



College of Pharmacy
Qassim University



Recruitment Manual

Guidelines under the auspices of
Ministry of Higher Education
Kingdom of Saudi Arabia
2014

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Section-I

1. Introduction

a. Recruitment

The process of finding and hiring the best-qualified candidate for a job opening, in a timely and cost effective manner is opened according to optimum FTE requirements. The recruitment process includes analyzing the requirements of a position, attracting employees to the position, screening and selecting applicants, hiring, and integrating them in the organization. The position entails details on the job requirements and expectations from the new hire.

Note: **FTE: Full-Time Equivalent** is a unit that indicates the workload of an employed person in a way that makes workloads or class loads comparable across various contexts.

To employ an expatriate (non Saudi faculty member), the following conditions should be met:

1. A vacant position in the budget and the availability of financial resources dedicated for the position.
2. No qualified Saudi who is interested in occupying the position.
3. Work description including job duties and responsibilities including the minimum qualifications.

b. Requirements for Qualified Faculty

The prospective Saudi faculty member should meet the following prerequisites:

1. Graduated from a university recognized by the Ministry of Education.
2. Pass the interview conducted by the pertinent department in which the candidate is applying for a position.

3. Provides presentation if the candidate is present in the Kingdom of Saudi Arabia.
4. The results of the above requirements should be discussed in the department council and then forwarded to the College Council for approval.

The expatriate should have the following credentials

1. Age range: between 20-60 years (The university council can exclude from the maximum age range (10 years for the professors and associate professors, 5 years for assistant professors) based on a recommendation by the department council and the college council, and 3 years for other positions as per a recommendation from their departments).
2. Good health condition (A medical health report from a medical center acknowledged by the university).
3. Good reputation.
4. Having the required qualifications or certificates for the position.
5. Not contracting with another employer in Saudi Arabia.
6. Working only for the university.

Qualified faculty must be able to contribute in the following areas

➤ ***Teaching and Training***

- Didactics
- Mentoring students in field-training
- Students counseling

➤ ***Research & Development***

- Conducting scientific research
- Supervising students in graduation projects
- Publication

➤ ***Administrative Tasks***

- Participation in various committees on Quality, Administration, Exams, Training & Research

➤ ***Community Engagements***

➤ ***Contribute to the Over-all Development of the College***

➤ ***Fulfillment of College Goals***

➤ ***Contribute to the Planning for Excellence in Teaching & Research***

2. Factors Determining Number of Faculty members

- a. Number of courses in the particular subject area
- b. Number of courses in one semester
- c. Number of student for each course
- d. Research activity
- e. Department's standby requirements
- f. Budgetary constraints

3. Recruitment Sources (National & International Options):

- a. Advertisements in newspapers
- b. University website
- c. Possible recruitment visits of the Dean to other locations in and outside the country
- d. Various internet-job-site postings
- e. Contacts with prospective faculty members

4. Faculty members Attraction and Retention

Attraction and retention of qualified employees are at the forefront of the college policy for faculty availability. In this regard, the college has developed and applied a number of strategies that serve the dual purpose of attracting potential employees and retaining currently employed enthusiastic, committed, experienced, trained and, valued individuals.

a. Attraction Strategies:

The following constitutes the remuneration package offered by the college to attract qualified staff members:

- a. Offering competitive salary
- b. Clinical allowance
- c. Free lodging on arrival
- d. Opportunity for employees to use, expand and develop their skills
- e. Free of charge healthcare to self & family
- f. Cooperative and helpful colleagues, congenial environment to work
- g. Organization's excellent reputation in terms of salary & working environment
- h. Supportive administration and, helpful managers
- i. Rewards for employees who meet performance goals
- j. Annual to & fro airfare to self & family

- k. Transport allowance
- l. House rent allowance
- m. Furniture allowance
- n. Children's education cost reimbursement
- o. Two months paid vacation annually

b. Retention Strategies:

The following is a list of incentives provided by the college to retain its valued staff members:

- a. Comparable salary increments to higher performers
- b. Effective rewards and, recognition of services
- c. Best teacher award
- d. Encouragements to participate in workshop, symposia & conference
- e. Career development opportunities
- f. Increased clinical allowances

5. Faculty members promotion (Article 25-37)

(All articles are written from university rules & regulations for faculty promotion available in Faculty and Staff Handbook 2012/2013.)

