

	Document Number	CT-CP-2-00-V00	Document Classification	Available
	Document Title	Strategy and Results Delivery Office Policies		
	Owner	Chief Strategy & Transformation Officer		

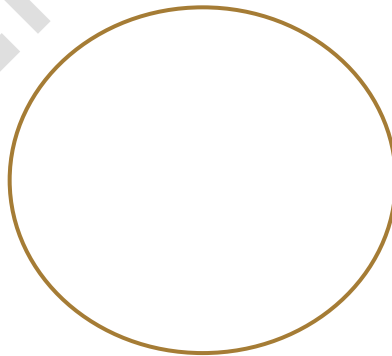
Revision History:

Revision	Date	Description

Approvals:


	Prepared by	Reviewed by	Approved by
Name			
Position			
Signature			

Document Control Stamp



Date:

Note: 1- This document is a property of SAPTCO and shall not be used outside the company without prior permission in accordance with document control system.
2- This document is electronically controlled; hard copies shall be used only with prior permission in accordance with document control system.
3- Next Review date is five years after the last revision date

	Document Number	CT-CP-2-00-V00	Document Classification	Available
	Document Title	Strategy and Results Delivery Office Policies		
	Page	2 of 13		


Contents

1.	Purpose	3
2.	Scope	3
3.	Ownership, Roles and Responsibilities	3
4.	References	4
5.	Policies	4
1.	Strategic Planning Policy (Code: CT-CP-2-01)	5
2.	Corporate Performance Management Policy (Code: CT-CP-2-02)	9
3.	Results Delivery Office Policy (Code: CT-CP-2-03)	12

UNDER REVIEW

Note: 1- This document is a property of SAPTCO and shall not be used outside the company without prior permission in accordance with document control system.

2- This document is electronically controlled; hard copies shall be used only with prior permission in accordance with document control system.

	Document Number	CT-CP-2-00-V00	Document Classification	Available
	Document Title	Strategy and Results Delivery Office Policies		
	Page	3 of 13		

1. Purpose

This document serves as the main reference for the guiding principles followed by the strategy management and the results delivery office (RDO) in SAPTCO. It introduces a set of policies that ensure development and improvement of services rendered by strategy management and RDO to all relevant SAPTCO stakeholders enabling them to perform their daily duties in efficiently and effectively.

The policies included in this guide are as follows:


1. Strategic Planning Policy
2. Corporate Performance Management Policy
3. Results Delivery Office Policy

2. Scope

These policies are applicable to all SAPTCO employees: full time employees, freelancers, and consultants, as well as other legal entities such as groups, committees, sectors, departments, and various sections in the company, in addition to the systems of SAPTCO.

3. Ownership, Roles and Responsibilities

- The Strategy department is responsible for setting, managing, revising, and amending the strategic plan and evaluating the corporate performance.
- The RDO is responsible for the management of projects and ensuring that initiatives are fulfilling their strategic objectives.


	Document Number	CT-CP-2-00-V00	Document Classification	Available
	Document Title	Strategy and Results Delivery Office Policies		
	Page	4 of 13		

- Amending this document is done after approving the changes in accordance with the authority matrix, followed by the Quality and Safety Sector issuing an amended document; to be maintained according to the approved documentation process.
- The Internal Audit Sector is responsible for ensuring that the policy is effective and is being followed by all relevant parties as intended.

4. References

Presenting and detailing the policies included in this document is based on best practices in the surrounding companies and consulting firms; the procedures and laws implemented in SAPTCO have been taken into consideration.

5. Policies

	Document Number	CT-CP-2-00-V00	Document Classification	Available
	Document Title	Strategy and Results Delivery Office Policies		
	Page	5 of 13		

1. Strategic Planning Policy

(Code: CT-CP-2-01)

Objective

This policy outlines principles to define strategic directions, and setting the strategic plan and objectives for SAPTCO, during the process of strategic planning, by extrapolating the past, studying the present and forecasting the future. This is done by utilizing strategic tools; in addition to following up, implementing, and modifying plans that ensure the fulfillment of strategic goals, tasks and responsibilities of the sectors and the company.


