

Project management department

The project management department works in tandem with all HRDF departments, related institutions, relevant entities subscribed under HRDF, and all stakeholders to achieve HRDF's mandate in KSA.

The project management department manages HRDF's project portfolio in the various sectors. It also oversees and directs joint programmes with affiliated professional institutions in KSA. Its responsibilities and level of engagement differ according to the programme. It works in tandem with all HRDF departments, related institutions, relevant entities subscribed under HRDF, and all stakeholders to achieve HRDF's mandate in KSA.

The main function of the project management department are:

- ▶ Manage and implement portfolios, programmes, and projects;
 - ▶ Identify and develop project management methodology using global best practices and standards;
 - ▶ Develop a governance and frameworks for projects' management;
 - ▶ Identify roles and responsibilities among the parties involved in the project;
 - ▶ Contribute actively to overcoming difficulties encountered during the implementation of projects;
- ▶ Provide periodic reports on the status and progress of projects;
 - ▶ Coordinate communication between projects and stakeholders involved;
 - ▶ Provide support, training, and supervision for programmes;
 - ▶ Oversee the processing and activation of the Enterprise Project Management (EPM) system;
 - ▶ Monitor and comply with relevant standards, policies, procedures, and models of project management through quality reports.

Key objectives of the project management department

Applying best practices in managing HRDF projects

Acting as a central authority controlling the quality and efficiency of programme implementation, portfolio and project management, and ensure of its impact eliminating risks and obstacles. Applying the global best practices in coordination, communication, and management.

Developing the national human capital

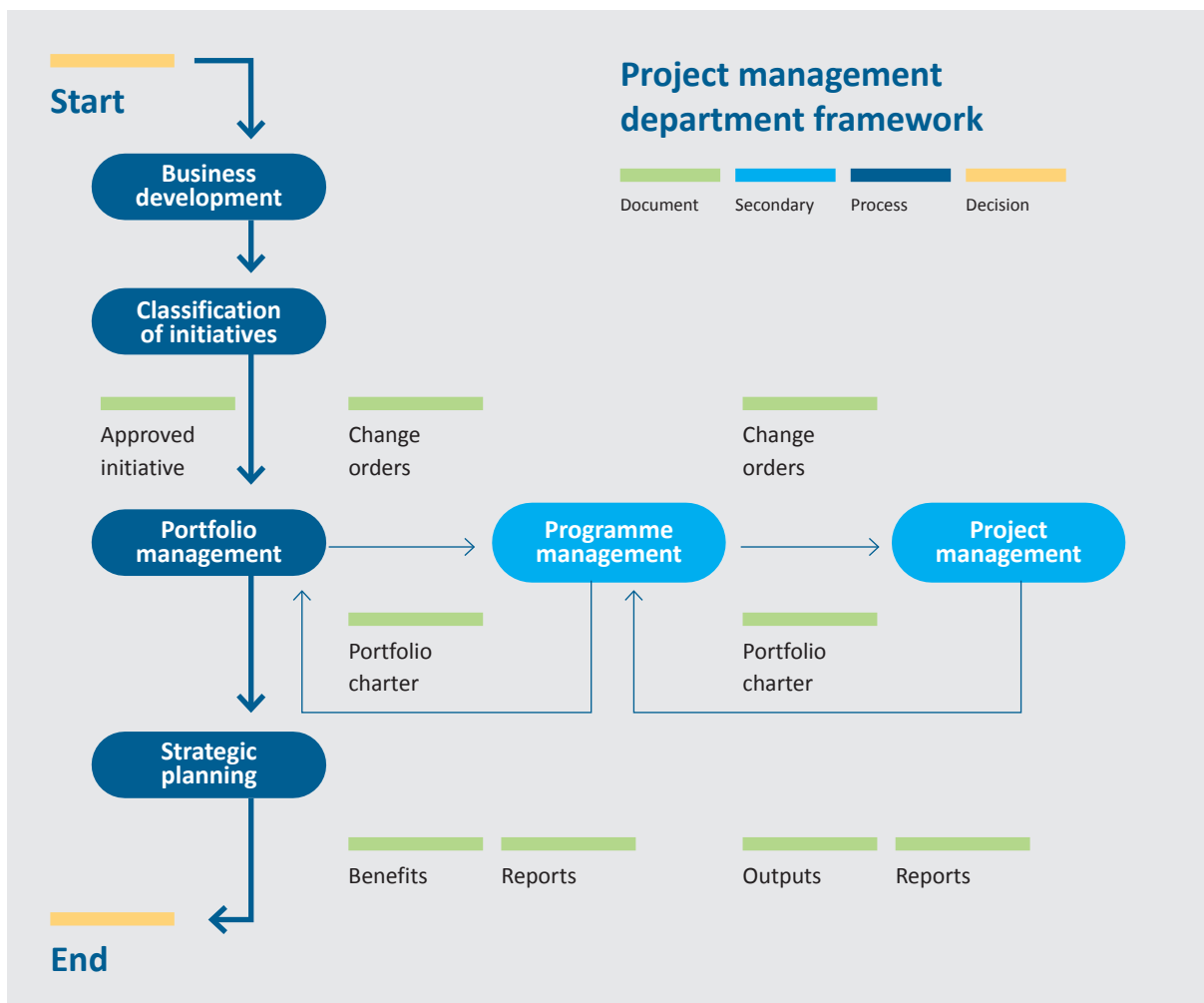
Identifying training gaps and needs in the workforce and formulating programmes, workshops, specialised training to cater to those needs.

Making use of the latest technology to execute its programmes

Automating Enterprise Project Management processes and procedures. Archiving all documents related to all HRDF projects.

Raising awareness about the role of project management department

Clarifying the department's role and its methodology by outlining its responsibilities and governance framework to all relevant parties involved.



HRDF's human resources plan

The HRDF team comprises highly-skilled, diverse set of professionals that operate in a cohesive, collaborative work environment to realise the strategic objectives of the Fund.

Each year, HRDF formulates an HR plan to improve on recruitment processes, staff performance management system, and the career succession scheme. In 2018, HRDF completed the automation of the staff attendance system and collaborated with the financial department to develop the HR budget.

The General Directorate of Human Resources has also updated the technical skills dictionary and developed and updated the organisational structure.

Recruitment

HRDF follows a stringent recruitment process in order to attract highly-skilled employees. The recruitment department reviews staff requirements periodically and identifies vacancies. The recruitment process follows several stages: First, the vacancy is announced internally to find the right fit from within HRDF, then the vacancy is advertised externally on HRDF's website or using e-recruitment offices.

Implementation plan for manpower needs in HRDF

Sectors	Approved positions for the fiscal year 2018	Employees at the beginning of 2018	Employees at the end of the fiscal year 2018 by gender	
			Male	Female
Common services sector	34	145	92	35
Customer service sector	88	453	340	98
Employment support sector	46	46	37	15
Training support sector	23	23	19	3
National Labour Observatory sector	20	23	13	9
Empowerment and creativity sector	–	27	5	6
Supporting operations sector	33	14	16	–
Department under the Director General	101	116	74	43
Total	345	847	596	209

Table: 43

Training and development

HRDF prioritises enhancing skills of our team through various training programmes held throughout the year. Training programmes are developed by conducting a technical training need analysis to recommend professional certification programmes, specialised programmes, and other training programmes that are consistent with employee needs. Training and development at HRDF consists of: Specifying training needs, plan training programmes according to the needs, review the effectiveness, and application of the training.

Following this plan, HRDF's employees are enrolled in professional certification programmes such as the Project Management Professional Certification (PMP) and the Qualifying Programme for Fellowship Test (CIA) and Internal Audit Basics and Practice for the staff of the General Directorate of Internal Audit.

There were training programmes aimed towards self-development and realising the potential of HRDF's team. The main focus of this programme was the customer service sector. In 2018, 249 employees in three cities (Riyadh, Jeddah, and Khobar) benefitted from this programme. There was also a programme for regional Directors, supervisors in the customer service sector that was held in 2018.

For employees of the legal department, there was a specialised programme that was based on contract drafting and litigation before Board of Grievances. Further, a workshop was held for branch employees titled "Body Language and Indicative Communication in the Work Environment", to help the improve their customer service skills.

HRDF realises the importance of improving language skills, particularly English. In 2018, 33 employees benefitted from English language learning programmes held at specialised institutions. Each team member was expected to complete up to four language levels.

HRDF in order to support youth employment and Saudisation of the workforce, accepted 27 students from Saudi universities and colleges and provided on-the-job training to help improve their skills and gain valuable career experience that will assist them after graduation. The following table outlines the training programmes that were held for different sectors of HRDF in 2018:

Training programmes held for different sectors of HRDF

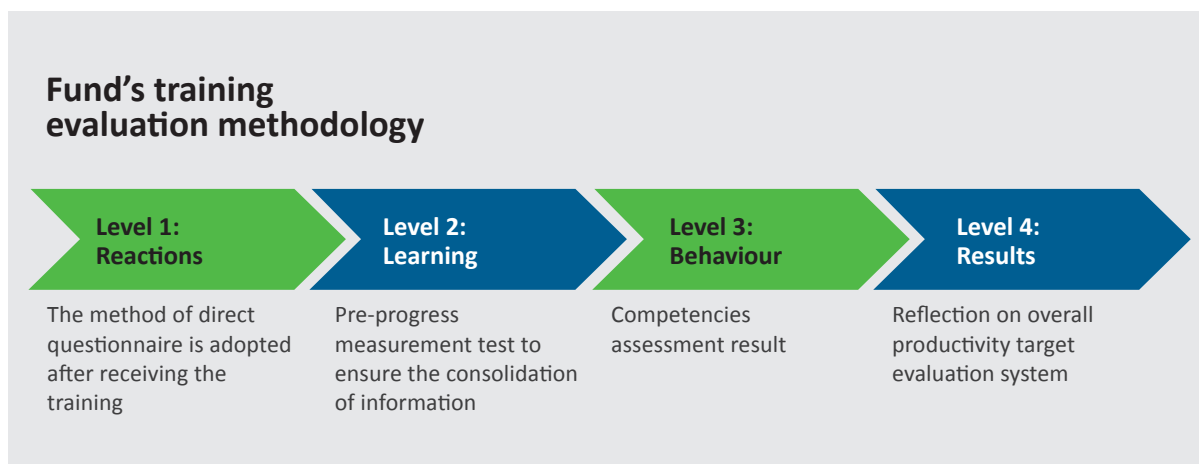
Sectors	Technical/ administrative courses		Staff capacities improvement training courses	Total
	Male	Female	Both male and female	
Common services sector	87	41	10	138
Customer service sector	348	100	47	495
Employment support sector	34	15	5	54
Training support sector	20	2	–	22
National Labour Observatory sector	11	6	2	19
Empowerment and creativity sector	5	9	–	14
Supporting operations sector	14	–	1	15
Department under the Director General	76	40	11	127
Total	595	213	76	884

Table: 44

Reviewing training impact

This programme was initiated to review the effectiveness of the training programmes offered to HRDF's employees. The programme used the Kirkpatrick model as its basis to evaluate HRDF's training and development programmes. The Kirkpatrick model utilises four criteria:

1. **Reaction:** Measuring responses of the participants through studying body language or a questionnaire.
2. **Learning:** Demonstrating how training has developed skills, attitude, and knowledge.
3. **Behaviour:** How well the participants apply their training.
4. **Results:** Analysing the final results of training and looking at the outcomes and return on investment.



Performance management system

The HRDF employee performance management system determines the performance objectives and criteria for the measurement of employee performance. Its results help HRDF Management in determining rewards, promotions, and help the formulation of other HR systems like training and development. The system will identify the set objectives and discuss the achievements and assess the technical and behavioural goals and competencies.

HRDF's performance management system will achieve the following objectives:

- ▶ Consolidate the overall understanding of the Fund's strategic objectives and communicate with all employees in that regard;
- ▶ Ensure a clear and effective link between individual objectives of the employee and the overall objectives of HRDF;
- ▶ Develop a scientific and logical methodology for linking compensation and rewards to the performance results
- ▶ Provide important information to help the decision-making process concerning transfer, promotion, training, termination of employees