	Transportation Operations Division
Department	Gateway and Clearance Department
Section	Gateway Operations Processing
Location	Clearance/Transit Points
Direct Reports	None
Reports To	Clearance Supervisor
External Relations	Customer Customs
Internal Relations	Operations

Basic Function

Responsible for planning, monitoring, and maintaining accurate reports for the transit shipments. Fully understand, drive and promote SMSA vision, culture and values.

KEY Responsibilities



Core

- Coordinate and develop relationship with customs officer for smooth transit.
- Complete scanning of held and cleared for transit shipments on regular bases.
- Conduct proper communication and follow-up with international coordinator, line haul and other departments.
- Ensure completion of reports as per SMSA system

EHS

- Coordinate and Participate in the departmental EHS system activities including hazard identification, safety awareness and procedures implementation, waste management, environmental aspects identification, and EHS audits
- Actively participates in the development and implementation of EHS objectives & programs
- Participates in the emergency response plan
- Actively participates in the EHS audits / inspections. Take a major role in incident reporting & investigation
- Coordinate and participate in the paper and other recycling programs

Business Continuity

- Attend and actively participate in all business continuity training and awareness programs.
- Understand the facility's business continuity plans and procedures.
- Act according to the emergency response procedures during drills and actual events.
- Report any observed risks or potential threats to the continuity of operations to the designated officer.
- Adhere to data protection policies to ensure the integrity and confidentiality of sensitive information.
- Acknowledge roles and responsibilities during an incident to ensure effectiveness by understanding the business continuity programme.
- Recognize an incident or crisis.
- Alert incident or crisis responders (including emergency responders as appropriate).
- Escalate action to the incident or crisis management team.
- Respond appropriately to specific threats.
- Respond appropriately when evacuated from the site.

Competencies - Professional and Technical

Behavioral Competencies



Communication	Level 3
Influence	Level 2
Initiative	Level 2
Planning & Organizing	Level 3
Teamwork	Level 2
Technical Competencies	
Knowledge of customs procedure	Intermediate
Language Proficiency knowledge (English)	Intermediate
Local Regulations Compliance Knowledge	Beginner
MS Office (Excel, Word, PowerPoint, Visio, Outlook) Knowledge	Intermediate
SMSA System (CORE, ERP, SDM, SAM, INFINITY, SPOT, POS, Sibel, Courier application,	Advanced
Competencies – EHS	
Knowledge of basic environment health and safety requirements EHS corporate objectives awareness Awareness of EHS requirements in the QEHS management systems Have attended EHS awareness training (if applicable) Awareness of Environment Health Safety incident reporting	
Organizational Competencies	
Beginner <i>*Refer the Organizational Competencies Dictionary in SMSA GUIDE (Doc# 6244)</i>	
Decision Making	
Key Performance Indicators (KPIs)	
Abide by the goal setting forms (Individual KPI'S) of the current financial year	



Qualification : Education and Experience

Diploma (Preferred specialization in their field of work) at least Two (2) years of relevant work experience, 2 years of which should be in Level-04 capacity, preferably in the same industry.

or

Certificate courses with over 3 years industry experience of which at least 2 years has been in Level-04 position

or

Certificate courses with over 4 years industry experience of which at least 2 years has been in Level-03 position

*Note: Industry Experience wherever its applicable

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Employee Name:

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Signature:	Date:

4.2 Training Curriculum

The training curriculum outlines the training courses that are available for implementation including the associated learning objectives, delivery methods, duration and course owners. The training curriculum is designed to be an overall reference for the internal modules / courses being conducted by the training team, in order to achieve the different objectives identified per course. It outlines the corresponding modules reflecting the different departments concerned with such trainings with different category of courses. The training curriculum is documented under [Doc num 3593](#) on SMSA GUIDE.



Department – Course:

Training Curriculum (Doc 3593)

S/N	Division / Department	Pre-requisite Course	Basic Courses	Advanced Courses
1	Operations	• NHO (New Hire Orientation)	• SMSA Ground Operations and Services • Customer Service Excellence (Basic – Level 1&2) • SMSA Process Training • Defensive Driving • Complaint Handling Procedure & Quality Awareness • SMSA Security Awareness	• Customer Service Excellence – Advanced & Intermediate • Suspicious Package Awareness • CORE System Training (for certain individuals) • EHS (Environment, Health, & Safety) Awareness • FCPA (Foreign Corrupt Practices Act) Training • Forklift Safety & Operations Training (for certain individuals) • Forklift Annual Refresher (for certain individuals) • Management Skills training for Operations Managers (MST) • Dangerous Goods Regulations Training - Personnel Responsible for Preparing Dangerous Goods Consignments - Function 7.1 • Dangerous Goods Regulations Training - Personnel Responsible for Processing or Accepting Goods Presented as General Cargo - Function 7.2 • Dangerous Goods Regulations Training - Personnel Responsible for Processing or Accepting Dangerous Goods Consignments - Function 7.3 • Dangerous Goods Regulations Training - Personnel Responsible for Handling Cargo in a Warehouse, Loading & Unloading Unit Load Devices & Loading & Unloading Aircraft Cargo Compartments - Function 7.4 • Dangerous Goods Regulations Training - Personnel Responsible for the Screening of Passengers and



				Crew and their Baggage, Cargo, Mail - Function 7.10
2	Logistics	• NHO (New Hire Orientation)	• Logistic Training • Customer Service Excellence (Basic – Level 1&2) • SMSA Process Training • Defensive Driving • Complaint Handling Procedure & Quality Awareness • SMSA Security Awareness	• Customer Service Excellence – Advanced & Intermediate • Suspicious Package Awareness • CORE System Training (for certain individuals) • EHS (Environment, Health, & Safety) Awareness • FCPA (Foreign Corrupt Practices Act) Training • Forklift Safety & Operations Training (for certain individuals) • Forklift Annual Refresher (for certain individuals) • Fire Safety Awareness Training • Logistics & Order Fulfillment Operations (LOG) • Management Skills training for Operations Managers (MST) • Dangerous Goods Regulations Training - Personnel Responsible for Processing or Accepting Goods Presented as General Cargo - Function 7.2 • Dangerous Goods Regulations Training - Personnel Responsible for Handling Cargo in a Warehouse, Loading & Unloading Unit Load Devices & Loading & Unloading Aircraft Cargo Compartments - Function 7.4



3	Service Center	• NHO (New Hire Orientation)	• SMSA Ground Operations and Services • Customer Service Excellence (Basic – Level 1&2) • SMSA Process Training • POS (Point-of-Sale) System Training • CORE System Training • Complaint Handling Procedure & Quality Awareness • SMSA Security Awareness	• Customer Service Excellence – Advanced & Intermediate • Suspicious Package Awareness • EHS (Environment, Health, & Safety) Awareness • FCPA (Foreign Corrupt Practices Act) Training • Effective Selling Skills • Dangerous Goods Regulations Training - Personnel Responsible for Processing or Accepting Goods Presented as General Cargo - Function 7.2 • Dangerous Goods Regulations Training - Personnel Responsible for Handling Cargo in a Warehouse, Loading & Unloading Unit Load Devices & Loading & Unloading Aircraft Cargo Compartments - Function 7.4
4	MRM (Mail Room Management)	• NHO (New Hire Orientation)	• SMSA Ground Operations and Services • Customer Service Excellence (Basic – Level 1&2) • SMSA Process Training • Complaint Handling Procedure & Quality Awareness • SMSA Security Awareness	• Customer Service Excellence – Advanced & Intermediate • Suspicious Package Awareness • EHS (Environment, Health, & Safety) Awareness • FCPA (Foreign Corrupt Practices Act) Training • Defensive Driving Training (for certain individuals) • SMSA Dry Ice Awareness Project (DRY) • Management Skills training for Operations Managers (MST) • Dangerous Goods Regulations Training - Personnel Responsible for Processing or Accepting Goods Presented as General Cargo - Function 7.2 • Dangerous Goods Regulations Training - Personnel Responsible for Handling Cargo in a Warehouse, Loading & Unloading Unit Load Devices & Loading & Unloading Aircraft Cargo Compartments - Function 7.4

5	SP (Special Project) – Ministry of Health	• NHO (New Hire Orientation)	• Best Practices in MOH Project Operations • Customer Service Excellence (Basic – Level 1&2) • SMSA Process Training • Defensive Driving • Complaint Handling Procedure & Quality Awareness • SMSA Security Awareness	• Customer Service Excellence – Advanced & Intermediate • Suspicious Package Awareness • EHS (Environment, Health, & Safety) Awareness • FCPA (Foreign Corrupt Practices) • Dangerous Goods Regulations Training - Personnel Responsible for Processing or Accepting Goods Presented as General Cargo - Function 7.2 • Dangerous Goods Regulations Training - Personnel Responsible for Handling Cargo in a Warehouse, Loading & Unloading Unit Load Devices & Loading & Unloading Aircraft Cargo Compartments - Function 7.4
6	SDC (Special Distribution Channel)	• NHO (New Hire Orientation)	• SMSA Ground Operations and Services • Customer Service Excellence (Basic – Level 1&2) • Defensive Driving Training • SMSA Process Training • Complaint Handling Procedure & Quality Awareness • SMSA Security Awareness	• Customer Service Excellence – Advanced & Intermediate • Suspicious Package Awareness • CORE System Training (for certain individuals) • EHS (Environment, Health, & Safety) Awareness • FCPA (Foreign Corrupt Practices Act) Training • Dangerous Goods Regulations Training - Personnel Responsible for Processing or Accepting Goods Presented as General Cargo - Function 7.2 • Dangerous Goods Regulations Training - Personnel Responsible for Handling Cargo in a Warehouse, Loading & Unloading Unit Load Devices & Loading & Unloading Aircraft Cargo Compartments - Function 7.4
7	CSD (Customer Service Department)	• NHO (New Hire Orientation)	• SMSA Ground Operations and Services • Customer Service Excellence (Basic – Level 1&2) • SMSA Process Training • CORE System Training	• Customer Service Excellence – Advanced & Intermediate • Suspicious Package Awareness • EHS (Environment, Health, & Safety) Awareness • FCPA (Foreign Corrupt Practices Act) Training

			● Complaint Handling Procedure & Quality Awareness ● SMSA Security Awareness	● SMSA Dry Ice Awareness Project (DRY) ● Dangerous Goods Regulations Training - Personnel Responsible for Processing or Accepting Goods Presented as General Cargo - Function 7.2
8	Supervisors & Middle Managers	● NHO (New Hire Orientation)	● PAS (Performance Appraisal System) Training ● Supervisory Skills Training ● Time Management Training ● Excerpts of ISO 9001:2015 Workshop ● Complaint Handling Procedure & Quality Awareness ● Coaching & Mentoring ● Middle Management Courses: E-learning (non-classroom) ● Customer Service Excellence – Advanced & Intermediate ● SMSA Security Awareness	● PAS (Performance Appraisal System) Refresher <i>*** Advanced Modules relevant to their roles, and as per need/request for external trainings (E.G. DGR Certification, Supply Chain Management Trainings, etc.)</i> ● Dangerous Goods Regulations Training - Personnel Responsible for Preparing Dangerous Goods Consignments - Function 7.1 ● Dangerous Goods Regulations Training - Personnel Responsible for Processing or Accepting Goods Presented as General Cargo - Function 7.2 ● Dangerous Goods Regulations Training - Personnel Responsible for Processing or Accepting Dangerous Goods Consignments - Function 7.3 ● Dangerous Goods Regulations Training - Personnel Responsible for Handling Cargo in a Warehouse, Loading & Unloading Unit Load Devices & Loading & Unloading Aircraft Cargo Compartments - Function 7.4 ● Dangerous Goods Regulations Training - Personnel Responsible for the Screening of Passengers and Crew and their Baggage, Cargo, Mail - Function 7.10
9	Freight Department	● NHO (New Hire Orientation)	● SMSA Ground Operations and Services ● Customer Service Excellence (Basic – Level 1&2)	● Customer Service Excellence – Advanced & Intermediate ● Selling Skills Training ● CORE System Training



			• SMSA Process Training • Suspicious Package Awareness • Defensive Driving Training • EHS (Environment, Health & Safety) Awareness • SMSA Security Awareness	• <i>QRM Related Trainings:</i> • SMSA GUIDE System Awareness • Fire Safety Awareness • ISO Awareness • CAPA Training • Dangerous Goods Regulations Training - Personnel Responsible for Processing or Accepting Goods Presented as General Cargo - Function 7.2
10	Sales Department	• NHO (New Hire Orientation)	• Effective Selling Skills • SMSA Ground Operations and Services • Customer Service Excellence (Basic – Level 1&2) • SMSA Process Training • SMSA Security Awareness	• Customer Service Excellence – Advanced & Intermediate • Suspicious Package Awareness • CORE System Training (for certain individuals) • EHS (Environment, Health, & Safety) Awareness • FCPA (Foreign Corrupt Practices Act) Training • Defensive Driving • Logistics & Order Fulfillment Operations (LOG) • SMSA Dry Ice Awareness Project (DRY) • Dangerous Goods Regulations Training - Personnel Responsible for Processing or Accepting Goods Presented as General Cargo - Function 7.2
11	EOPS-ECOM	• NHO (New Hire Orientation)	• SMSA Ground Operations and Services • Customer Service Excellence (Basic – Level 1&2) • SMSA Process Training • Defensive Driving • Complaint Handling Procedure & Quality Awareness • SMSA Security Awareness	• Customer Service Excellence – Advanced & Intermediate • Suspicious Package Awareness • CORE System Training (for certain individuals) • EHS (Environment, Health, & Safety) Awareness • FCPA (Foreign Corrupt Practices Act) Training • Forklift Safety & Operations Training (for certain individuals) • Forklift Annual Refresher (for certain individuals) • Management Skills training for Operations Managers (MST)



				● Dangerous Goods Regulations Training - Personnel Responsible for Processing or Accepting Goods Presented as General Cargo - Function 7.2 ● Dangerous Goods Regulations Training - Personnel Responsible for Handling Cargo in a Warehouse, Loading & Unloading Unit Load Devices & Loading & Unloading Aircraft Cargo Compartments - Function 7.4
12	General Staff	● NHO (New Hire Orientation)	*** Any of the Basic Modules that is relevant to their roles or the equivalent E-learning modules	*** Required completion of E-learning modules, any Advanced Modules relevant to their roles, and as per need/request for external trainings

Timeframe for Completion of Courses:

- **Prerequisite** – 80% of New Hires should complete this before joining the business. The remaining balance of new hires (20% or less), who have not undergone this program, should complete the module within **3 months** after the joining date.

