



جامعة الأمير سطام بن عبدالعزيز
PRINCE SATTAM BIN ABDULAZIZ UNIVERSITY

INTEGRATED TALENT MANAGEMENT GUIDE
HUMAN CAPITAL MANAGEMENT STRATEGY AT PRINCE SATTAM BIN
ABDULAZIZ UNIVERSITY

STRATEGY SUMMARY: IMPROVE THE FOLLOWING PROCESSES



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General Director of Human Resources message:
Hamoud bin Badi Al-Harbi

The general concept of integrated talent management relates to attracting distinguished talents, developing workers' abilities, skills and experiences, in addition to bringing about a change in the individual's attitudes in line with work interest, raising morale, increasing job engagement, developing the organizational and physical work environment, and ensuring workers safety while performing their work, all with the aim of avoiding distinguished cadres Turnover , so that work performance pace at the university is not affected.

The process of integrated talent management is a comprehensive, deep and complex process in which physical & psychological dimension of individuals within the university intersect with the aim of deepening job loyalty, maximizing individual's productivity, increasing his efficiency and capabilities, and influencing his trends within the university by changing his preferences, in a way that is consistent with work interest, and does not conflict with his interests. Rather, the university becomes the one that protects his interests, whether financial, social, or health.

The integrated talent management process shall begin at a very early stage by improving attracting workforce processes, improving selection and hiring process method . Then, shall receiving the new employee, Onboarding - continuous training of workforce. As well as attention to motivational aspects and social welfare programmes.

Introduction :

The Kingdom of Saudi Arabia pays great attention to human capital, as it is the basic pillar that drives economy and development, which places it in developed countries ranks. Believing in necessity of attracting, recruitment and retaining competencies and talents, The Kingdom has developed strategic initiatives and encouraged employers to adopt and implement them effectively. Employers have begun to rely on innovative and unconventional methods and tools to attract, recruitment and retain talent. In addition to announcing vacancies in newspapers and through recruitment agencies, Employers have begun to make optimal use of technology, including social networking sites and smart applications, in order to keep pace with the times, as well as to reach more talents. Also, Employers have begun to take several factors during attraction and recruitment process , including-but not limited to- selecting talents based on clear criteria that can be measured through use of reliable scientific methods, focusing on equal employment and development opportunities available for both genders, paying attention to disabilities category so that their skills can be benefited for serving the community, and support youth group to achieve their practical ambitions, as well as long experienced employees who constitute a source of knowledge. As for retaining talent staff, Authorities have realized that employees are not only looking for financial gain, but are also looking for a work environment -that provides them with a balance between work & private life -, and one that supports their career path, by providing career growth opportunities. Accordingly, Prince Sattam bin AbdulAziz University, represented by General Directorate of Human Resources, has prepared this guide, to support specialists in attracting , recruitment & retaining experts and talents process, taking into consideration a set of strategic and operational indicators and a package of initiatives and projects that contribute to achieving Vision 2030, as well as Strategic objectives for human resources in the Kingdom of Saudi Arabia.

Objectives and content of the guide:

The primary goal of preparing this guide is to attract talents to work at the university, and to keep pace with developments in human capital management field, which is consistent with outlooks and priorities of university's leaders. This guide seeks to achieve the following objectives:

1. Identifying and reducing talents & expert employees turnover factors from various university departments.
2. Determine a guiding framework to develop mechanisms to attract and retain competencies and talents from labor market.
3. Support and encourage recruitment agencies to develop innovative practices and solutions that ensure each entity privacy, and in a way that enhances effectiveness of attracting and retaining talent processes.

The guide includes two main factors:

- 1. Attraction and Recruitment.**
- 2. Retaining staff.**

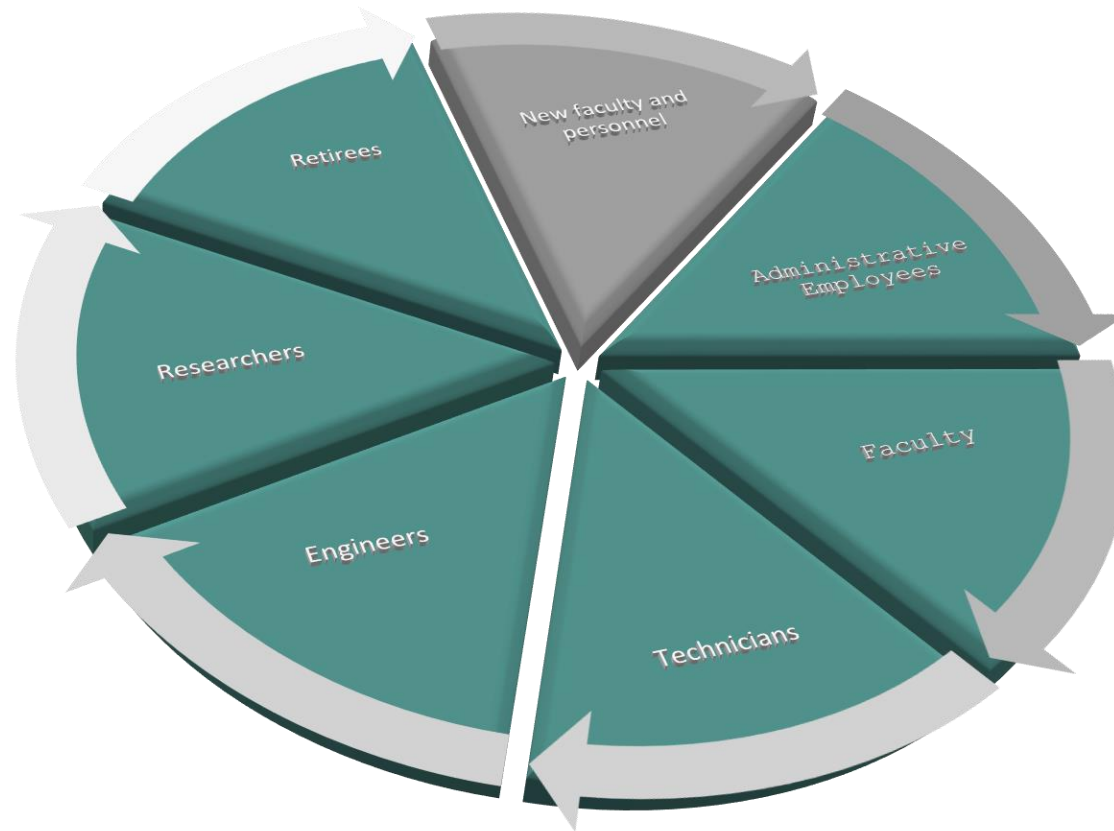
The following terms will be mentioned in this guide

The entity's institutional identity	the image of the entity from employees and customers opinion that is based on institutional culture relied on applicable practices, which is reflected in general impression of the entity as a preferred place to work.
Engagement	It expresses an employee's interest in his work and workplace, and the extent of his emotional connection to his job and its purpose and the working relationships with workmates and managers.
Social well being (welfare)	a set of programmes, initiatives and services that aim to enhance and improve mental and physical health of employees, because of the importance it represents in developing their behavior, job performance and productivity, and improving their motivation to work, which reflects positively on their happiness, loyalty and institutional affiliation.

Why do we implement integrated talent management processes?:

- 1-It allows managers to make effective, cost-effective recruiting decisions that align human capital with organizational goals.
- 2-Providing lack of critical positions, especially those are required an extensive knowledge and high skills, in a timely manner.
- 3-Linking requirement, development, and training decisions to specific organizational objectives.
- 4-Identifying possibilities and Potentials of change for job need that result in changing organizational trends.
- 5-To facilitate diversity, flexibility and accountability among the workforce.
- 6- Able to evaluate, object to, and review previous assumptions and incorrect decisions when new information is obtained.

Scope of strategy



Strategy objectives:

- 1-Recruiting the qualified workforce that the university actually needs, and retaining them from labor turnover.
- 2-Reducing rates or averages labor turnover.
- 3-Developing employees' capabilities through continuous training from the beginning of their recruitment at the university until the end of their service period upon retirement.
- 4-Reducing instability and stress on the job.
- 5-Increase job satisfaction and loyalty to the university.
- 6-Raising overall performance rate of employees and increasing individual productivity.
- 7-Encourage a policy of innovation and creativity for employees.
- 8-Make a positive change in employees' attitudes and behavior within the university in accordance with the university's objectives.
- 9-Achieve an attractive competitive advantage for working at the university that provides employee's care from the date of his recruitment until after his retirement

Directorates relevant to implementing the strategy

General Directorate of Human Resources

Job talent acquisition strategies:

There are two strategies for acquiring job talent: (1) obtaining available talent individuals from labor market. (2) to obtain individuals from the university's employees.

