AN ANALYSIS OF THE RECRUITMENT OF FOREIGN EMPLOYEES

IN THE CIVIL SERVICE OF SAUDI ARABIA

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The purpose of this study was to analyze the recruitment of foreigners working in the civil service in Saudi Arabia. The country is currently facing dual problems in manpower in the form of shortages in both quality and quantity of human resources in all levels and areas of employment, including the civil service. Saudi Arabia's strategy to alleviate this problem is to recruit foreign employees in all areas of work.

A survey of the literature related to the Saudi Arabian civil service, especially government documents recording the history of civil service legislation, revealed that recruitment of foreigners was carried out on an individual basis until 1953. When the number of foreigners increased greatly, however, recruitment sources and methods were changed by the use of more modern techniques and by the expansion of the labor market to the international level rather than depending solely on a limited number of countries as sources of potential employees.

In addition to the review of books, articles, government documents, and other materials relevant to job recruitment and selection in the Saudi Arabian civil service, a questionnaire was developed and administered to 116 Saudi civil service personnel who recruited foreign employees. A total of 90 questionnaires were returned, for a return rate of 77.6 per cent. Personal interviews were also conducted with selected civil service officials closely connected to the recruitment of foreign employees. This research was limited to twenty-five ministries and agencies in Saudi Arabia, all in Riyadh, the capital city.

The research conducted in the course of this study revealed the following major findings:

1. The majority of recruiters reported that the Saudi Arabian civil service used the methods and sources which are employed almost universally in the staffing process.

2. Recruitment of foreign as well as of Saudi employees has been centralized by the Civil Service Bureau.

3. Planning, which is the watchword for manpower, was not used carefully, and many foreigners were not working in the jobs for which they had been recruited.

4. The major recruitment method used was advertising for job applicants.

5. All possible sources of applicants were not explored fully.

6. Evidence suggested that unnecessary delays existed in completing recruitment procedures.

The recommendations resulting from these findings are the following:

1. A double measure of careful planning for manpower needs must be carried out in order to recruit the right people for the right job openings.

2. All possible sources of applicants for positions in the Saudi Arabian civil service should be explored in order to reach all qualified potential applicants.

3. Recruitment methods used should not be limited merely to advertising for job applicants. Private employment agencies, college recruitment, international search firms, and professional associations also represent good sources of applicants which should be considered.

4. Great care must be taken in the selection of recruiters, and selection should be based on the potential recruiters' knowledge and expertise.

5. An orientation program should be utilized for foreign employees and their families, reducing turnover and improving the employees' effectiveness, efficiency, and adaptability.

6. The Saudi Arabian educational system should bear its full responsibility for preparing the human resources which the country needs.

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CHAPTER I

INTRODUCTION

The wealth of any nation or region is based upon its
ability to maintain, develop, and utilize its human re-
sources. The importance of this fact is not new. On the
eve of the Industrial Revolution, Adam Smith argued that
the quality and quantity of manpower resources constitute
the wealth of nations. More recently, other writers have
also characterized human resources as a form of capital
(4, p. ix). In essence, manpower is the basic resource;
it is the absolute means of converting other resources
to mankind's use and benefit. A country's rate of economic
progress depends heavily on both the quality and the quan-
tity of available skilled manpower at all levels.

Saudi Arabia, as one of the developing nations, faces
many problems; manpower is one of them. Saudi Arabia's
difficulty in this area is twofold, for it has shortages
in both quality and quantity of manpower. Saudi Arabia's
second Five Year Plan, for the years 1975 to 1980 (1395-
1400 A.H.), estimated that 170,636 new civil service
employees, in addition to those needed because of the
normal attrition rate among existing workers, would be

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required within the governmental institutions covered in the plan (6, p. 64). Therefore, civil service jobs clearly require a large number of employees to execute the programs carried out by various governmental institutions.

The Saudi Arabian Educational System and Its Relation to Recruitment of Foreign Employees

Formal education at all levels is the most obvious tool for manpower development. Of equal importance is on-the-job development of employees through both informal and systematic training within the working environment. The educational system in Saudi Arabia, however, seems to be partially responsible for the manpower shortage which the country is currently experiencing. Perhaps the first problem for which the educational system is responsible is that Saudi Arabia has several independent educational authorities competing for shares of financial allocations and student enrollments; other difficulties also exist.

The Educational System and Attitude toward Manual Labor

An essential and major problem in Saudi Arabia's development has been the general attitude that manual labor has little prestige and that manual employees represent an inferior class of society. Therefore, vocational

education is considered by the public to be inferior to general academic courses of study.

A factor contributing to the spread of this belief is the strength of family and other emotional ties in Saudi Arabia; in an attempt to please their children, parents may use all their influence to enroll their children in general academic education rather than in vocational education, regardless of the students' capabilities. Thus, educational regulations have often been disregarded for reasons of personal influence. Furthermore, the Saudi Arabian educational system enables general academic students to continue their education at successively higher levels, which gives them access to more prestigious jobs. Therefore the problem of social unfairness against manual labor is exacerbated rather than solved by the Saudi educational system. This negative attitude toward manual labor is a longstanding problem in Saudi Arabian society:

> In some parts of Saudi Arabia this negative attitude toward manual labor has become institutionalized in the form of two distinct social castes: the Qabili and the Khadiri. The members of the former group claim to be descendants of original Arab tribes and the members of the latter come from unoriginal and mixed Arab tribes. The original tribes were not supposed to engage in manual and vocational work. It is noteworthy that neither the social biases against manual labor nor the formation of two distinct castes originated in Islam (3, p. 51).

The Educational System and Women
as Part of the Labor Force

In spite of shortages in human resources, Saudi Arabia has not made a sound effort to use women in the labor force. The education of girls has been opposed by some conservative elements of Saudi Arabian society who manifested their displeasure both toward the schools and the parents who registered their daughters in them. This attitude explains why the formal public education of girls did not begin in Saudi Arabia before 1960-61.

"In the present system the ratio of girls to boys being educated in 1971-72 was one to two on the elementary level, one to four on the secondary level, and one to ten on the third level" (3, p. 313). In spite of this continuing low proportion of female students in Saudi Arabia, there has been a considerable increase in the number of Saudi women graduating from teacher-training institutes. The number of women teachers, however, remains small since many of these graduates become wives and mothers--the role usually assigned to women in Saudi Arabian society--rather than taking jobs.

Other Problems in Education

Hammad comments on the difficulties caused by waste in education:

> Waste in education in the form of students drop-
> ping out, repeating years, and proceeding slowly
> through courses, constitutes serious problems in the
> present system. . . . Such waste results in major
> educational problems such as inadequate manpower,
> fiscal losses, overcrowded classes, frustration, and
> the relapsing of some students into illiteracy (3,
> pp. 313-314).

Other current developments in the Saudi Arabian educational
system may also aggravate the manpower shortage:

> Recent statistics show that while enrollment in
> technical-vocational education has been declining,
> enrollment in religious institutes has been rising
> over the last decade, a situation which will have
> some serious negative effects on manpower develop-
> ment. Technical-vocational education lacks stable,
> sound programs, enough social and material incen-
> tives, cohesiveness with other educational and
> training programs, secured jobs for its graduates,
> and openness of the system so that students may pur-
> sue further education (3, pp. 316-317).

Former Saudi Deputy Minister of Education Abd-el
Wassie believes that it is necessary to provide appropriate
training of a technical nature for the technicians, fore-
men, skilled workers, and semi-skilled workers who are
needed in such fields as industry and agriculture, since
the economic revival of Saudi society depends on their
abilities. He also states, "We urgently need technicians
and skilled workers but cannot provide employment for
many of our university graduates" (1, p. 40).

Problems of Bureaucracy in Civil Service

It seems that deficiency is a characteristic of pub-
lic employment everywhere. This deficiency is a matter of

degree from one nation to another, depending upon the development of the country in question and the services which are performed there. In any country deficiencies in public employment without doubt have an effect upon the quality and quantity of personnel needed.

A question which frequently arises is "Why are public organizations less efficient than private ones?" If successful management from the private sector were brought to the public sector, would conditions be different, or, to make the question clearer, "Does the red tape in the public sector come from the system itself or from the people managing the system?"

Peter F. Drucker, a writer with international experience and expertise in the field of manpower and management, expresses his view about these questions when he states:

> In World War II large numbers of American business executives who had performed very well in their own companies moved into government positions. Many rapidly became bureaucrats; the men did not change, but whereas they had been capable of obtaining performance and results in business, in government they found themselves primarily producing procedures and red tape--and deeply frustrated (2, p. 139).

If an advanced nation like the United States is plagued with bureaucracy and frustration in spite of the technology which it exports to other nations, a less developed country like Saudi Arabia seems likely

to be entangled in even more red tape because of its lack of development. Therefore, the Saudi Arabian government asked the Ford Foundation to assist in studying, organizing, and developing the nation's ministries. The Ford Foundation's consultants carried out field research in most of the ministries and prepared numerous reports. The following statement was included in the Ford Foundation team's report:

> In general, the government service appears to be
> overstaffed for the amount of work performed. Ex-
> cept for a few localities, the work seems to be
> exercised by poorly educated, inadequately trained
> individuals who have little productive work to per-
> form, operate under weak supervision and have no
> interest in providing efficient services to the
> public (5, p. 49).

The Deputy Minister of Education in Saudi Arabia has stated, "The administration in Saudi Arabia is sinking in a deep ocean of deficiency and facing innumerable obstacles" (5, p. 60). Therefore, the numbers of foreign employees working in the Saudi Arabian civil service will remain large and may even increase unless a sound program is undertaken to improve the government's organized institutions and the civil service employees' performance.

Increasing Saudi Arabia's manpower problems is the nation's commitment to a rapid buildup of domestic industry as a means of strengthening its economy and raising its standard of living. In addition to the shortage in manpower, rapidly increasing domestic industry in the private

sector has not made efforts to train its employees; thus this sector competes with public institutions for the limited numbers of Saudi employees available, making it more difficult for the government to fill vacant civil service positions with qualified employees. The government has imposed some restrictions on graduates for specified periods of time (for example, each student who receives a scholarship from the government must work in the civil service for a number of years equal to those spent in higher education), but they are not sufficient to alleviate the manpower shortage to any great extent. To reduce the shortage in its native human resources, Saudi Arabia's strategy is to recruit foreign employees for all areas, including its civil service.

Statement of the Problem

The problem of this study was to analyze recruitment of foreign employees working in the civil service in Saudi Arabia.

Purposes of the Study

The following were the main purposes of the study:

1. To survey and analyze the current method(s) of recruiting foreign employees working in the civil service.

2. To compare the present method(s) of recruitment with other available method(s).

3. To determine the method(s) of recruitment and the working conditions which could be effective in attracting competent foreign employees who will be highly motivated and whose tenure will be satisfactory.

Significance of the Study

The recruiting function is closely interwoven with other activities of employment such as identifying job requirements, interviewing, testing, pricing jobs, and devising selection procedures. Recruiting is perhaps most closely associated with selection, and the two concepts seem identical in some respects. Selection of people has, in a sense, already occurred when it has been decided to seek recruiting interviews in Country A rather than in Country B, in that all possible hirees in Country B have automatically been excluded (9, p. 86).

Forecasting of future manpower needs is conducted by nearly all organizations, both on a short- and a long-range basis. Regardless of which basis is used for planning, existing manpower resources must be determined. The estimated manpower supply is then compared with the forecast of manpower needed. The result of this comparison is the essence of manpower planning.

Saudi Arabia's Second Development Plan (1975-1980) states that the fundamental values and principles which

guide the nation's balanced development are expressed in
the following goals:

    1. Maintain the religious and moral values of Islam.

    2. Assure the defense and internal security of the
kingdom.

    3. Maintain a high rate of economic growth.

    4. Reduce economic dependence on export of crude oil.

    5. Develop human resources.

    6. Increase the well-being of all groups within the
society.

    7. Develop the physical infrastructure to support
achievement of the above goals (6, p. 4).

Thus, Saudi Arabia is now committed to a rapid buildup
of domestic industry as the means of strengthening its
economy and raising the standard of living on one hand;
but, on the other hand, the country is experiencing an
extreme shortage of employees. Recruiting foreign em-
ployees seems to be the answer to alleviate the shortage
in manpower until the Saudis develop their own labor
force qualitatively as well as quantitatively.

During the period of the First Development Plan (1970-
1975), Saudi Arabia's labor force grew from 1,328,000 in
1970 to 1,600,000 in 1975; it is expected to grow to
2,330,000 by 1980. The growth rate for Saudi workers
between 1970 and 1980, however, was reported to be lower

than that for non-Saudis. For example, it has been esti-
mated that, for the period 1975-1980, the increase in
Saudi workers will be 18 per cent; that for non-Saudis
will be 158 per cent (6, pp. 12, 217). Foreign workers
entering Saudi Arabia are an important source of labor
in almost all occupations.

Richard J. Ward, in his examination of long-term
employment prospects for labor in the Middle East, believes
that Saudi Arabia must continue to rely on foreign em-
ployees:

> The foreign workers in Saudi Arabia are to be
> found in a wide variety of occupations. Saudi Arabia
> must continue to rely on a large number of foreign
> nationals to augment its work force for years to
> come (8, pp. 147-162).

The structure of the labor force in Saudi Arabia is
changing. Since 1970 there has been a remarkable decline
in agriculture and a sharp rise in construction. The
agricultural sector had a 40 per cent share of total
employment in 1970 (6, pp. 114-115), but in 1975 its share
had dropped to about 28 per cent. In contrast, the con-
struction sector had more than doubled by 1975, accounting
for 20.6 per cent of the country's employment.

According to Saudi Arabia's Second Development Plan
for 1975-1980, the following are four basic objectives
for the country's massive program of manpower development:

1. Raise the labor productivity of new labor force entrants, giving priority to moving Saudis into managerial and technical positions.

2. Increase the participation rates of Saudis in the labor force in order to raise the number of Saudis at all age levels.

3. Supplement the labor force with non-Saudis to the extent required for diversified industrial development. Foreign workers of high quality must be attracted to the kingdom in sufficient numbers and with the appropriate skills to meet the predicted shortfall in the Saudi labor force.

4. Establish the institutional arrangements for planning and organization needed to implement the above objectives (6, p. 216).

The Second Development Plan also suggested that the following policies be implemented in order to achieve these objectives:

1. Through educational and training programs, prepare the new Saudi labor force.

2. Increase labor force participation rates by creating better educational and training opportunities for all citizens of the kingdom, by increasing the reward system through differential earnings based on productivity,

and by providing better working conditions for all male and female members of the work force.

3. Adopt whatever measures are necessary and appropriate to ensure that foreign workers can be obtained and retained in sufficient numbers to meet development requirements. The estimated number of foreign workers required to achieve the Development Plan's objectives, based on an assumed structure of employment, is 812,000 in 1980, compared to 314,000 in 1975 (6, pp. 216-217).

Procedures and Methodology

The data for this study were collected in Saudi Arabia during three months from June to August, 1979. The following procedures were employed:

1. Data, books, articles, and government documents relevant to recruiting and selection were reviewed in order to analyze the current methods of recruiting foreign employees in Saudi Arabia.

2. A questionnaire was formulated, composed of yes-no and multiple-choice questions. The major aim of the questionnaire was to gather information pertinent to the criteria for recruitment, such as the foreign countries from which employees were selected, skills required, and standards for selection.*

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*The questionnaire was formulated in English by the researcher and read by the Director of Personnel at North

3. The questionnaire was administered to Saudi
civil service personnel who recruit foreign employees.
Some of these recruiters were randomly selected; others
were selected from a judgment sample of the organiza-
tions which employed the largest numbers of non-Saudis.

4. Personal interviews were conducted with selected
decision-makers in order to obtain additional information
to that gained from the questionnaires.*

Method of Distribution

Before distributing the questionnaires, the researcher
visited the Department of Foreign Employees in the Civil
Service Bureau in Riyadh, Saudi Arabia, in order to gather
information and advice about the organizations employing

Texas State University, two Saudi employees in the United
States, two Saudi doctoral students in business and psy-
chology, and one graduate student from Lebanon, who com-
mented on its readability. After the questionnaire was
approved, a Saudi graduate student with a major in business
and the researcher translated it into Arabic. The transla-
tion was then reviewed by an expert in the Arabic language.
Before distributing the questionnaire on a large scale, the
researcher met with a small sample of five Saudi recruiters
and asked them for their responses to it.

*The following process was used to select the inter-
viewees:
1. The fifteen ministries and agencies employing the
largest numbers of foreign employees were identified.
2. An attempt was made to interview a high official
from each of these organizations.
3. One official involved in the recruitment of foreign
employees from each of seven ministries and agencies and two
officials from an eighth agreed to be interviewed. In addi-
tion, the Assistant Resident Representative of the United
Nations Development Programme (UNDP) in Riyadh, Saudi Arabia,
was interviewed. The UNDP is a major recruiter of expert
foreign employees for the Saudi Arabian civil service.

the largest numbers of foreign workers. This information
led to the distribution of the questionnaires to two
groups of organizations. The first group was selected
because they employed the largest numbers of non-Saudis;
the top five ministries and agencies (shown in Table III-4,
p. 69) were selected, which employ 69 per cent of the total
number of foreigners working in the Saudi Arabian civil
service. Fifty per cent (n = 20) of the remaining minis-
tries and agencies located in Riyadh were randomly selected
as a sample for the purposes of the study (all Saudi Arabian
ministries, with the exception of the Foreign Ministry, are
located in Riyadh).

The method used in selecting the sample was the fol-
lowing:

1. All organizations in the population were numbered
from 1 to 40 in order to include the total population from
which to draw the sample.

2. A row number and a column number in a table of
random numbers were selected as a point at which to start
drawing the sample (7, pp. 156-157, 410-411). Row and
column numbers were selected by writing the numbers of
the rows and columns on pieces of paper, placing them in
two containers, and drawing one from each.

3. Selection was begun at the starting point to in-
clude the entire sample (n = 20 was the sample size).

4. The list of numbers drawn from the table was then referred to the population listing; organizations in the population whose numbers corresponded to the numbers drawn from the table were designated for the sample.

The method used in distributing the questionnaire was to ask the personnel department in each ministry and agency surveyed for their recruiters' names. Some personnel departments asked the researcher to give them a number of questionnaires and to come back later to collect them after they had been completed. Other departments gave the researcher the recruiters' names and questionnaires were distributed and collected personally. The personnel departments of the ministries and agencies surveyed were the best channels for reaching the various recruiters.

Limitation of the Study

This research was limited to twenty-five ministries and agencies in Saudi Arabia, all in Riyadh, the kingdom's capital city. This analysis depended on a combination of empirical research and study of the literature. However, the literature written about recruiting foreign employees, in particular those working in the civil service, was very limited and provided only generalizations for this study.

Organization of the Study

Following this introductory chapter, the second chapter presents important background information. It consists of two parts. The first part is a description of the five major civil service laws which were issued in Saudi Arabia between 1931 and 1977, and the second part is a description of the changes which have occurred in the Saudi Arabian Civil Service Bureau from its establishment until the present time.

The third chapter presents a discussion of recruitment of non-Saudis working in the civil service in Saudi Arabia. This chapter is also composed of two parts. The first covers the recruitment process in general, presenting material which is applicable to organizations anywhere. Part two of the third chapter deals with current recruitment methods and sources of foreign employees working in civil service positions in Saudi Arabia.

The fourth chapter is devoted to an analysis of current recruiting methods. Its purpose is to describe and analyze the statistical findings of the research. Chapter five, the last chapter of the dissertation, presents the conclusions drawn from the research.

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CHAPTER II

HISTORY OF THE CIVIL SERVICE

IN SAUDI ARABIA

This chapter presents a description of the civil ser-
vice in Saudi Arabia during the last five decades. Al-
though the specific focus of this dissertation is the
recruiting of foreign employees working in the Saudi
Arabian civil service, reviewing the history of the civil
service provides background information that enhances the
study of that topic. The chapter consists of two parts.
The first describes the five major civil service laws
which were issued between 1931 and 1977; the second out-
lines the changes which have occurred in the Civil Service
Bureau from its establishment in 1939 until the present
time.

Part One: The History of the Civil Service
in Saudi Arabia

Legislation and decrees affecting civil service em-
ployment in Saudi Arabia began over fifty years ago. After
the recapture of Mecca, on January 10, 1925 (15/6/1343 A.H.),
King Abdulaziz Al-Saud announced the first royal decree
officially to the public. It declared that government
employees would continue in their positions as long as

the public did not object to their continuation (8, p.
125). In 1926 (1345 A.H.), another decree established
the requirements for governmental jobs. It required that
every employee who worked at a public job should be of
Saudi Arabian nationality, efficient, known for good
behavior, and of good religious behavior.

Between 1931 (1350 A.H.) and 1977 (1397 A.H.), five
important administrative changes were made in the civil
service laws in Saudi Arabia. In 1931, the first compre-
hensive civil service law was passed. Other changes took
place in 1945, 1958, 1971, and 1977. Each of these is
described in the following paragraphs.

1931 (1350 A.H.)--First Law: General Ma'morine Cadre or Law (5, pp. 1-18)

The cadre or law of 1931, the first comprehensive law
which dealt directly with civil service employees, had
ten chapters and contained 113 articles. Article 5 of
the first chapter dealt with requirements for employment.
For the first time the law mandated newspaper advertise-
ments of government jobs. Article 8 required that a com-
mittee of three people (the head of the agency where the
job was to be filled and two high-level employees in that
agency) should supervise the employee selection process.

The second chapter of the 1931 law dealt with em-
ployees who held positions involving access to money

(e.g., treasurer, tax collector). Article 14 of this chapter required that every employee who wanted such a job should offer some guarantee or collateral in case he misused his position; Article 16 required that anyone unable to renew the guarantee should be discharged. In addition, if an employee who had not offered a guarantee misused his position, this article placed full responsibility upon the superior who had hired the employee without requiring a guarantee from him.

The third chapter of the 1931 law, containing eleven articles, covered salaries. Chapter four dealt with the duties of employees; chapter five, with job classification. Chapters six and seven covered vacations and transfers, and chapter eight was concerned with the discharge process. Chapter nine covered arbitration, and chapter ten, the final chapter, was devoted to penalties.

Other statutes affecting government employees were General Articles 109-113. Article 109 stated that laws applying to health employees and to foreign employees were to be continued without change. Article 110 declared that the law of 1931 cancelled all previous laws or orders unless otherwise specified.