A New Hire Orientation Online Course will serve as an equivalent for the Classroom training, assigned to New Hire Employees via SMSA LMS.

- **Basic** – should be completed within **6 months** of the joining date, and for exceptional circumstances, within **12 months** of the joining date. Written communication (email or hard copy) should be sent by the Department Manager, to provide the information for such a circumstance.

A minimum of **2 courses** per month should be completed for the E-learning Middle Management Courses.

- **Advanced** - should be completed within **12 months** of the joining date, and for exceptional circumstances, within **18 months** of the joining date. Written communication (email or hard copy) should be sent by the Department Manager, to provide the information for such a circumstance.

** For Dangerous Goods Training, all relevant personnel must be immediately trained before performing their functions, whether new or existing employees.*

NOTE: In order to proceed to the next category of modules, completion of the previous category is required. **Prerequisite** courses needed before participating in **Basic Courses**. In the same way, **ALL Basic Courses** should have been completed before proceeding to the **Advanced Courses**.

(Refer to Training Policy for further details)

Course – Target Participants:

S/N	Course Code	Training Courses	Course Objectives	Target Participants			Delivery Method	Duration (Hours)
				Prerequisite	Basic	Advanced		
1	NHO	New Hire Orientation (Welcome to SMSA)	- To give New Hire Employees an introduction about SMSA as an organization, it's history, Vision, Mission, & Core Values, Quality Policy, Leadership, etc. - So that New Hire Employees will have an overview of the SMSA Services, Different Departments & Basic Processes that involve our customers. - To provide New Hire Employees Quality & Risk Management Awareness, Quality Management System, Policies & Procedures, etc.	Minimum 80% of all New Joiners	N/A	N/A	Online (SMS A Learning Management System)	Online Self-paced (to be completed within 3 months upon activation)
2	SGO	SMSA Ground Operations and Services	- To make participants more familiar with the SMSA Packaging & specifications & SMSA Services, its details & pricing. - To learn about the AWB (Automated & Manual) recognition of information & completion for the Manual version, Insurance & Indemnity Forms, Items of High Value/Extraordinary	N/A	SSC Positions: Service Center Executive, Service Center Floater, Clearance Coordinator OPS Positions: Courier, Clerk, UTL – Agent, Export Coordinator, Clearance Coordinator, Heavy Duty Driver, Operations Agent, Project Coordinator EOPS Positions: Courier (LMX), Operations Agent,	Employees of - Core Business & other Departments as requested by Dept Mgr.	Classroom	12

			y Items & High Value Shipment Handling. • To be familiar with the use of the Service Reference SMSA GUIDE & its details. • To know about the different Customs Paperwork information & requirements. • To learn about Proper Packaging inspection & SMSA Guidelines.		SDC Positions: Courier, Clerk, UTL – Agent MRM Positions: Courier, Clerk, Project Coordinator CSD Positions: Contact Center Agent, Call Back Agent, Agent on Floor, Customer Care Agent SFD Positions: Account Executive, Account Manager, Clearance Coordinator, Clearance Specialist, Driver, Export Coordinator, Heavy Duty Driver, Key Account Executive, National Administrator, Operations Agent, Operations Executive – Import, Regional Manager SD Positions: Account Executive, Account Manager, Territory Manager			
3	CSB12	Customer Service Excellence – Basic – Level 1&2	• To gain information regarding basic customer service about the company, our employees, & our customers. • To understand Customer Service Basics such as the Customer Service Cycle, Customer's Wants & requirements, Reactive vs.	N/A	SSC Positions: Service Center Executive, Service Center Floater, Clearance Coordinator OPS Positions: Courier, Clerk, UTL – Agent, Export Coordinator, Clearance Coordinator, Heavy Duty Driver, Operations Agent, Project Coordinator EOPS Positions:	Employees of - Core Business & other Departments as requested by Dept Mgr.	Classroom	12

			Proactive Service, Moments of Truth, etc. • To learn and improve participants Telephone Skills & Etiquette.		Courier (LMX), Operations Agent, SDC Positions: Courier, Clerk, UTL – Agent MRM Positions: Courier, Clerk, Project Coordinator CSD Positions: Contact Center Agent, Call Back Agent, Agent on Floor, Customer Care Agent SFD Positions: Account Executive, Account Manager, Clearance Coordinator, Clearance Specialist, Driver, Export Coordinator, Heavy Duty Driver, Key Account Executive, National Administrator, Operations Agent, Operations Executive – Import, Regional Manager SD Positions: Account Executive, Account Manager, Territory Manager LOG Positions: Clerk, Heavy Duty Driver, Operations Agent, Driver SP-MOH Positions: Courier, Clerk			
4	CSI	Customer Service Excellence - Intermediate	• To know about customer's energies & break down problems to present solutions. • To learn how to perform Problem analysis using the	N/A	All Supervisory/Middle Management level employees	Employees of Core Business & other Departments as requested by Dept Mgr.	Classroom	16

			Fishbone Analysis & Force Field Technique. • To understand how to Inspire Trust & Team Development Stages. • To learn and accept one's role via the Belbin's Team Roles.					
5	CSA	Customer Service Excellence - Advanced	• To learn more on how to deal with the Types of Difficult Customers based on Personality. • To know about the 7 Difficult Customer Personality Types. • To learn about Conflict Resolution & the Thomas-Killman Conflict Mode Instrument. • To understand Emotional Intelligence and Competence. • To know about the Three Levels of Service Encounters.	N/A	All Supervisory/Middle Management level employees	Employees of Core Business & other Departments as requested by Dept Mgr.	Classroom	16
6	COR	CORE System Training	• To understand better the different CORE System functionalities (Accessing, Administration, Operations, etc.) • To learn more about scans and provide information about tracking shipments. • To be able to demonstrate how to effectively use the CORE system depending on	N/A	SSC Positions: Service Center Executive, Service Center Floater, Clearance Coordinator SDC Positions: Courier, Clerk, UTL – Agent CSD Positions: Contact Center Agent, Call Back Agent, Agent on Floor, Customer Care Agent	OPS Positions: Courier, Clerk, UTL – Agent, Export Coordinator, Clearance Coordinator, Heavy Duty Driver, Operations Agent, Project Coordinator LOG Positions: Clerk, Operations Agent SDC Positions:	Classroom	8

			scenarios presented.			Courier, Clerk, UTL – Agent SFD Positions: Account Executive, Account Manager, Clearance Coordinator, Clearance Specialist, Driver, Export Coordinator, Heavy Duty Driver, Key Account Executive, National Administrator, Operations Agent, Operations Executive – Import, Regional Manager SD Positions: Account Executive, Account Manager, Territory Manager & Employees of - Core Business Departments as requested by direct Mgr.		
7	DGR-7.1	Dangerous Goods Regulations Training - Personnel Responsible for Preparing Dangerous Goods Consignments - Function 7.1	• To learn how to thoroughly utilize the IATA Dangerous Goods Regulations Manual (DGR). • To know more about the different classes of Dangerous Goods. • To understand the procedures in preparing Dangerous Goods. • To have a thorough understanding of	N/A	N/A	OPS Positions: Clerk, UTL – Agent, Export Coordinator, BDE Operations & Employees of - Core Business Departments as requested by direct Mgr.	Classroom	24

			the documentation needed in Dangerous Goods. • To learn about emergency procedures with in relation to Dangerous Goods.					
8	DGR-7.2	Dangerous Goods Regulations Training - Personnel Responsible for Processing or Accepting Goods Presented as General Cargo - Function 7.2	• To be familiar about Dangerous Goods. • To know more regarding Shipper's and Operator's responsibilities. • To understand the Dangerous Goods presented as General Cargo. • To learn about emergency response procedures in relation to Dangerous Goods..	N/A	N/A	SSC Positions: Service Center Executive, Service Center Floater, Clearance Coordinator OPS Positions: Courier, Clerk, UTL – Agent, Export Coordinator, Clearance Coordinator, Heavy Duty Driver, Operations Agent, Project Coordinator EOPS Positions: Courier (LMX), Operations Agent, SDC Positions: Courier, Clerk, UTL – Agent MRM Positions: Courier, Clerk, Project Coordinator CSD Positions: Contact Center Agent, Call Back Agent, Agent on Floor, Customer Care Agent SFD Positions: Account Executive, Account Manager, Clearance Coordinator, Clearance Specialist, Driver, Export Coordinator,	Classroom	8

						Heavy Duty Driver, Key Account Executive, National Administrator, Operations Agent, Operations Executive – Import, Regional Manager SD Positions: Account Executive, Account Manager, Territory Manager LOG Positions: Clerk, Heavy Duty Driver, Operations Agent, Driver SP-MOH Positions: Courier, Clerk & Employees of - Core Business Departments as requested by direct Mgr.		
9	DGR-7.3	Dangerous Goods Regulations Training - Personnel Responsible for Processing or Accepting Dangerous Goods Consignments - Function 7.3	• To learn how to thoroughly utilize the IATA Dangerous Goods Regulations Manual (DGR). • To know more about the different classes of Dangerous Goods. • To understand the procedures in accepting/processing Dangerous Goods. • To have a thorough understanding of the documentation needed in Dangerous Goods. • To learn about emergency	N/A	N/A	OPS Positions: Export Coordinator, Clearance Coordinator, Operations Agent, OPS Supervisors/Managers BDE Operations & Employees of - Core Business Departments as requested by direct Mgr.	Classroom	32

			procedures with in relation to Dangerous Goods.					
10	DGR-7.4	Dangerous Goods Regulations Training - Personnel Responsible for Handling Cargo in a Warehouse, Loading & Unloading Unit Load Devices & Loading & Unloading Aircraft Cargo Compartments - Function 7.4	• To know the basics of Dangerous Goods • To identify roles and responsibilities. • To know more about classification & hazard communication • To understand cargo pre-loading • To learn about emergency response procedures in relation to Dangerous Goods.	N/A	N/A	SSC Positions: Service Center Executive, Service Center Floater, Clearance Coordinator OPS Positions: Courier, Clerk, UTL – Agent, Export Coordinator, Clearance Coordinator, Heavy Duty Driver, Operations Agent, Project Coordinator EOPS Positions: Courier (LMX), Operations Agent, SDC Positions: Courier, Clerk, UTL – Agent MRM Positions: Courier, Clerk, Project Coordinator CSD Positions: Contact Center Agent, Call Back Agent, Agent on Floor, Customer Care Agent SFD Positions: Account Executive, Account Manager,	Classroom	8

						Clearance Coordinator, Clearance Specialist, Driver, Export Coordinator, Heavy Duty Driver, Key Account Executive, National Administrator, Operations Agent, Operations Executive – Import, Regional Manager SD Positions: Account Executive, Account Manager, Territory Manager LOG Positions: Clerk, Heavy Duty Driver, Operations Agent, Driver SP-MOH Positions: Courier, Clerk & Employees of - Core Business Departments as requested by direct Mgr.		
11	DGR-7.10	Dangerous Goods Regulations Training - Personnel Responsible for the Screening of Passengers and Crew and their Baggage, Cargo, Mail - Function 7.10	• To identify and know what are Dangerous Goods. • To know more regarding Shipper's and Operator's responsibilities. • To understand about classification and packaging in Dangerous Goods. • To know more about Processing/Accepting Cargo.	N/A	N/A	QRM Positions: Safety Security Executive, Security Officer & Employees of - Core Business Departments as requested by direct Mgr.	Classroom	8

			To learn about emergency response procedures in relation to Dangerous Goods.					
12	SUS	Suspicious Packages Awareness	- To educate and raise Awareness to all staff involved in mail and package handling as there is safety & security risk associated with it. - To recognize Suspicious Packages & perform the necessary steps. - To know one's Responsibility regarding suspicious packages. - To learn what Emergency actions for suspicious packages.	N/A	SFD Positions: Account Executive, Account Manager, Clearance Coordinator, Clearance Specialist, Driver, Export Coordinator, Heavy Duty Driver, Key Account Executive, National Administrator, Operations Agent, Operations Executive – Import, Regional Manager	SSC Positions: Service Center Executive, Service Center Floater, Clearance Coordinator OPS Positions: Courier, Clerk, UTL – Agent, Export Coordinator, Clearance Coordinator, Heavy Duty Driver, Operations Agent, Project Coordinator EOPS Positions: Courier (LMX), Operations Agent, SDC Positions: Courier, Clerk, UTL – Agent MRM Positions: Courier, Clerk, Project Coordinator CSD Positions: Contact Center Agent, Call Back Agent, Agent on Floor, Customer Care Agent SD Positions: Account Executive, Account Manager,	Online (SMS A Learning Management System)	Online Self-paced (to be completed within 3 months upon user activation)