Statement

1.1 Setting the Strategic Plan


1.1.1 The strategic plan time span ranges from three to five years, unless there are significant factors that require disrupting this timeframe.

1.1.2 The effective duration of strategic plan can be extended only for a defined period that must be determined by the authorized person (if needed).

1.1.3 The strategic planning process is started and directed by the top management and all organizational levels in the company are requested to contribute to it.

	Document Number	CT-CP-2-00-V00	Document Classification	Available
	Document Title	Strategy and Results Delivery Office Policies		
	Page	6 of 13		

- 1.1.4 All available inputs should be studied, when making a decision regarding the company's directions, in the period of implementing the strategy; including with no limitation: Saudi Arabia 's vision, market variables, challenges and opportunities, and the requirements and expectations of stakeholders.
- 1.1.5 The strategic tools that should be agreed on must be in accordance with international best practices of strategy development, including but not limited to: PESTEL analysis, SWOT analysis, PORTER Five Forces analysis.
- 1.1.6 The strategic plan involves defining the company's direction in terms of the vision, proposed strategic objectives, strategic initiatives, and key performance indicators, and it also includes the implementation roadmap.
- 1.1.7 Strategic initiatives must be specified to the achievement of company goals and prioritized according to the initiatives' impact on the strategy and the availability of resources needed for execution; also, performance indicators must be defined to measure the execution progress of these initiatives.
- 1.1.8 The operating model, organizational structure, and functions guide for SAPTCO shall be defined/redefined, to put the strategy into action (when needed).
- 1.1.9 The strategic plan should be approved by board of directors and the top management to start execution.

	Document Number	CT-CP-2-00-V00	Document Classification	Available
	Document Title	Strategy and Results Delivery Office Policies		
	Page	7 of 13		

1.2 Annual Plan and Budget

1.2.1 Annual plans and budgets should be aligned with the company strategy.

1.2.2 The sectors should develop operational plans and detailed annual budgets in close coordination with the budgeting department.

1.3 Communication

1.3.1 The responsibilities for developing and executing the strategic plan are set according to designated job roles in the organizational structure.

1.3.2 The sectors and departments in SAPTCO shall be informed with the authorized strategic plan in order to keep focus on achieving the strategic objectives and to put perspective on the decisions taken during the implementation period.


1.4 Execution Follow-up, Updates, and Amendments of the Plans

1.4.1 The board of directors and the top management shall carry out a periodic evaluation of the strategic plan and may approve any updates or amendments when required.

1.4.2 The RDO should follow up on the execution of the plans developed and the commitment of those designated for plans execution.

1.4.3 The actual performance must be measured and evaluated every month to ensure that: the target plan is achieved, the results are analyzed and the reasons for deviation, if any, are investigated.

1.4.4 In the event of any deviations between the target plan and the actual performance; all necessary actions must be taken, to correct the

	Document Number	CT-CP-2-00-V00	Document Classification	Available
	Document Title	Strategy and Results Delivery Office Policies		
	Page	8 of 13		

execution course of action and to achieve set target according to the plan.

1.4.5 It is possible to amend the plan during the year according to work demands, in coordination with all relevant authorities, get it approved according to the authority matrix and these approved amendments shall then be reflected into the budget.

UNDER REVIEW

2. Corporate Performance Management Policy (Code: CT-CP-2-02)

Objective

The objective of establishing a corporate performance management policy is to provide a standard and practical guide, for the implementation of performance management in the organization, and to ensure fairness, clarity, and transparency amongst all contributors to the performance management cycle.


Statement

2.1 Performance planning

2.1.1 Key Performance Indicators (KPIs) and strategic objectives, when set; should be measurable, and compatible with the set of strategic plans and approved budgets that were prepared for the focal period and inclusive of all important aspects of performance.