1945 (1364 A.H.)--Second Law: General Civil
Service Law (4, pp. 1-33)

On June 29, 1945 (19/7/1364 A.H.), a new civil ser-
vice law was passed superseding the Mam'morine Cadre or
Law which had been issued in 1931. The new law was com-
prised of twenty-three chapters and contained 215 articles.
The first chapter was devoted to the so-called "principle
rules," such as naming and administering the law, and the
second chapter covered the job classification system.
Article 5 of the second chapter classified government posi-
tions into eleven grades plus a superior grade, the superior
grade being the highest and the eleventh being the lowest.
These grades were classified in three clusters. The first
cluster contained the superior and the first five grades,
the second cluster contained grades six to nine, and the
third and last cluster contained grades ten and eleven.
Article 6 divided each grade into three ranks (1, 2, and
3) of which rank 3 was the lowest. Chapter three of the
1945 law was devoted to the general registration book for
keeping records of employees' names, etc. Chapter four
covered the employment and selection process, and chapter
five covered promotion.

Chapter six described employees' duties. Chapters
seven, eight, and nine were devoted to the Penalties Com-
mittee Council and arbitration. The tenth chapter covered
temporary discharge, and chapter eleven covered employees'

rights. The twelfth, thirteenth, and fourteenth chapters were devoted to sick leave and vacation time. Chapter fifteen covered the requirements by which in-cadre employees could transfer to ex-cadre status, such as servants or drivers. Chapter sixteen covered the Health Committee, and chapter seventeen covered separation from employment, such as resignations and retirements. Chapter eighteen was devoted to proxies (i.e., employees performing jobs other than their own). Relative to the latter, the following conditions had to be met (Article 156):

1. The proxy had to perform a job of a lower rank than his own.

2. The two jobs had to be similar.

3. The proxy could not neglect his first job.

4. The proxy should not take more than one job beside his own.

Chapter nineteen of the 1945 law was devoted to wages and salaries; chapter twenty covered supplemental pay, such as extra pay for extra work; and chapter twenty-one covered travel expenses. Chapter twenty-two covered special rules, and chapter twenty-three, the last chapter of the 1945 law, covered general rules. Article 198 of the last chapter made it illegal for an employee to receive two salaries for two positions unless he was a proxy, held a religious position, or received hourly wages in

secondary and higher education. Each minister or head of an agency was required to organize the work of his institution and then to have it approved by the attorney general, in accordance with Article 206.

The law of 1945 did not apply to ministers, defense police and guard personnel, drivers, servant employees, or other employees in similar occupations (Article 207). As specified in Article 211, however, this law cancelled all previous laws, except the following:

1. The law relating to health employees.

2. The law relating to foreign employees.

3. The law relating to educational employees.

4. The "Modern Law of Police."

5. The laws of defense (Article 212).

In 1953, Royal Decree No. 5/19/1/4288 (1/2/1373 A.H.) established the first Council of Ministers, who subsequently modified some of the provisions of the 1945 law. Civil service was one of the important issues on the Council's agenda, and it assigned a committee to investigate civil service issues.

The Council of Ministers, after studying the recommendations of many committees on the subject of civil service, made its decisions and added them to the General Civil Service Law of 1945. These new decisions superseded any articles conflicting with them (8, pp. 132-137).

Article 5 of the Civil Service Law of 1945 had clas-
sified government positions into eleven grades, plus a
superior grade, with three ranks to each grade. Salaries
ranged from 900 Riyals for rank one of the first grade to
60 Riyals for rank three of the eleventh grade (8, pp.
221-222). But Article 28 of the Council of Ministers' De-
cision No. 47 of May 1, 1954 (28/8/1373 A.H.), made some
changes in these wage and salary specifications because
the Council believed that the increase which occurred be-
tween 1945 and 1953 in the duties and services to be per-
formed by employees required an increase in their income.
Thus, in its decision the Council classified government
positions into ten grades and one superior grade and
divided these ten grades into three clusters:

1. Cluster one--grades 1-4.

2. Cluster two--grades 5-7.

3. Cluster three--grades 8-10.

The salary for rank one of grade one was increased
from 900 to 6,000 Riyals and that for rank three of grade
ten increased to 310 Riyals. The salary of the superior
grade was left to the decision of the king. Grades three
through ten contained three ranks each; grades one and two
had only one rank each (8, pp. 221-222, 229-230).

1958 (1377 A.H.)--Third Law: General Civil Service Law of 1958 (8, pp. 134-137)

In spite of the changes which the Council of Ministers made in the General Civil Service Law of 1945, neither the law of 1945 nor the new directions which the Council incorporated in 1953 were sufficient to meet the expansion of civil service personnel; thus a new law was necessary.

Therefore Royal Decree No. 42 of June 16, 1958 (29/11/1377 A.H.), approved the Council of Ministers' decision No. 146 of June 11, 1958 (24/11/1377 A.H.), to establish a new general civil service law (8, p. 135). The law of 1958 incorporated three sections. The first section contained twelve chapters; sections two and three contained one chapter each. The law contained 129 articles.

Chapter one of the first section was devoted to criteria for employment, and chapter two covered duties of employees and their privileges. Article 17 prohibited government employees from working in business, either directly or indirectly. Excepted from this prohibition, however, were professionals such as doctors or engineers who received permission to work in business if their services were needed.

Chapter three of the 1958 law was devoted to salary, and chapter four covered the promotion process. Chapter five covered travel expenses. Chapter six dealt with

overtime and chapter seven with vacations. Chapter eight dealt with the method by which the government allowed its employees to work for other agencies or companies. Chapter nine covered permanent separation from employment, and chapter ten covered temporary discharge or separation from employment. Chapter eleven dealt with penalties. Chapter twelve, the last chapter of section one of the 1958 law, covered disciplinary measures and rules for civil service employees.

Section two of the law covered ex-cadre employees, and the third section was devoted to general rules. Article 122 of the general rules section applied the 1958 law to all government employees except the non-civilian personnel of defense, police, and the guard. Article 128 gave the Council of Ministers the authority of interpretation of this law.

The law of 1958 classified civil service employees into eleven grades:

1. Minister

2. Superior grade

3. First grade--deputy minister.

4. Grades two through nine.

Table II-1 shows the monthly salaries and promotion rates established for these civil service employees.

On January 31, 1961, Royal Decree No. 61 (14/8/1380 A.H.) approved the Council of Ministers' decision No. 378

TABLE II-1

MONTHLY SALARIES AND PROMOTION RATES ESTABLISHED FOR SAUDI ARABIAN
CIVIL SERVICE EMPLOYEES--1958*

Grade	Minimum Salary (Saudi Riyals)†	Maximum Salary (Saudi Riyals)	Biennial Merit Increase (Saudi Riyals)
Minister**	No minimum	10,000	No increase
Superior Grade**	No minimum	8,000	No increase
First--Deputy Minister**	No minimum	5,000	No increase
Second	1,800	3,000	100
Third	1,400	1,600	100
Fourth	1,200	1,400	100
Fifth	975	1,100	75
Sixth	800	900	50
Seventh	650	750	50
Eighth	525	600	25
Ninth	400	525	25

*Source: General Civil Service Law of 1958 (1377 A.H.; 1, p. 88).
†$1.00 = approximately 3.37 S.R.
**These employees have fixed salaries without promotion.

which divided grade two into a new grade with a fixed
salary of 3,000 Riyals and an old grade with a minimum
salary, maximum salary, and period of promotion, as shown
in Table II-1. The new grade with the fixed salary was
to be filled by a general manager for every ministry (1,
p. 95).

1971 (1391 A.H.)--Fourth Law: General Civil Service Law of 1971 (3, pp. 1-15)

Saudi Arabia recognized that human resources were
essential for its continued development. Therefore, Royal
Decree No. M/5 on March 28, 1971 (1/2/1391 A.H.), approved
the Council of Ministers' decision No. 1021 of December
1970 (28/10/1390 A.H.), which introduced a new general
civil service law. The law contained 86 articles divided
into three sections. The first section was devoted to
jobs, the second section dealt with employees, and the
third section covered general rules.

The first article in the law of 1971 stated that
qualifications were the cornerstone for selection of em-
ployees. Article 2 dealt with job classification, and
article 3 covered job description, job analysis, pricing, and
job qualifications.

Section two of the 1971 law contained seven chapters.
Chapter one was devoted to employment, promotion, and
transfer. Chapter two of the act was devoted to job duties

and chapter three to salaries. Chapters four and five covered fringe benefits. Chapter six dealt with temporary leave for working for others. Chapter seven, the final chapter of section two, was devoted to separation from employment.

The last section of the 1971 law, as noted above, included the general rules. Article 83 granted the Council of Ministers the authority to make any exceptions in this law according to the suggestion of the chief of the General Personnel Bureau. Article 85 cancelled the General Civil Service Law of 1958, replacing it with this law of 1971. The new law changed the grading system of government jobs, increasing the total number of job classifications from nine to fifteen grades, as shown in Table II-2.

1977 (1397 A.H.)--Fifth Law: Civil Service Law of 1977 (2, pp. 1-84).

It was essential that the improvement of civil service laws go hand in hand with other programs which Saudi Arabia was undertaking, otherwise a decrease in development would result. Consequently, Royal Decree No. M/49 on June 26, 1977 (10/7/1397 A.H.), approved the Council of Ministers' decision No. 951 of May 15, 1977 (27/6/1397 A.H.), for the Civil Service Law of 1977 to supersede the General Civil Service Law of 1971. This law is currently in force in Saudi Arabia.

TABLE II-2

MONTHLY SALARIES AND PROMOTION RATES ESTABLISHED FOR SAUDI ARABIAN
CIVIL SERVICE EMPLOYEES--1971*

Grade	Minimum Salary (Saudi Riyals)†	Maximum Salary (Saudi Riyals)	Annual Merit Increase (Saudi Riyals)
1	400	580	20
2	480	705	25
3	580	850	30
4	695	1,010	35
5	835	1,195	40
6	1,000	1,450	50
7	1,200	1,740	60
8	1,440	2,070	70
9	1,730	2,495	85
10	2,075	2,975	100
11	2,490	3,450	120
12	2,990	3,970	140
13	3,590	4,610	170
14	4,000	5,000	200
15	5,000	6,000	250

*Source: General Civil Service Law of 1971 (1391 A.H.; 3, p. 38).
†$1.00 = approximately 3.37 S.R.

The Civil Service Law of 1977 was divided into three
sections, the first covering positions; the second, em-
ployees; and the third, general rules. The 1977 law con-
tained forty articles. The first article required that
competency be the essential measurement for selecting
employees for government positions. Article 3 required
that each group of jobs be described as follows:

1. Name of the position.

2. Pay scale of the position.

3. Job description of duties and responsibilities.

4. Qualification requirements, such as experience
and academic qualifications.

Article 4 of the 1977 law covered the requirements
for admission to the civil service. Applicants had to be
of Saudi Arabian nationality, but foreigners could be
hired on a temporary basis for jobs which required quali-
fications not present among Saudis. The large numbers
of foreign employees currently working in the Saudi Arabian
civil service were made possible by this provision of the
1977 law.

Article 25 gave ministers the authority needed to
give compensation for temporary jobs on the basis of
pieces, output, or hour according to the rate approved
by the Council of Civil Service. Retirement age was
established at sixty years, but an employee could continue

to work until age sixty-five with a minister's approval (By-Law Article 30/8). Article 34 of the 1977 law considered training of employees as part of their duties either on or off the job and required that all ministries and agencies provide their employees with this training. Article 35 went still further by requiring that employees be sent abroad if their positions required additional training not available in Saudi Arabia. The Council of Civil Service, however, had the power to exclude some jobs from this law.

The job grading system of the 1977 law is presented in Table III-3. This law increased both the employees' salaries and annual merit raises from those authorized by the 1971 law.

Article 2 of the Civil Service Law of 1977 required that government jobs be classified by obtaining information about tasks, duties, responsibilities, and employee requirements. Thus, civil service positions were classified under six broad occupational headings:

1. General group of specialized jobs.

2. General group of diplomatic jobs.

3. General group of educational jobs.

4. General groups of administrative, clerical, or financial jobs.

TABLE II-3

MONTHLY SALARIES AND PROMOTION RATES ESTABLISHED FOR SAUDI ARABIAN
CIVIL SERVICE EMPLOYEES--1977*

Grade	Minimum Salary (Saudi Riyals)	Maximum Salary (Saudi Riyals)	Annual Merit Increase (Saudi Riyals)
1	1,015	1,915	100
2	1,210	2,290	120
3	1,455	2,715	140
4	1,750	3,280	170
5	2,100	3,900	200
6	2,515	4,585	230
7	2,970	5,400	270
8	3,485	6,275	310
9	4,110	7,260	350
10	4,800	8,220	380
11	5,600	9,200	400
12	6,390	10,260	430
13	7,200	11,250	450
14	8,020	12,520	500
15	9,255	14,205	550

*Source: Civil Service Law of 1977 (1397 A.H.; 2, p. 84).
$1.00 = approximately 3.37 S.R.

5. General group of technical jobs.

6. General group of manual jobs.

Because of limitations of space, details of the requirements for each group are not presented here. Different qualifications were required for each group; it is significant to note that the minimum requirement for specialized and diplomatic job groups was a college degree.

As an example of other job qualifications, grade ten in the specialized group required any one of the following:

1. College degree in art with eight years' experience.

2. College degree in science with six years' experience.

3. College degree in medicine (physician) with four years' experience.

4. Master's degree in the field with four years' experience.

5. Master's degree in medicine (physician) with two years' experience.

6. Ph.D. in the field with two years' experience.

7. Ph.D. in medicine (physician).

Grade ten in the diplomatic group required any one of the following qualifications:

1. College degree with eight years' experience.

2. Master's degree in the field with four years' experience.

3. Ph.D. in the field with two years' experience.

4. For grades seven and above, a widely-spoken foreign language was required in the diplomatic group.

Grade ten in the educational group required any of the following qualifications:

1. Specialized diploma in education for three years after junior high school with fifteen years' experience.

2. Diploma from a teacher training institute in complementary studies with fifteen years' experience.

3. High school diploma in special education with fifteen years' experience.

4. Special diploma in education for two years after high school with twelve years' experience.

5. College degree with six years' experience.

6. Master's degree with four years' experience.

7. Ph.D. with two years' experience.

All experience was required to be gained after the academic degree had been obtained. In general, grades one through five in the last four occupational groups (3, 4, 5, and 6) required either a high school diploma or less education if coupled with experience.

A comparison of the Saudi Arabian civil service laws since 1945 reveals a dramatic decrease in the number

of articles in each law: law of 1945, 215 articles; law of
1958, 129 articles; law of 1971, 86 articles; law of 1977,
40 articles. This reduction in the number of articles in
each law meant that, increasingly, the laws contained
only major principles, leaving details to be arranged by
specific agencies. For example, the 1977 law, which con-
tained less than half the number of articles in the 1971
law, outlined general principles but did not include by-
laws covering internal rules and regulations. In the
law of 1977, article 39 gave the Council of Civil Service
the authority to issue such by-laws. This delegation of
authority from the lawmakers permitted the flexibility and
improvement in the laws which Saudi Arabia needed to re-
duce the size of its bureaucracy. The Council of Civil
Service (CCS), which was founded in 1977, included high-
level officials who gave it prompt and strong support.
Saudi Arabia's civil service employment policy has been
related to human resources development. Article 9C-2 of
the Civil Service Law of 1977 made human resources develop-
ment the responsibility of the CCS, making it responsible
for policy-making and for operational control. The CCS
and its functions will be discussed in more detail later
in this chapter.

Part Two: The Development of the Saudi Arabian
Civil Service Bureau

First Personnel Bureau: The Ma'morine Bureau of
1939 (1358 A.H.)

The first civil service law passed in 1931 recognized
the principle of equality of opportunity, as in its require-
ment that government job vacancies be publicized by news-
paper advertisement. At the same time, however, there was
no single agency which supervised all civil service person-
nel affairs in Saudi Arabia. This deficiency was remedied
with the establishment of the first Ma'morine Bureau in
1939 (30/1/1358 A.H.). The Bureau was affiliated with the
Ministry of Finance because this ministry was supervising
most other agencies at that time, such as those in the
fields of agriculture, commerce, health, and transportation
and communication. The Bureau was basically a bookkeeping
agency to keep a file for each employee containing his
name, age, date of birth, qualifications, physical examina-
tion results, and date of employment. Three employees
carried out the Bureau's operations, the manager and two
clerks (1, pp. 23-24). On February 15, 1942 (30/1/1361
A.H.), the Bureau was expanded with the addition of more
employees, for a total of six plus the manager (8, p. 128).
In spite of this expansion, however, the Bureau continued
to be nothing more than a bookkeeping agency for keeping
files on civil service employees.

Bureau of Personnel and Retirement

At the time of the passage of the General Civil Service Law of 1945, the Ma'morine Bureau's name was changed to the Bureau of Personnel and Retirement. Its reorganization was authorized by a decision of the Ministry of Finance, No. 26 of 1945 (6/2/1365 A.H.), which was retroactive to 1945 (1/5/1364 A.H.). The number of the Bureau's employees was increased from seven in 1942 to sixteen in 1945, but it continued to carry out the same basic function of keeping files on government employees (8, p. 130). Eight months later, the Bureau was reorganized again; the only change made was the addition of one more employee, making the total number seventeen (8, pp. 120-131).

The Council of Ministers and the General Personnel Bureau

During the period 1945-1953 (1364-1373 A.H.), many ministries were created in Saudi Arabia, such as the Ministries of Health, Interior, Transportation, Education, and Agriculture. In addition to these ministries, a number of separate agencies were also founded. As a result, of course, the services performed and the numbers of employees needed by these ministries and agencies increased. As mentioned in the first part of this chapter, in 1953 Royal Decree No. 5/19/1/4288 established the first Council of Ministers in Saudi Arabia. One of the important

directives of the Council of Ministers' decision No. 47, Article 7, was that all employees were to be given equal pay for equal work. Article 16 of the decision stated that the "General Personnel Bureau (GPB) was responsible for controlling and supervising all the laws, rules, and regulations affecting civil service employees" (8, p. 134). This was the first time in Saudi Arabia's history that a direct decision or article was issued by the Council of Ministers giving the newly-renamed Bureau sole authority over civil service employees in all Saudi Arabian ministries and agencies (8, p. 134).

The GPB was a department in the Ministry of Finance. Because this ministry supervised a number of other agencies, the GPB had no difficulty in performing its duties. But when the agencies concerned with health, interior, transportation, education, and agriculture became ministries because of the complexities of government service, the GPB needed more support than before. Therefore, the Bureau was separated from the Retirement Department, which remained in the Ministry of Finance, and was moved to the Council of Ministers by that body's decision No. 115 of April 13, 1958 (27/9/1377 A.H.). From that time on the GPB became an active agency which participated among other ministries in evaluating requirements for employment and in testing and grading job applicants. It was headed

by a grade two general manager (6, p. 4). After becoming
a division of the Council of Ministers, the GPB gained more
recognition and more power in its supervision and applica-
tion of laws affecting government employees.

Improvement in the General Personnel Bureau

On June 26, 1962, the Council of Ministers issued its
decision No. 55 (24/1/1382 A.H.) which committed the Coun-
cil to improve and organize the GPB. This decision also
raised the grade of the Bureau's chief to the ministerial
level and provided the Bureau with needed professionals
(6, p. 4).

To meet and challenge the complexities and the prob-
lems of improving administrative functions, a new high-
level committee was established. This new committee, the
High Committee for Administrative Reform (HCAR), was
founded by decision No. 520 of the Council of Ministers
on November 21, 1963 (5/7/1383 A.H.) and was headed by
the king and the prime minister.

Civil Service Bureau

The HCAR was given the same authority as the Council
of Ministers to organize, reform, or establish whatever
it believed would be helpful to improve administration
in the government (6, p. 4). The HCAR reviewed a report
and a recommendation made by the Ford Foundation for Saudi

Arabia with regard to organizing the civil service; it also reviewed the Council of Ministers' decision No. 55 of June 26, 1962, which committed the Council to the improvement of the GPB. The HCAR then issued its decision No. 3 of April 2, 1964 (20/11/1383 A.H.), for changing the name of the GPB to the Civil Service Bureau (CSB). The reorganized Bureau was to be headed by a chief at the ministerial level, with the assistance of a deputy. In addition, the CSB was given additional qualified employees experienced in the field of personnel. The HCAR decision also gave the CSB the authority to perform the following functions:

1. Describe the qualification requirements for job applicants and administer the recruitment and selection process.

2. Prepare all proposed civil service laws.

3. Prepare and publish all civil service rules and procedures.

4. Arbitrate between any employee and his organization.

5. Contact ministries and agencies to organize cooperation in the areas of employment, training, testing, describing requirements, promotion, transfer, discharge, appraisal reports, and budget section for employees.

One month after the HCAR's decision, the Council of Ministers issued its decision No. 792 on May 1, 1964

(19/12/1381 A.H.), which supported the HCAR's decision for the new reforms in the GPB (6, pp. 3-5). On April 7, 1969, the HCAR issued its decision No. 16 (20/1/1389 A.H.) proposing a new organization for the Bureau. The proposal was approved by Royal Decree No. 3221 on April 27, 1969 (10/2/1389 A.H.; 6, p. 5). In spite of the HCAR's decision to change the name of the General Personnel Bureau to the Civil Service Bureau, the former designation continued to be used until June 26, 1977 (10/7/1397 A.H.; 2, p. 11).

General Personnel Bureau Law of 1971 (1391 A.H.; 3, pp. 43-44)

On March 28, 1971, Royal Decree No. M/8 (1/2/1391 A.H.) approved the General Personnel Bureau Law of 1971. This law contained four articles. Article one stated that the GPB was an independent agency supervising the personnel throughout the government and that this agency had direct connections with the prime minister. Article two described the appointment of the chief of the Bureau on the ministerial level by a royal decree, and Article three dealt with the Bureau's responsibilities. Article four, the last article of the law, required the chief of the GPB to present an annual report about the Bureau's performance, to be submitted to the prime minister (3, p. 44).

The Recent Civil Service Bureau

As mentioned earlier in this study, Saudi Arabia's
Second Five-Year Plan (1975-1980) estimated that an addi-
tional 170,636 employees, excluding the normal attrition
rate of existing employees, would be required within the
governmental institutions covered in the Plan (7, p. 64).
Saudi Arabia has a shortage of human resources in all
areas. A large number of employees are required to fill
civil service positions in order to execute the programs
carried out by the government. The private sector com-
petes with the government for the limited available Saudi
employees, making it harder for the government to fill its
vacant positions with qualified employees. The government
tried to compete in the labor market when it established
the Council of Civil Service which introduced the Civil
Service Law of 1977. This gave the CSB the power to plan,
execute, direct, and control civil service employees in
Saudi Arabia (2, pp. 12-13).