						Territory Manager LOG Positions: Clerk, Heavy Duty Driver, Operations Agent, Driver SP-MOH Positions: Courier, Clerk & Employees of - Core Business Departments as requested by direct Mgr.		
13	PRO	SMSA Processes Training	• To gain more familiarity with the use of the SMSA GUIDE system in accessing CORE Department specific processes, Forms, Work Instructions & Policies. • To understand in greater detail the CORE Processes of Operations, SDC, Service Center, CSD MRM Departments. • To be able to demonstrate self-navigation and explanation of specific CORE department processes.		SSC Positions: Service Center Executive, Service Center Floater, Clearance Coordinator OPS Positions: Courier, Clerk, UTL – Agent, Export Coordinator, Clearance Coordinator, Heavy Duty Driver, Operations Agent, Project Coordinator EOPS Positions: Courier (LMX), Operations Agent, SDC Positions: Courier, Clerk, UTL – Agent MRM Positions: Courier, Clerk, Project Coordinator CSD Positions: Contact Center Agent, Call Back Agent, Agent on Floor, Customer Care Agent SFD Positions: Account Executive, Account Manager, Clearance Coordinator, Clearance Specialist, Driver, Export	Employees of - Core Business Departments as requested by direct Mgr.	Classroom	8

					Coordinator, Heavy Duty Driver, Key Account Executive, National Administrator, Operations Agent, Operations Executive – Import, Regional Manager SD Positions: Account Executive, Account Manager, Territory Manager LOG Positions: Clerk, Heavy Duty Driver, Operations Agent, Driver SP-MOH Positions: Courier, Clerk			
14	EHS	Environment, Health & Safety Awareness	- To provide Environmental and Occupational Health & Safety Training to persons working for, or on behalf of SMSA Express awareness of: - To raise awareness of the Importance of conformance with the EHS Policy & Procedures, regulatory & other requirements, and with the requirements of the EHS management system; - Conformance - To learn the significant Environmental Impacts, actual or potential of their work activities and the environmental	N/A	SFD Positions: Account Executive, Account Manager, Clearance Coordinator, Clearance Specialist, Driver, Export Coordinator, Heavy Duty Driver, Key Account Executive, National Administrator, Operations Agent, Operations Executive – Import, Regional Manager	SSC Positions: Service Center Executive, Service Center Floater, Clearance Coordinator OPS Positions: Courier, Clerk, UTL – Agent, Export Coordinator, Clearance Coordinator, Heavy Duty Driver, Operations Agent, Project Coordinator EOPS Positions: Courier (LMX), Operations Agent, SDC Positions: Courier, Clerk, UTL – Agent MRM Positions: Courier, Clerk, Project Coordinator CSD Positions: Contact Center	Online (SMSA Learning Management System)	Online Self-paced (to be completed within 3 months upon user activation)

			benefits of improved personal performance; Impact.			Agent, Call Back Agent, Agent on Floor, Customer Care Agent SD Positions: Account Executive, Account Manager, Territory Manager LOG Positions: Clerk, Heavy Duty Driver, Operations Agent, Driver SP-MOH Positions: Courier, Clerk & Employees of - Core Business Departments as requested by direct Mgr.		
15	FCPA	Foreign Corrupt Practices Act Training	• To know what is the Foreign Corrupt Practices Act (FCPA) and its details. • To learn how it is applicable to a SMSA employee's role. • To learn avoidance of violating the FCPA.	N/A	N/A	SSC Positions: Service Center Executive, Service Center Floater, Clearance Coordinator OPS Positions: Courier, Clerk, UTL – Agent, Export Coordinator, Clearance Coordinator, Heavy Duty Driver, Operations Agent, Project Coordinator EOPS Positions: Courier (LMX), Operations Agent, SDC Positions: Courier, Clerk, UTL – Agent MRM Positions: Courier, Clerk, Project Coordinator	Classroom	4

						CSD Positions: Contact Center Agent, Call Back Agent, Agent on Floor, Customer Care Agent SD Positions: Account Executive, Account Manager, Territory Manager LOG Positions: Clerk, Heavy Duty Driver, Operations Agent, Driver SP-MOH Positions: Courier, Clerk & Employees of - Core Business Departments as requested by direct Mgr.		
16	DDT	Defensive Driving Training	• To understand the meaning of Defensive Driving. • To learn the factors that contributes to Defensive Driving. • To be gain familiarization with Saudi Arabia Traffic Rules (or IBU country).		OPS Positions: Courier, Clerk, UTL – Agent, Export Coordinator, Clearance Coordinator, Heavy Duty Driver, Operations Agent, Project Coordinator LOG Positions: Clerk, Heavy Duty Driver, Operations Agent, Driver SP-MOH Positions: Courier, Clerk SDC Positions: Courier, Clerk, UTL – Agent SFD Positions: Account Executive, Account Manager, Clearance Coordinator, Clearance Specialist, Driver, Export Coordinator,	MRM Positions: Courier, Clerk, Project Coordinator SD Positions: Account Executive, Account Manager, Territory Manager & Employees Driving Company Vehicles	Online Self-paced (to be completed within 3 months upon user activation)	

					Heavy Duty Driver, Key Account Executive, National Administrator, Operations Agent, Operations Executive – Import, Regional Manager EOPS Positions: Courier (LMX), Operations Agent,			
17	POS	Point of Sale Training	• To learn how to access and operate the Point of Sale System (POS). • To know how to perform different transactions using the Point of Sale System (Shipper/Consignee & Package Information, Service Selection & Pricing, Thermal AWB completion, Application of Scans, etc.) • To learn how to use the various peripherals associated with the Point of Sale System (Scanner, Thermal Printer, MADA Debit/Credit Card Machine, Receipt Printer, etc.)	N/A	SSC Positions: Service Center Executive, Service Center Floater, Clearance Coordinator	N/A	Classr oom	4

18	ESS	Effective Selling Skills	• To understand the various concepts behind Selling Skills. • To give participants the basic skills of the Sales Process. • To develop self confidence in selling & cross-selling SMSA Products/Services.	N/A	SD Positions: Account Executive, Account Manager, Territory Manager	SSC Positions: Service Center Executive, Service Center Floater, Clearance Coordinator SFD Positions: Account Executive, Account Manager, , Key Account Executive, Regional Manager & Employees of - Core Business Departments as requested by direct Mgr.	Classroom	12
19	FOR	Forklift Safety & Operations Training	• To gain more familiarity with the different Forklift Types & various components. • To know how to perform a Pre/Post Trip Forklift Inspection. • To learn Proper Safety Operations when using a Forklift.	N/A	OPS Positions: Forklift Operator, Handler, Senior Handler, Couriers, Heavy Duty Drivers LOG Positions: Forklift Operator, Handler, Clerk EOPS Positions: Courier (LMX), Operations Agent (above positions required for only those who must operate the Forklift as part of their job)	Employees of other Core Business Departments as requested by Dept Mgr.	Classroom	8
20	SUP	Supervisory Skills Training	• To learn the various concepts on for supervision and leadership. • To relate the supervisory concepts to an employee's tasks. • To add to or improve already existing supervisory skills previously learned.	N/A	All Supervisory/Middle Management level employees	Employees of Core Business & other Departments as requested by Dept Mgr.	Classroom	8

21	TMT	Time Management Training	• To know how to Overcome Procrastination. • To learn how to Organize your workplace. • To learn how to Plan and Prioritize.	N/A	All Supervisory/Middle Management level employees	Employees of Core Business & other Departments as requested by Dept Mgr.	Classroom	8
22	OHL	Operations Training for Healthcare-Logistics	• To learn about the Special Operating Procedures of the Healthcare-Logistics. • To understand the different procedures, responsibility, documentation & technical details. • To have a better understanding of specific processes/mandatory requirements for Healthcare-Logistics.	N/A	Identified employees of Operations-Logistics only	N/A	Classroom	4
23	CCA	Cold Chain Awareness	• To learn about the Special Operating Procedures of Cold Chain Logistics. • To understand the different procedures, responsibility, documentation & technical details regarding Cold Chain Logistics. • To have a better understanding of specific processes/mandatory requirements for Cold Chain Logistics.	N/A	Identified employees of Operations-Logistics only	N/A	Classroom	4

24	SSA	SMSA Security Awareness	• So security procedures can be followed. • Requirement of TAPA. • Understanding your role and responsibilities. • Standards are followed. • Reduce Risks.	N/A	Employees of Core Business & other Departments as requested by Dept Mgr	N/A	Online (SMS A Learning Management System)	Online Self-paced (to be completed within 3 months upon user activation)
25	SDC	SMSA Special Delivery Channel Operations	• To be familiar with the different project the Special Delivery Channel Department is involved with. • To learn about the various processes depending on the project of the SDC. • To know about the tools/technology utilized for the SDC Projects.	N/A	Identified employees of Special Delivery Channel only	N/A	Online (SMS A Learning Management System)	Online Self-paced (to be completed within 3 months upon user activation)
26	CHT	Complaint Handling Procedure & Quality Awareness	• To be familiar with SMSA Complaint Handling Policy and its associated procedures. • To learn and utilize various aspects of Communication on how to deal with customer complaints. • To learn about body language, rapport, active listening & empathy in relation to customer complaints.	N/A	SSC Positions: Service Center Executive, Service Center Floater, Clearance Coordinator, Operations Supervisor, Facilities Supervisor OPS Positions: Courier, Clerk, UTL – Agent, Export Coordinator, Clearance Coordinator, Heavy Duty Driver, Operations Agent, Project Coordinator EOPS Positions: Courier (LMX), Operations Agent,	Employees of - Core Business & other Departments as requested by Dept Mgr.	Classroom	12

					SDC Positions: Courier, Clerk, UTL – Agent MRM Positions: Courier, Clerk, Project Coordinator CSD Positions: Contact Center Agent, Call Back Agent, Agent on Floor, Customer Care Agent SFD Positions: Account Executive, Account Manager, Clearance Coordinator, Clea rance Specialist, Driver, Export Coordinator, Heavy Duty Driver, Key Account Executive, National Administrator, Operations Agent, Operations Executive – Import, Regional Manager SD Positions: Account Executive, Account Manager, Territory Manager LOG Positions: Clerk, Heavy Duty Driver, Operations Agent, Driver SP-MOH Positions: Courier, Clerk			
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27	CMT	Coaching & Mentoring Training	• To be learn about the coaching models & steps to effective coaching. • To be able to utilize the various techniques and models in coaching an employee. • To learn how to complement coaching by mentoring and vice versa.	N/A	All Supervisory/Middle Management level employees	Employees of Core Business & other Departments as requested by Dept Mgr.	Classroom	16
28	DRY	SMSA Dry Ice Awareness Project (DRY)	• To learn about dry ice and its properties. • To know more about dry ice uses and applications. • To understand safety & regulatory requirements.	N/A	N/A	SD Positions: Account Executive, Account Manager, Territory Manager, Regional Coordinator – Sales, Industry Key Accounts Manager, Lead Qualifier, Telesales Executive – Female CSD Positions: Team Leader - Call Back, RP Officer, Contact Center Agent – Male, Customer Care Agent, Key Accounts Agent, Call Back Agent, Team Leader - Contact Center, Key Accounts Agent, Trace Officer, Quality Assurance Specialist, Supervisor Contact Center – Female, MRM Positions: Project Manager	Classroom	4

29	LOFO	Logistics & Order Fulfillment Operations (LOFO)	• To learn about basic concepts for logistics. • To understand basics about Warehousing & Inventory. • To know more about processes in Fulfillment project.	N/A	N/A	SD Positions: Account Executive, Account Manager, Territory Manager, Regional Coordinator – Sales, Industry Key Accounts Manager, Lead Qualifier, Telesales Executive – Female LOG Positions: Dispatcher – Logistics, Operations Supervisor, Logistic Clerk, Receiving Shipping Operator, Clerk – Logistics, Picker – Logistics, Handler – Logistics, Pharmacist, Testing Operator – Logistics	Classroom	8
30	LOG	Introduction to Logistics, Warehousing and Inventory	• To be learn about the nature and role of logistics & supply chain • To describe the purpose of inventory, categories of stock, factors of stock holding & inventory performance. • To be able to describe the need, assess major costs & overall function of warehouses.	N/A	Identified employees of Operations-Logistics only	Employees of Core Business & other Departments as requested by Dept Mgr.	Classroom	12

31	MST	Management Skills training for Operations Managers (MST)	• To understand better the Job Descriptions & Specifications. • To learn more about Training Needs and requirements. • To know about other aspects that needs to be reinforced with their roles (Uniform, Disciplinary Action, etc.)	N/A	OPS Positions: Regional Manager – Gateway, Manager - Station LMX, Manager – Station, Regional Administrator – Station, Supervisor – Gateway, LOG Positions: Team Leader – Logistics, Assistant Manager – Projects, Supervisor-Sorting-RSC Dispatch, Pharmacist MOH Positions: Supervisor – Healthcare & any other Middle Management or Identified employees of Operations, Logistics, MRM etc.	Employees of Core Business & other Departments as requested by Dept Mgr.	Classroom	12
32	MOH	Best Practices in Ministry of Health Projects	• In order to unify the company's operations regarding the Ministry of Health projects. • To provide SMSA employees with a SMSA GUIDE for their daily tasks in the Ministry of Health project. • To ensure employees are able to work according to the aspirations of the company. • To maintain business continuity and adhere to performance and quality standards.	N/A	Identified employees of SP-Ministry of Health only	N/A	Classroom	4

33	SGO-O	SMSA Ground Operations and Services Online Training	To provide the online learning version on the following: • To make participants more familiar with the SMSA Packaging & specifications & SMSA Services, its details & pricing. • To learn about the AWB (Automated & Manual) recognition of information & completion for the Manual version, Insurance & Indemnity Forms, Items of High Value/Extraordinary Items & High Value Shipment Handling. • To be familiar with the use of the Service Reference	N/A	SSC Positions: Service Center Executive, Service Center Floater, Clearance Coordinator OPS Positions: Courier, Clerk, UTL – Agent, Export Coordinator, Clearance Coordinator, Heavy Duty Driver, Operations Agent, Project Coordinator EOPS Positions: Courier (LMX), Operations Agent, SDC Positions: Courier, Clerk, UTL – Agent MRM Positions: Courier, Clerk, Project Coordinator CSD Positions: Contact Center Agent, Call Back Agent, Agent on Floor, Customer Care Agent	N/A	Online (SMSA Learning Management System)	Online Self-paced (to be completed within 3 months upon user activation)