Article 25: The faculty member is promoted according to the following three parameters:

- 1. Academic research works.
- 2. Teaching.
- 3. University and community service.

Article 26: The following are the promotion procedures:

1- The faculty member applies for the related department council, and the application form should include:

- a- A list of academic and professional qualifications, experience and jobs.
- b- Teaching activities including teaching load.
- c- A record of university and community service.

d- At least five copies of research works presented for promotion, including all required data.

e- Any additional data which may be helpful for promotion.

f-Any other related documents which may be required by the department council and the college council.

2- The department council studies the promotion application and verifies that all conditions and procedures are met. It suggests submitting the application to the college council including a nomination of at least eight referees in the major.

3- Based on the recommendation by the department council, the college council discusses the application and nominates a number of referees in the major not less than eight, whether from those already nominated by the department council or others.

4- Based on the recommendation by the department council and the college council, the scientific council discusses the promotion application, and does the following:

a- Selecting five referees to evaluate the research papers, whether from those nominated by the college or others.

Three of them are basic; the fourth is the first standby and the fifth the second, and their help is requested if needed.

At least two of the three basic referees should not be from the university.

b- Sending the research papers and data to the referees to be evaluated confidentially by the referees according to the evaluation form prepared by the scientific council.

c- Deciding to promote (not to promote) the applicant based on the referees reports and the reports about his/her activities in the fields of teaching, and university and community service.

d- If the council decides not to promote the faculty member because of the quality of research work, it should classify the papers as acceptable and unacceptable for

future application purposes. However, the new promotion application should at least include one new research paper (one unit) to the candidate of the rank of associate professor and two new research papers to that of a professor.

Article 27: The faculty member who applied for promotion is evaluated out of 100 grades divided as follows:

- 60 grades for research works.
- 25 grades for teaching.
- 15 grades for university and community service.

The university council may determine some parameters for evaluating the applicant with regard to teaching, and university and community service based on a recommendation by the scientific council.

Article 28: The faculty member should at least obtain 60 grades, minimum 35 of which for research works for the promotion to the rank of associate professor and 40 for professor. The promotion to the rank of associate professor should be based on the opinion of two of the three referees while that of the professor should be by the consensus of the three referees. In case two of the three referees recommend the promotion and the third does not, the papers should be sent to a fourth and his/her evaluation is final.

Article 29: The minimum number of research works required for the faculty member promotion includes:

- 1- The published research works or those accepted for publication in refereed academic specialized journals. The scientific council determines criteria of accrediting journals of publication.
- 2- Research papers presented in conferences or specialized symposia if published or accepted for publication. Only one of these is accepted.
- 3- The published research papers or those accepted for publication in specialized university research centers.
- 4- Refereed university textbooks and references. Only one of these is accepted.

5- Edited classical books provided that they are refereed. Only one of which is accepted.

6- Refereed specialized books translation. Only one of these is accepted.

7- Refereed books and research papers published by scientific commissions. Only one of these is accepted.

8- Registered patents by commissions acknowledged by the scientific council. Only one of these is accepted.

9- Creative distinguished activity based on rules determined by the university council and recommendation of the scientific council. Only one of these is accepted.

Article 30: The number of research works published or accepted for publication in academic journals should at least be one research paper (one unit) for the applicants to the rank of associate professor and two for professor.

Article 31: The research work should be published in more than one publishing channel and by more than a university, an academic institution or a journal.

Article 32: The minimum number of research works required for the promotion to the rank of associate professor is four, either published or accepted for publication. At least, two of which should be single authored. The university council can exclude some majors from this condition provided that there should at least be one unit already published.

Article 33: The minimum number of research works required for the promotion to the rank of professor is six, either published or accepted for publication. At least, three of which should be single-authored.