The Council of Civil Service Law of 1977
(1397 A.H.; 2, pp. 11-12)

If a country--even a wealthy country--is unable to
develop its human resources, it cannot continue to progress.
Manpower is the basic resources; it is the absolute means
of converting other resources for mankind's use and benefit.
The rate of a country's economic progress depends heavily

on the quality and quantity of available skilled manpower at all levels.

Therefore, development of the civil service in Saudi Arabia was the object of the HCAR's proposal of the Council of Civil Service Law of 1977 (1397 A.H.). This law received the approval of the Council of Ministers in its decisions No. 949 and 950 on June 15, 1977 (14/6/1397 A.H.), and was sanctioned by Royal Decree No. M/48 on June 26, 1977 (10/7/1397 A.H.). The 1977 law superseded the General Personnel Bureau Law of 1971.

The Council of Civil Service Law of 1977 contained eleven articles. The first of these articles required the creation of a Council of Civil Service authorized to plan and organize the civil service in all government agencies in order to improve performance. Article 2 changed the name of the GPB to the Civil Service Bureau (CSB). Article 3 made the Bureau an independent agency supervising the civil service in government organizations and affiliated it with the chairman of the Council of Civil Service. Article 4 gave the chief of the Bureau ministerial status and stated that his appointment must be carried out by royal decree.

Article 5 organized the Council of Civil Service according to the following plan:

1. Vice-prime minister, chairman.

2. Chief of the Civil Service Bureau, member.

3. Four ministers, members for three years.

4. Three professionals, members for three years.

Article 8 of the law required that the Council of Civil Service establish by-laws for itself and for the CSB. Article 9 required the Council of Civil Service to implement the following procedures:

1. Propose civil service laws.

2. Issue by-laws in the various civil service areas.

3. Cooperate with others in

a. Drawing up policies and planning methods and programs for applying them.

b. Developing human resources and improving efficiency through preparation and training.

c. Improving methods of performance in the government.

d. Exercising control over civil service.

e. Studying compensation and proposing any changes in wages, salaries, and fringe benefits for civil service employees.

Article 10 required the CSB to accomplish the following tasks:

1. Control the enforcement of the laws and enforce by-laws and decisions in the various areas of civil service.

2. Undertake research and studies in the civil service, especially in the areas of classification, compensation, and the like.

3. Offer opinions about civil service improvement.

4. Propose laws and by-laws and present them to the Council of Civil Service.

5. Establish rules and procedures for employee selection.

6. Classify positions and propose compensation (wages, salaries, and fringe benefits).

7.-10. Carry out other functions in areas of civil service such as filing, cooperation with personnel in ministries and agencies, arbitration, etc.

Article 11, the last article of the Council of Civil Service Law, required that the chief of the CSB prepare a report every six months in order to present the performance of the Bureau to the Council of Civil Service which, in turn, reported to the prime minister.

Recruiting employees, especially foreign employees, was carried out by the organizations needing them. Since Saudi Arabia employed a large number of foreign personnel in all ministries and agencies, these organizations customarily sent representatives to various countries to recruit for their organizations.

To avoid the misuse of government funds and duplication of efforts which sometimes resulted from this practice, the Council of Ministers issued its decision No. 1113 on August 9, 1977 (24/8/1397 A.H.), which gave the CSB

the authority to establish offices in the countries from which Saudi Arabia recruited a large number of foreign employees. The decision specified that the establishment of these offices should begin with Egypt, Jordan, Syria, and Pakistan, since these four countries provided large numbers of civil service employees for Saudi Arabia. The Bureau was also given sole responsibility for recruiting all foreign employees needed from these countries to fill civil service positions.

The CSB began recruiting foreign employees through these offices during the summer of 1979. The Bureau required that each ministry and agency submit its list of needed foreign employees six months in advance to provide the time needed for recruitment.

The Ministries of Education and Health and the Presidency of the Girls' School in Saudi Arabia were asked by the CSB to send representatives to the above countries to participate in recruitment with CSB employees because these three organizations recruited the largest numbers of foreign employees working for the Saudi Arabian government in 1978.

Summary

A total of five civil service laws were issued in Saudi Arabia between 1931 and 1977. The first comprehensive law which dealt directly with civil service employees,

passed in 1931, was the General Ma'morine Cadre or Law. The second law was issued in 1945; the third, in 1958; the fourth, in 1971; and the most recent law, in 1977.

The first civil service bureau was established in 1939, but it was basically a bookkeeping agency, keeping files on all civil service employees. It was affiliated with the Ministry of Finance until 1958. In that year the Bureau was moved to the Council of Ministers. In 1977, the Council of Civil Service gave the CSB the authority to plan, execute, direct, and control all matters relating to civil service in Saudi Arabia. These functions are still carried out by the Bureau at the present time.

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CHAPTER III

RECRUITMENT OF NON-SAUDIS FOR WORK IN THE
SAUDI ARABIAN CIVIL SERVICE

This chapter presents information about the recruit-
ment of personnel in Saudi Arabia and consists of two
parts. The first is devoted to the recruitment process in
general, which is applicable to any organization anywhere.
The second part of the chapter is devoted to current re-
cruitment methods and to sources of foreign employees
working in civil service positions in Saudi Arabia.

Part One: Recruitment of Personnel

Recruitment may be viewed as the process of seeking
out and developing favorable contacts with individuals who
can be expected to fill an organization's quantitative and
qualitative personnel needs (12, p. 86) and of finding
suitable applicants from whom the organization selects
to fill its jobs (8, p. 59). The goal of the recruitment
effort is to provide a steady supply of qualified candi-
dates to fill immediate and future job openings (6, p. 77).

Recruitment of personnel begins when an organization
determines its quantitative and qualitative needs for per-
sonnel. The determination of personnel needs requires a

description of both the duties and the responsibilities of the positions to be filled. Characteristics desired in the potential jobholders must also be specified. Therefore, the recruiting process itself can begin only when the organization knows the type of individual it is seeking (8, p. 59).

Recruitment also requires determining the relevant labor market to be canvassed. The labor market is more than a set of geographical boundaries; it comprises all characteristics which define sources of applicants for particular jobs. Many factors affect the relevant labor market. Perhaps the type of job is the most critical of these factors; other factors such as the size of the organization, its nature, its reputation, the expense it is willing to bear in recruiting, and its location also play important roles (8, p. 60). The relevant labor market for a given job determines the recruiting strategies and methods the organization will use.

To a great extent, the success achieved in hiring competent personnel is a direct result of how effective the recruitment program has been. It is obvious that the only individuals an organization will be able to hire are those who have been attracted to that organization. Potential candidates which an organization has been unable to interest will never be put on the payroll. Moreover,

regrettably, many highly desirable people will never be considered for employment in an organization because the organization has been unable to get them to apply (10, p. 44).

Methods and Sources for Recruitment

What is the most effective method of recruitment? Effective recruiting requires imagination and creativity. In carrying out recruitment efforts, most organizations incur two risks--first, listing job requirements too broadly, and, second, listing requirements too stringently. In the first case, an organization goes through a time-consuming process of screening numerous candidates who are unqualified; in the second, qualified persons may be discouraged from applying. For example, if an organization lists a minimum of five years of experience as essential, it obviously restricts possibilities to persons with that qualification. Therefore, as Mitchell S. Novit states, "Effective recruiting methods involve a compromise between these two positions" (8, p. 61).

Various recruiting sources are available to the personnel administrator. Before an organization begins recruiting, it must first consider the most likely sources for the types of applicants it is seeking. Two major sources are available: internal (in-house) and external (outside).

Internal sources.--The most obvious source when a job
is to be filled at any point above the beginning or entry
level is the present work force already on the payroll of
the organization. This source is used by many organiza-
tions when they encourage a promotion-from-within policy
and use their employee information system to implement this
policy. Job vacancies may be publicized in an employee
newspaper or by bulletin board notices. An additional in-
house recruiting source is that of former employees who
wish to reenter the labor market. More information is
available about candidates who are former employees than
about new job applicants, and some organizations keep a
separate file of former employees they would be willing to
rehire. For example, one large New York bank found that,
among its clerical workers, the turnover rate was lowest
for former employees who had been rehired (6, p. 79).

Some problems exist, however, in implementing in-
house recruiting. One difficulty in unionized operations,
as in the United States, for example, is that many con-
tracts specify that seniority should be the deciding fac-
tor if two or more employees bid for the same job, as
long as both individuals meet certain minimum qualifica-
tions. This puts the decision-maker in a difficult posi-
tion, because in some cases the seniority requirement may
prevent him from choosing the best qualified candidate for

the job. Another problem is that a supervisor may be re-
luctant or unwilling to recommend one of his employees
for promotion or transfer because he does not wish to
lose one of his best performers and thus face the necessity
of finding and training a replacement. It seems that the
third problem of recruiting from in-house is a negative
one. An employee may be reluctant to apply for a job
opening in a different department for fear that, if he is
not chosen for the new position, his supervisor will be
angry at his indicating a desire to transfer (6, p. 79).

External sources.--In spite of the fact that internal
recruiting sources are the least expensive recruiting
method and may produce the best prospects, most organiza-
tions also rely on outside sources from time to time. A
number of outside sources are available; Novit lists
eight such sources (8, pp. 61-64), while David G. Muller
lists more than sixteen (7, pp. 238-243). In general,
the most frequently used external recruiting methods
are the following:

1. Advertising for job applicants

2. Private employment agencies

3. Colleges

Advertising for job applicants is the most fre-
quently used external recruitment method. Advertisements
may be placed directly by the employer or by an employment

agency, and they may appear in the local newspaper or in specialized publications such as trade or professional journals to reach people with certain qualifications. However, the use of professional journals involves a serious drawback; journals usually have fairly advanced publication deadlines so that a large amount of time must elapse before the advertisement appears and responses begin coming in (10, p. 56).

Another difficulty of advertising directly is that the organization may continue to be flooded with applications long after the job in question has been filled. This is one reason why many small employers do most of their outside recruiting through an employment agency. Nevertheless, advertising is a relatively quick and inexpensive way to recruit applicants and avoids the necessity of paying an agency's fee. Although advertising can attract many unqualified applicants, it unquestionably remains one of the most popular and most effective external methods of recruiting job applicants.

Private employment agencies represent another external source for recruitment and often save time for both the employer and the applicant. For lower level positions, the job seeker usually pays the agency fee; for higher level or hard-to-fill positions, the employer often pays the fee. A good employment agency can save time for an

organization's personnel specialist by doing a competent job of pre-screening suitable candidates and referring for further consideration only people who are truly qualified. But private employment agencies can be expensive, and some personnel specialists have complained that agencies usually flood them indiscriminately with totally unqualified job applicants. This seems to be a recurrent problem in the field of recruitment.

The best way to handle such a situation which can waste everyone's time is for the personnel specialist to exercise a great deal of care in selecting the particular agencies with which he wishes to deal. It is also a good idea for him to limit himself to no more than perhaps three or four truly competent agencies rather than attempting to work with a larger number and, as a result, probably not being properly serviced by any of them. Another successful technique is for an employer to establish a strong business relationship with a specific placement counselor in the employment agency and to inform him when an opening is first listed that only four or five applicants referred by him will be interviewed and that they must be thoroughly screened before interviews are arranged. If this is done, the recruiter need see only those applicants who come closest to meeting the specifications for the position (10, pp. 53-54).

College recruiting has become a widespread practice among many organizations. In the United States, for example, college recruiting on a regional or national level began to be used on a large scale in the 1950s when shortages of college-trained engineers and scientists became critical. Later recruiting efforts were aimed at business administration students. Most on-campus college recruiting programs are extensive and costly and, as a result, are conducted primarily by larger organizations (6, pp. 81-82).

In addition to advertisement, private employment agencies, and college recruiting, other external sources for recruiting applicants are executive search firms, professional associations, high schools, trade and technical schools, and foreign countries. Different recruiters use a variety of techniques to recruit employees. Joseph J. Wnuk, Jr., lists three basic approaches: direct, indirect, and third-party. Figure 1 illustrates these three approaches (13, pp. 170-173). Depending on an organization's own local situation, it will probably find one or more of these sources to be preferable to the others. Trial and error may be the best way for an organization to decide which sources to use in the long run for a given type of job opening.

Indirect Approaches

Newspaper
Radio
Television
Trade and professional journals
Magazines
Brochures
Product advertisements

Types of
People
Recruited

Management
Professional
Scientific
Technical
Specific staff or line personnel
Sales
Clerical
Other

Direct Approaches

Recruiter's contact with
    students at colleges
    and universities
Employee contact with
    public
Former or retired em-
    ployee contacts with
    public
Exhibits
Pirating

Third-Party Approaches

Commercial employment
    agencies
Public employment
    agencies
Placement offices
    Colleges and univer-
        sities
    Professional associa-
        tions
    Employment services
    Conventions
Labor organizations
Fraternal, religious, and
    social organizations

Fig. 1--External recruitment approaches.*

*Adapted from Joseph J. Wnuk, Jr., "People + Job = Recruit-
ment Problems," Personnel, XLVIII (March, 1969), 170-173.

Part Two: Current Recruitment of Foreign
Employees in the Saudi Arabian
Civil Service

Before 1953, all recruitment of non-Saudi civil
service employees was carried out on an individual basis.
The earliest extant evidence of recruiting foreign em-
ployees in Saudi Arabia is that in a meeting on Jaunary
6, 1929 (25/7/1347 A.H.), the Majlis Ashoora, a council
composed of eleven members, approved a contract for employ-
ing foreigners in the Education Directorate of Al-Hejazah
(Al-Hejazah was attached to the directorate of education
in the western province of the country before the creation
of the Kingdom of Saudi Arabia).

Another early indication of recruitment of foreign
employees in Saudi Arabia was letter No. 299 of February
1, 1930 (2/9/1348 A.H.), which was sent from the Majlis
Ashoora to the general deputy of the king requesting ap-
proval of a contract to employ a translator in the post
office. On February 22, 1931 (16/10/1350 A.H.), the
General Manager of Health sent his letter No. 1362 to
the Minister of the Interior, including the conditions
and requirements for employing a medical doctor. On June
3, 1933 (9/2/1352 A.H.), the Minister of Finance sent his
letter No. 192 to the council of deputies, asking approval
of contracts to employ foreign doctors and pharmacists.

The first comprehensive general contract for the employment of foreigners in Saudi Arabia was issued on October 28, 1954 (1/3/1374 A.H.), in Royal Decree No. 3/11/5846. This general contract contained fourteen articles, and it applied to all government agencies. It gave a minister the authority to recruit foreign employees for any positions with salaries up to 3,000 Riyals; for positions with higher salaries, the approval of the king was required.

In order to limit movement among the foreign employees working in Saudi Arabia, the Council of Ministers issued its decision No. 8751 on August 14, 1965 (18/4/1385 A.H.), which prohibited an agency from employing any foreigner who had originally come to Saudi Arabia to work for another agency unless that other agency gave its permission for the employment. In following up this recruitment goal, the prime minister sent his letter No. 82/9/n on May 14, 1969 (18/2/1388 A.H.), to all ministries and agencies. The letter prohibited foreign employees from working in any jobs other than those for which they had been recruited.

Because individuals working in the field of education represented the majority of foreign employees in Saudi Arabia, the Council of Ministers issued its decision No. 959 on October 20, 1972 (11/9/1392 A.H.), which

approved the cadre for foreigners working in education. The Ministry of Education found it difficult to recruit foreign teachers with work experience after graduation; therefore, in its decision No. 761 on July 12, 1973 (12/ 6/1393 A.H.), the Council of Ministers dropped the ex- perience requirement for foreigners with education degrees. This represented a compromise or lowering of selection standards. In theory, of course, standards should never be compromised, but in practice this principle was fre- quently violated either consciously or unconsciously, especially in the tight labor market which Saudi Arabia was facing at that time. In 1975, the Council of Ministers issued its decision No. 433 (19/4/1395 A.H.), which ap- proved the by-law (internal rules and regulations) for employing non-Saudis in the civil service. This by-law contained fifty-eight articles. The second article re- quired that all contracts for employing foreigners be carried out jointly by the General Personnel Bureau (GPB) and the agency in which the foreigner was to work.

On June 5, 1975, however, the GPB in its decree No. 9/33 (25/5/1395 A.H.) allowed all ministries and agencies to recruit directly--without the GPB's approval-- any of the following foreign employees:

1. Teachers employed in grades five and above.

2. Physicians.

3. Engineers employed in grades seven and above.

4. Nurses and professionals other than physicians and engineers with at least a baccalaureate degree.

On July 6, 1978 (1/8/1398 A.H.), The Council of Civil Service (CCS) issued its decision No. 45 approving the most recent by-law for non-Saudi employees. This by-law applied to all non-Saudi employees working in civil service positions except those employed in the field of education, who were covered by the by-law of October 3, 1978 (1/11/ 1298 A.H.). This by-law contained fifty-two articles (2, pp. 11-27), but on April 10, 1979 (13/5/1399 A.H.), the CCS added one more in its decision No. 137. The new article authorized the Civil Service Bureau (CSB) to evaluate academic degrees or experience which were not included in the by-law for employment purposes only.

Expansion of Demand for Foreign Employees in Saudi Arabia

Labor shortage is the number one problem for Saudi Arabia in general, especially in the field of education. The expansion of education is a nationally desirable goal, of course, but this expansion does not come without problems. One of these problems has been Saudi Arabia's need to recruit a large number of foreign employees in the education field.

Immediately after the advent of oil wealth in Saudi Arabia, educational facilities developed slowly. In 1953, the country had 326 elementary schools with an enrollment of about 44,000 and three secondary schools with about 500 students (11, p. 93). By 1978, however, the number of schools and students up to and including the secondary school level had increased greatly, as shown in Table III-1.

TABLE III-1

COMBINED ELEMENTARY AND SECONDARY SCHOOL
ENROLLMENT IN SAUDI ARABIA, 1978*

Institution	Schools	Students
Ministry of Education (for males)	4,624	698,389
Presidency of Girls' School (for females)	2,166	390,838
Total	6,790	1,089,227

*Sources: Ministry of Education and Presidency of Girls' School, in addition to private education and other governmental schools such as the Ministry of Defense, etc.

The shortage of properly qualified elementary school teachers, which has been a limiting factor in the expansion of public schooling in Saudi Arabia, necessitated the importation of foreign instructors, primarily from Egypt and other Arab countries. During the 1961-1962 school year, for example, 2,000 foreign teachers were

recruited (11, p. 103); but in 1977-1978, as shown in
Table III-2, 40,447 foreign employees were working in
Saudi Arabia's three major educational institutions.
This figure represents about 53 per cent of all foreigners
working in the Saudi Arabian civil service. Foreigners
are recruited from all over the world, although Egypt
remains a major source of employees for many occupations,
particularly in the educational field.

TABLE III-2

FOREIGN EMPLOYEES IN EDUCATION, 1977-1978

Agencies	Working in Teaching	Working in Administration	Total
Ministry of Education*	18,206	1,736	19,942
Presidency of Girls' School*	12,827	1,095	13,922
Higher Education (six universities)†	2,700	3,883	6,583
Total	33,733	6,714	40,447

*Sources: Center for Statistical Data and Educational Documentation, 1978-1979, Ministry of Education; Directory of General Statistics, 1977-1978, Presidency of Girls' School.
†Source for higher education statistics: Civil Service Bureau and Riyadh University, unpublished statistics, 1979.

The increasing numbers of civil service employees,
including foreigners, required in all Saudi Arabian civil

service positions has of course necessitated an increase in the compensation appropriated for these employees; therefore, the appropriation fund for civil service employees in Saudi Arabia has been increased more than fifty-three times between 1958-1959 and 1977-1978. In 1958-1959, the appropriation was 338 million Saudi Riyals (1, p. 218); in 1977-1978, it had increased to 20,867 million Riyals (3, p. 10). Table III-3 shows the growing numbers of civil service positions and employees in Saudi Arabia from 1970-1971 to 1977-1978.

TABLE III-3

NUMBER OF POSITIONS AND NUMBER OF EMPLOYEES
WORKING IN THE SAUDI ARABIAN CIVIL SERVICE,
1970-1971 TO 1977-1978*

Year	Number of Positions	Saudi Employees	Non-Saudi Employees	Vacant Positions	Appropriation in Riyals † (millions)
1970-71	85,186	52,844	17,937	14,405	1,791
1971-72	96,781	48,863	22,223	15,695	2,787
1972-73	116,115	67,779	26,265	22,071	3,342
1973-74	131,754	73,330	29,926	28,498	3,998
1974-75	142,640	81,917	20,565	40,158	5,713
1975-76	167,846	87,673	28,141	52,032	10,235
1976-77	188,288	88,070	31,496	68,722	10,112
1977-78	196,931	DATA	NOT	AVAILABLE	20,867

*Source: Civil Service Bureau, Annual Statistical Report, 1977.
†$1.00 = approximately 3.37 S.R.

The latest published statistics available for all non-Saudi employees working in the civil service were for 1976-1977, showing a total of 31,496 employees, as indicated in Table III-3. Since this number does not represent the present total of foreigners working in the Saudi Arabian civil service, the researcher made personal contact with officials in the CSB and other ministries and agencies in an attempt to obtain statistics on the number of non-Saudis currently employed. No single agency, however, could provide up-to-date statistics. Since the latest published statistics for all civil service positions were those for 1976-1977, as shown in Table III-3, and those for 1978 (in education only), as shown in Table III-2 (40,447 foreign employees), the researcher made personal contact with the CSB in order to gather figures about the number of foreign employees in ministries and agencies which do not publish such statistics. The best result which could be gathered from the institutions contacted was an approximation of the number of foreigners working in the civil service in 1978, a total of 75,425 employees.

Government agencies in Saudi Arabia are divided into two groups, ministries or agencies and semi-independent organizations with separate budgets and governing boards. These semi-independent government organizations are similar to the Tennessee Valley Authority (TVA) in the

United States in that they have the power of government and the flexibility and initiative of private enterprise. Until July 11, 1978, these organizations had a different system from the general civil service laws for wage and salary administration. But the HCAR in its decision No. 85 (6/8/1398 A.H.) mandated that civil service laws and regulations would be applied to the employees of all these organizations, with the exception of Saudi Arabian Airlines which was left with its own system of wage and salary administration because of the possibility of its reform into a private firm. The Industrial Development Fund also continued to practice its own system of wage and salary administration. Table III-4 lists the ten institutions in Saudi Arabia with the largest numbers of foreign employees, five from ministries and agencies and five from semi-independent organizations. The table also shows the total number of foreigners working in the civil service in 1978.