			SMSA GUIDE & its details. • To know about the different Customs Paperwork information & requirements. • To learn about Proper Packaging inspection & SMSA GUIDELines.		SFD Positions: Account Executive, Account Manager, Clearance Coordinator, Clearance Specialist, Driver, Export Coordinator, Heavy Duty Driver, Key Account Executive, National Administrator, Operations Agent, Operations Executive – Import, Regional Manager SD Positions: Account Executive, Account Manager, Territory Manager			
34	PRO-O	SMSA Processes Online Training	To provide the online learning version on the following: • To gain more familiarity with the use of the SMSA GUIDE system in accessing CORE Department specific processes, Forms, Work Instructions & Policies. • To understand in greater detail the CORE Processes of Operations, SDC, Service Center, CSD MRM Departments. • To be able to demonstrate self-navigation and explanation of specific CORE department processes.	N/A	SSC Positions: Service Center Executive, Service Center Floater, Clearance Coordinator OPS Positions: Courier, Clerk, UTL – Agent, Export Coordinator, Clearance Coordinator, Heavy Duty Driver, Operations Agent, Project Coordinator EOPS Positions: Courier (LMX), Operations Agent, SDC Positions: Courier, Clerk, UTL – Agent MRM Positions: Courier, Clerk, Project Coordinator CSD Positions: Contact Center Agent, Call Back Agent, Agent on	N/A	Online (SMSA Learning Management System)	Online Self-paced (to be completed within 3 months upon activation)

					Floor, Customer Care Agent SFD Positions: Account Executive, Account Manager, Clearance Coordinator, Clearance Specialist, Driver, Export Coordinator, Heavy Duty Driver, Key Account Executive, National Administrator, Operations Agent, Operations Executive – Import, Regional Manager SD Positions: Account Executive, Account Manager, Territory Manager LOG Positions: Clerk, Heavy Duty Driver, Operations Agent, Driver SP-MOH Positions: Courier, Clerk		
35	CSB1 2-O	Customer Service Excellence – Basic – Level 1&2	• To gain information regarding basic customer service about the company, our employees, & our customers. • To understand Customer Service Basics such as the Customer Service Cycle, Customer's Wants & requirements, Reactive vs. Proactive Service, Moments of Truth, etc. • To learn and improve	N/A	SSC Positions: Service Center Executive, Service Center Floater, Clearance Coordinator OPS Positions: Courier, Clerk, UTL – Agent, Export Coordinator, Clearance Coordinator, Heavy Duty Driver, Operations Agent, Project Coordinator EOPS Positions: Courier (LMX), Operations Agent, SDC Positions: Courier, Clerk, UTL – Agent	N/A	Online Self-paced (to be completed within 3 months upon user activation) Online (SMS A Learning Management System)

			participants Telephone Skills & Etiquette.		MRM Positions: Courier, Clerk, Project Coordinator CSD Positions: Contact Center Agent, Call Back Agent, Agent on Floor, Customer Care Agent SFD Positions: Account Executive, Account Manager, Clearance Coordinator, Clea rance Specialist, Driver, Export Coordinator, Heavy Duty Driver, Key Account Executive, National Administrator, Operations Agent, Operations Executive – Import, Regional Manager SD Positions: Account Executive, Account Manager, Territory Manager LOG Positions: Clerk, Heavy Duty Driver, Operations Agent, Driver SP-MOH Positions: Courier, Clerk		
36	SGO-R	Online Re-currency for SMSA Ground Operations & Services Training	To provide a re-currency online learning version of the SMSA Ground Operations & Services Course.	N/A	Employees who have passed the SGO Classroom Training every 2 year period	N/A	Online Self-paced (to be completed within 3 months upon user activation)

37	PRO-R	Online Re-currency for SMSA Process Training	To provide a re-currency online learning version of the SMSA Process training.	N/A	Employees who have passed the PRO Classroom Training every 2 year period	N/A	Online (SMSA Learning Management System)	Online Self-paced (to be completed within 3 months upon user activation)
38	PAS	PAS (Performance Appraisal System) Training & PAS Refresher Training	To orient supervisors/middle managers	N/A	Supervisors & Middle Managers, SFD Positions: Regional Supervisor, Regional Manager	N/A	Classroom	4
39	N/A	QRM Related Trainings (SMSA GUIDE System Awareness, Fire Safety Awareness, ISO Awareness, CAPA Training, etc.)	To provide QRM Related Trainings to specific personnel	N/A	Employees of Core Business & Other Departments as requested by direct Manager.	Employees of Core Business & other Departments as requested by Dept Mgr.	Classroom	various

4.3 Training Syllabus

Each course syllabus and summarized objectives are documented in the training curriculum and is outlined in the Training and Development Policy SMSA GUIDE Doc. No. 48. Refer to section 4.2 above.

Training & Development Policy (Doc. No. 48)

Brief	It is the Policy of SMSA to continually invest in training and development that is essential for improving the performance of our employees in their current and potential job roles and to further enhance their ability to meet future business requirements.
Purpose	To ensure that all Employees have the knowledge and skills required to meet the needs of the business in their current roles. To train and develop staff to levels where they are capable of supporting the business in the future.
Person Affected	HR Department/Training & Organizational Development: - To ensure that the company's investment in training and development meets the requirements of this policy. - To maintain consistency and evaluate the effectiveness of development opportunities available throughout SMSA. - To keep the business up to date with industry best practice and be pro-active on recommending activities that will give the company a competitive edge. - Develop a yearly Training Calendar as per the business needs and training budget Direct Managers: - To identify training & development requirements for their staff and provide the relevant information as requested. - To fully support staff attendance of training and development activities and subsequently validate that the required knowledge or skills have been obtained by the participants. - To provide input to the design of training and development activities as requested. - Nominated number of employees for training must attend (or equivalent replacement) and managers & employees are responsible and accountable. Staff: - To identify & drive their own training and development requirements in coordination with their Direct Manager. - To attend activities as requested and to apply all the learning to the workplace in order to improve performance in their current job role or enhance their skills and knowledge whilst developing for another job role as per business need. - To provide feedback on the relevant programs as requested by the business.
SMSA GUIDELines	Identification of Training & Development Requirements is done through defining training needs process. <u>In-house Training</u> "A specific Training performed by a department, not within the scope of the training curriculum presented by the Training Dept.", will have to obtain consent/approval from the Head of the Training Dept. All relevant Training Documentation (Training Attendance Form, Training & Trainee Evaluation Forms, Copy of Exams, etc.) should be provided to the Training Dept. upon completion of the training. Failure to provide this, the concerned Department & the Department's Facilitator will be held accountable. SMSA is committed to provide training and development to employees including not less than 6% per year of Saudi employees, as per Saudi Labor Law (Refer to article 43 Saudi Labor Law).

Outsourced employees' training will be provided based on their corresponding Job title and the Training Curriculum. Outsourced employees' training will be subject to the conditions stipulated in the contract between the Outsource Provider and SMSA, especially with regards to confidentiality and adherence to SMSA's policies.

Welcome to SMSA:

Welcome to SMSA Induction Program: 80% of new hires will undergo an induction program for 1 day to build basic industry knowledge and company's operating procedures before joining the business.

The remaining balance of new hires (20% or less), who have not undergone the induction program, should complete the induction within **3 months** after the joining date. Department heads are accountable to coordinate with HR, to ensure said remaining new hires to participate within the specified timeframe.

Whenever Classroom sessions are not feasible, especially for remote locations or minimal number of participants, a New Hire Orientation Video will be available to serve as its equivalent.

On-Job Training

It is very important for all new hired staff that they actually see and understand the complete work process instead of being theoretical only. This is the responsibility of the Direct Manager / Supervisor, and it should be provided on the first day of joining the business. On-job training is mandatory for core functions new hired staff for minimum period of ten working days (10) to understand the basic role and functionality of the job assigned.

This is not limited to the following:

- Familiarization with work conditions.
- Become familiar with the organization and the nature of work.
- Introductory session to understand the operations of the dept.
- Explain how they should work
- What are the processes involved.
- Role and Responsibilities.
- Basic product knowledge to carry out their job function
- Core function best practices.
- Information on accessible resources relevant to the job

Technical Training (Class Room)

All core business new hired staff will undergo a core business *Basic and Advanced* technical training, upon completion of their on-job training within *six and twelve months respectively*, of joining the business (refer to Training Curriculum). This training is mandatory to all core employees. The training calendar will be posted on QMS with an advance training notice; therefore, it is the responsibility of the direct manager / supervisor to monitor QMS regularly and nominate their new hired staff including "existing employees for recurrence training". These technical trainings are outlined in the Training Curriculum, Training Specification and Training Plan which will be posted on Quality Management System (QMS).

Non-Core Department Business Training Types:

All Non-Core Department business trainings will be conducted through outsourced training academies based on the business needs.

Internal Training:

Training department will liaise with department heads at the end of every financial year to design and develop training activities for the upcoming financial year in line with the sources identified in define training needs and come up with a training specification plan that will be published in QMS.

Common Training for CORE and Non-CORE Business Employees

Customer Service Excellence Training shall be provided for both CORE and Non-Core Business Employees who are directly interacting with our customers either via phone or in person. Separate modules of Customer Service Excellence Training will be developed and tailor-made depending on the Department and Job Description (e.g. OPS, MRM, Retail, Finance, Sales, CSD etc.)

Training Curriculum:

The Training Curriculum is designed to be an overall reference for the internal modules/courses being conducted by the training team, in order to achieve the different objectives identified per course. It outlines the corresponding modules reflecting the different departments concerned with such training, and categorizes the courses as a **Prerequisite, Basic, or Advanced** training, having the prescribed timelines as follows:

- **Prerequisite** – 80% of New Hires should complete this before joining the business. The remaining balance of new hires (20% or less), who have not undergone this program, should complete the module within **3 months** after the joining date.

A New Hire Orientation Video will serve as an equivalent for the classroom training, in the event that it would not be feasible to conduct such sessions, especially for remote locations.

- **Basic** – these courses should be completed within **6 months** of the joining date. On certain circumstances where this would not be possible, which includes but is not limited to manpower, workload, or scheduling issues, lack of participants, etc., the completion period will be within **12 months** of the joining date.

For E-learning courses, upon completion of the prerequisite course (NHO – New Hire Orientation), a minimum of **2 courses per month** should be accomplished.

Accordingly, a written communication (email or hard copy) should be sent by the Department Manager advising as to why participants are not nominated for his department, whenever Training Announcements are made, to the Training Manager, at least **1 month before** the prescribed 6-month period lapses.

- **Advanced** – these courses should be completed within **12 months** of the joining date. On certain circumstances where this would not be possible, which includes but is not limited to manpower, workload, or scheduling issues, of participants, etc., the completion period will be within **18 months** of the joining date.

** For Dangerous Goods Training, all relevant personnel must be immediately trained before performing their functions, whether new or existing employees.*

Accordingly, a written communication (email or hard copy) should be sent by the Department Manager advising as to why participants are not nominated for his department, whenever Training Announcements are made, to the Training Manager, at least **1 month before** the prescribed 12-month period lapses.

Furthermore, the modules are designed in such a way that the categories are direct requirements before advancing to the next level. As an example, before attending the **Basic Courses**, an employee should have

completed the *Prerequisite course*. Similarly, before proceeding to the *Advanced Courses*, one must have completed **ALL** the *Basic Courses*.

The curriculum also provides a Guidelines as to which module/course should be relevant to an individual based on his designation, with respect to the department/division he belongs to.

In order to proceed with any Classroom-based Training Course, a **minimum of 5 participants** should be nominated. Anything less than this number will involve the course having to be rescheduled and/or cancelled, as it would not be cost-effective to conduct such sessions, especially in areas where Business Travel is required.

Refer to the ***Training Curriculum in SMSA GUIDE*** for the entire details of the curriculum.

Training Needs Specification

Training need specification will be a separate document consists of the following:

- Course objectives of all the modules
- Expected outcome of each course whether internal or external
- Constraints to deliver each course
- Resources required in delivering each course

Communication of Training:

Method & Content:

There are several ways training sessions are communicated to the interested parties, namely:

- **Specification Plan:** developed on a yearly basis and published in SMSA GUIDE, which consists of the following:
 - The organization's objectives & requirements specification for training needs
 - training objectives & desired outcome
 - trainees (target groups or target personnel)
 - training methods & outline of content
 - schedule of requirements, such as duration, dates & significant milestones
 - resource requirements, such as training materials & staff
 - financial requirements
 - Criteria and methods developed for the evaluation of training outcomes to measure: (satisfaction of trainee, trainee's acquisition of knowledge, skills & behaviors, trainee's on-the-job performance, satisfaction of trainee's management, impact on the trainee's organization & procedures for monitoring the training process.
- **Training Announcement** – email sent to the concerned departments/individuals, in relation to the posted Training Schedule.

The announcement will contain information such as the Training Name, Training Objectives, Training Outcome, Trainer/Facilitator, City/Location, Date & Timing, Duration, Targeted Departments/Individuals, Training Nomination form with Deadline, Language & Topics covered.

- **Training Confirmation/Notification** – email sent to all the departments/individuals concerned, to confirm the commencement or rescheduling/cancellation of the training, as well as any further relevant information regarding the training.

- **Contact between the Trainer & Trainee** – To enable contact between trainer & trainee an SMS will be sent to the Trainee reconfirming their participation reservation/any other queries for the nominated training by the Trainer.

Responsible Parties & Timeline of Communication

- **Trainer** – individual in charge of sending the Training Communication/s to the Department Coordinators, Supervisors and Middle Managers, & any other additional concerned individual of the following:

- **Training Announcement** – sent to all the concerned Department Coordinators, Supervisors, Middle Managers, at least **1 week** before the actual training date mentioned in the Training Calendar.
- **Training Confirmation** – sent to all the concerned Department Coordinators, Supervisors, Managers, at least **1 day** before the actual training day, to confirm the commencement of the training.
- **Training Notification** – in the event of no participants nominated, or nominations having less than **5 individuals**, this will be sent to all the concerned Department Coordinators, Supervisors, Managers, , at least **1 day** before the actual training day, to reschedule and/or cancel the training.

Training Coordinator – individual in charge of liaising with the Training Specialists for the planning of the Training Calendar, and sending the same to the QRM for upload to SMSA GUIDE.

- **Training Schedule** – should be communicated to the QRM team at least **1 quarter** before the end of the fiscal year.

He will also act in behalf of the Training Specialist, for exceptional situations, in sending Training Announcements & Confirmations, whenever applicable.

- **Department Coordinators, Supervisors, and Middle Managers** – individuals who should respond to the Training Announcements by sending the list of nominated participants for their department.

In the event that no participant will be nominated for the announced training, the aforementioned individuals should respond via email of such, and the reason behind not having sent participants for the training, bearing in mind that they would have to adhere to the *Timeline in the Training Curriculum*.

Any deviation from the Training Timeline, due to non-nomination of participants during training, will be escalated to the Department Managers/Senior Managers for further deliberation & actions to take during prescribed meetings.

E-Learning:

The delivery of a learning, training or education program by electronic means. E-learning involves the use of a computer or electronic device (e.g. a mobile phone) in some way to provide training, educational or learning material.

E-learning is essentially the computer and network-enabled transfer of skills and knowledge. E-learning applications and processes include Web-based learning, computer-based learning, virtual education opportunities and digital collaboration. Content is delivered via the Internet, Intranet, satellite TV, and

CD/DVD. It can be self-paced or instructor-led and includes media in the form of text, image, animation, streaming video and audio.

All eligible employees must take initiative to learn and improving their skills and knowledge thorough e-learning which is essential for their career path and promotions.

Employee Knowledge Assessment

- All front-line untrained employees who completed 24 months & above with the organization need to participate in Knowledge assessment program
- All front-line trained employees who completed 24 months need to participate in Knowledge assessment program for re certification

It is the responsibility of the training department to conduct an Employee Knowledge Assessment in order to meet and exceed the expectation of our valued customers. If in case any employee scores less than 80% thru online knowledge assessment. The following corrective actions will be taken:

- Training department will provide the list of those employees who were unable to score passing marks (Below 80%) on monthly basis to department administrators.
- The direct manager / department manager must ensure that such employees will be properly coached and sent to attend classroom training within 90 days from the date of publishing the online assessment results.

If in case any employee scores less than 80% in classroom knowledge assessment, the following corrective actions will be taken:

- Training department will then suggest the department manager the area of improvement.
- Coaching and mentoring must be performed by the Department Manager/Supervisor. After which Department Manager/Supervisor should send the employee for re-training within 3 months of the last training he failed on.
- If an employee fails for the 3rd time/attempt, on the same training in a year, the Training Dept. will inform respective manager in order to escalate to the concern to HRD for the appropriate disciplinary action.

It is the responsibility of the department to provide full support to the training team during knowledge assessment process (classroom & online). It is also expected that the department managers / supervisors will seriously consider the comments / suggestions / feedback provided by the training department and chart out an internal plan of action to meet and exceed the agreed service levels.

Development of Training Material:

It is the responsibility of training department to ensure that all training materials are in line with business requirements and updated regularly in order to enhance knowledge and close all the learning gaps. Hence revision of training material plan of action has been created & the assigned employee will ensure that training materials are up to date.

The training material for the related modules will be designed/revised based on the inputs of the Consolidate Competency Requirements which consists of following sources:

- Final Performance Appraisal Gaps in Competencies
- Monitoring & Measurement Results
- Training Requests

- Organizational Needs
- Previous Training Feedback & Test Results
- Turnover
- Internal/External Certification
- Market Research

Training Material Revision Procedure:

The Assigned employee will gather the data from the different sources, such as those mentioned previously, and design/revise the training material based on the required input. Once the training material is revised it will be published in training material folder so that it can be used in class room trainings.

The changes of each module will be logged in “Training material change log sheet” which consist of the following:

- Date
- Module Name
- Changes (Points revised/rewritten)
- Source of data

Communication:

The Assigned employee / Department Manager will communicate the changes to the all-training specialist as soon as the module is designed/revised, in order to emphasize the area for improvement. This will facilitate the training specialist to focus more on the “area of improvement” during their training sessions. Such communication will be logged in “Training material communication log sheet” which consist of the following:

- Assigned employee Name
- Module Name
- Effective date of change
- Details of changes
- Required Improvements
- Communicated to:
- Employee Name
- Employee Number
- Date of communication
- Signature

Certificates

Certificates in any format whether hard copy or digital, are considered as a company property, any falsification, unauthorized reprinting or copying, is subject to strict disciplinary action as per the Disciplinary Violation Document (DVD), Saudi Labor Law (SLL Article 80), and corresponding local IBU (International Business Unit) laws.

Certificate of Achievement - Employees who attain passing marks of 80% and achieve 90% attendance of the entire course /module will be eligible for a certificate of Achievement.

Certificate of Attendance – Employees should complete 90% attendance of the entire course/module will be eligible for the Certificate of Attendance

Certificates of achievement and attendance are issued in electronic/digital format to the employees, and will be forwarded to the department administration through official communication channels. It is the department’s responsibility to ensure forwarding of the e-certificates to the concerned

employee. Talent Learning team will also upload the e-certificate to the employee's credentials in the company official Learning Management System (LMS - SMSALMS).

Printing a hard copy of any certificate, will be subject to Internal/External regulatory requirements or upon the Department head's request, with a clear justification to HR Manager. The same applies to client specific requests, or any business requirements.

Outsource/External Training Certificates – Employees should provide a copy of any attained Certificate from Outsource/External Trainings to the Talent Learning section, to be filed on his/her Personnel File.

Employee Development Plan:

All Department Managers must ensure that those employees who are moving within department to grade 5 and above must complete Employee Development Plan (EDP) form available in SMSA GUIDE. This will enable the department manager to provide deserving candidate to the new or existing position.

The minimum testing period of EDP is one month and maximum can be six months, this depends upon the experience of the person and the tasks assigned; therefore, upon completion of EDP and submission of new position KPI, the new salary will be effective.

The EDP of Supervisors, Division/Department/Regional Managers must comply the following requirements:

- Education Qualification must meet the requirement of the Job Description.
- Selected employee must complete 12 e-Learning courses during the testing period of EDP.

External Training:

Provision is made for external training to enable individuals/groups of employees to meet the requirements of their current or future job role; the Company may identify a need to obtain training and development services from an external source. Depending upon the cost, the delivery may be carried out in-house or at a location determined by the company and the service provider.

Employees assigned to such programs will be nominated by their Direct Managers and must meet the following eligibility requirements:

To have completed at least one year of service with SMSA and be perceived as remaining with the Company for the foreseeable future.

The training program should be part of defined training needs.

Employee nominated should meet the qualifications/competencies relating to the external training.

All employees participating in external training should acknowledge and sign the Employee Training Bond Undertaking.

Employees who do not achieve the passing mark will not be eligible to re-attend the same training for a period of 12 months. Moreover, department manager should take their results into consideration upon evaluating for future promotions.

All employees participating in External training must at least pass two E-Learning job related courses. This clause is applicable for those who are eligible for e-learning courses.

External training course that the employee is nominated for should be in line with his/her Job Description, related to duties and responsibilities, a requirement and/or be identified as a course that

will enhance the employee's skill set that would overall be beneficial his/her department and the company.

Upon successful completion of the external training course, the employee will not engage in any external activity that includes but is not limited to consulting, training, partnerships, etc. arising from the knowledge and skills gained thru said external training, unless otherwise approved by management.

In the event of failure, non-completion of the external training course or resignation within the specified time period, it is the company's discretion via the management, to recover up to the full expenses associated with the said training from the employee, as outlined in the Employee Training Bond Undertaking Form.

SMSA Business Travel Policy will be applicable for employees participating in training programs where it applies.

English Language course fees for Saudi Employees:

Our company is committed to improve the English language of our Saudi employees, hence 50% of the course fees will be reimbursed to those employees who meets the following criteria:

Employee need to submit the course content & fees structure to HR prior to the commencement of the course.

HR will review the credentials of the training institute and may approve or deny the request.

Employee need to sign an undertaking that upon completion of the course he / she will not leave the organization for at least 18 months or he / she will reimburse the approved fees to the company account.

Employee should attend the course after working hours; so that the work will not be affected.

Upon completion of the course, the employee needs to provide a copy of the certificate with invoice to HR in order to reimburse the 50% of the fees to employee account. Failure to provide either certificate or invoice the company will not reimburse any amount.

Professional Organizations/Associations:

The company understands that as part of an employee's continuous development and growth, an employee will join or has the intention to be a member of a professional organization. Membership to such organizations provides individuals with the opportunity for professional training, access to up-to-date ideas and practices in their areas of expertise, and the like.

In order to encourage our employees to take participate with an organization which is related to their current position, at the company's discretion and approval of the Managing Director, will reimburse membership fees based on the following criteria:

- Organization/Association must be directly relevant to the employee's current job within the company.
- Local legislation or regulatory body, imposes a mandatory requirement for membership/registration to the relevant professional organization.
- Employee must submit all pertinent membership details, requirements, forms, documentation of the professional organization to HR before joining said organization
- Reimbursement will only be for membership fees. Expenses arising from attendance to a conference as a speaker, guest, delegate, or participant will be shouldered by the employee.

Coaching and Mentoring:

Coaching and Mentoring by Supervisors, Managers or designated employees are highly effective methods utilized to further SMSA GUIDE individuals/employees to recognize, reflect and achieve their goals and ensure their expertise are passed on to identified individuals in the company. The learning that takes place in coaching and mentoring sessions help to develop the skills and knowledge of an employee, other than that of traditional learning methods such as classroom and E-learning.

Coaching is a process of relationship building, setting, monitoring, & evaluating goals while providing the necessary support needed to achieve such goals. Coaching is to instruct an employee to achieve the specific goal, improving one or two areas of development. Coaches are not necessarily experts in the topic, but are required to have some knowledge with the topic they are about to coach on. Interactions are short-termed, formally set/scheduled, & documented.

Mentoring is the act of guiding, counseling and supporting an employee, where specific skill sets are taught to an identified or designated employee, or voluntarily selected by employees for self-development. Mentors have in-depth knowledge of the knowledge/skills they will be mentoring someone, the period of which would be as short as 1 month and could be as long as 1 year.

Mentors and Coaches (Supervisors, Managers or designated employees) are to attend the Coaching and Mentoring training offered by the Training Department, in the event that they have had no such previous training on the matter. Formal coaching sessions require a Coaching Form to be documented, whereas for formal mentoring events, Employee Development Action Plan document can be utilized. Coaching and mentoring frequency/schedule will be as per the department's discretion, to which any formal documentation needs to be submitted to the Training Department.

The collected coaching documentation will be analyzed by the Training Department, which forms part of the competency requirements identification in defining training needs. The summary of which will be the reference for the revision or creation of training materials as necessary, for the development of internal courses, or identification and selection of external courses as a result of said summary.

Define Training Needs:

- Identify Competence Needed for Task
- On Annual Basis each Dept. review competency in Goal Settings which have to be in line with Competency in Job Descriptions
- Consolidate Competency Requirements based on below sources:
 - Final Performance Appraisal Gaps in Competencies
 - Monitoring & Measurement Results
 - Training Requests
 - Organizational Needs
 - Previous Training Feedback & Test Results
 - Turnover
 - Internal/External Certification
 - Market Research
- Define Competence Gaps
- Identify Solutions to meet Competency Requirements (all gaps need to be completed within 12 months from the date of identification of the gap)
- Develop Training Needs Specifications (Objectives, Expected Outcome, Constraints, Resources)

Design & Plan:

- Define Constraints
 - Regulatory Requirement, Policy Requirement, Financial Constraints, Timing & Schedule, Availability, In-House Resources, Availability of Training Provider, Any other available resources
- Training Methods & Criteria Selection

Methods:

 - Course & Workshop (20% & above or more than 5 employees with the same gap, same department & same city will be addressed with Class room training (External/Internal))
 - On-Job Coaching – by department (19% & below or less than 5 employees with the same gap, same department & same city will be addressed with Coaching)
 - Self-Training (brochures, videos, online knowledge assessments)-This method will be selected based on financial & participants availability constraints.
 - Distance Learning (e-learning/webinar) - This method will be selected based on duration, availability of participants/courses, etc.

The above-mentioned training methods may include one or more of the below given criteria.