The university council can exclude some majors from applying this condition provided that there should at least be three units already published.

Article 34: Each research work is dealt with as one unit if the author is single and half a unit for each if double-authored. If the authors are three, the first author gets half a unit while each of the other two gets a unit quarter.

Article 35: The research work presented for promotion should not be extracted from MA or PhD thesis, dissertation, or previous works of the author. If it is found that some of them are extracted, the applicant cannot apply for promotion for another year from the date of scientific council decision.

Article 36: The referees should be professors. However, it is possible to assign one of them as an associate professor if the promotion is from the rank of an assistant professor to an associate professor.

Article 37: The faculty member is promoted academically from the date of issuing the promotion decision by the scientific council. However, the professional promotion depends on the availability of a vacant position which is associated with issuing an executive decision.

6. Faculty members Service Termination

(All articles are written from university rules & regulations for faculty promotion available in Faculty and Staff Handbook 2012/2013.)

a. Saudi faculty members:

According to AL Qassim University rules & regulations for Saudi faculty members Article 92: The service of the faculty member is terminated in one of the following cases:

1. Resignation.
2. Requesting for referral to early retirement before the due time according to the regulations.
3. Position cancelling.
4. Health inability.
5. Illegal absence or not carrying out the transfer decision.
6. Dismissing from work for disciplinary causes.
7. Dismissing from work by a High Order or the decision of the Cabinet.

b. Expatriates:

Renewing and Terminating the Contract according to AL Qassim University rules & regulations for expatriates:

Article 46: The University can call off the expatriate contract without any responsibility provided that the expatriate does not join work 15 days from the specified date of joining work in the contract.

Article 47: The contract is renewable unless one of the parties (the university or the expatriate) writes a formal letter to the other at least two months before the end of the contract telling him/it that he/it does not want to renew the contract.

Article 48: The contract terminates before its contracting period in one of the following cases:

1. The expatriate gets the Saudi nationality.
2. Accepting resignation.
3. The expatriate's insisting resigning despite the fact that the university does not accept that.
4. Not attending work for more than 15 continuous or 30 interrupted days without an acceptable excuse by the university. In this case, the university can terminate the contract, and the expatriate is considered as insisting on resigning.
5. Cancelling the position.
6. Permanent inability to work.
7. The expatriate's being unqualified.
8. Low level of job performance.
9. Dismissing the expatriate from the university by a decision from the disciplinary committee in the university.
10. The public interest.
11. Condemning the expatriate by the court for breaking Islamic principles, committing a crime or misconduct.

12. Death of the expatriate.

13. If the expatriate takes a sick leave for more than the period designated in Article 37, a return ticket is issued for him/her, and the allowances he/she has received are not recovered.