2.1.2 KPIs should include all functional units within SAPTCO.

2.1.3 Functional units are responsible for their own performance against the plan and defined KPIs.

	Document Number	CT-CP-2-00-V00	Document Classification	Available
	Document Title	Strategy and Results Delivery Office Policies		
	Page	10 of 13		

2.2 Communication:

2.2.1 All job levels in SAPTCO shall be informed of KPIs on a need basis.

2.2.2 Responsibility for the KPIs fulfilment shall be designated to the functional roles defined in the organizational structure, to ensure focus in achieving the objectives and to define the areas where progress has been made and the areas that need improvement.

2.3 Performance measurement and monitoring:

2.3.1 Performance is measured and monitored on quarterly and annual bases to decide if the performance targets have not been achieved, achieved, or have been exceeded.

2.3.2 Performance is monitored against balance scorecards and progress is documented against planned performance to analyze the reasons of underperformance or the factors that enabled satisfactory performance and improving them through feedback.


2.3.3 A mechanism to correct corporate performance should be agreed upon in the event of any deviations from the plan.

2.4 Responsibilities

2.4.1 The Strategy Department is responsible for planning performance indicators with the top management and the sectors.


2.4.2 The Strategy Department is responsible for measuring and monitoring performance to ensure that performance is properly managed.

2.4.3 Top management is responsible for addressing deficiencies in performance related to any strategy or budgeting matters.

	Document Number	CT-CP-2-00-V00	Document Classification	Available
	Document Title	Strategy and Results Delivery Office Policies		
	Page	11 of 13		

2.4.4 Organizational units are responsible for addressing deficiencies in performance related to any administrative matters.

UNDER REVIEW

	Document Number	CT-CP-2-00-V00	Document Classification	Available
	Document Title	Strategy and Results Delivery Office Policies		
	Page	12 of 13		

3. Results Delivery Office Policy (Code: CT-CP-2-03)

Objective

The policy of the Results Delivery Office (RDO) aims to set rules to regulate the process of managing SAPTCO's project portfolio, evaluate and guarantee the required level of projects performance, and to ensure the achievement of the objectives of the strategic initiatives. Moreover, to prioritize projects with higher importance.

Statement


3.1 Project Portfolio Planning and Management:

3.1.1 The RDO manages the strategic initiatives and SAPTCO's project portfolio.

3.1.2 The RDO sets priorities and divides projects into homogeneous groups with common elements, including objectives, methods of application, scope of application or time. Only strategic projects and operational projects are covered.

3.1.3 Strategic projects: These are projects that are derived from the strategic plan and are mainly related to the execution of the strategy.

3.1.4 Operational projects: These are usually projects for improving the work within the departments.

	Document Number	CT-CP-2-00-V00	Document Classification	Available
	Document Title	Strategy and Results Delivery Office Policies		
	Page	13 of 13		

3.1.5 The RDO provides technical and administrative support to project managers with regards to project planning and management. As for large or unusual projects, it is possible to use the RDO for execution and the decision in this matter is up to top management.

3.1.6 The RDO is committed to developing an integrated plan, for the project portfolio of the company, based on the project plans approved by the authorized persons.

3.1.7 The budget and the funding for the project must be confirmed by the top management in coordination with the financial department before any commitments.

3.2 Monitoring and Evaluation of Project Portfolio:

3.2.1 The RDO undertakes the evaluation, control and follow-up of each project and submitting an integrated project portfolio progress report to the top management.

3.2.2 The RDO provides support and guidance to project management teams.

3.2.3 The RDO shall assist should any issues or risks related to a project arise; or for the integration or communication with other departments to solve any problems that hinder the project execution.

3.2.4 The RDO shall keep a record of all strategic projects and their progress.

3.2.5 The final output of the project should be reviewed and compared to the objectives in the company's strategic plan.