- Date & Location
 - Facility
 - Cost
 - Training Objectives
 - Target Group
 - Duration
 - Assessment, Evaluation & Certification
- Training Specification Plan should consist of the following:
 - the organization's objectives & requirements specification for training needs
 - training objectives & desired outcome
 - trainees (target groups or target personnel)
 - training methods & outline of content
 - schedule of requirements, such as duration, dates & significant milestones
 - resource requirements, such as training materials & staff
 - financial requirements
 - Criteria and methods developed for the evaluation of training outcomes to measure: (satisfaction of trainee, trainee's acquisition of knowledge, skills & behaviors, trainee's on-the-job performance, satisfaction of trainee's management, impact on the trainee's organization & procedures for monitoring the training process.
- Selecting a Training Provider

Internal Provider

- In line with the Training Specification Plan (Certification of the Trainer)

External Provider

- In line with the Training Specification Plan (Formal Agreed Contract)

Provide Training

○ Pre-Training Support

Internal/External Provider (Brief provider)

- with training needs (Training Notification)
- with Nature of Training & to close Competency Gap (Training Notification)
- Enable contact between trainer & trainee thru SMS

○ Training Support

Internal/External Provider (Provide)

- Relevant tools, equipment, documentation, software or accommodation to trainee and/or trainer whenever applicable.
- Relevant & adequate opportunities for trainee to apply competence being developed in form of class room exercises
- Feedback on task performance as requested by the trainer and/or trainee in form of sharing results of class room exercises

○ End of Training Support

Internal/External Provider (Provide)

- Trainee Feedback
- Trainer Feedback
- Feedback to Managers and personnel involved in training, including participants

Evaluate Training

○ Evaluating Training Outcome

Short Term Evaluation

- Completed Trainee Feedback on training methods, resources used & skills gained as a result of the training. (Training Evaluation Form)

Long Term Evaluation

- Trainee Job Performance & Productivity will be assessed by department / direct manager in Performance Appraisal review forms. (Competency Review Forms)

Training Process	○ Collecting Data & Preparing Evaluation Report ▪ Evaluation Criteria (Different parameters like Commitment to learning, Observed behavior, etc.) ▪ Description of the source (Trainee & Training evaluation) ▪ Methods & schedule of evaluation (Paper based upon completion of class) ▪ Recommendation for improvement by trainer on areas that was scored low during the test. ▪ Analysis of data collected & interpret results (Trainee Evaluation, Training Evaluation, & Failure Analysis Report with corrective & preventive action) <u>Training Process Monitoring (by Independent Dept.):</u> ○ Decide Monitoring to be conducted ○ Decide Sampling ○ Criteria for Compliance/Non-Compliance ○ Determine Compliance/Non-Compliance ○ Analyze & Evaluate monitoring relevant to conformity of ISO Clause 4.2 – 4.5 <u>Training Process Validation (by Independent Dept.):</u> ○ Initiate the Validation/Audit ○ Conduct Document Review ○ Prepare for Onsite Audit/Validation Activities ○ Conduct Onsite Audit/Validation Activities ○ Prepare Audit Validation Report ○ Complete the Audit/Validation ○ Conduct Follow-Up Audit ○ ISO Compliant / End of Validation Process
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General	Individuals attending training must be aware of the following: Employee during his external training is representing SMSA and must avoid any damage to SMSA image. SMSA will pay the full cost of the program including registration course material and any other associated costs. Passing grade for core business training is 80%. Employees who fail in any external training will have to shoulder the training fees. Processes related to Training and Development in the QMS, will be reviewed accordingly, once a year or upon business needs. All employees attending Environment Health & Safety (EHS) Trainings will adhere to the EHS training & Awareness procedure available in QMS System (SMSA GUIDE). All employees to be given training on general security/threat awareness/ risks and risk assessment – training repeated every 2 years SMSA sub contractors / vendors will also be included in EHS Security awareness trainings All employees that would require training intervention arising from Performance Appraisal & Training Requests are required to complete such trainings, within 12 months upon receipt of reports from said sources. Training records to be reviewed by the department manager once a month (trainer-wise) as part of quality control. Any exception to this policy must be approved by the Managing Director or CEO

4.4 Knowledge Training Hours

All staff in SMSA are required to undergo the basic mandatory trainings prior to being enrolled on the advanced category of the course as documented in the training curriculum. Duration of courses are well documented in the training curriculum. Refer to [section 4.2](#) above.

4.5 On Job Training Hours

Refer to section [3.10](#) & [4.2](#) above.

4.6 Qualification Criteria for Knowledge Examinations and OJT Assessment

Refer to section 3.10 and 3.12 above.

4.7 Recurrency Requirement for Training Modules

Requirements of recurrence trainings is documented in the training curriculum. Refer to section [4.2](#) above.

5. Training Materials / Subjects (Theory & Practice)

The following training courses exist in SMSA and the objectives of those are listed in the sections below. The prerequisite, qualification criteria, training hours, target participants, delivery method are documented in the training curriculum. Refer to training curriculum under [Doc num 3593](#) and Specialized training specification document under [Doc num 5784](#) on SMSA GUIDE.

QRM Specialized Trainings – Specification Document (Doc 5784)

Modules	Objectives	Duration	Evaluation
EHS Awareness - MS	• Introduction to ISO 45001 and ISO 14001. • Introduction to SMSA EHS policy • To know about Health & Safety Foundations. • To gain more knowledge about Organizing for Health & Safety. • To promote a Positive Health & Safety Culture. • To know about Risk Assessment. • To know about regulatory requirements and controls • To gain knowledge on OHSAS risk assessment and environmental aspects registrar • To learn setup and implementation of objectives targets and programs • To learn Principles of Control. • To know about Incident Investigation, recording and reporting. • To learn about Monitoring, Review and Audit.	4 hours	Classroom Test
EHS Awareness – Contractor Management	• Introduction to contractor management procedure	4 hours	Classroom Test

	• To know about contractor orientation and evaluation • To know about Manual & Mechanical handling Hazards & Control. • To learn about Work Equipment Hazards & Control. • To gain more knowledge on method statement document and implications. • To understand the work permit system and loto system • To know about identification and risk ranking criteria for Fire Hazards Chemical and Biological Health Hazards and Control etc.		
Fire Safety	• Introduction to fire safety. • To understand the types and classes of fire • To know the elements of the fire triangle • To understand the main causes of fire • To know the fire prevention goals • To know the types of extinguishers • To understand the proper use of fire extinguisher • To understand good housekeeping best practices • To know electrical safety Guidelines • To understand fire protection goals • To know how fire spreads • To know about fire evacuation procedure and responsibilities • To understand key factors for effective safety management	5 hours	Classroom Test
ISO 9001 Awareness	• To understand ISO management system • To know the benefits of ISO International Standards • To know the difference between accreditation vs certification • To understand the Guidelines of using the ISO Log • To know about displaying the certificates • To understand the eight quality management principles • To understand the Total Quality Management (TQM) • To know the PDCA cycle	4 hours	Classroom Test

	• To understand the process-based approach • To know conformance vs. effectiveness • To understand the quality team – roles & responsibilities • To know the common terms in ISO • Introduction to Quality & EHS policy • Introduction to quality management system - SMSA GUIDE • Purpose of Conducting Audits • To know the types of audits • To understand the audit cycle • To know the scope & criteria for audits • To understand the difference between Conformity & Non-Conformity • To understand grading of non-conformities • Introduction to CAPA ticketing system • To know about audit reports		
SMSA GUIDE Awareness	• Introduction to NIMBUS platform • To understand the licensing criteria • To understand the user roles and classification • To know about the document registry • To know the difference between master and draft • To understand the access rights mechanism • To understand the diagram notations including bubbles, attachments, statement sets, links, etc. • To know about searching documents • To understand the version control system • To understand the change management cycle and change requests • To know about subscriptions and acknowledgements • To know about homepage customizations • To know about authorizations and accessing process maps • Live system demonstration	2 hours	Classroom Test
TAPA Awareness	• Introduction to the TAPA management system • Introduction to security manual. • To understand the different categories of certification	5 hours	Classroom Test

	• To understand the audit and certification cycle • To know about the waiver process and criteria • To understand the responsibilities of Security • To learn about Access Control system management • To learn about Alarms and system management • To learn about CCTV control and management • To learn about lighting monitoring and measurements • To learn about Confidentiality. • To learn about visitors' management • To learn about ID cards and management. • To learn about Emergency contacts and maintenance programs. • To learn about staff searches. • To learn about key, access and Lockers. • To learn about Incident management and reports. • To learn about risk assessments • To learn about vehicle checks and seal management • To learn about customer assets security and control • To learn about recruitment and resignation procedures implementation and control • To understand control of records and documents		
CAPA Awareness	• Introduction to QRM ticketing system • To understand the benefits of the CAPA ticketing system • To know the terminologies • To understand the process flow • To know about access to the system • To know about the Issuance of Non-Conformity • To know E-mail Notification setup • To know the difference between root Cause, corrective & preventive action • To know about changing the NC Status • To understand the escalation criteria for overdue NC's • To know about the verification of the non-conformity • To understand the closure of the non-conformity • Live system demonstration and practice	2 hours	Classroom Test

X-ray Security	• To know about action and reaction in suspected circumstances • To gain knowledge about prohibited / suspicious items and what to do if you discover them • To understand the use of X-ray machines • To know about hand Inspections • To gain knowledge on dealing with phone calls about a bomb • To understand the objectives and organization of Aviation Security • To understand the principles of shipping security and customer classification • To understand the principles of security oversight • To know about concealment methods • To gain knowledge on the presence and identification of wires and thin metals visible outside the package • To know about identification and control of suspected shipping mails/parcels of different categories.	3 days	Classroom Test
Specialized Services Project	• Introduction to SMSA Specialized Services • To understand the SMSA policies and procedures • To understand the requirements of SLA • To understand the roles and responsibilities • To know about SLA compliance and penalties • To understand the method of inspections • To know about health & safety • To understand the objectives targets and achievement criteria • To understand the contingency Guidelines • To know about the inspection's system/application • System demonstration and practice	8 hours	NA

Resources

- *Trainer for Classroom courses.*
- *Training Coordinator or designated personnel for certain arrangements (food, venue, stationeries, etc.)*
- *Suitable training venue*
- *Tables and chairs for participants*
- *Trainer laptop/computer, attached to a projector*



- *A projection screen/ LED TV*
- *Presentations, handouts, exercise, etc. (whenever applicable)*
- *Portable speakers (whenever applicable)*
- *Video/audio clips depending on course (whenever applicable)*
- *Flipcharts, Markers, Writing Pads, Pens & other stationeries.*
- *Appropriate refreshments (water, tea, coffee, etc.) & food (pastries, lunch & dinner) for Classroom sessions*
- *Specific course equipment (e.g. tool box etc.)*
- *Connectivity to SMSA Network, CAPA System, E-inspections, SMSA GUIDE, SMSA World & Internet (whenever applicable)*

Constraints

- *Minimum number of participants – 2 individuals for session to be conducted*
- *All courses will be conducted in English except Fire safety and X-ray training which is available in 2 languages (English/Arabic) Participants should possess communication skills in these languages for the relevant course*
- *Training timing will be done during normal operating days/hours (Sunday-Thursday / 0900-1700.- (whenever applicable))*
- *Participants from remote locations and other cities where the training is not scheduled in the training plan; would have to travel – business trip policy and approval applies.*

Pre- Training Checklist

- | | |
|--|--------------------------|
| 1. <i>Training notification sent</i> | ☐ |
| 2. <i>Nomination list finalized and communicated</i> | ☐ |
| 3. <i>Venue selection finalized/ reserved</i> | ☐ |
| 4. <i>Projector/ connections checked for availability/arranged</i> | ☐ |
| 5. <i>Flip board/pens/paper provided/available</i> | ☐ |
| 6. <i>Attendance forms printed</i> | ☐ |
| 7. <i>Evaluation form printed</i> | ☐ |
| 8. <i>Training aid arranged/printed (if any)</i> | ☐ |

6. GACAR 68 Specific

6.1 Training Requirements – (GACAR 68.7)

- a. All personnel performing ground services within certificated aerodomes in KSA must present documentary evidence that they have successfully completed the formal training that is in compliance with this part (GACAR Part 68) and is specifically designed to qualify the personnel for the job function (s) for which the personnel are employed.
- b. The documentary evidence must include Training in the specific job function(s) according to the ground operations training baseline requirements provided in Appendix A of this part.

6.2 Knowledge Training & Attendance – (GACAR 68.9)

- a. Attendance of knowledge training is mandatory for all SMSA Gateway employees.
- b. SMSA may not require any employee to attend knowledge training more than eight (8) hours in any day or more than forty (40) hours in any 7-day period.
- c. Each knowledge training unit period must not be less than forty-five (45) minutes in length excluding breaks.
- d. SMSA must:
 - 1. Maintain for each knowledge training session a record of attendance, indicating at the end participants absent from the training.
 - 2. Ensure that in the event a participant is absent from a knowledge training session, SMSA delivers to the participant the corresponding training, and it is documented.
- e. Records of attendance must be made available for inspection upon request by the President (GACA) and/or the Certificated Aerodrome.

6.3 On-Job-Training (OJT) & Logbook – (GACAR 68.11)

- a. Each OJT training session must have a set of clearly defined learning objectives.
- b. Each OJT instruction period must not be less than sixty (60) minutes in length.
- c. SMSA may not require any employee to attend knowledge training more than eight (8) hours in any day or more than forty (40) hours in any 7-day period.
- d. SMSA shall maintain an OJT training log for each trainee.
- e. Each entry in the OJT training log must include the following information:
 - 1. Full name and national identification/passport number or Iqama of trainee.
 - 2. Full name of instructor



3. Airport location where the training was carried out.
 4. The date of the training activity
 5. Description of the activity performed, including:
 - i. The process, procedure, scenario, function, or task implemented, distinguishing between normal operating, contingency and emergency cases;
 - ii. The prevailing or simulated conditions under which it was performed;
 - iii. Any other specifics deemed appropriate.
- f. The OJT training log must be always kept updated and available for inspection upon request by the President (GACA) and/or the Certificated Aerodrome.

6.4 Knowledge Examinations – (GACAR 68.13)

- a. Knowledge examinations conducted under GACAR 68 must be held in an enclosed environment free of noise and distractions.
- b. Examinations can be held either:
 1. Separately for each training module of a training component, or.
 2. Collectively for all modules of the corresponding training component.
- c. Exams passed on mandatory training components may not be repeated for ground service staff who change their job function.
- d. Dangerous Goods (DG) exams must cover all topics and subtopics from the DG category applicable to the job function of the candidate in accordance with GACAR Part 109.
- e. The database of examination questions must be reviewed, updated and enriched on an annual basis for all training relevant to the operations specifications of the certificate holder.
- f. Any participant found during a knowledge examination to exhibit dishonest behavior, cheat or in possession of material pertaining to the examination subject, other than the authorized documentation, must be disqualified and not take any examination for at least six (6) calendar months after the date of the incident.
- g. Any examiner found during a knowledge examination to provide answers to exam questions to a student being examined, must be disqualified from acting as an examiner and the examination declared void.