7. Annual Turnover of Faculty members

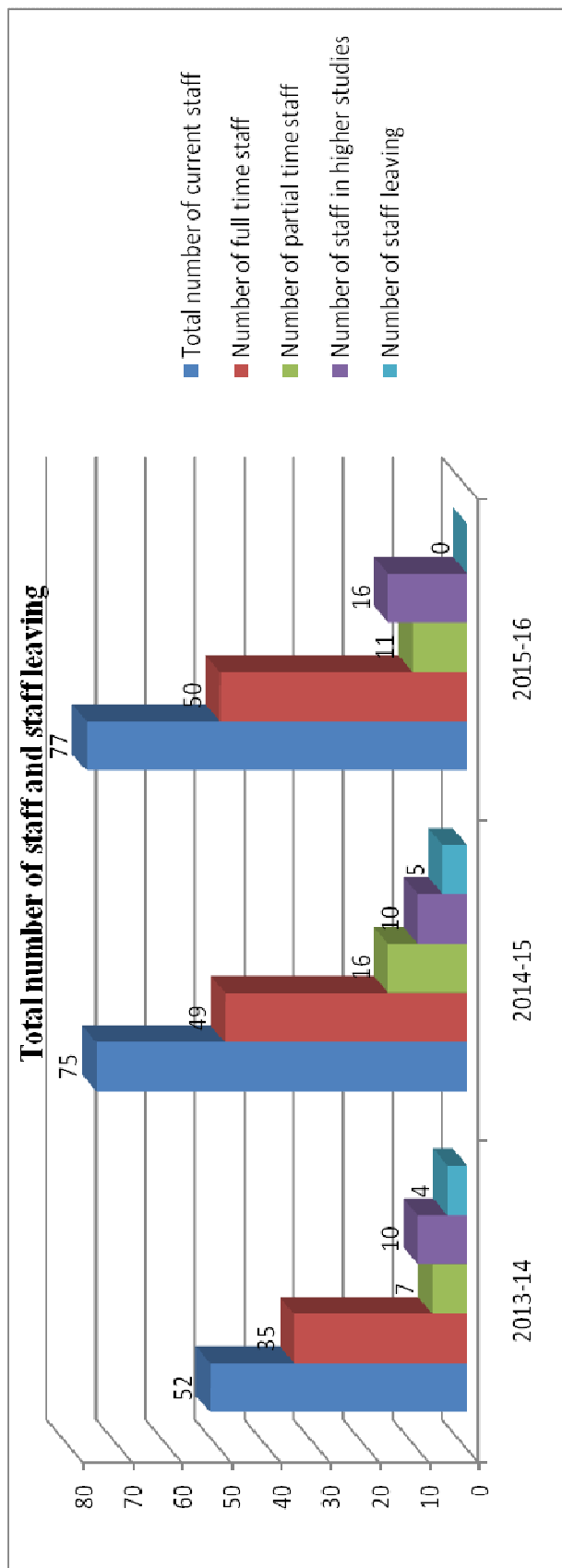
The College of pharmacy at Qassim University has arising percentage of staff retention, from 92.8% in academic year 2013-14 to 100% in academic year 2015-16 with an increase in both full time staff and staff in higher education. The following table and figure shows the faculty members turnover in the College of Pharmacy at Qassim University from 2013 to 2016.

Total number of staff, staff leaving and the percentage of staff retention					
Year	Staff strength distribution			Number of staff leaving *	Staff Retention (%)
	Total number of current staff	Number of full time staff	Number of partial time staff		
2013-14	52	35	7	4	92.8%
2014-15	75	49	16	5	93.7%
2015-16	77	50	11	0	100%

*In 2013-14: One staff was resigned, two were fired by the college and one was moved to other college