In the first case, the role of human resources is to integrate new employees into organization's culture socially and culturally through courses to enhance communication or through on-the-job guidance.

In the second case, the role of human resources is to discover latent talents of individuals and to develop knowledge and skills to ensure that individuals perform required roles.

Integrated talent management operations:

- 1-Performance Management
- 2-Management By Objectives
- 3-Compensation Management
- 4- Acquisition/ Requirement Talents
- 5-Learning Management Systems
- 6- Career Development
- 7- Succession Planning

Job Performance Management & Integrated Talent Management Strategy

Evaluating job performance contributes to sound strategic planning for workforce - which is the first process targeted for improvement in this strategy - by providing appropriate information to determine priorities in this field, which helps determine the training needs of individuals and organizational units on sound and objective foundations. If the evaluation results show a specific deficiency in certain skills, this can be corrected in employment plan, selection and recruitment procedures, employees onboarding Programs, and proposed training programs.

It also contributes to revealing latent future capabilities of employees to perform other jobs and transferring them to new jobs that are compatible with their abilities, and promotion possibility in administrative positions, and exploiting their talents effectively. Therefore, it is a measurement for scientifically identifying the second row of future leaders, by this way we achieve job satisfaction of university's workforces and shall ensure that they do not turnover to other parties.

Job performance management concept has developed-Its use is no longer limited to judging employee's performance and identifying deficiencies in his performance. Rather, it has become a basic means for employee development, a means of motivating individuals and helping them to modify their behavior. The university shall take job performance system seriously, to be accurately, consistently and objectively applied, that will be useful for individual and the organization.

Among the most advantages of applying job performance management concept at the university are:

promote and develop employees' performance as it highlights employee's strengths and weaknesses.

Increased sense of responsibility:

It motivates employees to exert required effort to perform work properly and to improve performance level, and addressing performance problems.

Implementing organizational effectiveness:

It shows an indicator of agency effectiveness in achieving its goals and staffs' efficiency in each administrative unit, because it gives a feedback on various operations of administrative agency.

Improving organizational communications:

Performance evaluation process requires that superiors shall monitor subordinates' performance and provide advice to overcome weaknesses in performance and develop it. Through this, an employee can feel leadership's interest in his performance by objectively Performance evaluation that will contribute to improving work relations.

Operations targeted in the strategy

The First Operation:

Improving Recruitment Processes:

Accurate recruitment of human resources is a competitive advantage, that any organization cannot achieve its objectives without qualified human resources to carry out their previously specified role to achieve such objectives.

The university shall develop recruitment process, as human resource is one of the university's most important economic assets, so it must invest in attracting methods and developing its capabilities and knowledge to be able to withstand and continue in a highly competitive environment. During recruitment process, the university shall continuously activate its expertise and develop it qualitatively and link it to real need according to available resources.

Workforce planning process is the first step in developing recruitment process, by determining actual needs, in terms of type and quantity, of Staffs in a long and short term to help in sound employees selection, rationalizing of workforce use, knowing deficit and surplus areas in university's workforce, and possibility of outlook future needs and reducing of talent turnover process.

Recruitment process consists of four elements:

- 1-Job analysis
- 2- Workforce Planning
- 3-Procedures followed in recruitment process
- 4- Human resources management efficiency in recruitment process

Recruitment Source

There are two main sources of employment:

Internal Recruitment	External Recruitment
Internal Referral	Use specialized professional websites
Apply directly for a job	Announcing in electronic or paper media
Promotions	university's students Recruitment
Rotation & Transferring	Employment fairs
	Recruitment organizations and search companies
	Employees candidacy
	Training and trainees programs

1. Internal recruitment:

Internal Recruitment shall be whether by issuing a Talent Pool or preparing a list of highly capable employees to fill supervisory or leadership positions, or to fill critical positions at the university.

Internal Recruitment also shall by promotions, job rotation or internal transfer.