6.5 OJT Assessments – (GACAR 68.15)

a. OJT assessments conducted under GACAR 68 must:

1. Take place at the end of the OJT training within one or multiple sessions.
2. Cover all OJT Training elements delivered pursuant to GACAR 68.11, including the testing of normal, contingency and emergency procedures, functions or tasks and the operation of the associated ground support equipment, system or means.
3. Be carried out under real and diverse operating conditions.

b. A pass mark can be granted when the OJT assessor is satisfied that the learning objectives of the OJT training delivered have been met, and the candidate has demonstrated the capability to successfully:

1. Use and operate the relevant ground support equipment, systems or means without undue strain, and
2. Satisfactorily discharge its duties and execute the corresponding ground handling procedures, functions or tasks associated with the learning objectives of the complete OJT training delivered on the subject.

c. A final assessment report must be prepared and signed by the assessor in the manner prescribed by the President (GACA), indicating the level of proficiency of the candidate as: FAIL or IMPROVE/RETRAIN or PASS/GOOD or PASS/VERY GOOD.

d. OJT assessments must be endorsed by the certificated ground service provider to be valid.

6.6 Recency of Experience – (GACAR 68.17)

For SMSA ground service personnel (Gateway) who have not performed their assigned job functions for more than three (3) months, SMSA must provide a refresher training in accordance with Appendix A of GACAR 68 designed to qualify the staff for the job function(s) for which the staff is employed.

Absence Period	Obligations of SMSA
3-6 months	• Provide documented briefing on any new procedural, organizational or equipment and infrastructure changes. • Employee works under documented supervision/On-Job-Training for at least 1 day.
6-12 months	• Provide documented briefing on any new procedural, organizational or equipment and infrastructure changes. • Employee works under documented supervision/On-Job-Training for at least 2 days.

12-18 months	• Provide documented “condensed” recurrent training including a briefing on any new procedural, organizational or equipment and infrastructure changes. • Employee works under documented supervision/On-Job-Training for at least 3 days. • Conduct and document an OJT assessment of competence as per initial training requirements.
18-24 months	• Provide documented full recurrent training course including an update on new procedural, organizational or equipment and infrastructure changes. • Employee works under documented supervision/OJT for at least 4 days. • Conduct and document an OJT assessment of competence as per initial training requirements.
Over 24 months	• Provide and document the full initial knowledge and On-Job-Training course, including knowledge examination and OJT assessment of competence.

6.7 Training Curriculum – (GACAR 68)

The Training Curriculum with the prescribed components as per GACAR 68 are represented in Tables A & B below, while Table C would represent the SMSA Training Curriculum for GACAR 68 based on functions of the specific job roles in SMSA.

TABLE A		
Training Components		
1	Regulatory Awareness	Mandatory
2	Airport/Airside Health & Safety	
3	Emergency Response Awareness	
4	Security Awareness	
5	Human Factors Awareness	
6	Aerodrome Familiarization	
13	Cargo/Warehouse Handling	
17	Ground Support Equipment (GSE) Operator: • Forklift	

TABLE B								
MASTER TRAINING CURRICULUM								
M = Mandatory Component					M (No.) = Main Job Function Component			
GACAR Part 68 Job Functions	Training components							
	1	2	3	4	5	6	13	17
Ground Support Equipment Operator								
Forklift	M	M	M	M	M	M		M17
Cargo/Warehouse Handling	M	M	M	M	M	M	M13	

TABLE C									
SMSA TRAINING CURRICULUM for GACAR 68									
M = Mandatory Component					M (No.) = Main Job Function Component				
SMSA Job Function	Training components								
	Regulatory Awareness	Airport/Airside Health & Safety	Emergency Response Awareness	Security Awareness	Human Factors Awareness	Aerodrome Familiarization	Cargo/Warehouse Handling	GSE Operator: Forklift	
	RM GTWs	M	M	M	M	M	M		
	Sup GW	M	M	M	M	M	M	M13	
	Sup Clr	M	M	M	M	M	M	M13	
	SFD Cord	M	M	M	M	M	M		
	Security	M	M	M	M	M	M	M13	
	Ops Agent	M	M	M	M	M	M	M13	M17
	Clr Agent	M	M	M	M	M	M		
	Clr Cord	M	M	M	M	M	M		
Handler Clr	M	M	M	M	M	M	M13	M17	
Transit Cord	M	M	M	M	M	M			

6.8 Training Component breakdown

COMPONENT 1: REGULATORY AWARENESS		
No.	Component Profile	Minimum Duration / Requirements
1	Knowledge Modules	8 units - 360 minutes (6 hours)
2	On-Job Training	N/A
3	Qualification Criteria	Written Exam - Minimum 70% per exam
		OJT Assessment - N/A
4	Component Recurrence	36 months, up to 50% reduced units

No.	Knowledge Modules	Topics/Subtopics
1	GACAR Part - 151 Key Points	
		a. 151.1 Applicability
		b. 151.3 Requirement for Certificate
		c. 151.5 Technical and Operational Standards
		d. 151.9 Subcontracted Activities
		e. 151.11 Inspections
		f. 151.25 Issue of Certificate
		g. 151.27 Contents of Operations Specifications
		h. 151.31 Validity of Certificate & Operations Specifications
		i. 151.43 Management Personnel Requirements
		j. 151.45 Management Personnel Resp/ties
		k. 151.47 Supervisory Personnel Requirements
		l. 151.73 Training Manual Contents
		m. 151.75 Dangerous Goods Training
		n. 151.77 Recency
		o. 151.83 Motorized & Non-Motorized GSE
		p. 151.85 Maintaining GSE
		q. 151.87 Personal Protective Equipment (PPE)
		r. 151.93 Personnel Duty Period Limitations & Rest Requirements
		s. 151.101 Quality Assurance /Compliance
		t. 151.113 Personnel Records
		u. 151.115 Training Records
		v. 151.117 Occurrence Reporting
2	GACAR Part - 68 Key Points	
		a. 68.1 Applicability
		b. 68.3 Requirements on individuals performing ground services functions
		c. 68.7 Training Requirements
		d. 68.9 Obligations, Privileges, and Limitations
		e. 68.17 Recency of Experience
		f. 68.23 Offences Involving Psychoactive Substances
3	Introduction to Other GACARs	
		a. GACAR Part 5
		b. GACAR Part 7

		c. GACAR Part 91.29
		d. GACAR Part 13
		e. GACAR Part 109
		f. GACAR Part 139
4	Introduction to International Regulations	
		a. ICAO framework
		b. IATA/AHM/IGOM framework
		e. IATA CHM/DGR (for Cargo Companies)

COMPONENT 2: AIRPORT/AIRSIDE HEALTH & SAFETY

No.	Component Profile	Minimum Duration / Requirements
1	Knowledge Modules	16 units - 720 minutes (12 hours)
2	On-Job Training	N/A
3	Qualification Criteria	Written Exam - Minimum 70% per exam
		OJT Assessment - N/A
4	Component Recurrence	36 months, up to 50% reduced units

No.	Knowledge Modules	Topics/Subtopics
1	Introduction to SMS	
		a. Safety Philosophy
		b. Safety Management System (SMS) - General
		Safety Functions & Responsibilities
		Safety Policy
		Safety Risk Assessment
		Safety Assurance
		Safety Promotion
		Continuous Improvement
2	Safety Awareness	
		a. Corporate Policies & Commitment
		b. Safety Supervision & Coordination
		c. Workload Management
		d. Decision Making
		e. FOD Prevention
		f. Fire Prevention - General
		Causes of Fire & Spread
		Fire Ratings
		Fire Extinguishers Classification, Types & Usage
		Emergency Response – General
		Fire Extinction / General Firefighting
		Fire Prevention
		g. Accidents, Incidents, & Near Misses
		h. Mandatory Occurrence Reporting
		i. Voluntary Occurrence & Hazard Reporting
		j. Case Studies / Exercises

3	Airport Safety Hazards	Analysis of Airside Accidents
		a. Vehicle Movement - General
		Introduction to Airside Markings & Signage
		Speed Limits & Airside Regulations
		Right of Way
		Parking/Staging of GSE
		b. GSE Operation & Serviceability
		c. Pedestrian Movement
4	Personal Protection	d. Introduction to Dangerous Goods (inc. Lithium Batteries)
		a. Personal Protection and Equipment (PPE)
		b. Safe Working & Operating Practices
		Health & Safety Principles
		Responsibilities of Employer
		Occupational Health Program
		Responsibilities of Employee
		c. Infectious & Transferable Diseases/Viruses
		Common Self Protection Measures
		d. Accidents & Incident Prevention
		Musculoskeletal Injury Prevention
		Working at Heights
		Trips, Slips, & Falls
		Noise
		Case Studies - Accidents in Workplace
		e. First Aid

COMPONENT 3: EMERGENCY RESPONSE AWARENESS

No.	Component Profile	Minimum Duration / Requirements
1	Knowledge Modules	4 units - 180 minutes (3 hours)
2	On-Job Training	N/A
3	Qualification Criteria	Written Exam - Minimum 70% per exam
		OJT Assessment - N/A
4	Component Recurrence	36 months, up to 50% reduced units

No.	Knowledge Modules	Topics/Subtopics
1	Emergency Awareness	
		a. Introduction to Emergency Plan
		Definitions
		Responsibilities/Accountabilities
		Emergency Chart
		Bomb Threat
		Dangerous Goods Accident
		Contagious Diseases / Pandemic
		National Disaster

		c. Building/Terminal Evacuation
		Emergency Exits
		Assembly Points (Airside/Landside)
		General Involvement & Actions
		d. Response to General Emergencies
		Emergencies Codes & Alarms (where applicable)
		Responsibilities – Line of Command
		Response to Structural Fire
		Response to Injuries (staff or passenger)
		Response to other Ground Accidents
		Response to Spillages (fuel, hydraulics, other)
		e. Triage Process
		f. Emergency Communication & Reporting
		g. Emergency Case Studies

COMPONENT 4: SECURITY AWARENESS

No.	Component Profile	Minimum Duration / Requirements
1	Knowledge Modules	4 units - 180 minutes (3 hours)
2	On-Job Training	N/A
3	Qualification Criteria	Written Exam - Minimum 70% per exam
		OJT Assessment - N/A
4	Component Recurrence	36 months, up to 50% reduced units

No.	Knowledge Modules	Topics/Subtopics
1	Security Awareness	
		a. Introduction to Aviation / Airport Security (Cargo Warehouse)
		International Regulations
		National Regulations
		Airport Rules & Regulations
		b. Authorities, Roles & Responsibilities
		c. Security Prohibited Areas / Restricted Areas
		d. Access Control
		e. Security Threats to Aviation
		Security Alert Stages
		f. Suspicious Behavior
		Staff
		g. Prevention of Baggage Pilferage
		h. Data & Document Protection
		i. Basic Identification of Explosives & Devices
		Devices
		j. Security-related Emergencies
		Bomb Threat to Aircraft or Facilities
		Unattended Bag
		Active Shooter
		Security-related Contingencies

COMPONENT 5: HUMAN FACTOR AWARENESS

No.	Component Profile	Minimum Duration / Requirements
1	Knowledge Modules	8 units - 360 minutes (6 hours)
2	On-Job Training	N/A
3	Qualification Criteria	Written Exam - Minimum 70% per exam OJT Assessment - N/A
4	Component Recurrence	36 months, up to 50% reduced units

No.	Knowledge Modules	Topics/Subtopics
1	Human Factors	a. Safety Policy b. Procedural Compliance c. Culture & Behaviors - Safety Culture - Organizational Culture - Local Culture - Human Behavior - Motivation & Attitude - Positive Communication - Teamwork d. Human Errors & Factors "Dirty Dozen" - Human Performance Limitations - Environmental Considerations - Error Prevention - Tools & Task Sign-off Practices - Planning for Tasks & Equipment - Professionalism & Integrity - Shift & Task Turnover - Fitness for Duty - Effects of Psychoactive Substances - Ergonomics - Situational Awareness e. Fatigue/Alertness Management - Fatigue Concepts & Awareness - Stress Management - Time Pressure - Peer/Management Pressure f. Case Studies - Occurrences due to Human Factors

COMPONENT 6: AERODOME (CARGO WAREHOUSE) FAMILIARIZATION		
No.	Component Profile	Minimum Duration / Requirements
1	Knowledge Modules	8 units - 360 minutes (6 hours)
2	On-Job Training	N/A
3	Qualification Criteria	Written Exam - N/A
		OJT Assessment - N/A
4	Component Recurrence	N/A

No.	Knowledge Modules	Topics/Subtopics
1	Airport Environment (Cargo Warehouse)	
		a. Aerodrome (Cargo Warehouse) Layout
		Landside
		b. Airport (Cargo Warehouse) Rules & Regulations
		Airport (Cargo Warehouse) Safety Specifics
		Airport (Cargo Warehouse) Security Specifics
		Relevant Standard Operating Procedures
		Violations & Penalties
		c. Staff Access & Access Control System
		d. Location of Company Offices
		e. Location of Stakeholders
		Airport Authority / Operator & Functions
		Police
		Immigration
		Customs
		Airlines / AOC / AUC
		Medical Centre / First Aid
		Veterinary
		Other Ancillary Facilities & Organizations
		f. Emergency Response Concept
		General Introduction of ERP Planning
		Emergency Assembly Points & Locations
		Emergency Contacts
2	Cargo Warehouse Tour	a. Cargo Warehouse Walkabout
		Cargo Warehouse Staff Access Points
		Landside / Curbside / Staff Parking
		Ancillary Facilities