*In 2014-15: Four staffs were resigned and one was moved to other college

* In 2015-16: No staff leaving the college

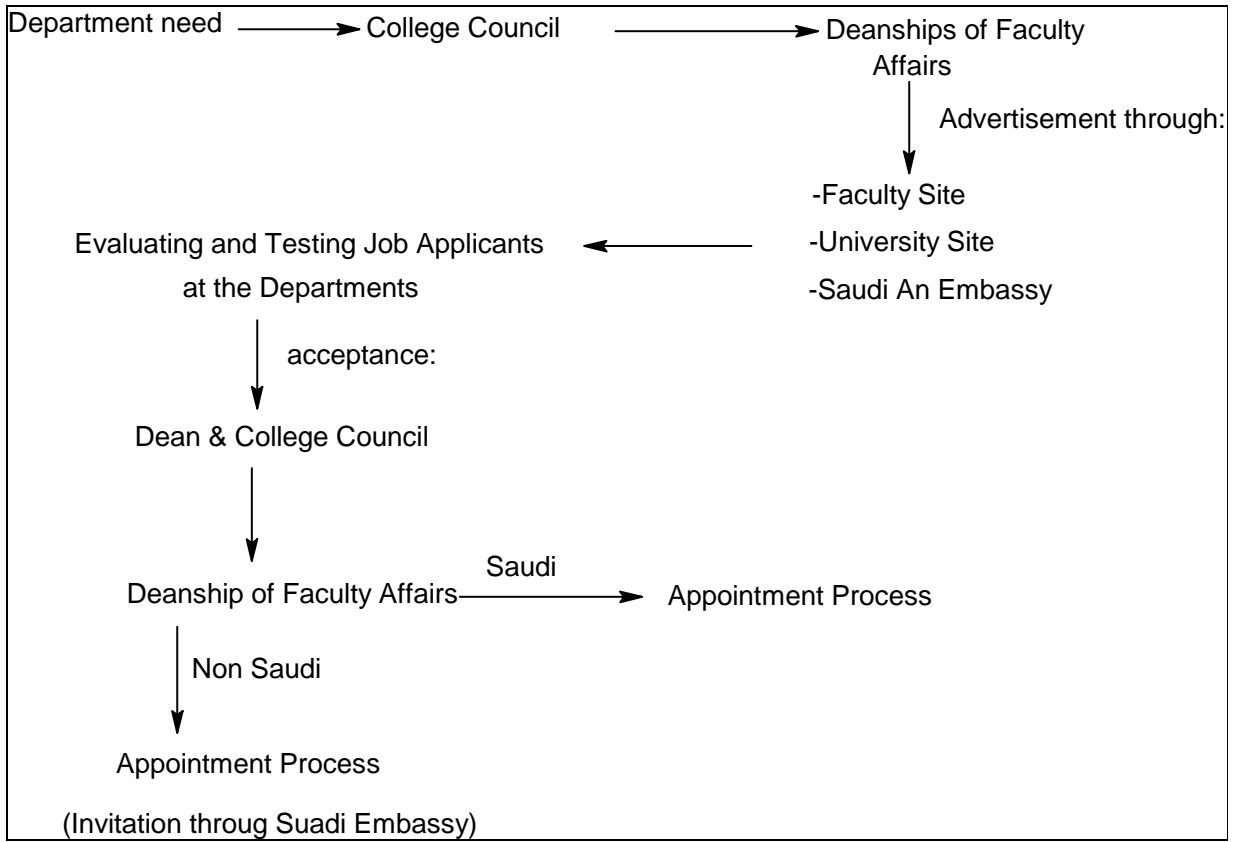


Section II

1. Policy, Process and, Procedure for Fresh Recruitment

- The process of appointment of new staff starts from the department. According to the department's need, at the end of every semester, department committee writes the request to Dean.
- According to that, college council writes a request to Deanship of faculty affairs to recruit new faculty.
- Deanship of faculty affairs advertises new positions through College, University website or Saudi embassies.
- Receiving employment applications are transferred to the relevant department in order to evaluate the applicant according to the following:
 - CV/Resume review by the Department and Recruitment Committee.
 - University from where the applicant received his degree.
 - The applicant's GPA upon graduation on basic degrees, and any certificates or previous experiences.
 - Pre-interview assessment through the recommendation letters, contact with referees
 - Individual or telephone interview
 - Background verification of qualification/certificates etc.
 - Any other qualities that may be considered by the council.
- The department committee submits its recommendation to the department council which in turn recommends to the college council.
- The college council headed by the dean of the college , verifies decisions as follows:
- Ensuring the accuracy and validity of the procedures carried out the department.
- In case of the acceptance of an applicant, the dean submits request to the Deanship of faculty affairs to employ the applicant

Recruitment Process: Flowchart & Individual Steps



Appendix # 1: Sample of Interview Questions

A. General:

First, are there any questions we can answer for you?

Candidate's Personality, Mannerism, Attitude, and Impressions

1. What are your long-term career objectives?
2. How would you describe yourself as a person?
3. What do you consider your greatest achievement to be? Why?
4. What are your strengths? Weaknesses?
5. What are your salary expectations?
6. Describe your leadership abilities.
7. Have you ever work under stressed condition? Please give us some examples
8. Can you describe how you go about solving a problem? Please give us some examples.
9. Have you ever been involved in a teamwork/ community service? Describe your contributions.