2. External Recruitment:

1-Announcement

By announcing in electronic or paper media

2-Internet:

Use specialized professional websites such as (LinkedIn).

3-University's Students Recruitment:

The university shall recruit colleges' graduates at the university.

4-Recruitment Fairs:

Participate in employment fairs at a national, regional or international level to search for qualified talents to work at the university immediately.

5-Recruitment Organizations & Search Companies:

It is a traditional option used by the university to search for talent outside the national level.

6-Employees Candidacy :

Recommendations of university employees who worked closely with the nominated competencies and were informed of their skills and cognitive abilities shall be taking into account.

7-Training and Trainees Programs :

Opening training programs end with employment for new graduates from various sectors and educational levels (secondary, diploma, university, master's) and selecting the best qualified candidates to work in the university's various sectors.

Advantages of using recruitment sources types :

Recruitment Sources	Advantages	Disadvantages
Internal Recruitment	<ul style="list-style-type: none"> -Reward outstanding performance of current employees. -The employee shall identify the agency's institutional culture, objectives and policies. -The agency shall recognize the employee's capabilities and competencies. -The new employee will be able to adapt to the new job faster than external recruitment. 	<p>need to intensify efforts to train and develop new employees</p>
External Recruitment	<ul style="list-style-type: none"> -Supporting the agency with new talents and ideas. -Shall assistant the agency to obtain the required competencies. -Reducing training costs if qualified expertise is employed. 	<ul style="list-style-type: none"> -It may lead to hiring people who are not in harmony with the agency's institutional culture. -Increased recruitment cost. -It needs a longer period of training and qualification.

Announcement of the vacancy:

It is the used means to inform employees in a agency or candidates in labor market about availability of a vacancy in the agency. There are several requirements when preparing a vacancy announcement that must be mentioned, which are:

1. Job description:

The agency must put a clear job description in the announcement that includes required main job tasks, a minimum acceptable academic qualification, a minimum acceptable years of experience, required main competencies of job applicant, and any other basic conditions for filling the job.

2. Job Grade:

The agency must clarify the job grade.

3. Salary and Benefits:

The agency should clarify total salary range and benefits to the candidates, if possible.

4. Deadline for CVs and job applications receiving:

The agency to specify a deadline for employment applications receiving.

5. Expected start date of work:

The agency to set a required start date of work for potential candidates.

2nd Processes:

Improving selection and requirement processes

It is the most important stage which is focused on selecting the best candidates who have been attracted to work at the university. The success of organizations in reaching their goals and objectives depends on the existence of highly qualified cadres to perform job tasks.

Selection process basis is achieving compatibility between work requirements and individual's abilities, his psychological readiness, and knowledge. If a large percentage of compatibility between an individual and job is achieved, productivity and job satisfaction shall increase, as placing an unsuitable employee in a job may lead to frustration and wasted time, and this will cost an organization a lot of effort and money because Labor turnover costs.

Adverse selection of employees will affect on all operations at the university, and it is difficult to get rid of unsuitable employees after hiring them.

The selection basis must be sound in order to save costs of poor productivity, labor turnover, and training.

For selection process to be successful, specific steps to be followed as:

1. Interviewing job applicants (initially)

a-The interview will be in brief

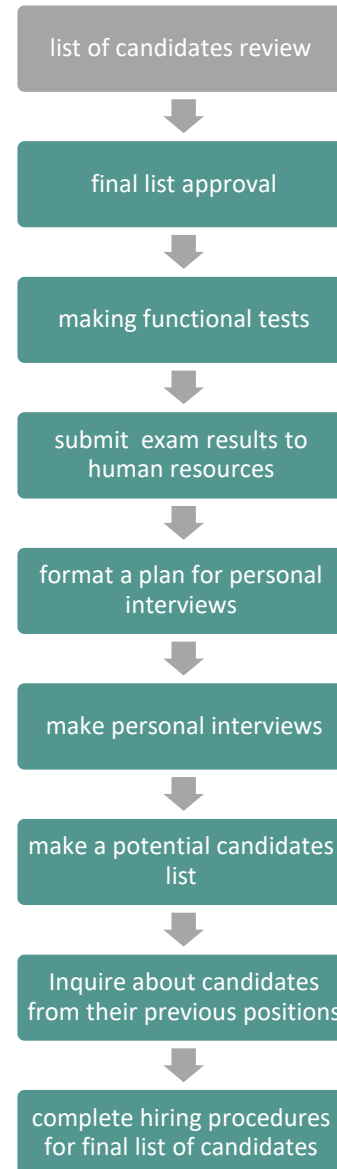
b-Introducing applicants to an organization and jobs they are applying for.

C-Answering applicants' inquiries

d-Ensure that applicants meet the basic conditions, i.e. the minimum requirements

2. shall fill out an employment application and verify attached documents
3. Conducting job exams, which must be prepared to measure skills and required proficiency to fill a specific job.
4. make a personal interview as a complement to exams in order to obtain additional information which often will be applicant's personality aspects and psychological readiness for the job.
5. applicant's status inquiry
6. Selection decision
7. A probation Period to measure employee's actual performance and to study whether continuation or disqualification from work.

selection & recruitment process outline:



Retaining Staff :

Retaining Staff is a permanent challenge facing agencies in public and private sectors, where concept of talent and competencies war appeared in the new millennium, in which the scarcity of talent and skills was observed, and the existence of constant competition between agencies to obtain them. Retaining qualified Staff & talents strategies are based on a clear understanding of a number of factors, including age group of employees and each group interests. We attract under age of 30 employees to a work in an environment that provides them professional advancement opportunities. While age 30-50 employees are important to be able to manage their careers and enjoy a high rate of job satisfaction. As for +50 age employees, are focused on job security and planning for retirement.

As for other factors that affect Retaining competencies and talents strategies, they are:

1. Employer's reputation and its image before others.
2. Recruitment and hiring process.
3. Managers' ability to contain employees and to exercise their roles related to managing individuals appropriately.
4. Training, learning and development opportunities.
5. Appreciating and rewarding good performance:

Managing directors, in cooperation with human resources department in the agency, shall work to develop retaining Staff s' solutions and mechanisms – are not limited to providing financial benefits, but providing an appropriate work environment, an institutional culture based on trust, effective communication and mutual respect, and providing a work environment that makes employee feels challenged and proud when he accomplishes his work.

Solutions for retaining Staff mechanisms:

Agencies shall invest in exit interviews to identify real reasons behind their employees' resignations so that they shall focus the efforts on required improvement aspects. In addition, Agencies can also determine employees' opinions on a number of topics so that the aspects that need to be addressed become clear by job satisfaction questionnaires. Accordingly, the agency can develop an integrated plan to retain competencies and talents, taking into account the **following processes**:

Third process:

Reception of new employee:

Reception of new employee process is a very important process to facilitate the new employee integration with work group. The university must pay attention to this issue due to its sensitivity, as it gives the new employee a first impression of the university and its environment. A good reception for the employee leaves him with a feeling of security, confidence, and developing loyalty to the organization, and forms a positive first impression of the university.

The reception of new employee must be organized and planned to introduce them to their work and job role at the university, and to identify their mates, bosses, and systems applied at the university.

All mentioned above helps to form positive attitudes toward working at the university and adapting to its administrative environment, and the employee feels important and part of work group.

Major stages of employee reception:

1.Initial orientation for the new employee:

It is preparing the new employee to carry out his work , to understand work standards and accept the prevailing values, norms and principles at the university. In addition, the new employee shall understanding managers' outlook in terms of performance level and type of acceptable behavior. A complete and regular preparation program must be prepared and constantly evaluated and modified.

Employees Onboarding Program

Training the new employee on new tasks by providing him with job-specific knowledge and skills to improve his performance technically and behaviorally.

Fourth process:

Training and development:

well preparation and high qualification of the workforce increases the university's ability to raise its employees' productivity and increases their adaptation to used technology levels to perform daily tasks. Training contributes to providing advanced levels of capabilities to meet the current and future university's needs to keep pace with rapid changes in required skills in all specializations. Training also is the most important investment shall be made by the university in its workforce.

Training and development deals with current and future individuals' skills needs within the university. Development differs from training by first focusing on long-term needs for skills and abilities. While, Training is limited with current needs of individuals' skills. The scope of development includes the university as a whole, and both contribute to solving performance problems at the university if they are integrated into training programs.

Training is one of the most important elements of human resources policies and is linked to other elements such as evaluating job performance, workforce planning, and linked to promotion. Training process goes through four stages:

A. Organization analysis: a comprehensive study of goals and objectives and a study of current and outlook organizational aspects.

B. Task analysis: study jobs and required skills perform them.

C. Individual analysis: performance gaps analysis after job performance evaluation process, aptitude test, and achievement reports.

2. To set training objectives :

Shall make a training plan for the university based on needs that covers following aspects:

- A. Knowledge:** Providing the employee with basic theories, concepts and principles.
- B. Skills:** Providing the employee with required ability to practice and apply work.
- C. Attitudes:** Affects on the employee's values and ideas about things in a positive way.

3. Designing training programs:

To set appropriate content of training packages and to choose training methods, trainers, program duration, location, and costs.

4. Training evaluation:

Training effectiveness Study on the employee's actual performance .

Fifth process:

Moral stimulation

1. Career Excellence Awards provide material and moral compensation, such as certificates of appreciation and experience.
2. Innovation and development competitions
3. Programs for sharing functional experiences with other university units and governmental and private agencies outside the university.
4. Training of Trainers programs: Experiences long-serving employees shall train and to provide courses in private training centers to transfer their knowledge , experience and participate to provide community service from the university (i.e. contribution to local community service).

Sixth process:

Healthcare programs

Healthcare programs, Thank God, is available and provided by University Hospital and College of Dentistry, but media role must be activated in this field . As employee's university must feel his importance by providing awareness publications and special exhibitions from time to time and various health activities on chronic diseases and shall providing initial examination in university units and explaining services and how to obtain them.

The aim all mentioned above to direct employees' university to maintain their health and avoid exposure to infection and diseases.

Seventh process:

Occupational safety

1. Design a model work environment free of accidents, By Allah Willing.
2. Configure a suitable work environment with all required equipment to perform tasks.
3. Observe general hygiene condition in workplace.
4. Observe working conditions requirements, including proper ventilation and ideal lighting in offices and workshops.
5. Ensuring health conditions availability in places where nutrition services are provided at the university.
6. Contribute to alleviating work stress by identifying its sources and addressing problems in in due time.
7. Preventive inspection of workplaces, identifying potential risks of work-related injuries and neutralizing these risks.

Eighth process:

Social Services

1. Providing insurance programs (health, cars, etc.) especially for university's staff.
2. Providing low-cost services to university's staff (airline reservations - hotel reservations - banks) through partnership agreements.
3. Establish a special club for university's staff (sports - health - cultural).
4. Providing educational services to children of university's staff.
5. Public services offices to accomplish university employees transactions in other government agencies.

Talent management KPIs:

Indicator	Measurement method	Measurement periodicity
The Employee	A Survey to measure of happiness level in work environment	Mid-Year
Satisfaction rate of retaining staff	Survey	Year
Satisfaction rate of social welfare programs	Survey	Year
Job turnover rate	employee turnover calculation	Year
Employees have receiving training	Percentage Calculator	Year
Rate of employees benefiting from incentives	Percentage Calculator	Year
Satisfaction rate with training programs	Survey	Year
Rate of work injuries	Percentage Calculator	Year
Rate of implemented employee initiatives	Percentage Calculator	Year
Rate of employees benefiting from social welfare programs	Percentage Calculator	Year
Rate of training plan implementation	Percentage Calculator	Quarterly
Rate of job performance documents completion	Percentage Calculator	Year
End of service Survey	Survey	Year

Strategy outcomes

A recruitment plan based on actual need

Raising professionalism degree in selection and recruitment

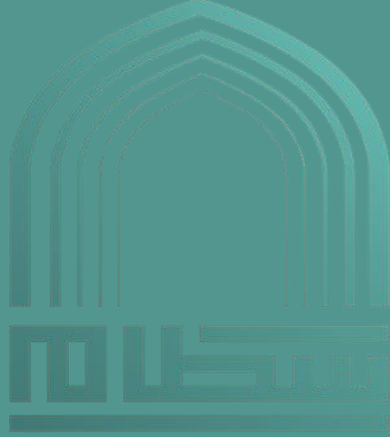
Employees onboarding program

A training plan based on the actual need of skills and knowledge

Qualifying university's retirees to work in training centers to benefit from their skills and experience

To set an occupational safety program

To set a social services program



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