COMPONENT 13: CARGO/WAREHOUSE HANDLING		
No.	Component Profile	Minimum Duration / Requirements
1	Knowledge Modules	32 units - 1440 minutes (24 hours)
	Additional Module	CBTA Dangerous Goods Regulations Function 7.2, 7.4 & 7.10
2	On-Job Training	Cargo Administration - 20 Inbound
		Cargo Warehouse - 20 Inbound
3	Qualification Criteria	Written Exam - Minimum 70% per exam
		OJT Assessment - 2 Inbound
4	Component Recurrence	36 months, up to 50% reduced units

No.	Knowledge Modules	Topics/Subtopics
1	Cargo Processes & Administration	
		a. Terminology & Abbreviations
		b. Customs Regulations
		Import Documentation
		Customs Procedures
		c. Cargo Screening
		Local & International Security Requirements
		d. Cargo Import Procedures
		Acceptance / Delivery of Shipments (with or without FFM)
		Damages & Irregularities
		Transfer Cargo
		Cargo Messaging
		Processing Changes & Invoicing
		e. Import Document Handling
		Document Flows & Processes
		Delivery/Pickup
		Messages
		Data Input
		Amendments
		Invoicing & Delivery
		Air Waybills Handling
		Damages & Irregularities
		Messaging
		Manifest & Pre-manifest Functions
		ULD Handling
		Document Flows & Processes
		Messages
		Data Input
		Manifests & Pre-manifests
		ULD Handling
		h. Air waybill
		Completion & Processing
		Contract of Carriage

		Distribution
		Numbering & Check Digit
2	Cargo/Warehouse Handling	
		Flows & Physical Handling Processes
		Special Cargo
		DG Loading Requirements – Inbound
		Tie-down (Strapping)
		Special Loads
		Floor Load Capacity
		b. Import Break-down
		Flows & Physical Handling Processes
		Cargo Manifest
		Documentation
		Messages
		Special Handling Codes
		Transfer Shipments
		Irregularities
		Cargo Locating
		ULD Verification & Storage
		Post Breakdown Procedures
		Import Delivery
		c. Valuable Shipment Handling
		Definitions
		Policies
		Handling & Delivery
		Secure Storage
		Import Handling
		Irregularities
		Standard Operating Procedures
		e. Perishables Handling
		Definition / List
		Responsibilities
		Cool Chain Process
		Basic Requirements
		Documentation
		Labeling
		Handling Procedures
		f. Temperature Control Regulations
		Standard Operating Procedures
		Pharmaceuticals
		g. Cargo Warehouse Familiarization
		Complete Tour of Facilities
3	Emergency Procedures	
		a. Response & Actions
		Fire Wardens Responsibilities
		Cargo Warehouse Fire

		Dangerous Goods Accidents
		Cargo / Warehouse Terminal Evacuation Plan
		Coordination & Promulgation of Information
		Effects on the Airside
		b. Emergency Case Studies

COMPONENT 17: GROUND SUPPORT EQUIPMENT OPERATOR - FORKLIFT		
No.	Component Profile	Minimum Duration / Requirements
1	Knowledge Modules	6 units - 270 minutes (4.5 hours)
2	On-Job Training	Forklift Operation: 3 working days of integrated operations (loading/unloading)
3	Qualification Criteria	Written Exam - Minimum 70% per exam
	OJT Assessment	OJT Assessment - 3 hours of integrated operations
4	Component Recurrence	36 months, up to 50% reduced units
No.	Knowledge Modules	Topics/Subtopics
1	Forklift Operations	
		a. Original Equipment Manufacturer (OEM)
		Operating Instructions
		Controls & Operation
		Pre-use & Post-use Inspections
		Stability & Limitations
		Emergency Descent
		Troubleshooting
		b. Equipment Practical Training
		c. Warehouse Operations
		Warehouse & Racks Familiarization
		Hand Signals / Marshaling Guidance for Vehicles
		Driving Characteristics & Speeds
		Day & Night Operations (warehouse)
		Warehouse Safety Considerations & Rules
		Securing Equipment
		d. Balance & Tipping
		Balancing Principles
		Safe Loading & Unloading Practices
		f. Aerodrome (Cargo Warehouse) Specifics
		GSE-specific (Cargo Warehouse) Preferred Routes
		GSE-specific (Cargo Warehouse) Staging Areas & Parking
		g. Emergency Procedures
		Ground Support Equipment Fire
		Facilities Fire

6.9 Dangerous Goods Regulations (DGR) Training Program

The DGR Training Program consists of various documentation and training materials that are utilized in the successful delivery of the courses, as outlined below:

- **Assessment Plan** – details how trainees/participants are to be measured against the competency they are expected to have and the tasks they are assigned to perform
- **Training Plan** – lays out the training required according to the training specification. It outlines how training will be conducted to develop specific skills or knowledge.
- **Lesson Plan** – detailed SMSA GUIDE created to outline the content, structure, and methodology of a training session. It serves as a roadmap for delivering a lesson, ensuring all necessary topics are covered efficiently and effectively.
- **Participant Handbook** – contains a comprehensive SMSA GUIDE for the trainees/participants during a training program. Serves as a reference, providing structured information to enhance understanding and retention.
- **Power point Presentation** – serves as a visual aid to present the information to the learners in a structured and engaging way.
- **Training Certificate** – an official document awarded to participants who successfully completed the training program. It serves as proof of attendance, participation and competence for a specific course.
- **Assessment (Paper)** – either in written or electronic format, is a set of questionnaires used to evaluate a learner's understanding, skills or performance after completing a training session.

The DGR Training Program is annually submitted for review and approval as per GACAR 109 requirements.

6.9.1 Competency-based Dangerous Good Training (Relevant to applicable DG

Functions – Inbound Operations KKIA/KFIA)

Competency-based Dangerous Goods Training (Function 7.2, 7.4 & 7.10) courses scheduled as per Training Plan, which is conducted by IATA Certified Instructors, to relevant staff in SMSA. Personnel must receive recurrent training and assessment within 24 months. Refer to Training Curriculum – **SMSA GUIDE Doc. No. 3593**. The objectives of the courses are summarized below.



DGR - Personnel Responsible for Processing or Accepting Goods Presented as General Cargo (as per IATA DG Training Guidance 7.2)

- Understand the legal implications involved in the transport of general cargo by air.
- Understand General Limitations, roles and responsibilities.
- Recognize articles which could contain hidden hazards/forbidden for carriage.
- Establish the classification process of listed and unlisted Dangerous Goods shipments.
- Process and accept cargo other than dangerous Goods
- Check all hidden – Undeclared cargo, documents are correctly filled and completed.
- Report incidents, undeclared and mis-declared dangerous goods.

DGR - Personnel Responsible for Handling Cargo in a Warehouse, Loading & Unloading Unit Load Devices & Loading & Unloading Aircraft Cargo Compartments (as per IATA DG Training Guidance 7.4)

- Understand the basic of Dangerous Goods
- Understand the general limitations
- Identify roles and responsibilities
- Understand the importance of classification
- Understand hazard communication
- Familiarize with basic emergency response
- Manage cargo pre-loading
- Collect safety data Sheet

DGR - Personnel Responsible for the Screening of Passengers and Crew and their Baggage, Cargo and Mail (as per IATA DG Training Guidance 7.10)

- Understand the legal implications involved in the transport of general cargo by air.
- Understand General Limitations
- Identify the roles and responsibilities
- Understand the importance of classification and packaging
- Understand hazard communication
- Processing/Accepting Cargo
- Accepting passenger and crew baggage
- Collecting safety data Sheet
- Familiarize with basic emergency response

6.9.2 List of Dangerous Goods Training Instructors

Internal Training Specialists		
S. No	List of trainers	Position
1	Andeel Ali Shahjehan	BDM (Hazardous Cargo)/DGTI
2	Jonahbert Allan O. Miso	Training Specialist/DGTI

6.9.3 Instructors Qualification and Experience (DG)

Dangerous Goods Instructors must have the following qualifications in the following:

Trained, certified and possess a valid certificate form IATA in:

- Competency-Based Training for Dangerous Goods Instructors (IATA)
- Dangerous Goods Regulations for Accepting DG Consignments (IATA)

Additionally:

- Minimum 3 years Dangerous Goods Experience
- Have undergone a TTT (Train-the-trainer) - highly recommended
- Ability to develop and deliver training programs
- Must have strong communication and presentation skills
- Meets **GACAR 109.103** Instructor qualifications:
No person may serve as an instructor for an initial or recurrent dangerous goods training program unless that person has—
(a) Instructional skills acceptable to the President,
(b) Successfully completed a dangerous goods training program in the category specified in Appendix B to this part applicable to the course being taught, and
(c) Conducted an initial or recurrent training course in the previous 24 months or has completed recurrent training.
- Accomplish the administrative documentation required for the approval of the DG training program:

1. Application form duly filled and signed by the accountable executive
 - a. Instructor Application Form.
 - b. Training Program application form.
- a. Instructor Application Form must enclose following documents.
 - i) Updated Instructor CV.
 - ii) Valid function certificate (Either from IATA or Any other training provider approved by GACA).

- iii) IATA CBTA – Instructor certificate.
- iv) For renewal: Evidence of training programs conducted by existing GACA approved instructors.
- b. Training Program application form must have
 - i) List of functions seeking for approval.
 - ii) Initial approval, Recurrent approval or Both to be specify.
 - iii) PowerPoint, lesson Plan, Syllabus,
 - iv) 3 sets of assessment papers +1 Re assessment paper (Both Initial and Recurrent as applicable.
 - v) Certificate template of each functions applied.

6.9.4 Existing Instructor Competence retrieval and development procedure

This procedure ensures that existing instructors maintain the necessary competencies to deliver effective and up-to-date training. It outlines the process for assessing instructor skills, identifying development needs, and providing necessary retraining.

Competence Assessment:

- Conduct and gather feedback utilizing the Trainee Evaluation (**SMSA GUIDE Doc. No.1821**) & Training Evaluation (**SMSA GUIDE Doc. No. 264**) for each training conducted.
- Trainer Observation & Evaluation (**SMSA GUIDE Doc. No. 3659**) will be utilized for certification and observation purposes, for new & existing instructors, as applicable.

Gap Analysis:

- Data gathered from competence assessment will be analyzed and compared against the required benchmark.
- Gaps identified in the yearly performance appraisal will also be utilized to identify areas that needs improvement.

Development Planning:

- Results from the gap analysis used to develop a personal improvement plan, that includes specific training objectives and timelines.
- Participate in workshops, certifications, coaching & mentoring, or shadowing experienced trainers.

Retraining, Recertification, Upskilling:

- Implementation of the development plan through scheduled training sessions.
- Attend, complete and be recertified in the applicable Dangerous Goods Training Certifications (every 2 years) in accordance with **GACAR 109 and IATA CBTA Training**.

6.9.5 DG Training & Examination Records (Storage & Retention)

Storage and Retention of records are done as per the documented policy for Control of Records **SMSA GUIDE Doc. No. 8744** on SMSA GUIDE. Further to this, and in compliance with **GACAR 109.125**, all training records must be maintained for at least **36 Months** from the most recent training completion date.

The record of training must include: (1) the individual's name; (2) the most recent training completion date; (3) a description or copy of, or reference to, training materials used to meet the training requirements; (4) The name and address of the organization providing the training; and (5) evidence that shows that a test has been completed satisfactorily.

6.9.6 Individuals Responsible for Record Revision and Keeping (DG)

The Business Development Manager, Training Specialist & Academy Specialist will be the individuals primarily responsible for the record of revision and record keeping.

Copies of training records (training attendance, certificate copies, exam scores, etc.) will also be kept by the Managers of each SMSA facility (e.g. RUH Sulay location, KKIA, DMM Khalidiya & KFIA, etc.) in their respective filing cabinets, located in the DG area.

The designated individuals responsible for the record of revision and record keeping shall ensure the accurate and timely documentation, maintenance, and safeguarding of all records related to revisions, updates, and changes within the specified domain. This responsibility includes maintaining a comprehensive and organized system for recording amendments, ensuring that all stakeholders are promptly informed of updates, and retaining records in accordance with organizational policies and applicable regulations.

The individuals are also accountable for conducting periodic reviews to verify the accuracy and completeness of records, addressing discrepancies as needed, and facilitating access to authorized personnel.

7 Operational Training (Specific to Job Function)

- (a) Dangerous Goods** – Refer to section [6.9](#)
- (b) Load Control/ Weight & Balance** – Not Applicable to SMSA
- (c) Loading Supervision (Aircraft)** – Not Applicable to SMSA
- (d) Passenger Handling (DCS/CRS)** – Not Applicable to SMSA
- (e) Customer Services** – Not Applicable to SMSA
- (f) Airside Driving (Specific to Aerodrome)** – Not Applicable to SMSA
- (g) Ramp Supervision** – Not Applicable to SMSA
- (h) Headset Operations** – Not Applicable to SMSA
- (i) Baggage Handling** – Not Applicable to SMSA
- (j) Baggage Reconciliation** – Not Applicable to SMSA
- (k) Cargo Handling (Cargo Warehouse Facility)** – Refer to Component 13 of 6.8
- (l) Marshalling/ Hand Signals** – Not Applicable to SMSA
- (m) Aircraft Cabin Cleaning** – Not Applicable to SMSA
- (n) Aircraft Exterior Cleaning** – Not Applicable to SMSA
- (o) In-flight Catering Operations** – Not Applicable to SMSA
- (p) Into-plane Fueling Operations** – Not Applicable to SMSA
- (q) Customer Airline Specific Training (DCS/CRS)** – Not Applicable to SMSA
- (r) English Language & Aviation Terminology Training** – Not Applicable to SMSA