

## ORGANIZATIONAL COMPETENCY DICTIONARY/MATRIX

Level	POSITIONS TITLES
Advance	CEO/MD/ Directors/National /Senior Managers
Intermediate	Managers/Consultants/Associate/Supervisors/Specialist/Accountant/Analyst/Auditors/Developers/Designer/Engineer/Brand Advisor/
Beginner	Pharmacist/Officer/Coordinator/Administrator/Executive/Team leader/IT Support/Technician/Dispatcher/Lead qualifier/Service controller/Frontline's-CORE/Drivers/Operators/Agent/clerk/assistant/Teamleader-CORE/data encoder/Picker/Carpenter/Cleaner/Furniture Support/Night Watchman/Tea Boy/Handlers


Organizational Competencies (Company Policies, External and Internal Factors, Identification of Interested parties, Departmental Objectives & Risk -Swot)		
Beginner	Intermediate	Advanced
<p>Accessing, and understanding of basic Organization Competencies (Company Policies, External and Internal Factors, Identification of Interested parties, Departmental Objectives &amp; Risk -Swot)</p> <p><b>based on below annexure provided</b></p>	<p>Accessing, understanding of Organizational Competencies (Company Policies, External and Internal Factors, Identification of Interested parties, Departmental Objectives &amp; Risk -Swot) cascade the same to reporting employees, and explain the same as an when required.</p> <p><b>based on below annexure provided</b></p>	<p>Demonstrate, access, and understand the Organizational Competencies (Company Policies, External and Internal Factors, Identification of Interested parties, Company, Country and Departmental Objectives &amp; Risk -Swot) and do necessary changes or create any as an when required</p> <p><b>based on below annexure provided</b></p>

## Company Policy- Annexure-1

#	Guide Document #	Policy Title
1	32	Dress Code, Uniform and Appearance Policy
2	33	Business Travel Policy
3	35	Employee Loan Policy
4	37	Employment of Minors Policy
5	38	Employment of Women Policy
6	39	Guaranteed Fair Treatment Policy (GFTP)
7	40	Mobile Phone Policy
8	41	Open Door Policy
9	42	Payroll Administration Policy
10	43	Recruitment Policy
11	44	Relocation Assistance Policy - Existing Staff
12	45	Relocation Assistance Policy - New Staff
13	46	Rent Advance Policy
14	47	Surety Policy
15	48	Training & Development Policy
16	49	Work Hours, Overtime & Public Holidays Policy
17	1752	Disciplinary Action Policy
18	1823	Leave Travel Package Policy
19	1902	Employee Care Policy
20	1905	Perf. Mngt Merit Increase & Promotion Policy
21	1914	Employees Training Needs Analysis Policy
22	1919	Employee Medical Insurance Policy
23	1922	Resignation & Termination Policy
24	1926	Orientation Policy
25	1927	Gratuities Policy
26	1961	Employee Residence Permit (Iqama) Renewal Policy
27	1968	Employee Service Award Policy
28	1988	Part Time Employment Policy
29	2284	Employee Awards Policy
30	2385	Employee Complaints & Suggestions Policy
31	2434	Employee Engagement Survey Policy
32	2435	Employee Ethics Policy
33	2630	Driver Safety Award
34	2967	KPI Bonus Policy
35	4215	Employee Vacation Loan Policy
36	4216	Temporary Support Allowances Policy
37	4217	Absence Management Policy
38	5109	Training and Development Policy - Arabic
39	5237	Remote Work Policy
40	5277	Competency Management Policy

41	5279	Job Description Policy
42	5685	SMSA Future Leaders Policy
43	5734	Employee Social, Sport and Cultural Activities Policy
44	5811	270 Degree Survey Policy

## External and Internal Factors- Annexure-2- Guide#3068

 <div> <b>External Factors Affecting SMSA</b>  Owner / Department: Quality and Risk Management </div>	
External Factors	Reasons (Why?)
Economic/ Political Situation	.will affect the business with regards to people, customers, revenue, etc (war, inflation)
Government Regulations	various regulatory bodies exist within our industry that will affect our business (GACA, IATA, Saudization
Regulations Body	Transportation General Authority, TGA
Market Competition	business practices, products & services, standards
Geographical Population	customer segmentations, special customer needs (ARAMCO; expats)
Customer Behavior & Culture	special customer needs (honey, olive oil – Southern region)
Technological Advancement	keep up with technology
Network Connection	will affect the day-to-day business operations which in turn will affect customers
Quality & Business Standards	to maintain and improve on the standards set; to maintain the certification

**For complete document please refer to GUIDE #3068**

## Identification of Interested parties **Annexure-3- Guide#3011**

Interested Parties	Needs/ Expectations (SMSA & the Parties and Vice Versa)	Deliverables
Owners	Return on Investments, Profit, Globally Recognized Brand; meet company Vision and Mission	Financial Statements
Suppliers/ Packaging Materials	On-time payment of invoices; provide the right products & services to meet company's needs	Quotes, Delivery Note, Invoice
Shipping Agencies / Airlines	Timely connections; ensure compliance to laws and regulations; spill prevention; security etc.	SLA
Corporate/ Walk-in Customers	Variety of products and services at reasonable price; On-time delivery and pickup; security of shipments; excellent customer service; Proper	TV Ad, Brochures, Social Media, Complaints Monitoring
Potential Customers	Meet their needs & expectations and be competitive	Sales Leads
Employees	Professional Growth, Job Stability & Security, Salaries & benefits, Right staff, proper contracts, compliance to SOP's, Awards & Recognition, Fire	Newsletter, Message Center, GUIDE, Meetings, insurance,
Neighbours / Vicinity organizations	Ensure that no OHS accidents / impacts are affecting them	Letter
Public	Public safety, accident prevention, employee welfare, and social responsibility	Newsletter, Message Center, Letter, TV Ad, Brochures,
Competitors	Market Share;	Brand Health Report, Mystery Shopping, competitors' websites
Leasing Companies	Right vehicles; selection criteria; price; maintenance; insurance; replacements	Contracts

**For complete document please refer to GUIDE #3011**

## Departmental Objectives Annexure-4

Note: Varies from department to department, please refer the concern related department KPI for the financial period in GUIDE

X Department KPI 2023							
Area	Strategy Segment	KPI No.	Description	Measurement Criteria	Value out of 100%	Value out of Overall Wt %	Yearly Target
OPERATIONS (Overall weight 20%)	RESOURCES	KPI-1					
		Total			0%	20.00%	
		OVERALL WEIGHT			20%		
PEOPLE (Overall weight 80%)	RESOURCES	KPI-2					
		KPI-3					
		KPI-4					
		Total			0%	80.00%	
		OVERALL WEIGHT			80%		

## Risk -Swot - Annexure-5

Note: Varies from department to department, please refer the concern related department SWOT in GUIDE

### SWOT Analysis

<b>Criteria Examples</b> Advantages ? Capabilities ? Competitive advantages ? USP's (unique selling points) Resources, Assets, People? Experience , knowledge, data ? Financial reserves, likely returns ? Marketing - reach, distribution, awareness? Innovative aspects ? Location and geographical ? Price, value, quality ? Accreditations, qualifications, certifications ? communications ? Cultural behavioural ?	<b>Strengths</b>	<b>Weaknesses</b>	<b>Criteria examples</b> Disadvantages ? Gaps in capabilities ? Lack of competitive strength ? Reputation, presence and reach ? Financials ? Timescales, deadlines and pressures ? Cash flow , start-up cash drain ? Continuity, supply chain ? Effects on core activities, distraction ? Reliability of data, plan predictability ?
<b>Criteria Examples</b> Market developments ? Competitors' vulnerabilities ? Industry of lifestyle trends ? Technology development and innovation ? Global influences ? New markets, vertical, horizontal ? Niche target markets ? Geographical, export, import ? Tactics : eg, surprise, major contracts ? Business and product development ? Partnerships, agencies, distribution ?	<b>Opportunities</b>	<b>Threats</b>	<b>Criteria Examples</b> Political effects ? Legislative effects ? Environmental effects ? IT developments ? Competitor intentions- various ? Market demand ? New technologies, services, ideas ? Vital contracts and partners ? Sustaining internal capabilities ? Obstacles faced ? Insurmountable weaknesses ? Loss of key staff ? Sustainable financial backing ? Economy - home abroad ?