Candidate and, College:

1. Have you visited the college website?
2. What is the mission of this college?
3. What interests you about this college?
4. What are your concerns about this college?
5. What contributions can you make to our college/department?
6. Why should I hire you (vs. other candidates)?
7. The college committed is to build a culturally diverse environment. How would you further this goal?
8. What is clinical pharmacy mean?

B. Teaching & Professional Practices:

1. Provide a general overview of your teaching experience.
2. What courses in Pharm D program would you like to teach? (interviewers may ask scientific/subject related questions from relevant courses)
3. How do you address different learning styles?
4. How would you handle different cultural backgrounds in teaching, in classroom, with colleagues, administrators and, managers?
5. Describe your experiences in professional practices
6. How does professional practice integrate with/influences your teaching and/or research?

C. Research:

1. Describe your research: area & expertise
2. Tell us about your research collaborations, if any?
3. Where do you see your research in five years from now?
4. Describe some of your research projects, their achievement and, management.
5. Tell us how your research has influenced your teaching?

Appendix # 2: Sample of Interview's Evaluation Form

Candidate Name: _____

Job title/Position Applied For: _____

Determination Scale: Excellent [4]; Good [3]; Fair [2]; Poor [1]

Competency/Evaluation Areas	Rating of the Candidate	
Communication: Candidate expresses thoughts clearly in writing and verbally; projects positive manner in all forms of communication; responds diplomatically.	Excellent	
	Good	
	Fair	
	Poor	
Problem solving/ Decision making: Candidate demonstrates ability to make decisions and resolve issues.	Excellent	
	Good	
	Fair	
	Poor	
Attitude & behavior Candidate demonstrates ability to keep commitments and meet deadlines; exhibits integrity and honesty with colleagues and students; demonstrates ability to be open to views of others	Excellent	
	Good	
	Fair	
	Poor	
Conflict resolution: Candidate demonstrates ability to resolve conflict with others; demonstrates active listening skills; focuses on conflict resolution, not blame.	Excellent	
	Good	
	Fair	
	Poor	
Teamwork: Candidate demonstrates ability to work as part of a team; respect opinion of others; looks for opportunities to support others on team.	Excellent	
	Good	
	Fair	
	Poor	
Teaching & professional practice experience: Candidate demonstrates the content knowledge, teaching knowledge and skills and professional knowledge and skills necessary to help all students learn.	Excellent	
	Good	
	Fair	
	Poor	
Research activities: candidate demonstrated the capacity to carry out an outstanding research as well as supervising students in research projects.	Excellent	
	Good	
	Fair	
	Poor	

Recommendation of the Committee Member: _____

Endorsements by Selection Committee Chairman: _____

Dean's Approval/Endorsement: _____

Appendix # 3: Sample of the Non-Saudi Work Contract

On day/month/year Hijri equivalent to day/month/year Gregorian, the two parties agreed on the following:

The First party: University of, represented by its Rector offers the Second Party Mr. of the nationality the position of as per the following conditions:

- 1- The First Party pays the Second Party a monthly salary of Saudi riyals paid at the end of each month in addition to the monthly and annual allowances.
- 2- The first party provides accommodation to the Second Party, or pays accommodation allowance of Saudi riyals as well as furniture allowance of Saudi riyals paid for one time at the beginning of the first contracting year.
- 3- Contract period for Day monthyear and ends on day/month/year Hijri equivalent to day/month/year Gregorian. The contract is renewable unless one of the parties informs the other in a formal letter about his/her wish of not to renew the contract at least two months before the end of the contract.
- 4- The regulations of recruiting the non-Saudi and its amendments is an integral part of this contract.
- 5- Five copies of this contract have been signed by both parties; the First Party keeps four of them while the Second Party keeps the other copy with a copy of the regulating rules of recruiting the non-Saudi to implement their rules.
- 6- The contract can be translated into other foreign languages, and if there is disagreement between the translated text and the original Arabic text, the Arabic version is legally binding.

Contract type:

Country of contracting:

Place of contracting (city where the expatriate lives in his/her homeland):

.....

Address of contractor:

The First Party

Name:

Signature:

The Second Party

Name:

Signature:

