



جامعة المستقبل
Mustaqbal University
أول جامعة أهلية بمنطقة القصيم

The Recruitment and Retention Policy at Mustaqbal University

Prepared by

**Standing Committee for Recruitment and
Contracting**

**Second Edition
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Policy ID Card

Policy Title	The recruitment and retention policy
Code	UOM-FAC-RCSC-POL-003-V2
Owner	Permanent Committee for Recruitment and Contracting
Reference	Executive Regulations of Private Colleges and Universities, SA Law of Universities, SA Executive Regulations of the Work System at Mustaqbal University Company
Purpose	Establishing an institutional framework that ensures attracting and retaining qualified talent through fair and transparent recruitment practices, and providing a stimulating work environment that supports professional development and job stability.
Scope of Implementation	Human Resources Department and all academic and administrative units at the university
Adoption	University Council
First Version	2023
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1. Introduction

Human resources are the cornerstone of a university's success and competitiveness, and the most influential factor in the quality of education, scientific research, and community service. In light of the major national transformations underway in the Kingdom of Saudi Arabia within the framework of Vision 2030, and the accompanying developments in the higher education system, universities are now required to develop advanced policies for attracting and retaining talent, ensuring their ability to achieve excellence, sustainability, and leadership.

Given its position as a leading private university and its pursuit of its vision of national excellence in education and the professional development of future leaders, Future University is committed to developing an integrated human resources management system based on fairness, transparency, and efficiency. This system is grounded in national regulations, the standards of the Education and Training Evaluation Commission, and best practices in Saudi public and private universities.

This policy serves as a comprehensive framework that regulates recruitment and retention processes at the university, enhancing its ability to:

- Attract outstanding talent both locally and internationally.
- Retain human capital and reduce employee turnover.
- Support the university's academic and research growth.
- Align human resources with strategic plans.
- Meeting institutional and program accreditation requirements.
- Building an attractive, motivating, and sustainable work environment.

This policy is based on the rules and standards of the executive regulations of the Future University Company's work system and the university's human resources management policy.

It also draws on best practices from Saudi universities that have adopted advanced talent management models in recent years, such as:

- International recruitment of talent (King Abdullah University of Science and Technology).
- High-performing talent retention programs (King Saud University).
- Clear career paths for academics and administrators (Imam University and King Abdulaziz University).
- Research and professional development incentives (King Fahd University of Petroleum and Minerals).

Through this policy, Future University seeks to build an integrated system for attracting and retaining talent, ensuring its alignment with the university's current and future needs, supporting its competitiveness locally and regionally, and contributing to the achievement of its educational and developmental mission.



2. The Recruitment and Retention Policy

First: The Governing Framework of the Policy

The recruitment and retention policy is based on:

- The Universities Law and the regulations governing private universities and colleges.
- The Saudi Labor Law and its implementing regulations.
- The regulations governing the operation of Future University (approved under number 347853).
- The university's bylaws and the resolutions of the Board of Trustees and the University Council.
- The standards of the Education and Training Evaluation Commission.
- Internal guidelines and policies, including:
 - o Recruitment and Replacement Policy (1442 AH)
 - o General Human Resources Policy (2025 AD)

Second: Objectives

1. Recruitment Objectives

- Attracting the best academic and administrative talent according to fair and transparent criteria.
- Ensuring that candidates align with the university's current and future needs.
- Supporting the university's academic and research expansion.
- Enhancing the diversity of knowledge and experience within the university.
- Raising the quality of education and scientific research by attracting distinguished individuals both locally and internationally.

2. Retention Objectives

- Maintaining outstanding talent and reducing employee turnover.
- Enhancing institutional loyalty and job satisfaction.
- Providing a stimulating and safe work environment.
- Supporting professional development and career paths.
- Ensuring academic and administrative stability.

Third: Recruitment and Retention Principles

1. Recruitment Principles

- Fairness and equal opportunities: Commitment to transparency in advertising and selection.
- Competence and integrity.
- Priority given to Saudi nationals while adhering to the regulations for employing non-Saudis.
- Compliance with established procedures (Department Council). (College Council – Academic Council – University Council).
- Reliance on competency-based job descriptions.
- Ensuring actual need before advertising or hiring.

2. Retention Principles

- Fair incentives and performance-based rewards.

- Providing a safe and motivating work environment.
- Continuous development through training and professional development.
- Clear career paths.
- Recognition of achievements.
- Effective communication between management and university staff.

Fourth: Recruitment Procedures

1. Determining Needs

- Colleges and departments will compile their needs annually according to the approved form.
- The Higher Recruitment Committee will approve the needs after reviewing them.
- Colleges, departments, and administrations will compile all job vacancies.

2. Announcing Positions

- Announcements will be made through:
 - o University website.
 - o Official university accounts.
 - o Approved recruitment platforms.
- The announcement must include:
 - o Required qualifications.
 - o Application requirements.
 - o Required documents.
 - o Closing date.

3. Receiving and Screening Applications

- The Human Resources Department will receive applications.
- Screening will be conducted according to the approved recruitment criteria (academic/administrative).
- Candidates who meet the requirements will be forwarded to the college/department.

4. Interviews and Tests

- Professional and academic interviews will be conducted.
- Specialized tests will be administered when necessary.
- Interview results will be documented according to the approved forms.

5. Recommendation of Appointment

- Department Council, then College Council, then Academic Council (for academics). • Submitting the application to the University President and then the Executive Director.

6. Contracting and Commencement

- Preparing the employment contract according to the standard template.
- Providing a copy to the employee.
- Commencing work according to established procedures.

Fifth: Recruitment Criteria

a. General Criteria for All Positions (Academic – Administrative – Technical)

1. Scientific and Professional Competency Criteria



Includes:

- Academic qualifications accredited by Saudi universities or universities recommended by the Ministry of Education.
- Equivalence of degrees issued from abroad.
- Alignment of the specific specialization with the actual need.
- Quality of the university granting the qualification (rankings – accreditation – academic reputation).
- Quality of the academic record (GPA – projects – graduation thesis – supervision).
- Relevant work experience.

2. Professional and Ethical Conduct Criteria

- Good character and conduct.
- No criminal record or cases involving moral turpitude.
- Adherence to professional ethics.
- Discipline and compliance with regulations.
- Positive behavior in the work environment.

3. Personal Skills Criteria

- Effective communication skills.
- Ability to work as part of a team.
- Problem-solving and decision-making skills.
- Leadership skills (for academic and administrative leadership).
- Adaptability to change.
- Presentation and persuasion skills.

4. Institutional Commitment Criteria

- Commitment to the university's mission and values.
- Willingness to commit to full-time.
- Ability to represent the university internally and externally.
- Willingness to participate in development activities.

b. Faculty Selection Criteria

1. Academic Qualifications

- PhD from a recognized and accredited university.
- Alignment of the specialization with the academic program.
- Preference will be given to candidates holding an accredited academic rank (Professor, Associate Professor, Assistant Professor).

3. Academic Experience

- At least two years of university teaching experience (for Assistant Professors).
- Proven research experience.
- Experience supervising graduation projects or theses.
- Experience in curriculum development or quality assurance.

4. Scientific and Research Output

- Publication of research in peer-reviewed, indexed journals.
- Participation in scientific conferences.
- Existence of research projects or patents (for scientific disciplines).
- Ability to attract research funding.

5. Teaching Competence

- Ability to teach using modern teaching strategies.
- Proficiency in e-learning.
- Ability to design courses according to NCAAA standards.
- Previous student assessment results (if available).
- Ability to teach in two languages (Arabic/English) depending on the specialization.

6. Community Engagement

- Participation in community service initiatives.
- Delivering training courses or workshops.
- Participation in academic committees.

7. Technical Proficiency

- Proficiency in learning management systems.
- Proficiency in distance learning tools.
- Ability to use statistical analysis tools (for scientific disciplines).

c. Criteria for Attracting Academic and Administrative Leaders

1. Leadership Experience

- At least 3–5 years of experience in a university leadership position.
- Ability to manage teams and develop strategic plans.
- Proven track record of improving institutional performance.

2. Leadership Attributes

- Integrity and transparency.
- Decision-making ability.
- Crisis management skills.
- Negotiation skills.

3. Professional Achievements

- Successful development initiatives.
- Completed academic or administrative projects.
- Professional awards or recognitions.

d. Criteria for Attracting Administrative Staff

1. Academic Qualifications

- Qualifications appropriate to the nature of the position.
- Preference will be given to candidates with professional certifications.

2. Practical Experience

- Experience in the same field.
- Ability to use national and international administrative systems.

3. Technical Skills

- Computer proficiency.
- Proficiency in English (depending on the position).
- Ability to prepare reports.

e. Technician and Laboratory Recruitment Criteria

1. Technical Qualifications

- Diploma or Bachelor's degree in the relevant field.
- Professional certifications, such as: (CCNA – AWS – Lab Technician Certificates).

2. Practical Experience



- Experience in operating and maintaining equipment.
- Ability to conduct practical experiments.

Sixth: Retention Policy

1. Incentive Programs

- Performance Rewards
- Research Incentives
- Administrative Excellence Rewards
- Employee Loyalty Programs

2. Professional Development

- Annual Training Plans
- Support for Conference and Workshop Attendance
- Leadership Development Programs
- Support for Postgraduate Studies (subject to regulations)

3. Career Paths

- Academic Paths (Teaching Assistant, Lecturer, Assistant Professor, etc.)
- Administrative Paths (clearly defined job levels)
- Linking Promotion to Performance and Achievement

4. Work Environment

- Providing a Safe and Healthy Work Environment
- Enhancing the Quality of Work Life
- Supporting Work-Life Balance

5. Performance Management

- Annual Evaluation Based on Clear Indicators
- Performance Improvement Plans
- Linking Performance to Incentives and Promotions

6. Talent Retention Programs

- Identifying High-Performing Employees
- Developing Succession Planning
- Providing Career Growth Opportunities

Seventh: Roles and Responsibilities

1. Senior Management

- Policy approval.
- Provision of necessary resources.
- Monitoring implementation.

2. Human Resources Management

- Policy implementation.
- Recruitment process management.
- Preparation of periodic reports.
- Performance and retention monitoring.

3. Colleges and Departments

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- Need assessment.
 - Participation in interviews.
 - Onboarding of new employees.

4. Employees

- Compliance with regulations.
- Participation in development programs.
- Supporting a positive work environment.

Eighth: Review and Update

- The policy is reviewed annually.
- It is updated according to:
 - o Organizational changes.
 - o National regulations.
 - o Accreditation requirements.
 - o University needs.

Ninth: Concluding Provisions

- This policy is considered part of the university's internal policies.
- It applies to all university personnel.
- Its provisions shall be interpreted in a manner consistent with national regulations.