

HRDF's human resources plan

HRDF's team consists of a diverse group of highly-skilled professionals who work in a coherent and collaborative work environment to achieve HRDF's strategic goals.

The Human Resources Department has automated recruitment procedures, employee performance management, and career succession. To continue these efforts, the department automated employee attendance, and collaborated with the Finance Department to develop its budget on the Hyperion system.

The Human Resources Department also updated and developed the technical competencies dictionary and job families based on the changes that affected the organizational structure of sectors and units, and in line with job tasks. The department also updated and developed the behavioral competencies dictionary in line with job levels in the organizational structure.

Recruitment procedures

The recruitment department carries out selection, and recruitment of the best employees to the Fund according to the criteria and basic requirements for vacant positions. Based on the requests of the relevant departments, the department defines vacancy requirements, job descriptions, and the required skills and appropriate tools to evaluate them. Recruitment happens through several stages, first the vacancies are announced internally through transfer and promotion procedures. If no internal talent is available internally, a search for external candidates starts through HRDF's website and online job boards to improve attraction and recruitment procedures.

Implementation plan for manpower needs in HRDF

Sectors	Employees at the beginning of 2019	Employees at the end of the 2019 fiscal year by gender	
		Male	Female
Common services sector	87	72	21
Customer service sector	56	18	42
Employment support sector	415	353	80
Training support sector	22	23	6
National Labour Observatory sector	17	12	10
Empowerment and creativity sector	11	10	9
Supporting operations sector	10	13	0
Department under the Director-General	148	113	78
Total	766	614	246

Training procedures

Employee training plans are developed based on the technical competencies dictionary created by the Human Resources Department. These plans focus on upskilling employees to develop the behavioral and technical competencies needed for their current jobs or for future professional opportunities and help them succeed in performing their responsibilities that are assessed in annual performance evaluations.

HRDF offered its employees a number of specialized professional programmes and certificates that meet their needs, namely:

- ▶ 15 employees enrolled in the Preparation for the Professional Project Management (PMP) certificate by the International Institute (PMI).
- ▶ 6 employees were trained on SPRINT-PIP, a methodology to manage and implement projects, improve work processes, accelerate productivity, improve quality and efficiency, and motivate work teams.
- ▶ 41 employees enrolled in the Business Process Management Professional Certificate BP TRENDS, which teaches techniques to improve performance through the analysis and design of processes and preparation of models.
- ▶ 55 branch staff in the customer service sector took part in a self-skills development programme in Riyadh, Jeddah, and Khobar. Additionally, 44 region directors and sector supervisors participated in a programme to develop positive trends. Other branch managers also took part in a programme to develop career counseling skills and enhance their effectiveness in motivating and leading teams in branches.
- ▶ 22 employees from the Legal Affairs Department and other relevant departments enrolled in a specialized programme to draft contracts.
- ▶ 30 employees from the Finance Department and other relevant departments attended a workshop about the International Public Sector Accounting Standards (IPSAS) and the International Public Sector Accounting Standards Board (IPSASB), in order to acquire the skills needed to apply these standards in line with the National Transformation Programme of the Kingdom of Saudi Arabia and the transition to accrual accounting in public sector institutions.
- ▶ An introductory workshop in cooperation with the Ministry of Finance to present the Etimad platform, which represents a major step towards the digital transformation of the government transactions of the Ministry of Finance with the public and private sectors.
- ▶ 54 employees from relevant committees and departments participated in a specialized training programme on the new Government Tenders and Procurement Law, to develop their skills and learn about the main technical and legal rules governing administrative contracts and procurement procedures. These rules are aimed at preventing the abuse of power and the influence of personal interests, in order to protect public funds, ensure the best value for public funds in procurement, implement contracts at fair competitive prices, enhance integrity and competition, achieve equality, provide fair treatment to competitors in line with the principle of equal opportunities, ensure transparency in all procurement processes, and enhance economic growth.
- ▶ 11 employees from the Human Resources Department took part in rehabilitation programmes as internal residents.
- ▶ 7 employees were nominated for the Hadaf Academy for Leadership programme.
- ▶ Several conferences including the Saudi Law Conference, which is an initiative in the Financial Sector Development Programme, to learn about the legal developments that will contribute to legislative improvement in Saudi Vision 2030 and create a healthy business environment in Riyadh.
- ▶ The Compensation and Benefits Forum in the Kingdom of Saudi Arabia, which discusses the main trends of compensation and benefits in the countries of the Gulf Cooperation Council, with a special focus on the Kingdom.
- ▶ The Saudi Accountants Forum (SAF), attended by a group of experts and interested people locally and internationally to keep up with the accounting and auditing profession, enhance the fundamentals of the national economy, and increase investment opportunities in the Kingdom.
- ▶ 11 employees participated in developing evidence-based labour market policies and programmes with Harvard University in Boston, the United States of America.

- The Governance Forum in line with Saudi Vision 2030.
- The seventh annual GCC Summit in Abu Dhabi.
- The conference on the transition to the implementation of International Public Sector Accounting Standards (IPSAS) in Jordan.

As part of its social responsibility efforts, the Human Resources Department accepted 19 students for cooperative training from Saudi universities and colleges, to hone their skills and provide them with practical experiences that will help them professionally after graduation.

The table below shows the results of HRDF's annual training plan for 2019.

Sectors	Technical/administrative courses		Total
	Male	Female	
Common services sector	53	18	71
Customer service sector	21	37	58
Employment support sector	26	9	35
Training support sector	14	0	14
National Labour Observatory sector	8	3	11
Empowerment and creativity sector	4	2	6
Supporting operations sector	9	0	9
Department under the Director-General	227	70	297
Total	362	139	501

As part of its efforts to enhance community participation and train the workforce, the Human Resources Department launched the Tamheer programme to offer training opportunities for Saudi graduates with a bachelor's degree and higher, from local and international universities, who did not during the last six months nor benefit from the Tamheer programme before. Tamheer helps these graduates acquire the necessary expertise and skills and prepares them to participate in the labour market.

Need identification and training effectiveness review

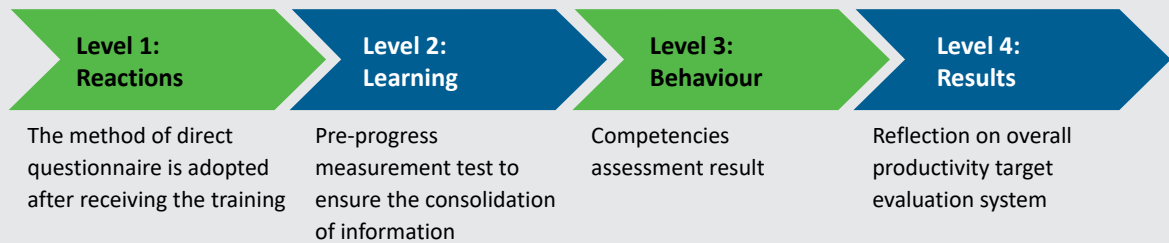
Direct supervisors identify training and development needs for their employees using the Oracle system. Both parties select training programmes that will reduce the gap between the current and targeted employee performance,

suggest specific criteria to measure progress towards achieving these goals, and coordinate the implementation schedule with the Human Resources Department. The latter also reviews training and development plans periodically to ensure their proper implementation.

The Kirkpatrick model is one of the well-known review methods and it is based on the following four criteria:

1. Reaction: Evaluation and remarks by a programme's participants.
2. Learning: Increase in knowledge and skills.
3. Behavior: Application of learning in the workplace.
4. Results: Impact of the improved performance of the trainees on institutional performance.

Fund's training evaluation methodology



Staff performance management system

The staff performance management system helps determine performance targets and measurement criteria. It also sets the successive processes for monitoring and reviewing performance continuously, defines evaluation performance results, and connects with other human resource systems for training and development among others. Performance evaluation results also provide a basis for decision-making for rewards and promotions. This system seeks to achieve the following goals:

- ▶ Instill a comprehensive understanding of HRDF's strategic goals and communicate with all employees about them.
- ▶ Ensure a clear and effective link between the individual goals of employees and HRDF's general goals.
- ▶ Establish a scientific and logical methodology to link compensation and rewards with performance results.
- ▶ Provide important information that supports decision-making for transfers, promotions, training, dismissals, and others.

This system has two main pillars:

- ▶ **Goals:** This represents what the employee is expected to accomplish during the year. Goals ensure that focus is on the main important aspects of the work, which helps achieve HRDF's strategic goals.
- ▶ **Behavioral and technical competencies:** This is a general framework that includes measurable skills and capabilities that HRDF's employees must possess to do their jobs in the best way possible.