Methods and Sources of Recruitment of Foreign Employees Working in the Saudi Arabian Civil Service

Until the late 1960s the method of recruiting non-Saudi employees was to ask governments of other Arab countries with excess personnel--notably that of Egypt--to send employees, especially teachers, as expatriates to Saudi Arabia. If these expatriates were insufficient

TABLE III-4

ESTIMATED TOTAL OF FOREIGN EMPLOYEES WORKING IN
THE SAUDI ARABIAN CIVIL SERVICE--1978*

Agency	Number of Foreign Employees	Per Cent
Ministries and Agencies with the Largest Number of Foreign Employees		
Ministry of Education	19,942	26.4
Presidency of Girls' School	13,922	18.5
Ministry of Health	10,978	14.6
Ministry of Post and Telecommunications	3,659	4.9
Ministry of Municipality Affairs	3,549	4.7
Subtotal	52,050	69.1
Semi-Independent Organizations with the Largest Number of Foreign Employees		
Saudi Arabian Airlines	5,197	6.8
Riyadh University	3,248	4.3
King Faisal Specialist Hospital and Research Centre	1,959	2.6
King Abdulaziz University	1,064	1.4
Islamic University of Al-Emam Mohammed Ben Saud	954	1.3
Subtotal	12,422	16.4
Other Ministries and Agencies	7,850	10.4
Other Semi-Independent Organizations	3,103	4.1
Total Foreign Employees	75,425	100.0

*Sources: Statistical Books, 1978, for Ministry of Education, Presidency of Girls' School, Ministry of Municipality Affairs; unpublished statistics from Civil Service Bureau for Ministry of Health and Ministry of Post and Telecommunications.

to meet an agency's personnel needs, that agency would send a representative to nearby labor markets, mostly in Arab countries and primarily in Egypt, to recruit more employees on an individual basis. The representative usually advertised in newspapers to attract more applicants, then screened applicants before the final interview. This simple method met the limited demand for civil service employees in Saudi Arabia at that time. But with the increased demand for foreign employees, both qualitatively and quantitatively, Saudi Arabia has defined its labor market as more than a set of geographical boundaries. For Saudi Arabia, the term "labor market" refers to all the characteristics which define sources of applicants for particular jobs.

For example, if an organization has entry level clerical positions which require no skills, it will define the characteristics of persons being sought for these positions with requirements such as "high school graduate," "no experience," etc., because the jobs pay so little. But if the organization wishes to fill an engineering position, it will define the labor market for that position quite differently. Thus an organization sometimes seeks workers who are untrained and uneducated; at other times, it may be looking for Ph.D.'s who are in short supply. The most frequently-used recruiting method

for many kinds of jobs is newspaper advertising. For
example, advertisements for Saudi Arabian civil service
positions were placed in The Chronicle of Higher Education
on July 2, 9, 16, 23, and 30, 1979; August 6 and 13, 1979;
and September 4, 1969. In these issues of The Chronicle
of Higher Education there were more than fifteen adver-
tisements for institutions such as Riyadh University, King
Abdulaziz University, King Faisal University, and the
University of Petroleum and Minerals.

Saudi Arabia has recruited large numbers of non-Saudi
employees from Egypt, Jordan, Syria, and Pakistan. As
noted in Chapter II of this study, the method used until
1978 was that each ministry and agency sent representatives
to these various countries to recruit the needed personnel;
sending several committees from different agencies, how-
ever, created duplication in the recruitment process and
a waste of time and funds. Therefore, in the summer of
1979 the CSB opened offices in these four countries in
order to recruit all non-Saudi employees working in all
agencies of the Saudi Arabian civil service. Because
the Saudi employees in these offices were new and did not
have a great deal of experience in the recruitment pro-
cess, the CSB asked the Ministries of Education and
Health and the Presidency of Girls' School to send
representatives to these offices to participate in the

recruitment process, since these three agencies recruited more than 59 per cent of all the foreigners working in civil service positions in Saudi Arabia.

The agencies whose services require professional and technical personnel, such as universities, were given the authority to recruit directly without the supervision of the CSB. Such agencies recruit from all over the world, primarily by means of advertising. Riyadh University recruited 3,248 foreign employees from more than fifteen countries during the 1978-1979 school year. The largest number of these employees recruited for Riyadh University were from Egypt; their total number was 2,314 employees, or 71 per cent of the university's foreign recruits in that year.

Another source of recruitment of foreign employees, especially advisors and expert employees, is the United Nations Development Programme (UNDP). On July 23, 1979, Towfiq Fikrat Kirdar, Assistant Resident Representative of the program, said that UNDP in Riyadh usually receives requests for such employees from the agencies needing them, along with job descriptions, through the Technical Assistant Agency in Saudi Arabia. Then the UNDP in Riyadh sends this information to the special agent for recruitment in the United Nations in New York (there are twenty-five participating agencies in UNDP), but the final approval

lies with the agencies which need the employees in Saudi Arabia. Kirdar added that rejection of these employees usually does not exceed 10 to 15 per cent. Kirdar stated that 41 per cent of the employees recruited through his office came from developing countries such as Egypt, Jordan, Sudan, and Pakistan, and 59 per cent from advanced countries such as the United States, England, Canada, and Sweden. Employees from the United States represent the majority of the latter percentage (5).

Kirdar said that his agency recruited increasing numbers of expert foreign employees from 1976 to July of 1979:

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                1976--135 experts
                1977--173 experts
                1978--193 experts
   January-July 1979--180 experts
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Kirdar estimated that the total number of experts recruited at the end of 1979 would be 268; for 1980, the estimated number will reach 274 (5).

Kirdar stated that the recruitment program would cost $118.5 million from 1977 to 1981, of which UNDP would pay $36 million and Saudi Arabia $82.5 million in funds and trusts. Kirdar added that 7 per cent of this fund was designated for training Saudis and 93 per cent for expert employees. He compared these figures with the funds spent for the previous program in 1972-1976, when $12.5 million came from UNDP and $22.5 million from Saudi Arabian funds and trusts (5).

Kirdar also estimated the average cost of an expert employee from 1972 to 1980:

$50,000 during 1972-1976
$77,000 for 1977
$84,000 for 1978
$92,000 for 1979
$100,000 for 1980 (estimate)

These costs were dependent upon job descriptions, requirements, and supply and demand in the international labor market (5). As for supplemental pay, Kirdar said until 1977 expert employees paid their own housing costs, but since that time Saudi Arabia has paid these employees up to 80,000 Riyals (about $32,000) a year for housing expenses; in comparison, employees in other countries still must pay their own housing expenses (5). In addition, expert employees in Saudi Arabia are exempt from all taxes. Kirdar believed that each expert employee recruited through agreements between Saudi Arabia and other countries (other than UNDP) cost Saudi Arabia up to $260,000 in 1978. He concluded the interview by enumerating the four groups of expert employees working in Saudi Arabia:

1. Those whose employment is arranged through UNDP.

2. Those whose employment is arranged through agreements between the government of Saudi Arabia and other governments.

3. Those whose employment is arranged through individual contracts with ministries or agencies.

4. Those whose employment is arranged by ministries

or agencies through executive search firms (5).

Another source of recruitment of foreign employees
in Saudi Arabia is the Hospital Corporation International
(HCI) of Nashville, Tennessee. On July 7, 1979, Walter
Hanses, Head of Personnel at King Faisal Specialist Hos-
pital and Research Centre (KFSHRC) in Riyadh, Saudi Arabia,
stated that HCI recruits all foreign employees who work at
KFSHRC. Hanses estimated that the recruitment of a total
of 1,900 foreign employees from more than forty-seven
countries has been arranged through HCI (4). He believed
that the largest numbers of foreign employees were of the
following nationalities:

1. Americans--about 400 employees
2. Egyptians--about 310 employees
3. Sudanese--about 300 employees
4. British--about 250 employees
5. Lebanese--about 210 employees

Hanses said that his institution has two pay struc-
tures for employees who have like qualifications, one for
North Americans (from the United States and Canada) with
a higher rate of pay, and another for all other nation-
alities (4).

Compensation for Foreign Employees Working in
the Saudi Arabian Civil Service

Civil service jobs for non-Saudi employees have been
classified into seven pay structures; these seven groups
are the following:

1. Physicians
2. Engineers
3. Professionals other than groups 1 and 2, such as accountants, computer programmers, translators, etc.
4. General education employees
5. Vocational and technical education employees
6. Assistants for vocational and manual employees
7. Administrative/clerical employees (2, p. 15)

Table III-5 illustrates an example of the pay structure for foreign employees working in the Saudi Arabian civil service.

TABLE III-5

PAY STRUCTURE FOR SELECTED JOBS OF FOREIGN
EMPLOYEES WORKING IN THE SAUDI ARABIAN
CIVIL SERVICE (IN SAUDI RIYALS*)†

Job Groups	Bachelor's Degree		Ph.D. Degree	
	Monthly Base Salary	Yearly Increase for Experience	Monthly Base Salary	Yearly Increase for Experience°
Physicians	4,000	200	5,500	300
Engineers	2,900	130	4,100	300
Other Professionals	2,100	150	3,600	200
General Education (education degree)	2,180	100	4,100	150
Non-Education Degree	1,930	85	4,100	150
Vocational Education (business)	2,100	100	4,100	150

*$1.00 = approximately 3.37 S.R.
†Source: By-Law for Non-Saudi Civil Service Employees, 1978.
°Pay increase for experience ceases after fifteen years.

Article 11 of the 1978 by-law for non-Saudi employees dealt with salaries, including the pay structure for each group of foreign employees. Article 11-H excluded foreign employees from North America, Europe, and other countries of the same level of development from this pay structure; the pay structure for employees from these countries was to be set by the Chief of the CSB. Article 14 specified that for positions requiring employees with special qualifications and international recognition the Chief of the CSB and the heads of the agencies in which the positions were located had the authority to establish salaries apart from the standard pay structure (2, p. 16).

In addition to their base salary, foreign employees received the following fringe benefits:

1. Yearly round-trip tickets for the employee and family, if any (four-ticket limit), to and from their home country.

2. Housing allowance equivalent to three months' salary with the condition that the total be not less than 8,000 Riyals. The housing allowance is paid in advance. If the foreign employee is a woman, she is usually accompanied by a man. If the man accompanying her is employed, the two of them are entitled to only one housing allowance, based on the higher of their two

salaries. If the employer provides an employee with housing, no allowance is given.

3. A one-time payment of 50 per cent of the employee's monthly salary as a preparation allowance for the foreign employee to come to Saudi Arabia.

4. If the employer does not provide transportation for daily work, the employee is entitled to a monthly allowance of between 300 and 400 Riyals, depending upon his rank. Physicians who work extra hours in addition to their regular shift are entitled to 3 per cent of the monthly transportation allowance for each separate day they perform, as specified in the Council of Civil Service decision No. 162 of May 22, 1979 (26/6/ 1399 A.H.).

5. If the job of a foreigner requires travel within Saudi Arabia, he is entitled to a daily allowance of between 80 and 160 Riyals, depending upon his rank. If he must travel outside Saudi Arabia, this amount is raised by 50 per cent.

6. If an employer transfers the foreign employee from one city to another, the employee is entitled to 3,000 Riyals or two months' salary, whichever is lower.

7. The employee and his family are entitled to the medical care provided for Saudi employees. Education in public schools and medical care in public hospitals are free for all people living in Saudi Arabia.

8. Foreign employees are entitled to a 45-day vacation annually. Teachers take the summer as vacation. Female foreign employees are entitled to 45 days of maternity leave.

9. When a foreign employee terminates his employment, he is entitled to 50 per cent of his monthly salary for every year of his service, with a maximum limit of 50,000 Riyals; if the foreign employee came to Saudi Arabia through arrangement with his own government (i.e., he was employed by his own government and came to Saudi Arabia as an expatriate), he is entitled to 25 per cent of his monthly salary for every year of his service, with a maximum of 25,000 Riyals.

10. If an employer cancels a contract for reasons not caused by the employee, the foreigner is entitled to two months' salary or the rest of his contract, whichever is less. If a foreign employee cannot perform his job for reasons caused by the job, the employee (or his family, in case of his death)

is entitled to all benefits received by Saudi
Arabian employees.

11. If the employee or a member of his family dies,
the employer pays all expenses for sending the
body home (2, pp. 16-22).

Compensation in Higher Education

Although individuals working in higher education in
Saudi Arabia are considered to be civil service employees,
the total compensation (salaries and fringe benefits) paid
to foreign employees working in universities is higher
than that of foreigners working in other government agen-
cies (9, pp. 4-21). Table III-6 illustrates the higher
education pay structure at Riyadh University.

Professors and associate professors are those who
have obtained their title from a recognized educational
institution. Assistant professors must have a Ph.D. or
its equivalent, and instructors must have a master's
degree or its equivalent. Language teachers must have a
bachelor's degree in the language and a certificate at-
testing to their ability to teach that language as well
as two years of experience.

Higher education faculty are required to work forty
hours a week, that is:

       12 hours teaching
       10 hours office
       18 hours other activities
       40 hours total

TABLE III-6

PAY STRUCTURE FOR SELECTED JOBS OF NON-SAUDI
EMPLOYEES WORKING IN HIGHER EDUCATION--
UNIVERSITY OF RIYADH
(IN SAUDI RIYALS*)†

Job Group	Monthly Base Salary	Yearly Increase	Monthly Maximum Salary	Annual Housing Allowance	Monthly Transportation Allowance
Professor	6,595	400	8,995	20,000	600
Associate Professor	5,835	350	7,585	17,000	600
Assistant Professor	4,695	315	7,215	15,000	550
Instructor	2,780	250	4,780	11,000	550
Language Teacher	3,400	200	6,400	13,500	500

*$1.00 = approximately 3.37 S.R.
†Source: Riyadh University By-Law, 1978.

Instructors, however, are required to teach 14 hours and
language teachers are required to teach 18 hours a week
(9, pp. 7-8).

In addition to salary, housing allowance, transportation allowance, health care coverage, and vacation,
Riyadh University, as an example of higher education institutions in Saudi Arabia, pays other benefits as a
percentage of salary for specialized foreign employees
who work only in the university, since they are not
permitted to do any outside work in addition to their

civil service positions. The following are examples of
these specialists:

1. Physicians as members of the faculty of the
   college of medicine

2. Physicians as members of the university hospital

3. Accountants as members of the faculty of the
   college of finance

4. Engineers as members of the faculty of the col-
   lege of engineering.

Riyadh University also makes a one-time payment to
higher education employees of 50 per cent of their housing
allowance for furniture if the university does not provide
them with furnished housing. If the foreign university
employees teach more courses than the minimum required,
they are entitled to additional pay of between 70 and 150
Riyals for each class, depending upon their rank in the
faculty (9, pp. 13-14).

The university may pay for the education of foreign
employees' children at the elementary and secondary levels,
up to 25,000 Riyals annually. As service benefits, foreign
employees at Riyadh University receive the following at the
end of their service:

1. Fifty per cent of their monthly salary for each
   year of service, if they have been employed for
   two years.

2. One hundred per cent of their monthly salary for each year of service, if they have been employed five years.

3. With the recommendation of the college faculty and the approval of the university board for an outstanding performance, the service benefit may be increased up to 100 per cent for foreign employees (9, p. 16).

The reason for this higher compensation for civil service employees in higher education than for those in other fields is the realization that education is an important tool for increasing both the quantity and the quality of new entrants into the Saudi Arabian labor market.

Summary

Recruiting is the process of finding job applicants who are suitable to fill vacant positions. Determining the organization's need for personnel, both quantative as well as qualitative, is essential. The duties and responsibilities of the jobs to be filled must be described, and the characteristics wanted or desired in the potential jobholder must be specified. The labor market is similar to the market for goods, except that the supply in the labor market is employees who are looking for jobs and the demand is the vacant jobs which employers wish to

fill. Effective recruiting requires imagination and creativity.

Recruitment of foreign employees working in the Saudi Arabian civil service was carried out on an individual basis until 1953. But when the number of foreign employees working in civil service positions increased greatly, recruitment sources and methods were changed by using modern techniques and by expanding the labor market to a large international level rather than depending only on a limited number of foreign countries.

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CHAPTER IV

ANALYSIS OF CURRENT RECRUITMENT OF FOREIGN EMPLOYEES
WORKING IN THE SAUDI ARABIAN CIVIL SERVICE

The purpose of the present chapter is to present and
to analyze the findings of the questionnaires and personal
interviews utilized in this research to gather information
on the recruitment of foreign employees in the Saudi Arabian
civil service. The data will be analyzed by means of an
item-by-item investigation of the participating recruiters'
responses.

The data are grouped under three headings. The first
group of data, basic information or personal information,
includes facts such as the recruiters' ages, marital status,
number of children, education, and years of civil service
employment. The second group of data, professional infor-
mation, includes items about recruiters' employee selection
methods (testing, interviewing, etc.), the countries from
which they recruit foreign employees, packages of payment,
and the like. The third group of data consists of per-
sonal interviews with selected decision-makers in some
Saudi Arabian ministries and agencies.

The bulk of the material presented in the remainder
of this chapter will be data obtained from the results of

the questionnaire administered to 116 Saudi recruiters

working in twenty-five ministries and agencies in Riyadh.

Table IV-I shows the distribution of the questionnaires

TABLE IV-1

DISTRIBUTION OF QUESTIONNAIRES

Organization	Number of Questionnaires Distributed
Ministry of Education	12
Ministry of Health	9
Ministry of Labor and Social Affairs	7
Ministry of Post and Telecommunications	7
Ministry of Information	5
Ministry of Communication	5
Ministry of Agriculture	4
Ministry of Municipality Affairs	3
Ministry of Housing	3
Ministry of Industry	3
Ministry of Petroleum and Mineral Resources	2
Ministry of Interior	2
Ministry of Commerce	2
Riyadh University (all colleges and hospitals of this university)	16
Civil Service Bureau	13
Presidency of Girls' School	7
Grain Silos and Flour Mills Organization	5
Saudi Arabian Standard Organization	2
Electric Services Organization	2
Presidency of Youth Welfare	2
Centre for Industrial Development Research	1
General Organization of Petroleum and Minerals	1
King Faisal Special Hospital and Research Centre	1
Agricultural Bank	1
Industrial Development Fund	1
Total Distribution	116

among these organizations and the number of questionnaires distributed to each of them. Of the 116 questionnaires distributed, 90 were returned, for a return rate of 77.6 per cent.

Part One: Basic Information about Recruiters

As shown in Table IV-2, the majority of the recruiters surveyed (58.8 per cent) were between thirty-one and forty years of age. The range of the respondents' ages was from twenty-three to fifty-four. Seventeen of the recruiters (20 per cent) were between ages twenty-three and thirty; 21 (24.7 per cent), between ages thirty-one and thirty-five; 29 (34.1 per cent), between ages thirty-six and forty; 12 (14.1 per cent), between ages forty-one and forty-five; and 6 (7.1 per cent), between ages forty-six and fifty-four. Five recruiters did not respond to this question.

TABLE IV-2

AGE OF RECRUITERS

Age	Number	Per Cent
23-30	17	20.0
31-35	21	24.7
36-40	29	34.1
41-45	12	14.1
46-54	6	7.1
Total	85	100.0

As indicated in Table IV-3, the majority of the responding recruiters were married. Of the 90 recruiters responding to the questionnaire, 73 (83.9 per cent) were married. Only 1 (1.1 per cent) reported being divorced; 13 (15 per cent) were single; 3 did not respond to the question.

TABLE IV-3

MARITAL STATUS OF RECRUITERS

Variable	Number	Per Cent
Single	13	15.0
Married	73	83.9
Divorced	1	1.1
Total	87	100.0

When asked to give their level of education, the largest number of the recruiters surveyed indicated that they held bachelor's and doctoral degrees. As shown in Table IV-4, 8 recruiters (9.4 per cent) had less than a high school education, and 16 (18.7 per cent) were high school graduates. Thirty-one recruiters (36.5 per cent) held bachelor's degrees, 11 (13 per cent) held master's degress, and 19 (22.4 per cent) held doctoral degrees. Five recruiters did not respond to this question.

TABLE IV-4

LEVEL OF RECRUITERS' EDUCATION

Level of Education	Ministries		Agencies		Riyadh University		Total	
	#	%	#	%	#	%	#	%
Less than high school	8	9.4	.	.	.	.	8	9.4
High school	12	14.0	4	4.7	.	.	16	18.7
Bachelor's degree	21	24.7	10	11.8	.	.	31	36.5
Master's degree	9	10.6	2	2.4	.	.	11	13.0
Doctoral degree	2	2.4	2	2.4	15	17.6	19	22.4
Total	52	61.1	18	21.3	15	17.6	85	100.0

The participating recruiters were also asked to indicate the major field of study in which they had most recently earned a degree. Their responses to this question are presented in Table IV-5.

TABLE IV-5

RECRUITERS' MAJOR FIELDS OF STUDY

Major	Number	Per Cent
Science	18	20.0
Business administration	10	11.1
Art	10	11.1
Arabic language	9	10.0
Religion	4	4.4
Education	3	3.3
Others (economics, law, English, public administration, political science)	7	7.8
Less than college	29	32.3
Total	90	100.0

As Table IV-5 shows, the largest number of recruiters-- 18 (20 per cent)--indicated that science was their major field of study. Business administration and art were each cited by 10 recruiters (11.1 per cent) as their major fields; smaller numbers of recruiters had majors in several other fields. The recruiters were then asked to record the country in which they received their last academic degree. Table IV-6 shows the recruiters' responses to this question.

TABLE IV-6

COUNTRIES FROM WHICH RECRUITERS OBTAINED
THEIR CURRENT ACADEMIC DEGREE

Country	Number	Per Cent
Saudi Arabia	20	22.2
United States	18	20.0
Egypt	11	12.2
England	6	6.7
West Germany	3	3.3
Jordan	2	2.2
Pakistan	1	1.1
Less than college	29	32.3
Total	90	100.0

As indicated in Table IV-6, the majority of the re-
cruiters who held college degrees reported that they had
received their current degree in Saudi Arabia, the United
States, or Egypt. Twenty recruiters (22.2 per cent) grad-
uated from institutions in Saudi Arabia; 18 (20 per cent),
from institutions in the United States; and 11 (12.2 per
cent), from institutions in Egypt. As shown in both
Tables IV-5 and IV-6, however, the largest group of
respondents--29 of the 90 recruiters responding to the
questionnaire--did not hold a college degree.

Eighty-five participating recruiters reported that
they earned their latest academic certificate or degree
between 1958 and 1978 (61 with undergraduate or graduate

degrees and 24 with less than a college degree). Nineteen of the recruiters left or graduated from school or college between 1958 and 1964, 17 left school or college between 1965 and 1971, and 49 left school or college between 1972 and 1978.

Part Two: Professional Data about Recruiters

The responding recruiters were asked to record the organizations for which they recruited personnel; 54 of the respondents (60.7 per cent) reported that they recruited non-Saudis for ministries, 20 (22.4 per cent) recruited for agencies, and 15 (16.9 per cent) recruited for Riyadh University.

The recruiters were then asked whether their institutions used employment application forms for all foreign applicants. As indicated in Table IV-7, the overwhelming majority of the recruiters reported that their institutions used such forms. Eighty-one (91.1 per cent) of the recruiters said yes, and only 6 (6.7 per cent) said no; 2 (2.2 per cent) said they did not know, and 1 recruiter did not respond.

The respondents were asked if their institutions utilized any tests for selecting foreign employees. As shown in Table IV-8, the majority of respondents used tests. Fifty-two (59.1 per cent) of the 88 recruiters

TABLE IV-7

USE OF EMPLOYMENT APPLICATION FORM BY RECRUITING ORGANIZATIONS

Response	Ministries		Agencies		Riyadh University		Total	
	#	%	#	%	#	%	#	%
Yes	50	56.2	16	18.0	15	16.9	81	91.1
No	4	4.5	2	2.2	..	..	6	6.7
Do not know	..	..	2	2.2	..	..	2	2.2
Total Response	54	60.7	20	22.4	15	16.9	89	100.0

responding to this question reported that their institu-
tions used tests, and 23 (26.1 per cent) said they did
not; 13 recruiters (14.8 per cent) said that use of tests
depended on the job in question, and 2 did not respond.

TABLE IV-8

UTILIZATION OF TESTS BY RECRUITING ORGANIZATIONS
FOR SELECTINC FOREIGN EMPLOYEES

Agencies	Yes		No		Other		Total	
	#	%	#	%	#	%	#	%
Ministries	38	43.2	10	11.3	5	5.7	53	60.2
Agencies	10	11.4	5	5.7	5	5.7	20	22.8
Riyadh University	4	4.5	8	9.1	3	3.4	15	17.0
Total	52	59.1	23	26.1	13	14.8	88	100.0

The next question asked recruiters whether they con-
sidered these tests to be valid and reliable. Forty-six
recruiters (73 per cent) said yes; 5 (7.9 per cent) said
no. Three recruiters (4.8 per cent) said they did not
know, and 9 (14.3 per cent) thought that the tests could
be valid for some jobs, such as clerical position, but
not all.

The recruiters were then asked whether their insti-
tution used interviews for all foreign applicants. As
shown in Table IV-9, the majority of the respondents
indicated that their organizations used interviews;

76 (85.4 per cent) said yes, 9 (10.1 per cent) said no, and 4 (4.5 per cent) reported that interviews were used for some applicants but not all, depending upon the type of job to be filled. One recruiter did not respond to this question.

TABLE IV-9

USE OF INTERVIEWS BY ORGANIZATIONS RECRUITING
FOREIGN APPLICANTS

Response	Number	Per Cent
Yes	76	85.4
No	9	10.1
Other	4	4.5
Total Response	89	100.0

The recruiters were asked if their institutions used physical examinations in the selection of all foreign employees. Eighty-one recruiters (91.0 per cent) reported that their institutions used such examinations. Only 4 (4.5 per cent) said no, and 4 (4.5 per cent) said they did not know. One recruiter did not respond.

As indicated in Table IV-10, the majority of recruiters, 66 (76.7 per cent), reported that they requested references for job applicants from former employers; 17 (19.8 per cent) reported that they did not, and 3 (3.5

per cent) reported that they requested references only

for good behavior. Four did not respond to this question.

TABLE IV-10

USE OF REQUESTS FOR REFERENCES FROM FORMER EMPLOYERS
BY RECRUITING ORGANIZATIONS

Response	Number	Per Cent
Yes	66	76.7
No	17	19.8
Other	3	3.5
Total Response	86	100.0

The recruiters were asked whether their institution

provided any orientation activities for new foreign em-

ployees. As Table IV-11 indicates, the overwhelming

majority of the recruiters reported that their institu-

tions provided orientation for new foreign employees.

Seventy-four (83.1) recruiters said yes, 6 (6.8 per cent)

said no, and 9 (10.1 per cent) said they did not know.

One recruiter did not respond to this question.

TABLE IV-11

PROVISION OF ORIENTATION BY RECRUITING ORGANIZATIONS
FOR NEW FOREIGN EMPLOYEES

Response	Number	Per Cent
Yes	74	83.1
No	6	6.8
Do not know	9	10.1
Total Response	89	100.0

The recruiters' responses to the question "Do you
think that all foreign employees work in the jobs for
which they were recruited?" are shown in Table IV-12.

TABLE IV-12

RECRUITERS' OPINIONS ON WHETHER FOREIGN EMPLOYEES
WORK IN THE JOBS FOR WHICH THEY WERE RECRUITED

Response	Number	Per Cent
Yes	49	55.1
No	27	30.3
Do not know	7	7.9
Other	6	6.7
Total Response	89	100.0

As indicated in Table IV-12, 49 recruiters (55.1 per
cent) reported that foreign employees did work in the jobs

for which they were recruited, 27 (30.3 per cent) said they did not, and 7 (7.9 per cent) reported that they did not know. Six recruiters (6.7 per cent) reported that most foreign employees were working in the jobs for which they were recruited, but a small percentage (not over 10 per cent) might be working in positions other than those for which they were recruited because of immediate needs in other vacant positions. One recruiter did not respond.

Recruiters were asked, "Are possible sources of recruits explored to provide for a variety of representative countries, universities, technical colleges, and ex-employees?" As indicated in Table IV-13, 44 recruiters (58.7 per cent) said that these sources were explored for that purpose, 19 (25.3 per cent) said they were not, 9 (12 per cent) did not know, and 3 (4 per cent) said this depended on the type of jobs to be filled; 15 did not respond to this question.

TABLE IV-13

EXPLORATION OF POSSIBLE SOURCES OF EMPLOYEES BY
RECRUITING ORGANIZATIONS

Response	Number	Per Cent
Yes	44	58.7
No	19	25.3
Do not know	9	12.0
Other	3	4.0
Total Response	75	100.0

The recruiters were asked if their organizations used any other recruiting methods such as direct mail, contact with employment agencies, etc., to attract applicants. Forty-seven recruiters (54 per cent) said yes, 33 (37.9 per cent said no), and 7 (8 per cent) gave various responses (e.g., "sometimes yes," "I do not know," "use of advertisement in general," "for particular professionals," and so on). Three recruiters did not respond.

The recruiters were asked, "Who in your institution selects the recruiters for the organization?" Responses to this question are presented in Table IV-14.

TABLE IV-14

SELECTION OF RECRUITERS IN RECRUITING
ORGANIZATIONS

Response	Number	Per Cent
1. Department(s) needing employees	10	11.4
2. Committees of different departments	10	11.4
3. Personnel department	3	3.4
4. High level officials	46	52.2
5. Civil Service Bureau	7	8.0
6. Combination of above	9	10.2
7. Other	3	3.4
Total Response	88	100.0

As indicated in Table IV-14, the majority of respondents--46 recruiters (52.2 per cent)--reported that high

level officials selected recruiters in their organization. Ten recruiters (11.4 per cent) reported that the department(s) needing the employees made the selection, and 10 said that committees of different departments made them. Nine recruiters (10.2 per cent) reported that a combination of these groups affected the selection of recruiters; 2 did not respond go this question.

It is significant to note that personnel departments apparently had little effect on the selection of recruiters; only 3 recruiters (3.4 per cent) reported that this department affected the selection of recruiters in their organization. All the respondents mentioned that the CSB would be responsible for the recruitment of foreign employees beginning in 1979, and that the Bureau had established offices in Egypt, Syria, Jordan, and Pakistan for recruitment purposes. The CSB would select recruiters from its personnel with the option to request outside help from some ministries and agencies which had experience in recruitment, such as the Ministry of Education and the Presidency of Girls' School.

The selection of employees is an important task for organizations wishing to pick the best possible candidate available to fill a given job vacancy. The success of this process depends on the recruiter's experience in screening and selecting applicants with a potential for

good performance. Thus, the recruiters were asked, "In your opinion, what percentage of recruiters need training in the recruitment and selection process?" As shown in Table IV-15, 12 recruiters (14.5 per cent) reported that 75-100 per cent of recruiters need training in recruitment and selection, 22 (26.5 per cent) thought that 50-74 per cent needed training, 7 (8.4 per cent) said that 25-49 per cent needed training, and 5 respondents (6 per cent) thought that 1-24 per cent needed training. None of the recruiters needed training, in the opinion of 13 respondents (15.7 per cent); 7 recruiters (8.4 per cent) said they did not know; 17 (20.5 per cent) made various comments in their answers to this question such as "recruiters were changed from time to time," "recruiters with experience did not need training if they had been selected from experienced people," "recruiters were composed of two groups, specialists for the interview and selection processes and others for the administration and screening required for each applicant, such as completing the contract, assigning the salary level which fits the applicant's qualifications," etc. Seven recruiters did not respond to this question.

The recruiters were asked if their institutions favored one country over another when recruiting foreign employees. Twenty-nine recruiters (32.2 per cent) answered

TABLE IV-15

PERCENTAGE OF RECRUITERS NEEDING TRAINING
IN RECRUITMENT AND SELECTION

Response	Number	Per Cent
75-100%	12	14.5
50-74%	22	26.5
25-49%	7	8.4
1-24%	5	6.0
None	13	15.7
Do not know	7	8.4
Comments	17	20.5
Total Response	83	100.0

yes, 50 recruiters (55.6 per cent) said no, and 9 recruiters

(12.2 per cent) gave other responses (e.g., they looked

for countries with excess personnel, a variety of qualifi-

cations were sought, they recruited employees of diverse

nationalities and experience, etc.). The recruiters an-

swering "yes" to this question were then asked why their

institutions favored one country over another.

As indicated in Table IV-16, the majority of recruiters

reported that a combination of many factors affected the

decision to select the labor market from which to recruit.

Fourteen recruiters (42.4 per cent) cited a combination

of cheaper labor, better performance by foreigners, and

willingness to train Saudis; others cited cheaper labor

and its availability. Ten recruiters (30.3 per cent)

reported that better performance by foreign employees affected the decision in choosing the country from which to recruit them. Six recruiters (18.2 per cent) cited other factors such as the availability of the skill needed, mixed experience from different sources, and applicants with access to the Arabic language in order for them to communicate easily with the people with whom they came in contact. Only 3 recruiters (9.1 per cent) reported that cheaper labor was the reason for favoring one country over another in recruiting foreign employees.

TABLE IV-16

REASON(S) FOR ORGANIZATIONS FAVORING ONE COUNTRY OVER
ANOTHER IN THE RECRUITMENT OF FOREIGN EMPLOYEES

Reasons	Number	Per Cent
Cheaper labor	3	9.1
Better performance	10	30.3
Combination of many factors	14	42.4
Others	6	18.2
Total Response	33	100.0

The recruiters were asked, "Does your institution prefer to select employees from Arab countries when recruiting foreign employees?" As shown in Table IV-17, the majority of recruiters--73 (82 per cent) said that Arab employees were preferred, 11 (12.4 per cent) said

they were not, 1 (1.1 per cent) said he did not know, and 4 (4.5 per cent) reported a variety of responses such as "depends on labor market, availability, skill, etc." One recruiter did not respond to this question.

TABLE IV-17

INSTITUTIONS' PREFERENCE FOR ARAB COUNTRIES IN
RECRUITMENT OF FOREIGN EMPLOYEES

Response	Number	Per Cent
Yes	73	82.0
No	11	12.4
Do not know	1	1.1
Other	4	4.5
Total Response	89	100.0

The reasons for recruiters' preferred selection of employees from Arab countries are presented in Table IV-18. Fifty-two recruiters (70.3 per cent) reported that a combination of several factors constituted the reason for preferred selection of Arab employees. In breaking down the responses of these 52 recruiters, the reasons cited were the following: 18 recruiters cited factors 1-3; 13 recruiters cited factors 1-4; 6 recruiters cited factors 2 and 3; 4 recruiters cited factors 1-3 and 5; 3 recruiters cited factors 1-5; 3 recruiters cited factors 1 and 3; 2 recruiters cited factors 2, 3, and 5; and 1 recruiter

each cited factors 2-4, 2-5, and 1-4 and 6. Table IV-18
also shows that 13 recruiters (17.6 per cent) reported
that language was an important factor in selecting em-
ployees from Arab countries. Other recruiters cited com-
mon customs, same religion, and cheaper labor as significant
factors.

TABLE IV-18

RECRUITERS' REASONS FOR SELECTING EMPLOYEES
FROM ARAB COUNTRIES

Reasons	Number	Per Cent
1. Common customs	1	1.3
2. Same religion	3	4.1
3. Same language	13	17.6
4. Cheaper labor	1	1.3
5. High quality	..	..
6. High unemployment	..	..
7. All of the above	4	5.4
8. Combination of factors 1-6	52	70.3
9. Other	..	..
Total Response	74	100.0

The recruiters were asked if their institutions con-
ducted systematic surveys in order to compare rates for
wages and salaries. Thirteen respondents (15.3 per cent)
said yes, while 60 (70.6 per cent) said no. Twelve re-
cruiters (14.1 per cent) responded in a variety of ways,

such as "do not know," "the Civil Service Bureau makes the decision," by-laws for non-Saudis are applied," etc. Five recruiters did not respond.

The recruiters were also asked, "Does your institution possess a policy on where its salary and wage levels should be in relation to international market rates?" As shown in Table IV-19, 25 (28.7 per cent) of the recruiters said that their organizations possessed such policies, 37 (42.5 per cent) said they did not, 8 (9.3 per cent) said they did not know, and 17 (19.5 per cent) responded that their institutions applied the by-laws for non-Saudi employees which specified the level of compensation for all foreign personnel. Three recruiters did not respond to this question.

TABLE IV-19

PREVALENCE OF SALARY AND WAGE SURVEY POLICIES
AMONG INSTITUTIONS

Response	Number	Per Cent
Yes	25	28.7
No	37	42.5
Do not know	8	9.3
Other	17	19.5
Total Response	87	100.0

When asked to assess Saudi Arabia's wage rate as compared to the international market rate, 34 recruiters (40 per cent) reported that Saudi Arabia's rate was higher; 12 (14.1 per cent) said it was lower; 18 (21.2 per cent) believed that Saudi Arabia's wage rate was equal to international rates; and 21 (24.7 per cent) gave other responses such as "do not know," "some countries pay more, some pay less," "compared to other developing countries, Saudi Arabia's wages seem higher," etc. Five did not respond to this question.

The recruiters were asked if their institution had a job description for each position for which foreign employees were hired. Seventy-nine of the respondents (88.8 per cent) said yes, 5 (5.6 per cent) said no, and 5 (5.6 per cent) gave other responses such as "do not know," "some have descriptions, others do not," etc. One recruiter did not respond.

The recruiters were asked, "Is there any evidence which suggests that unnecessary delays exist in completing the recruitment procedures and filling vacancies in your institution?" Forty-seven recruiters (53.4 per cent) said that such delays existed in their organizations, 39 (44.3 per cent) said they did not, and 2 (2.3 per cent) said they existed due to the limited number of applicants and the bureaucracy which existed in completing the necessary

procedure. Two did not respond to this question. Those
recruiters answering "yes" to this question were then
asked, "Why is this so?"

As Table IV-20 shows, the majority of recruiters--21
(48.8 per cent) reported other reasons than those listed
in the questionnaire. Twelve of the respondents blamed
the bureaucracy; 5 cited the market's lack of qualified
applicants, especially for professional positions; and 3
thought that recruiters went to the preferred market after
competitors had recruited the best available applicants.
Table IV-20 also shows other reasons for delays such as
limited numbers of decision-makers and clerks, and lack of
efficiency among decision-makers and clerks.

TABLE IV-20

REASONS FOR DELAYS IN COMPLETING RECRUITMENT PROCEDURES

Response	Number	Per Cent
1. Limited number of decision-makers	2	4.7
2. Limited number of clerks	5	11.6
3. Lack of efficiency in decision-makers	1	2.3
4. Lack of efficiency in clerks	2	4.7
5. All of the above (1-4)	1	2.3
6. Combination of 1 and 2	3	7.0
7. Combination of 2 and 3	1	2.3
8. Combination of 2 and 4; 1, 2, and 3	7	16.3
9. Other	21	48.8
Total Response	43	100.0

The recruiters were asked if a shortage of foreign employees existed in their institutions and, if so, what type of shortage. As Table IV-21 indicates, the majority of respondents--34 (60.7 per cent)--believed that shortages in both quality and quantity existed. Fourteen (25 per cent) recruiters reported shortages in quality, 6 (10.7 per cent) reported shortages in quantity, and 2 (3.6 per cent) reported shortages of quantity in some types of jobs, such as those in the educational field.

TABLE IV-21

SHORTAGES OF FOREIGN EMPLOYEES

Response	Number	Per Cent
Quantity	6	10.7
Quality	14	25.0
Quantity and quality	34	60.7
Other	2	3.6
Total Response	56	100.0

The recruiters were then asked to indicate the reason(s) for shortages of foreign employees. Table IV-22 shows that 4 recruiters (7.8 per cent) indicated that other countries paid higher salaries than Saudi Arabia. Sixteen (31.4 per cent) cited the limited supply of potential employees in the market, 2 (4 per cent) cited the

environment in Saudi Arabia, 7 (13.7 per cent) said that

Saudi Arabian recruiters went to the preferred market

later than competitors in other countries, and 22 (43.1

per cent) cited a variety of responses such as combinations

of listed reasons (2 and 4; 1 and 2; 1, 2, and 3; 1, 3, and

4). The bureaucracy involved in sending out recruiters

and in completing the recruitment procedure was another

reason given for shortages of foreign employees.

TABLE IV-22

REASONS FOR SHORTAGES OF FOREIGN EMPLOYEES

Reasons	Number	Per Cent
1. Other recruiters (countries) pay more.	4	7.8
2. Supply of potential employees in the market is limited.	16	31.4
3. The environment (such as economic or social conditions) in Saudi Arabia is not desirable to non-Saudis.	2	4.0
4. Recruiters go to the markets after the recruiters from other countries have already conducted their search for applicants.	7	13.7
5. Other	22	43.1
Total Response	51	100.0

Each non-Saudi employee is entitled to housing and

transportation in addition to salary; thus, the recruiters

were asked, "Do you think that the majority of foreign

employees would prefer to receive cash, be provided with

reasonable housing, or other?" Forty-six recruiters (54.1

per cent) believed that cash would be preferred by foreign

employees, 35 (41.2 per cent) thought that the provision

of reasonable housing would be preferred by non-Saudi

employees, and 4 (4.7 per cent) said that single foreign

employees would prefer cash, while foreign employees with

families would usually prefer reasonable housing. Five

recruiters did not respond to this question.

In response to the question concerning transportation,

the majority of recruiters--74 (86 per cent)--reported

that foreign employees would prefer cash to provision of

transportation because most of them usually used their own

transportation; only 12 recruiters (14 per cent) thought

that foreign employees would prefer to have transporta-

tion provided for them ("transportation" here includes

only transportation to and from the location of daily

work). Four recruiters did not respond to the question.

The recruiters were asked, "In your opinion, which

factor [provided housing and transportation or cash] con-

tributes more to the efficiency of work?" As Table IV-

23 indicates, for housing, the majority of the recruiters--

62 (72.9 per cent)--reported that provided housing con-

tributed more to the efficiency of foreign employees'

work, perhaps because the rent for a house or an apartment was higher than the allowance paid in cash. Twenty-two recruiters (25.9 per cent) thought that paying cash would contribute more to the efficiency of the foreign employees' work, and 1 recruiter (1.2 per cent) said that it depended upon the marital status of the foreign employee. Five recruiters did not respond to the question.

For transportation, Table IV-23 shows that 52 recruiters (65 per cent) reported that paying cash would contribute more to the efficiency of the foreign employees' work, and 28 (35 per cent) reported that providing transportation would contribute more to the efficiency of their work; 10 did not respond to this question.

TABLE IV-23

RECRUITERS' OPINIONS OF FACTORS CONTRIBUTING TO
EFFICIENCY OF WORK AMONG FOREIGN EMPLOYEES

Response	Housing		Transportation	
	#	%	#	%
Pay cash	22	25.9	52	65.0
Provide housing/ transportation	62	72.9	28	35.0
Other	1	1.2	..	..
Total Response	85	100.0	80	100.0

The recruiters were then asked, "Who recruits and selects professionals?" As Table IV-24 indicates, 35 recruiters (40.7 per cent) reported that professionals were recruited and selected by other professionals in the same field; 5 (5.8 per cent) indicated that professionals from other occupations did the selecting; 12 (13.9 per cent) said that specialists performed this function; 9 (10.5 per cent) said that top management made the selection; 3 (3.5 per cent) reported that the CSB recruited and selected professionals; 1 (1.2 per cent) reported that an outside agency did the recruitment of professionals; and 21 (24.4 per cent) recruiters gave a variety of responses, such as the following combinations: 1 and 2; 1 and 4; 1 and 3; 1, 4, and 8; 1 and 8; 1, 3, and 4; 1, 3, and 7; 4, 5, and 6; etc. Four did not respond to this question.

To compare the total package of payments which competitive countries such as Kuwait, the Arabian Gulf countries, and Libya pay for foreign employees, the recruiters were asked, "To the best of your knowledge, which of the following countries pays more, less, or the same total package of payment when compared to Saudi Arabia?"

TABLE IV-24

PERSONNEL RESPONSIBLE FOR RECRUITMENT AND
SELECTION OF PROFESSIONALS

Response	Number	Per Cent
1. Professionals from the same occupations	35	40.7
2. Professionals from other occupations	5	5.8
3. Specialists in selection	12	13.9
4. Top management	9	10.5
5. Heads of departments	..	..
6. Personnel department	..	..
7. Civil Service Bureau	3	3.5
8. Outside agency	1	1.2
9. Combination of the above	21	24.4
10. Other	..	..
Total Response	86	100.0

First, Table IV-25 indicates that 12 recruiters (27.3 per cent) reported that Kuwait's pay was lower than Saudi Arabia's; 18 (40.9 per cent) said that its pay was the same; and 14 (31.8 per cent) said its pay was higher. Second, according to Table IV-25, 10 recruiters (22.2 per cent) indicated that the Arabian Gulf countries' pay was lower than Saudi Arabia's; 15 (33.3 per cent) believed that their pay was the same; and 20 (44.5 per cent) reported that their pay was higher. Finally, as indicated in Table IV-25, 22 recruiters (57.9 per cent) thought that Libya's pay was lower than Saudi Arabia's; 9 (23.7

per cent) believed that its pay was the same; and 7 (18.4 per cent) thought that its pay was higher.

TABLE IV-25

COMPARISON OF TOTAL PACKAGE OF PAYMENTS OF
SAUDI ARABIA WITH THOSE OF OTHER
ARAB COUNTRIES

Response	Kuwait		Arabian Gulf Countries		Libya	
	#	%	#	%	#	%
Lower payment	12	27.3	10	22.2	22	57.9
Same payment	18	40.9	15	33.3	9	23.7
Higher payment	14	31.8	20	44.5	7	18.4
Total Response	44	100.0	45	100.0	38	100.0

Recruiters were asked whether their organizations had any training programs for recruiters. Only 4 recruiters (4.8 per cent) said yes, whereas 60 (77.4 per cent) said no, 8 (9.5 per cent) said they did not know, and 7 (9.5 per cent) said that there was more experience than training. To the follow-up inquiry to this question, "Do you recommend the establishment of training sessions for recruiters?," 61 recruiters (70.1 per cent) said yes, 16 (18.4 per cent) said no, 4 (4.6 per cent) had no opinion, and 6 (6.9 per cent) thought that giving recruiters clear instructions and selecting them with care would be sufficient.

Part Three: Personal Interviews

During July of 1979, in order to obtain more information about recruitment and selection of foreign employees in addition to that gathered from the questionnaire responses, the researcher conducted personal interviews with key officials working in several Saudi Arabian ministries and agencies. The General Manager for Foreign Employees in the CSB (1) was asked whether recruitment programs were based on human resource plans. He said that these plans were used for all government institutions, stating that the first step was the creation of positions; an effort was then made to fill them with Saudis, but if no qualified Saudis were available, non-Saudis were recruited.

The Deputy Minister for the Ministry of Education (4) also responded affirmatively to this question and added that his ministry's plan for human resources must be used in conjunction with a plan for expansion in classes and schools.

The General Manager of Curriculum and Research and Chief of the Recruitment Committee in Egypt for many years for the Presidency of Girls' School (2) said that his agency used human resource plans and described the steps which the agency followed. He stated that his agency attempted to find qualified Saudis (females) first,

then searched for non-Saudis if necessary. He said that his agency's plan started at the educational district level. This agency also required that female foreign employees coming to Saudi Arabia be accompanied by men (e.g., husband, father, brother, or other very close family member), preferably by men already working or recruited to work in Saudi Arabia.

The Administrative Vice-Rector for Riyadh University (3) said that the university's recruitment programs were based on human resource plans. These plans started with individual colleges; then the university administration coordinated these various plans into the master plan for the entire university. Other officials in other institutions who were interviewed also stated that their branches and districts made the first plans and that the ministries then coordinated these plans into a single master plan (5, 7).

All officials interviewed were asked, "What are the criteria for selecting recruiters?" All respondents reported that the experience of the recruiters was the cornerstone for their selection. They stated that recruiters consisted primarily of two groups. The members of the first group were usually professionals in the fields for which employees were needed (e.g., physicians for physicians, engineers for engineers); they made

recruitment decisions which were carried out or completed by the second group, administrative and clerical personnel with experience in financial and administration requirements such as assigning compensation packages, filling out contracts, etc. (2, 3, 4, 5, 6, 7, 8).

Key official interviewees were asked, "Are recruiters in your institution trained in the recruiting and selection of foreign employees?" All of them stated that the recruiters had experience in recruitment, but not in training (2, 3, 4, 5, 6, 7, 8). The General Manager of Foreign Employees in the CSB (1), however, stated that the recruiters which the Bureau sent to its branches in other countries were instructed through their on-the-job training in various CSB departments in Riyadh, as well as in sessions conducted for them in the Institute of Public Administration (IPA) in Riyadh.

The officials were also asked, "Does your institution use interviews for selecting foreign employees?" Some of the respondents (2, 3, 4, 7, 8) reported that they used interviews for all foreign employees, both professionals and non-professionals, while the others (1, 5, 6) indicated that they used interviews only for professional applicants.

When the officials were asked if their institutions paid the same wages for all foreign employees with the same degree and experience regardless of their nationality,

all interviewees responded that the by-laws for non-Saudis were the basis for the compensation for all foreign employees working in the Saudi Arabian civil service. The officials were then asked, "Is enough effort being made to produce a favorable image of your institution as a good place in which to work, and how is it being done?" Most of the officials (1, 2, 4, 5, 7) responded affirmatively in general terms, but two (3, 8) added that Riyadh University provided competitive housing; offered assistance to new foreign employees until they were settled in Saudi Arabia, an important factor for an employee who is coming to a new environment for the first time; and made arrangements with a private school to provide an educational program in English for children of foreign employees from Europe and the United States (Riyadh Universith annually pays about $149,000 in cash plus the cost of hiring ten teachers and a principal for Manert Al-Riyadh Schools in Riyadh). The officials from Riyadh University (3, 8) also indicated that the university offered these programs to attract, motivate, and hold qualified people accompanied by school-age children, especially Arabs living in Europe or the United States.

The manager of the Industrial Development Fund (IDF) (6), a semi-independent organization in Saudi Arabia which is a legal entity and has its own system of wage and salary

administration, said that his organization provided full details about the Saudi Arabian environment and the total package of compensation for all non-Saudis before recruiting foreign employees. He added that the IDF, in an effort to attract, motivate, and hold competent non-Saudi employees, provided competitive and reasonable housing and recreational facilities for employees and their families, equipped with a swimming pool, videotapes and films, cafeteria, etc., adjacent to the IDF.

The official interviewees were asked, "Are there adequate records which show the need for foreign employees in each occupational category of your institution?" All respondents answered this question affirmatively, and an official from Riyadh University (3) added that the university used computers to assist in following up planning for personnel.

The official interviewees were asked, "What attempts, if any, are made to reduce the number of foreign employees to be recruited?" The respondents stated that each ministry and agency in the country tried to train its Saudi employees in order to increase their productivity, which would consequently reduce the need for foreign employees. The interviewees also indicated that, in addition to the general schools and institutes under the Ministry of Education and/or the Presidency of Girls' School (the two

major institutions supervising general education in Saudi Arabia), a number of other schools and institutions offered training, including tailoring centers; teachers' training institutions; centers of complementary studies and science and mathematics centers; English teachers' training courses; institutions for teachers of fine arts and physical education; industrial commercial and higher technical institutions; special education for the blind, deaf, and dumb; adult education; etc.

The interviewees added that one of the functions of the IPA, founded by Royal Decree No. 93 of April 10, 1961, was to set up and execute educational and training programs for the various levels of civil service employees (Article 3 of IPA function) in such fields as management, personnel administration, financial administration, planning and development, statistics, school administration, higher secretaryship, office work, typing in both Arabic and English, computer programming, etc. The sessions for most of these programs lasted between six and twelve weeks. All of these programs were offered in an attempt to make employees more useful to themselves and to their employers, which could increase their know-how and productivity and thus reduce the number of personnel needed in the long run.

Attempts to reduce the number of foreign employees to be recruited were made by other ministries when they

set up institutions for training employees for special purposes. For instance, the Ministry of Health set up and operated schools and institutions such as hygienic institutions (for males) for assistants in radiology, pharmacists, anesthetists, laboratory technicians, surgeons, nutritionists, and health inspectors, as well as nursing schools (for females).

Institutions in fields such as surveying, supervision, and architectural drawing were set up and operated by the Ministry of Municipalities and rural affairs. Under the Ministry of Labour and Social Affairs institutions such as those for social service and social guidance (for males) and Al-Fatah institutions for females were set up and administered. Under the aegis of private education (nongeneral), schools and institutions were set up for typing, foreign language teaching, and calligraphy, in special day and evening courses. All of these programs were established in an effort to train Saudi employees to qualify them to take over a variety of jobs which Saudi Arabia has had to depend upon non-Saudis to fill for many years. In addition to all of these programs, thousands of Saudi students are currently engaged in higher education in Saudi Arabia and abroad. The United States, for example, has more than 10,000 Saudi students in different fields of study. Most ministries and agencies also send their

employees to participate in programs in various foreign countries. North Texas State University in Denton, Texas, for example, since 1976 has set up and operated a program for Saudi teachers to qualify them as English instructors in Saudi Arabian junior and senior high schools.

Summary

The purpose of this chapter has been to present and analyze the statistical findings of the research. The data were grouped under three headings: personal information, professional information, and personal interviews.

Questionnaires were administered to 116 Saudi recruiters working in twenty-five ministries and agencies. Of the 116 questionnaires distributed, 90 were returned, for a return rate of 77.6 per cent. During July of 1979, the researcher conducted personal interviews with eight key officials working in the Saudi Arabian civil service institutions which employ the largest numbers of foreign employees in order to obtain additional information and opinions from these officials about recruitment of foreigners for civil service positions in Saudi Arabia.

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CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

The purpose of this final chapter is to present the conclusions and recommendations of the study. It consists of four parts, each of which examines a significant effect upon both the quantity and the quality of foreign employees working in civil service positions in Saudi Arabia. The four parts are the following:

1. Current methods of recruitment and recommendations for improving those methods.

2. Preparation and orientation of foreign employees to their new environment.

3. The educational system in Saudi Arabia and its effect on employment.

4. The effect of bureaucracy on the quantity and quality of manpower needed.

The first and second parts of this chapter are directly related to recruitment of foreign employees working in the Saudi Arabian civil service. The third and fourth parts are indirectly related to recruitment, since, if improvements take place in these two areas, they will reduce the need for large numbers of foreign employees to be recruited in Saudi Arabia.

Current Methods of Recruitment

The Nature of the Recruitment Process

When an organization arrives at the recruitment process, it is assumed that it has previously determined its job content, employee trait requirements, and overall manpower needs. The watchword in the employment process is planning. Since recruitment is the first major step in this process, effective recruitment efforts require a double measure of careful planning. Recruitment as the term is used in this study involves making job openings known to potential applicants, screening them, face-to-face interviewing of qualified candidates, selecting applicants to fill positions, offering employment to selected candidates, and finally acceptance of the offers by applicants.

The recruiter or person responsible for recruitment and selection must know the characteristics required for all the positions to be filled. Some attributes are fundamental for some jobs but only preferable for others. Therefore the selection process involves picking the right person for the specific job in question from among the total group of applicants. Saudi Arabia is a developing nation. Its experience in the recruitment and selection of foreign employees working in the civil service is restricted by the

limited supply of Saudi employees skilled in the recruit-
ment and selection process.

Research Findings

The questionnaire responses of the recruiters surveyed,
as presented in Chapter IV, showed that Saudi Arabia em-
ployed methods which are used almost universally in the
staffing process. The major method used was advertising
for applicants in international markets. In the selection
process, the recruiters reported, they used employment ap-
plication forms, tests, interviews, physical examinations,
and requests for references.

From the questionnaire responses it was found that 28
per cent of the recruiters surveyed had only a high school
education or less. In addition, the majority of the re-
cruiters with higher educational degrees did not have
majors in fields closely related to job recruitment and
selection, such as psychology or personnel. It was also
found that only 85 per cent of the recruiters surveyed used
interviews in the selection process. Requests for refer-
ences from applicants were not used by 23.3 per cent of
the recruiters surveyed in this study. Only 58.7 per cent
of the recruiters believed that all possible sources of
employees were being explored.

When asked who selected recruiters, only 3.4 per cent
of the respondents reported that the personnel department

played a large part in the selection process. A large majority of the recruiters--70.6 per cent--said that their institutions did not conduct systematic surveys to compare rates for wages and salaries. A total of 53.4 per cent of the recruiters believed that unnecessary delays existed in completing recruitment procedures and filling vacancies. Furthermore, only 55 per cent of the recruiters reported that foreign employees worked in the jobs for which they had been recruited. These research findings thus highlight a number of conditions leading to problems for recruitment in the Saudi Arabian civil service.

Summary of Findings

The research conducted in the course of this study revealed the following information with regard to methods of employee recruitment:

1. The majority of recruiters reported that the Saudi Arabian civil service used the methods and sources which are employed almost universally in the staffing process.

2. Recruitment of foreign employees has been centralized by the Civil Service Bureau.

3. Planning, which is the watchword for manpower, was not used carefully. Many foreign employees were not working in the jobs for which they had been recruited.

4. All possible sources of applicants were not explored fully.

5. Interviews were not used by all recruiters.

6. Requests for references from applicants were not used by almost 25 per cent of the recruiters.

7. Evidence suggested that unnecessary delays existed in completing recruitment procedures.

8. A large percentage of recruiters had only a high school education or less, and many recruiters with higher levels of formal education did not have majors in fields closely related to job recruitment and selection.

9. Personnel departments had little influence on the selection of recruiters.

Recommendations for Recruitment

Planning.--Planning is the cornerstone of the employment process. Since recruitment is the first major step in this process, effective recruitment efforts require careful planning. The study showed that, in the opinion of Saudi Arabian recruiters, a large percentage of foreign employees were not working in the jobs for which they had been recruited. This may indicate a lack of accurate planning for manpower needs. Thus, a review of manpower needs must be carried out with an extra measure of careful planning in order to recruit the right people for the right job openings.

Sources and methods.--All possible sources of appli-
cants for positions in the Saudi Arabian civil service
should be explored in order to reach all qualified poten-
tial applicants. The methods used should not be limited
merely to advertising for job applicants. Private employ-
ment agencies represent a very good source of applicants,
if the agencies are selected with care. A good employment
agency can save the employer a great deal of time. College
recruitment is another valuable source of applicants. In
addition to advertisement, private employment agencies,
and college recruiting, Saudi Arabia should also give con-
sideration to other sources for recruiting applicants, such
as international executive search firms and professional
associations.

Saudi Arabia should also consider retired Saudis and
married Saudi women as sources of potential civil service
applicants. Present foreign personnel should be encouraged
to recommend potential employees since they are familiar
with their employers' business and the types of employees
needed. This method would be beneficial in that it could
reduce the search for applicants and also give present em-
ployees the feeling that their recommendations were being
taken into consideration by their employers, which is an
important part of the mutual trust that should exist be-
tween a superior and his subordinates.

Interviews.--Interviews, which are used almost univer-
sally in the staffing process, should be given more atten-
tion in Saudi Arabia as an important employee selection
device. The goal of the interview should be clear in the
mind of the interviewer, and adequate preparation and plan-
ning must be carried out. Regardless of the interviewer's
decision, immediately after an interview he should write
out a report before he forgets his impressions and opinions
about the applicant. Improvement in the interviewer's
ability should be a continuing process.

References.--Requesting and verifying applicants'
references are important considerations, since, in some
cases in Saudi Arabia, it was discovered that applicants
had lied or given misleading information about their work
experience or academic background. For example, the Minis-
try of Education in Saudi Arabia fired and deported a
foreign employee because he was found to have lied about
his past experience (1). Nor is this problem unique to
Saudi Arabia; in a case which occurred in the United States
and was reported in the Wall Street Journal an applicant
who listed a B.S. from MIT and a Ph.D. from Yale was
discovered to have lied about his college work (2, p. 114).
Requesting references from former employers could reduce
or eliminate some misleading information, particularly in
regard to the applicant's employment history.

Recruitment delays.--The unnecessary delays which
exist throughout the process of recruitment and filling
job vacancies in the Saudi Arabian civil service should
be eliminated.

Wage and salary surveys.--Wages and salaries in the
international market are changing very rapidly because of
the effects of inflation and other factors. Therefore,
Saudi Arabia should conduct systematic surveys in order
to compare rates for wages and salaries. The total package
of compensation offered by Saudi Arabia should at least
equal competitors' packages of wages and benefits.

Selecting recruiters.--Recruitment is the first major
step in the employment process. Thus, the success of this
process depends on the recruiter's experience and knowledge
in screening and selecting applicants with the potential
for good performance. Therefore it is very important that
great care be taken in the selection of recruiters for the
Saudi Arabian civil service. It is fundamental that, in
order for the recruiter to pick the right person for the
specific job in question from among the total group of
applicants, he should know the characteristics required
for the job.

Stages in the selection process.--The purpose of the
selection process is to choose the best applicant from
among a group of applicants or to eliminate unqualified

applicants at any point in the process, thus reducing the cost of sending an unqualified applicant through all the stages in the procedure. At each stage, the new information obtained may bring something to light that was previously hidden which will cause the decision-maker to reject an applicant. Different employers may use different events and ordering of those events in the selection process, but in general it is recommended that the Saudi Arabian civil service should consistently use application forms, tests, interviews, physical examiantions, and reference checks in determining whether to offer an applicant a job.

Orientation of Foreign Employees

The goal of the employment process is not merely to recruit and select employees but to attract, motivate, and hold them, especially those who are very productive. An orientation program is an important device which an employer should utilize, particularly if he is employing foreign employees who are entering a new environment for the first time. The aim of any orientation program should be to reduce turnover and to improve the effectiveness, efficiency, and adaptability of employees.

Recruiting foreign employees to work in Saudi Arabia means recruiting and relocating individuals and their families from their own country to an international

assignment. This relocation may bring with it a high percentage of turnover, which is very costly anywhere, especially in international employment. Thus, in order to reduce the turnover of foreign employees and help them familiarize themselves with their new environment, the objectives of an orientation program are fundamentally as follows:

1. To facilitate the employee's and his family's initial travel and adjustment to living and working in their new environment.

2. To provide information which will add to the employee's and the family's knowledge and understanding of the culture of the new country.

3. To introduce the new employee to the organization which hired him.

4. To acquaint the new employee with the organization's operations, goals, and philosophies.

5. To familiarize the new employee and his family with the conditions of their employment commitment (4, pp. 21-24).

Recommendations for an Orientation Program

For successful orientation a number of topics should be carefully addressed.

Contracts or conditions of employment.--A very detailed review of the employment agreement should be conducted so that every question asked is answered honestly

and completely. Answers must be provided <u>before</u> the
employee leaves his home country. If answers are not
understood in the home country, they will definitely be
misunderstood in the country of employment.

<u>Cultures</u>.--People, religion, customs, and tradition
are among the most important elements of culture and should
receive considerable attention in preparing employees and
their families for an international move. A speaker who
is a citizen of the destination country is preferred to
conduct part of the orientation program. The speaker must
be objective and well-grounded in the lifestyles of the
host country's average citizens. Information presented
must be current and realistic. Everyone in the group (em-
ployees and their families) should feel free to question,
comment, and discuss with the speaker their opinions, hear-
say, or information gleaned from other sources.

<u>Culture and job shock</u>.--Experience leads to the belief
that a psychologist is best able to deal with this topic,
provided he has had experience in the destination country
and is able to relate practically and realistically rather
than merely on a theoretical level. A conservative, fair,
and open presentation on culture shock will decrease the
emotional stress that many employees experience during
their first few months in the new country. Job shock
appears to have created more concern than culture shock

for employees moving into the Middle East. In the home country managers were able to move, to make decisions, to exercise authority commensurate with their responsibilities, and to be innovative and creative without being constrained by bureaucracy; in the Middle East, however, managers often do not have these capabilities.

Living and recreational conditions.--This area is important to the employee, but probably more important to the family accompanying him on the international assignment. The family wants to know what kind of facilities will be available to them and what kind of housing they will have-- whether it meets the standard to which they are accustomed in their own home country, the proximity of its location to others of their own nationality, how close it is to the employee's work site, and whether transportation is provided and, if so, for whom. They want to know what kind of recreational facilities are available to them. It is also very important to discuss where children will go to school, the standard of the school, and how the school compares to those in their home country.

The job.--The job should be discussed as completely as possible. Employees should know what their responsibilities are, how much authority they have, and any other information which they may need.

Pictorial review of country, assignment, and conditions.--It is important to discuss with and show the new

employee and his family the living, working, and recrea-
tional conditions which they will encounter. This is the
time to take them on a tour of the country, the city, and
so on.

Former expatriate's briefing. It is important that an
expatriate who formerly resided in the country, lived in
the housing, worked at the job location, and experienced
the same kinds of conditions brief the new employees, but
it is also important that the former expatriate be objec-
tive and able to present material in a professional, honest,
straightforward, and unemotional manner. At least one of
these expatriates should be female so that women have
someone with whom they can establish rapport, ask personal
questions, and have information presented from a woman's
point of view (4, pp. 21-24).

Marston suggests that money for an orientation program
which offers information on these topics to new foreign
employees is money well spent, and it is easily recovered
if turnover is reduced by as little as one per cent (4,
p. 24). Pershing P. Stahlman, Personnel Consultant for
Hospital Corporation International in Nashville, Tennessee,
writes: "Having talked with many Americans living and
working abroad, my impression is that much of the dissatis-
faction they experience can be traced to unrealistic expec-
tations" (6, p. 27). The recruiter must take the initiative

in drawing the candidate into the selection process. He can do this by giving clear, specific examples of the realities, problems, and frustrations that may beset the employee and his family in their new environment. Giving employees and their families the full truth means allowing them to make their own decisions by considering both the positive and negative aspects of the assignment.

Perhaps the soundest advice for a candidate for an overseas assignment is to look past the money--to try to project himself and his family into the best and the worst of the situation he may encounter and then to step back and try honestly and objectively to evaluate their chances for success. The interviewer must set the stage for this participation, because he is, or should be, in control of the interview (6, pp. 27-28).

The Saudi Arabian Educational System and Manpower

Shortcomings in the Educational System

The most obvious tool for manpower development is formal education at all levels. Of equal importance is on-the-job development through a wide variety of informal as well as systematic training within the working environment. The education system in Saudi Arabia, however, seems not to be bearing its full responsibility for preparing the human resources which the kingdom needs. The shortcomings and inadequacies of the educational system, in

curriculum and in other areas, force Saudi Arabia to re-
cruit a large number of foreign employees.

The major problems in the Saudi Arabian educational
system which seem responsible for the nation's manpower
shortage and which may affect the need to recruit foreigners
are the following:

1. Saudi Arabia has several independent educational
authorities competing for shares of financial allocations
and student enrollments.

2. A general attitude exists that manual labor is a
lower type of work and that manual employees represent a
lower class of society. In addition, the educational sys-
tem enables general academic students to continue their
education at successively higher levels, which gives them
access to more prestigious jobs than that given to voca-
tional students.

3. The traditionally negative attitude toward the
education of women in Saudi Arabia delayed formal public
education for girls until 1960-1961, whereas formal public
education for boys began in the 1920s.

Recommendations for Education in Saudi Arabia

It seems that the weaknesses and shortcomings in
Saudi Arabia's educational system have been the major
causes for the system's lack of response to the need for

manpower development. Thus, as an attempt to meet these needs in order to prepare and qualify Saudis who can take over jobs now held by foreigners, the educational system should be reviewed and the following measures undertaken:

1. The several independent educational authorities competing for student enrollment must be gathered under one educational authority to supervise public educational programs, both academic and vocational.

2. Priorities must be the cornerstone for any programs; share and incentives must be established for every stage and kind of education in an attempt to decide the size of student enrollment in each stage according to the need of the Saudi Arabian economy.

3. To meet the rapid buildup of domestic industry, emphasis must be placed on science and management.

4. The negative attitude toward manual work must be attacked by political leaders, educational institutions, religion, and mass media.

5. The educational system should be reviewed and restructured, if necessary, to meet the changing needs of the people of Saudi Arabia and its environment.

6. Foreign employees working in the field of education represent the largest group of foreigners working in civil service jobs; thus, Saudis should be attracted to these jobs by the offering of more incentives. In addition,

qualified Saudis working outside the educational field
should be attracted to teach some courses on a part-time
basis--on one hand, to reduce the need for foreigners and
to use the Saudis' time more efficiently and, on the other
hand, to help these Saudis to keep and further develop the
knowledge which they have gained and, perhaps, to attract
them to the educational field for full-time employment
in the long run.

7. In spite of the considerable increase in the num-
ber of Saudi women graduating from teacher-training insti-
tutes, the number of women teachers has remained small be-
cause many of these graduates become wives and mothers--
the role usually assigned to women in Saudi Arabian so-
ciety--rather than taking jobs. Saudi Arabia has not made
a sound effort to use women in the labor force, in spite
of its extreme shortage of human resources. It is possible
and desirable to compromise between the role of women as
wives and mothers and the need to train them to become
productive members of the labor force. The importance of
women as wives and mothers for maintaining strong family
ties, of course, is not to be questioned, but keeping
women--especially those with education and spare time--at
home means, on the individual level, deterioration of the
knowledge which they have gained from their formal educa-
tion and waste of their time. On the national level, it

means that Saudi Arabia will continue to be forced to recruit more foreign employees, even though Saudi women could fill some of the vacant civil service positions. Women might be brought to the labor market by offering them flexible schedules such as part-time employment and short shifts. The employment of women is a national goal which can also give women an intrinsic reward--the feeling of accomplishing something of value--leading to their satisfaction.

8. Saudi Arabia sends thousands of students on scholarships to many countries to study in various fields; it should require and encourage, by such means as monetary incentives, that each of these students take some educational courses as electives. This should be done in order to give the students some basic familiarity with teaching in case they decide to teach in their field at any level. These courses could also be a basis for further training in the future.

9. In Saudi Arabia a number of firms do business for the government, performing services such as managing hospitals, establishing telephone systems, and building industry. It is very important that the government's contract with each of these firms require them to train a number of Saudi employees. Follow-up must then be carried out to ensure that Saudis receive the training they need

during the term of the contract, enabling them to take over the operation of the firm by the contract's end. The firm that trains the largest number of qualified Saudis should be given preference by the government for future business. This principle should also be applied to individuals, especially to expert employees, by offering them greater compensation and renewal of their contracts if they train Saudi workers.

Bureaucracy in the Saudi Arabian Civil Service

Problems of Bureaucracy and Its Effect upon Personnel Needs

Since the establishment of the civil service in Saudi Arabia numerous changes have been made in the civil service laws. Efficiency, improvement, and flexibility were the goals of each of these changes, but it seems that deficiency is a characteristic of public employment everywhere. Saudi Arabia has been plagued with the red tape that is a characteristic in all developing countries.

The red tape and deficiency attendant upon bureaucracy create a need for more personnel. Thus, on one hand, Saudi Arabia has an extreme shortage of human resources; on the other hand, its civil service operates with very low productivity, the government service is overstaffed for the amount of work performed, and the administration in Saudi Arabia is sinking in an ocean of deficiency. In order to

reduce the need to recruit more foreign employees, the red tape in Saudi Arabia must be eliminated, or at least reduced to a minimum.

Recommendations Relative to Bureaucracy

Organizational development may be the means of reducing red tape and improving the efficiency of employees in the Saudi Arabian civil service. The principles and fundamental objectives of organizational development programs will vary according to the diagnosis of each organization's problems. Primarily, the objectives have to do with major end-result goals such as increased productivity, efficiency, and morale. A number of accompanying objectives typically emerge, reflecting problems that are common to many organizations:

1. To increase the mutual trust and support among organizational members.

2. To increase the occurrence of confronting organizational problems, both within groups and among them.

3. To create an environment in which the authority of an assigned role is increased by personal authority based on knowledge and expertise.

4. To increase the openness of communications in all directions.

5. To increase the level of personal interest and satisfaction in the organization.

6. To find synergistic solutions to problems with greater frequency.

7. To increase the level of self and group responsibility in planning and implementation (3, pp. 541-542).

It should be mentioned at this point that organizational development is not the sole remedy for the improvement of an organization. It can be a tool for bringing about such improvement, but applying organizational development requires that qualified employees be recruited, selected, trained, and developed to carry it out.

Finally, in a country such as Saudi Arabia with a shortage of native employees, quantitatively as well as qualitatively, computers could be used to perform some tasks (e.g., filing and payroll) and to reduce the large number of foreign employees recruited, if trained personnel are available and the system is reformed to accept such a tool. An important point to remember is that, if the organization is badly structured, performance in the long run will be poor. An organizer should also keep in mind that individual jobs are a basic element in the structure of an organization. It is important, therefore, that the design of jobs be the central element of any strategy for structural organization development.

Summary

The purpose of this final chapter has been to present the conclusions and recommendations of the study. Of its four parts, the first and second are directly related to recruitment of foreign employees and the third and fourth are indirectly related to recruitment.

Different employers may use different events and ordering of those events in the employment decision process, but in general most organizations everywhere use application forms, tests, interviews, physical examinations, and reference checks in determining whether to offer an applicant a job. In Saudi Arabia it is of particular importance that recruiters be skilled in performing all the steps of the employment selection process.

Recruiting foreign employees to work in other countries means recruiting and relocating individuals and their families from their own countries to an international assignment. This relocation may bring with it a high percentage of turnover, which is very costly in international employment. Therefore a sound and successful orientation program--including lectures, pictorial review, information provided by expatriate workers, etc.--could help to reduce such turnover among foreign workers coming to Saudi Arabia.

Formal education at all levels is the most obvious tool for manpower development, but the educational system

in Saudi Arabia seems to be responsible, to some extent,
for the manpower shortage which the country is currently
experiencing. A complete review of the system should be
undertaken, with changes and revisions carried out wherever
necessary.

Bureaucracy in the civil service in Saudi Arabia
seems to be another word for deficiency; because of Saudi
Arabia's lack of development its civil service is entangled
in a great deal of red tape, and the government service ap-
pears to be overstaffed for the amount of work performed
(5, p. 49). Again, review and revision, especially the ap-
plication of organizational development measures, are in-
dicated.

It is hoped that the recommendations made in this
study may help to bring about the desired goal of increas-
ing the number of qualified Saudis able to assume civil
service positions in Saudi Arabia, thus reducing the na-
tion's need to recruit foreign employees and benefiting
the people, the economy, and the entire society as a whole.

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APPENDIX A

QUESTIONNAIRE DISTRIBUTED TO SAUDI ARABIAN
CIVIL SERVICE RECRUITERS
AND
PERSONAL INTERVIEW QUESTIONS FOR SAUDI ARABIAN
OFFICIALS

بســم اللـه الـرحمن الـرحيــم

السـيد عضـو لـجنة الـتعـاقـــد   المحترم

Dear Recruiters:

بعــد التحيـــــــــــــة ..

Saudi Arabia, as you know, each
year employs a large number of
foreign employees from coun-
tries around the world. Each
year this number increases.
For example, in 1980, the
estimated number of foreign
employees will be 812,000 com-
pared to 314,000 in 1975. Thus,
foreign employees entering the
Kingdom are an important source
of labor at all organizational
levels.

كما تعلم بـأن الـمملكة تـقوم فـي كل عـام
بـالتعـاقـد مع عدد كبيـر من الـموظفـين الاجانب مـن
مختلف أنحاء الـعالم ، كما ان هذا الـعدد يـــزداد
سنويا فكمـا جاء بـالخطة الخمسية الـثانية علـــى
سبـيل الـمثال ، فـان الـعدد الـمتوقع من الـموظفين
الاجانب فـي عـام ١٩٨٠م ، سوف يـصل الـى ٨١٢ر٠٠٠
موظفـا مقـارنة بـ ٣١٤ر٠٠٠ موظفـا فـي عـام ١٩٧٥م ٠٠
لـذلك فـان الـموظفـين الاجانب الـقـادمين الـى الـمملكة
يـمثلـون مصدرا مهمـا من الايـدى الـعـاملـة فـي جميع
الـقطاعـات ٠

I am doing research for the
Ph.D. degree in Business Admin-
istration, specializing in
Personnel and Industrial Rela-
tions, at North Texas State
University, Denton, Texas, U.S.A.
My goal in this present research
is to objectively and scientif-
ically analyze the methods and
procedures which are followed in
recruiting and selecting foreign
employees to work in Saudi
Arabian Civil Service.

اننـي بصدد الـقيـام ببحث لـلحصول علـــى
درجة الـدكتوراه فـي حقل ادارة الاعمـال "تخصص
ادارة الـموظفين والـعلاقـات الصنـاعية " بجامعة
شمـال تكسـاس الـحكومية فـي مدينة دنتون بولاية
تكسـاس بـالـولايـات المتحدة الا ّمريكية ٠

Thus, your answering the attached
questions accurately and objec-
tively would be very helpful not
only in reaching reliable research
results but in planning our
country's future needs. Your
cooperation and help are truly
appreciated.

من اهداف هذا الـبحث ، الـتحليـــل
الـعلمي لـمعرفة الـطرق والـخطوات الـمتبعـة
فـي الـتعـاقـد مع الـموظفين الاجانب للـعمــل
فـي الـقطاع الـحكومي بـالـمملكة ٠

Sincerely yours,

لـذلك فـانني آمل ان تسـاعدني اجابتك علـى
الاسئلة الـمرفقة بـدقة وموضوعـية لـيس لـلحصول فقط
علـى نتـائج يـعتمد علـيهـا فـي دقة هذا الـبحث ،وانـما
للـتخطيط الـسلـيم لـحاجة بلـدنـا من الايـدى الـعـاملـــة
فـي الـمستقبـل ان شاء اللـه ٠

Hamad Abdulaziz Al Neaim
Riyadh, Saudi Arabia
Phone 62080

شاكرا لـكم تعـاونكـــــــــم

الـمخلــص

حمد الـعبـد الـعزيز الـنعيـــــم
الـريـاض ــ الـمملكة الـعربية السـعوديـــــــة
تليـفون : ٦٢٠٨٠

PART I

INSTRUCTIONS FOR RECRUITERS

A. Please read all instruc-
tions and questions
carefully before starting
to answer them.

B. It is not necessary for you
to divulge your name or to
identify yourself in any
way.

C. Try to be as objective as
you possibly can. The pur-
pose of these questions is
to determine what really
happens in the recruiting
process; it is not a test of
your knowledge.

D. When you respond to each
question, circle the appro-
priate answer(s) which best
describes your opinion. If
you do not find an answer
which best describes your
opinion among the answers
given, please write your
opinion in the available
space. For example, if your
institution uses only appli-
cation forms for a designated
group of applicants, write in
the space marked Other the
group of your choice, such as
"professionals or nonprofes-
sionals," "no opinion," "I do
not know," or whatever you
desire.

E. If you believe that more than
one answer is appropriate for
a specific question, please
circle all of your choices,
giving them ranking numbers
(one is highest, then 2, 3,
4).

القسم الاوّل

التعليمات لعضو لجنة التعاقد

أ-   فضلا اقرأ التعليمات والاسئلة بدقة قبل
الشروع بالاجابة عليها •

ب - ليس من الضرورى توضيح اسمك او
التعريف عن شخصك •

جـ - حاول الاجابة بموضوعية بقدر الامكان ،
فالغرض من هذه الاسئلة معرفة ما هو
حاصل على الطبيعة وليس القصد اختبار
معلوماتك •

د-   عند اجابتك على كل سؤال ضع دائرة
على الاجابة التي تراها مناسبة فاذا
لم تجد الاجابة المناسبة بين الاجوبة
الموجودة فما عليك الا كتابة رأيك
في الفراغ المتروك في آخر كل سؤال
(غير ذلك)

مثال: اذا كانت الجهة التي تعمل بها سواء
كانت وزارة ما ،جامعة ، مصلحة
حكومية ،أو مؤسسة عامة تستعمل
طلبات توظيف " استمارة " فقط
لمجموعة من الموظفين الجدد اكتب
في الفراغ الموجود في كل سؤال
المجموعة التي تختارها مثل اخصائي
فني – غير اخصائي – ليس لي رأى –
لا اعرف – او اى جواب تريد •

هـ – اذا كنت تعتقد ان هناك اكثر من جواب
لسؤال ما ، فضلا ضع دائرة على جميع
الاجوبة التي تختارها مع ترتيب هـذه
الاجوبة حسب الاهمية بوضع رقم (١) لاهـم
جواب ثم (٢) ، (٣) •• الخ •

F. Some of the questions require only completion of the given space with an appropriate answer, such as in the first question, respondent's age.

و ـ بعض الاسئلة تحتاج فقط لتعبئة فراغ مثل تحديد العمر في السؤال الاول .

G. If you have any questions concerning the questionnaire, please do not hesitate to consult the researcher for clarification.

ز ـ اذا احتجت لاى استفسار بشأن هذه الاسئلة ، أرجو عدم التردد في الاتصال بــــــي وتلفونــــي

٦٢٠٨٠ ـ الرياض وشكـرا

QUESTIONNAIRE FOR RECRUITERS

اسئلة لعضو لجنة التعاقـــد

Please circle the appropriate answer or answers or fill in the blank provided.

فضلا ضع دائرة على الاجابة او الاجوبــــة المناسبة او اكمل الفراغ :

PART II--PERSONAL QUESTIONS

القسم الثاني :   السؤالات الشخصيــة
=================   ===========

1. What is your age?

    _____ years

١ـ   كم عمرك ؟

    ـــــ سنة

2. What is your marital status?

    (1) Single
    (2) Married
    (3) Divorced
    (4) Widowed

٢ـ   ما هي حالتك العائلية ؟

    (١) غير متزوج
    (٢) متزوج
    (٣) مطلق
    (٤) أرمل

3. Do you have children?

    (1) Yes
    (2) No

٣ـ   هل لديك أطفال ؟

    (١) نعم
    (٢) لا

4. Please indicate the number of children you have, if any.

    (   )

٤ـ   اذا كان لديك اطفال عددهم؟

    (   )

5. Indicate the level of your education.

(1) Less than high school
(2) High school
(3) Bachelor
(4) Master
(5) Doctorate
(6) Other _____
       (Please specify.)

6. What was your major in your last degree?

_____
(Please specify.)

7. When did you earn your last degree?

19___

8. From what country and institution did you receive your degree?

(1) Inside the Kingdom
(2) Abroad _____
     (Please specify country and institution.)

9. What is your current job grade?

Grade _____
    (Please specify.)

10. How long have you been employed in government service?

(1) _____ years
    (Please specify.)
(2) less than a year

٥- موءهلك العلمي ؟

(١) اقل من الثانوية
(٢) ثانوية
(٣) جامعة
(٤) ماجستير
(٥) دكتوراه
(٦) غير ذلك ـ فضلا اذكر

٦- ما هو تخصصك في آخر شهادة ؟

٧- متى حصلت على شهادتك الحالية ؟

سنة ١٣هـ
اوسنة ١٩م

٨- من اي بلد وجامعة حصلت على شهادتك الحالية ؟

(١) المملكة كلية
(٢) الخارج البلد . الجامعة

٩- ما هي مرتبتك الحالية ؟

المرتبة

١٠- كم سنوات خدماتك الحكومية ؟

(١) سنة) (سنوات)
(٢) اقل من سنة

PART III--PROFESSIONAL QUESTIONS
  FOR RECRUITERS

القسم الثالث :   الاسئلة العملية
==============   ==============

1. For whom do you recruit
   personnel?

١- لاى جهة حكومية تقوم بالتعاقد ؟

   (1) Ministry
   (2) Agency
   (3) University
   (4) Other _____
              (Please specify.)

(١) وزارة
(٢) مؤسسة عامة
(٣) جامعة
(٤) غير ذلك ـ فضلا اذكر

2. Does your institution use
   an employment application
   form for all foreign appli-
   cants?

٢- هل تطلب الجهة التي تعمل لهــــا
من المتعاقد الاجنبي تعبئــــــة
طلب " استمارة " ؟

   (1) Yes
   (2) No
   (3) Other _____
              (Please specify.)

(١) نعم
(٢) لا
(٣) غير ذلك ـ فضلا اذكر

3. Does your institution
   utilize any tests for selec-
   ting foreign employees?

٣- هل تقوم الجهة التي تعمل لها باى
اختبار للموظفين الاجانب ؟

   (1) Yes
   (2) No
   (3) Other _____
              (Please specify.)

(١) نعم
(٢) لا
(٢) غير ذلك ـ فضلا اذكر

   If the answer to question 3
   is "yes," then answer ques-
   tions 4 and 5.

اذا كانت اجابتك على السـؤال
رقم(٣) بالايجاب (نعم) فاجب
الاسئلة رقم (٤) ،(٥)

4. In your opinion, are these
   tests valid and reliable?

٤- هل هذه الامتحانات في رأيك فعالية
وصحيحة ويعتمد عليها ؟

   (1) Yes
   (2) No
   (3) I do not know
   (4) Other _____
              (Please specify.)

(١) نعم
(٢) لا
(٣) لا اعرف
(٤) غير ذلك ـ فضلا اذكر

5. If you are using tests as a
   method of employee selection,
   please explain the method(s)
   by which these tests are
   validated.

٥- اذا كنتم تستعملون اى امتحان
للمتعاقد الاجنبي فضلا اشـــــرح
الطرق التي بواسطتها تتأكـدون
من صحة وفعالية هذه الامتحانات.

6. Does your institution use interviews for all foreign applicants?

هل الجهة التي تعمل لها تجـــرى مقابلات شخصية لجميع الموظفيـــن الاجانب ؟

(1) Yes
(2) No
(3) Other _____
(Please specify.)

(١) نعم
(٢) لا
(٣) غير ذلك ــ فضلا اذكر

7. Does your institution use physical examinations in the selection of all foreign employees?

هل الجهة التي تعمل لها تقوم بكشف طبي عند اختيار جميع الموظفيـــن الاجانب ؟

(1) Yes
(2) No
(3) Other _____
(Please specify.)

(١) نعم
(٢) لا
(٣) غير ذلك ــ فضلا اذكر

8. Does your institution request and use references from former employers in the selection process?

هل الجهة التي تعمل لها تطلب من المتعاقدين الجدد شهـــادة من روءسائهم السابقين ؟

(1) Yes
(2) No
(3) Other _____
(Please specify.)

(١) نعم
(٢) لا
(٣) غير ذلك ــ فضلا اذكر

9. Does your institution provide any orientation activities for new foreign employees who are hired?

عند توظيف الاجنبي هل تعطونه اى توجيه عام قبل بدئه العمل ؟ (مثل تعريفه على الاشياء المحيطة بعمله ــ تعريفه على الاقسام الاخرى ذات العلاقة بعمله ــ تقديمه لزملائه ..الخ)

(1) Yes
(2) No
(3) I do not know
(4) Other _____
(Please specify.)

(١) نعم
(٢) لا
(٣) لا اعرف
(٤) غير ذلك ــ فضلا اذكر

10. Do you think that all foreign employees work in the jobs for which they were recruited?

هل تعتقد ان جميع المتعاقدين الاجانب يقومون بالعمل الذى تم التعاقد معهم من اجله ؟

(1) Yes
(2) No
(3) I do not know
(4) Other _____
(Please specify.)

(١) نعم
(٢) لا
(٣) لا اعرف
(٤) غير ذلك ــ فضلا اذكر

11. Is there any follow-up to ensure that foreign employees work in the jobs for which they were hired?

    (1) Yes
    (2) No
    (3) Other _____
        (Please specify.)

١١- هل هناك أى متابعة للتأكد من ان المتعاقد الاجنبي يعمل بالوظيفة التي استخدم من اجلها .

(١) نعم
(٢) لا
(٣) غير ذلك ـ فضلا اذكر

12. Are possible sources of recruits explored to provide for a variety of respresenta- tive countries, universities, technical colleges, and ex- employees?

    (1) Yes
    (2) No
    (3) I do not know
    (4) Other _____
        (Please specify.)

١٢- عند جلب القوى البشرية الاجنبية هل اتخذت الوسائل الكفيلة من ان معظم المصادر البشرية المتنوعة في مختلف البلدان الاجنبية مثل الجامعات قد ادخلت بعين الاعتبار كمصدر من القوى البشرية ؟

(١) نعم
(٢) لا
(٣) لا اعرف
(٤) غير ذلك ـ فضلا اذكر

13. Are any other recruiting methods, such as direct mail, visits to employment agen- cies, etc., used by your institution in order to attract applicants?

    (1) Yes
    (2) No
    (3) Other _____
        (Please specify.)

١٣- هل تقوم الجهة التي تعمل لها باستخدام طرق توظيف اخرى مثل ارسال خطابات مباشرة ، زيسارة اقسام التوظيف في البلدان الاجنبية.الخ٠٠ من اجل ترغيب طالبي العمل ؟

(١) نعم
(٢) لا
(٣) غير ذلك ـ فضلا اذكر

14. Who in your institution selects the recruiters for the organi- zation?

    (1) The department(s) who need the new employees
    (2) Committees of different departments
    (3) Personnel department
    (4) High level officials
    (5) Civil Service Bureau
    (6) Combination of _____
        (Please specify.)
    (7) Other _____
        (Please specify.)

١٤- من المسئول عن اختيار اعضاء لجان التعاقد في الجهة التي تعمل فيها ؟

(١) الادارة التي تحتاج الموظفين الاجانب الجدد
(٢) لجنة من مختلف الادارات
(٣) ادارة الموظفين
(٤) الادارة العليا
(٥) ديوان الخدمة المدنية
(٦) مجموعة من ـ فضلا اذكر
(٧) غير ذلك فضلا اذكر

15. In your opinion, what percentage of recruiters need training in the recruitment and selection process?

- (1) 75-100% of them
- (2) 50-74% of them
- (3) 25-49% of them
- (4) 1-24% of them
- (5) None of them
- (6) I do not know
- (7) Comment

١٥- في رأيك ما هي النسبة المئوية بين اعضاء لجان التعاقد التي تحتاج الى تدريب في اختيار الاجانب ؟

(١) بين ٧٥٠/٠ - ١٠٠ ٠/٠ منهم
(٢) بين ٥٠٠/٠ - ٧٤ ٠/٠ منهم
(٣) بين ٢٥٠/٠ - ٤٩ ٠/٠ منهم
(٤) بين ١ ٠/٠ - ٢٤ ٠/٠ منهم
(٥) لا احد منهم يحتاج الى تدريب
(٦) لا اعرف
(٧) تعليق :

16. A. Does your institution favor one country over another when recruiting foreign employees?

- (1) Yes
- (2) No
- (3) Other _____
      (Please specify.)

١٦- أ- هل الجهة التي تعمل لها تفضل بلدا على بلد عند استخدام موظفين اجانب ؟

(١) نعم
(٢) لا
(٣) غير ذلك ــ فضلا اذكر

B. If so, what is the reason(s)?

- (1) Cheaper labor
- (2) Better performance of its employees
- (3) Tradition
- (4) High unemployment in that country
- (5) They are willing to train Saudis
- (6) Combination of _____
      (Please specify.)
- (7) Other

ب - اذا كان الجواب على السؤال رقم (١٦أ) بنعم ماهو السبب او الاسباب ؟
(١) رخص الايدى العاملة
(٢) جودة انتاج الموظفين في ذلك البلد
(٣) عادة متبعة
(٤) ارتفاع البطالة في ذاك البلد
(٥) استعداد الموظفين الاجانب من ذلك البلد لتدريب السعوديين
(٦) مجموعة من الاسباب ــ فضلا اذكر
(٧) غير ذلك ــ فضلا اذكر

17. A. Does your institution prefer to select employees from Arab countries when recruiting foreign employees?

- (1) Yes
- (2) No
- (3) I do not know
- (4) Other

١٧- أ- هل الجهة التي تعمل لها تفضل البلدان العربية على غيرها عندما تستخدم القوة البشرية الاجنبية؟

(١) نعم
(٢) لا
(٣) لا اعرف
(٤) غير ذلك ــ فضلا اذكر

B. If yes, what is the reason(s)?   ب ـ اذا كان الجواب على
السؤال رقم (١٧أ) بنعم فما هو السبب او الاسباب ؟
- (1) Common custom   (١) العادات المشتركة
- (2) Same religion   (٢) الديانة المشتركة
- (3) Same language   (٣) اللغة المشتركة
- (4) Cheaper labor   (٤) رخص الا ّيدى العاملة
- (5) High quality of recruits   (٥) جودة انتاج الموظفين في
- (6) High unemployment in that   ذلك البلد
  country   (٦) ارتفاع البطالة في ذلك البلد
- (7) All of the above 1-6   (٧) جميع الاسباب (١ـ٦) الموضحةأعلاه
- (8) Combination of _____   (٨) مجموعة من الاسباب ـ فضلا اذكر
  (Please specify.)
- (9) Other _____   (٩) غير ذلك ـ فضلا اذكر
  (Please specify.)

18. Does your institution conduct systematic surveys in order to compare market rates for wages and salaries?   ١٨ـ هل الجهة التي تعمل لها تعد احصائيات دورية من اجل مقارنة المرتبات بالاسواق ؟

- (1) Yes   (١) نعم
- (2) No   (٢) لا
- (3) Other _____   (٣) غير ذلك ـ فضلا اذكر
  (Please specify.)

19. Does your institution possess a policy on where its salary and wage levels should be in relation to international market rates?   ١٩ـ هل الجهة التي تعمل لها لديها ترتيب معين يتم بموجبه تحديد المرتبات والبدلات التي يجب دفعها وفق الا ّسعار الموجودة في الاسواق العالمية ؟

- (1) Yes   (١) نعم
- (2) No   (٢) لا
- (3) I do not know   (٣) لا اعرف
- (4) Comment   (٤) تعليق

20. Saudi Arabia's wage rate, as compared to the international market rate, is   ٢٠ـ المرتبات بالمملكة العربية السعودية مقارنة بما يدفع بالاسواق العالمية ٠

- (1) Higher   (١) اعلى
- (2) Lower   (٢) اقل
- (3) Going   (٣) مساوى لـ
- (4) Other _____   (٤) غير ذلك ـ فضلا اذكر
  (Please specify.)

21. A. Does your institution have a job description for each position for which foreign employees are hired?   ٢١ـأـ هل الجهة التي تعمل لها لديها وصف لكل وظيفة يعين عليها كل موظف اجنبي ؟

- (1) Yes   (١) نعم
- (2) No   (٢) لا
- (3) Other _____   (٣) غير ذلك ـ فضلا اذكر
  (Please specify.)

B. Is it a written descrip-
tion?

٢١-ب - هل هذا الوصف مكتوب ؟

(1) Yes
(2) No
(3) Other _____
(Please specify.)

(١) نعم
(٢) لا
(٣) غير ذلك ــ فضلا اذكر

C. Who formulates the job
description?

جـ - من يحدد وصف الوظيفة ؟

(1) The holder of the job
(2) His immediate super-
visor
(3) Head of the department
(4) Specialists
(5) Personnel department
(6) Civil Service Bureau
(7) All of the above 1-6
(8) Combination of _____
(Please specify.)
(9) Other _____
(Please specify.)

(١) الموظف نفسه
(٢) رئيسه المباشر
(٣) رئيس القسم
(٤) اشخاص متخصصون
(٥) ادارة الموظفين
(٦) ديوان الخدمة المدنية
(٧) جميع الموضح اعلاه (١ - ٦)
(٨) مجموعة من (
(٩) غير ذلك ــ فضلا اذكر

22. A. Is there any evidence which
suggests that unnecessary
delays in completing the
recruitment procedures and
filling vacancies in your
institution exists?

٢٢-أ- هل هناك دلائل تبين بان هناك
تأخيرا يمكن تلافيه في ملسىء
الوظائف الشاغرة في الجهـــة
التي تعمل لها ؟

(1) Yes
(2) No
(3) Other _____
(Please specify.)

(١) نعم
(٢) لا
(٣) غير ذلك ــ فضلا اذكر

B. If "yes," why is it so?
There is (are) a

ب - اذا كان الجواب بالايجاب (نعم)
هل ذلك يرجع لسبب او لاسباب ؟

(1) Limited number of deci-
sion makers
(2) Limited number of staff-
clerks
(3) Lack of efficiency in
decision makers
(4) Lack of efficiency in
staff-clerks
(5) All of the above 1-4
(6) Combination of 1 & 2
(7) Combination of 3 & 4
(8) Combination of __ & __
(Please specify.)
(9) Other _____
(Please specify.)

(١) قلة عدد المسئولين عـــن
اتخاذ القرارات
(٢) قلة عدد الموظفيــن
(مثل الكتاب ــ النساخ ــ السكرتارية)
(٣) عدم كفاءة المسئولين عن اتخاذ
القرارات
(٤) عدم كفاءة الموظفين (مثل
الكتاب ــ النساخ ــ السكرتارية)
(٥) جميع الاسباب الموضحة اعلاه (١-٤)
(٦) الاسباب (١ و ٢)
(٧) الاسباب (٣ و ٤)
(٨) مجموعة من الاسباب (
(٩) غير ذلك ــ فضلا اذكر

23. Does a shortage of foreign employees exist in your institution?

٢٣- هل هناك نقص بالقوة البشرية الاجنبية في الجهة التي تعمل لها؟

(1) Yes
(2) No

(١) نعم
(٢) لا

A. If there is a shortage, indicate what type it is.

أ – اذا كان هناك نقص اذكر نوع النقص هل هو ؟

(1) The number
(2) The quality
(3) Both number and quality
(4) Other _____
(Please specify.)

(١) بالعدد
(٢) بالجودة
(٣) بالجودة والعدد معا
(٤) غير ذلك ـ فضلا اذكر

B. If there is a shortage, why?

ب – اذا كان هناك نقص لماذا؟

(1) Other recruiters (countries) pay more.
(2) There is a limited supply of potential employees in the markets.
(3) The environment (such as economic or social) in Saudi Arabia is not desirable to foreign employees.
(4) The recruiters go to the markets after the recruiters from other countries have already conducted their searches.
(5) Other _____
(Please specify.)

(١) البلدان الاخرى تدفع اكثر من المملكة .
(٢) هناك عدد محدود من الايدى العاملة في الاسواق .
(٣) بيئة المملكة غير مرغوبة من قبل الاجانب (مثل الاقتصادية ـ الاجتماعية) .الخ
(٤) مندوبو المملكة يذهبون للاسواق متأخرين اى بعد ان يكون مندوبو البلدان الاخرى اكملوا اختيارهم .
(٥) غير ذلك ـ فضلا اذكر

24. Each foreign employee is entitled to have housing and transportation.

٢٤- كل موظف اجنبي يستحق بدل سكن ومواصلات داخل المملكة؟

A. Do you think that the majority of foreign employees would prefer to

أ– هل تعتقد ان الغالبية من الموظفين الاجانب يفضلون

(1) Receive cash.
(2) Secure reasonable housing.
(3) Other _____
(Please specify.)

(١) استلام بدل سكن نقدى
(٢) الحصول على سكن معقول
(٣) غير ذلك ـ فضلا اذكر

B. Do you think that the majority of foreign employees would rather

ب – هل تعتقد ان الغالبية من الموظفين الاجانب يفضلون؟

(1) Receive cash for transportation inside the Kingdom.

(١) استلام بدل نقدى بدلا عن تقديم مواصلات لهم اثناء عملهم اليومى .

(2) Have their employers provide the transportation.

(٢) توفير مواصلات لهم اثناء عملهم بواسطة موئسساتهم .

(3) Other _____
    (Please specify.)

(٣) غير ذلك ـ فضلا اذكر

C. In your opinion, which factor contributes more to the efficiency of the work?

جـ – فى رأيك الخاص ما هو العامل الافضل للفعالية على الانتاج ؟

Housing

سكـن
======

(1) Paying cash
(2) Providing housing
(3) Other

(١) دفع بدل سكن
(٢) تقديم سكن معقول
(٣) غير ذلك ـ فضلا اذكر

Transportation

مواصلات
==========

(1) Paying cash
(2) Providing transportion
(3) Other

(١) دفع بدل نقل نقدى
(٢) تقديم مواصلات
(٣) غير ذلك ـ فضلا اذكر

25. In recruiting professionals (such as doctors, engineers, professors),

٢٥– عند جلب الاخصائيين (مثل الاطباء المهندسين – مدرسي الجامعـــات)

A. Does your institution apply the same procedures which are used for non-professionals?

أ– هل الجهة التي تعمل لها تطبق نفس الخطوات التي تستخـــدم للموظفين الغير اخصائيين :

(1) Yes
(2) No
(3) Other _____
    (Please specify.)

(١) نعم
(٢) لا
(٣) غير ذلك ـ فضلا اذكر

B. Do the same recruiters recruit both professionals and non-professional employees?

ب – هل يقوم المندوبون باختيار الاخصائيين وغير الاخصائيين؟

(1) Yes
(2) No
(3) Other _____
    (Please specify.)

(١) نعم
(٢) لا
(٣) غير ذلك ـ فضلا اذكر

C. Who recruits and selects professionals?

جـ ـ من يجلب ويختار الاخصائيين ؟

    (1) Professionals from the same occupations

(١)   اخصائيون من نفس التخصص

    (2) Professionals from other occupations

(٢)   اخصائيون من تخصص آخر

    (3) Specialists in selection

(٣)   متخصصون باختيار الموظفين

    (4) Top management

    (5) Heads of departments

(٤)   الادارة العليا

    (6) Personnel department

(٥)   رؤساء الادارات

    (7) Civil Service Bureau

(٦)   ادارة الموظفين

    (8) Outside agency

(٧)   ديوان الخدمة المدنية

    (9) Combination of _____
              (Please specify.)

(٨)   منظمة خارجية

(٩)   مجموعة من الموضحة اعلاه

    (10) Other _____
            (Please specify.)

(١٠)   غير ذلك ـ فضلا اذكر

26. To the best of your knowledge, which of the following countries pay more, less, or the same total package of payment when compared to Saudi Arabia?

٢٦ـ   حسب معلوماتك ما هي الدول الآتية التي تدفع اقل من مساوى لـ اواكثر مما تصرفه المملكة ؟

Circle (M) more,
     (L) less,
or (S) same.

(٣)= اكثر من
(١) = اقل من
(٢)= مساوى لـ

    (1) Kuwait   M L S   ٣   ٢   ١   الكويت   (١)

    (2) Arabian Gulf Countries M L S   ٣   ٢   ١ دول الخليج   (٢)

    (3) Libya   M L S   ٣   ٢   ١   ليبيا   (٣)

    (4) I don't know   لا اعرف   (٤)

    (5) Other_____ M L S   ٣   ٢   ١ غير ذلك   (٥)
        (Please specify.)

27. Relative to the training of recruiters,

٢٧ـ   بالنسبة لتدريب اعضاء لجان التعاقد مع الاجانب .

    A. Are there any training programs for recruiters?

أ ـ   هل هناك تدريب لاعضاء هــــذه اللجان ؟

        (1) Yes

(١)   نعم

        (2) No

(٢)   لا

        (3) I do not know

(٣)   لا اعرف

        (4) Other _____
             (Please specify.)

(٤)   غير ذلك ـ فضلا اذكر

B. Do you recommend the
    establishment of train-
    ing sessions for
    recruiters?

    (1) Yes
    (2) No
    (3) No opinion
    (4) Other _____
            (Please specify.)

ب ـ هل تنصح بايجاد برامج تدريب لاعضاء
    لجان التعاقد ؟

    (١) نعم
    (٢) لا
    (٣) ليس لي رأى
    (٤) غير ذلك ـ فضلا اذكر

C. If the answer to question B
    is "yes," where would you
    recommend these sessions to
    be conducted?

    (1) In the Kindgom
    (2) Abroad _____
            (Please specify country.)
    (3) No opinion
    (4) Other _____
            (Please specify.)

جـ ـ اين تنصح عقد هذه البرامج؟

    (١) في داخل المملكة
    (٢) خارج المملكة ـ فضلا حدد المكان
    (٣) ليس لي رأى
    (٤) غير ذلك ـ فضلا اذكر

If you have any suggestions, please write
them in this space or on additional pages
if you need more space.

اذا كان لديك اية اقتراحـــــات
ما . فضلا اكتبها بهذه الصفحـــة
او اضافة اية صفحات قد تحتـــاج
وشكـــــــرا .

PART IV--PERSONAL INTERVIEW
QUESTIONS FOR KEY OFFICIAL
PEOPLE

القسم الرابع :
================

المقابلات الشخصية مع بعض المسوءولين المهمين
==================================

1. Are recruitment programs based on human resource plans?

١- هل برامج جلب الموظفين الاجانب مبنية على التخطيط للموارد البشرية

2. What are the criteria for selecting recruiters?

٢- ما هي الصفات التي يقرر على اساسها اختيار اعضاء لجان التعاقد في (وزارتكم مصلحتكم ، موءسستكم ،جامعتكم) الجهة التي تعمل لها .

3. Relative to the training of recruiters,

٣- بالنسبة لاعضاء لجان التعاقد

   (a) Are recruiters in your institution trained in recruiting and selection of foreign employees?

أ- هل اعضاء لجان التعاقد في الجهة التي تعمل لها مدربون في طريقة جلب واختيار الموظفين الاجانب ؟

   (b) If you responded "yes" to question 3a, please indicate what percentage of them were trained.

ب - اذا كان الجواب " بنعم" ل (أ٣)ماهي نسبة المتدربين منهم ؟

   (c) If you responded "no" to question 3a, indicate why not.

جـ - اذا كان الجواب"لا" ل(أ٣) ماهي الاسباب لعدم تدريبهم؟

   (d) Does your institution have training sessions for recruiters?

د - هل الجهة التي تعمل لها لديها برامج تدريب لاعضاء لجان التعاقد؟

   (e) If you answered "yes" to question 3d, indicate where these sessions are conducted. Are they held in the Kingdom or abroad? In which country? If you answered "no" to 3d, why?

هـ - اذا كان الجواب " نعم"ل(د٣) اين تعقد هذه البرامج.
داخل المملكة
خارج المملكة   اين
و- اذا كان الجوب بـ "لا" ل(د٣)
ما هي الاسباب ؟

4. Does your institution use interviews for selecting foreign employees? (For all employees, for professionals only, or for non-professionals only?)

٤- هل الجهة التي تعمل لها تجرى مقابلات شخصية عند توظيف الاجانب (تجرى مقابلات - لكل الموظفين،- للاخصائيين فقط - للغير اخصائيين فقط ل ٠٠)

5. If you responded "yes," to   اذا كانت الجهة التي تعمل لها
    question 4, what kind of inter-   تجرى مقابلات شخصية عند توظيف
    view is used?   الاجانب ما هي نوع هذه المقابلات هل هي؟

    (a) Directive or structured   أ- مباشرة وللبحث عن اشياء معينة
        interview   عند طلب العمل؟
    (b) Non-directive or unstruc-   ب - غير مباشرة ولاعطاء طالب العمل
        tured interview   فرصة لابداء رأيه ؟
    (c) Stress interview   جـ- للضغط على طالب العمل لاختيار مدى تحمله .
    (d) Other_____   د- خلاف ذلك
              (Please specify.)

6. Are interviewers formally   هل الموظف المسئول عن المقابلات
    trained for interviewing   الشخصية لديه تدريب عملي فـــي
    applicants?   مقابلات طالبي العمل .

7. Does your institution pay the   هل الجهة التي تعمل لها تدفـــع
    same wages for all foreign   نفس المرتبات لجميع الموظفيــن
    employees with the same degree   الاجانب الذين لديهم نفس الخبرة
    and experience regardless of   والموءهلات دون اعتبار لجنسياتهم .
    their nationalities?

8. If the answer is "no" to   اذا كنتم تدفعون مرتبات مختلفة
    question 7, does your institu-   للموظفين الاجانب فهل الجهة التي
    tion pay them differently   تعمل لها تدفع لهم حسب بلدانهم .
    according to the countries
    they represent?

9. If the answer to question 8 is   اذا كنتم تدفعون للموظفيـــن
    "yes," then rank the following   مرتبات حسب بلدانهم فضلا رتب
    countries (one is the highest).   البلدان التالية حسب الافضلية
                                     بالراتب رقم (١) اعلى راتب ثم ٢،٣ ٤،٣
    ( ) U.S.A.   ( ) الولايات المتحدة الامريكية
    ( ) European countries   ( ) دول اوربا
    ( ) Non-Arab-Asian countries   ( ) الدول الاسوية غير العربية
    ( ) Arab countries   ( ) الدول العربية
    ( ) Other countries_____   ( ) الدول الاخرى فضلا اذكر
              (Please specify.)

10. Assume that two applicants have   افتراض ان اثنين من الاجانب
    the same qualifications (that   من طالبي العمل لديهم نفـس
    means the same degree in the   الموءهلات مثل" الموءهل العلمي
    same field from the same school)   والتخصص والجامعة " تقدمـــا
    but represent different national-   لشغل وظيفة ما لكنهما مـــن
    ities. Would their total package   دولتين مختلفتين هل مجمـوع
    be the same?   ما يصرف على كل منهما متساو؟

11. If the response to question 10   اذا كان ما يصرف على كل منهما
    is "no," indicate why.   مختلفا ،لماذا ؟

12. Is enough effort being made to produce a favorable image of your institution as a good place in which to work, and how is it being done?

١٢- هل بذلت مجهودا كافيا لجعل الجهة التي تعمل لها مكانا مرغوبــــا لطالبي العمل وكيف بذلتم هـــــذا المجهـــود •

13. Do you think that the recruiters have all the instructional details about the recruiting process which they may need?

١٣- هل تعتقد ان اعضاء لجــــان التعاقد لديهم جميع المعلومات التي ربما يحتاجون؟

14. If your answer to question 13 is "no," indicate why not.

(a) Top officials would not give them authority.
(b) Recruiters are not capable of carrying full authority.
(c) Other resson(s)_____ (Please specify.)

١٤- اذا لم يكن لديهم المعلومـــات الكافية ما هي الاسباب ؟

أ- هل الادارة العليا لم تعطيهـــم الصلاحيات الكافية •
ب- هل المندوبون غير مؤهلين لحمل مثل هذه الصلاحيات •

جـ - اسباب أخرى

15. If the answer to question 13 is "yes," indicate whether policies and instructions given to recruiters are

(a) quite clear.
(b) not clear enough.
(c) other _____ (Please specify.)

١٥- اذ كان المندوبون لديهـــم جميع المعلومات التســـــي يحتاجونها- هل هذه المعلومات

أ- واضحة تمامـــا
ب- غير واضحة
جـ - غير ذلك

16. Are there adequate records which show the need for foreign employees in each occupational category of your institution?

١٦- في الجهة التي تعمل لها هـــل هناك سجلات مناسبة - كافية توضح الحاجة للموظفين الاجانب في كـل مجموعة من المهن •

17. What attempts, if any, are made to reduce the number of foreign employees to be recruited?

١٧- اذا كان هناك اى محاولـــــة لتخفيض اعداد الموظفين الاجانب المستخدمين فما هـي؟

APPENDIX B

FIRST COMPREHENSIVE CONTRACT FOR THE EMPLOYMENT OF
FOREIGN EMPLOYEES IN THE SAUDI ARABIAN
CIVIL SERVICE
(1954)

المملكة العربية السعودية

عقـــد أستخدام

الموظفين الأجانب

العقد الموحد الصادر بالمرسوم الملكي

رقم ٣/١١/٥٨٤٦ في ١/٢/١٣٧٤ هـ

(القيمة : ريال واحد)

KINGDOM OF SAUDI ARABIA

[FIRST COMPREHENSIVE]

CONTRACT

FOR THE EMPLOYMENT OF FOREIGNERS

[IN THE CIVIL SERVICE]

Sanctioned and Enforced
By Virtue of
Royal Decree No. 3/11/5846
Dated 1/3/1374
[October 23, 1954]

Price : one Riyal

CONTRACT FOR EMPLOYMENT
OF FOREIGNERS

This .... day ....
A contract has been concluded
between :

1 . The Government of Saudi
Arabia, represented by ....
....
as First party .

2 . Mr. .... Of .....
Nationality as Second Party .
Both parties have agreed on the
following :

1 . First party shall employ second
party to work for the Ministry
of
Second party undertakes to
carry out the duties pertaining
to this post and all other duties
that come within its scope, for
a salary of ....
to be paid by first party at the
end of every Arabic (Hijry)
month. In addition to the
salary, a housing allowance of
.... shall be
paid to second party annually
in one lump sum. However, if
the Minister concerned provi-
des housing in one of the
Ministry's houses, no housing
allowance shall be paid.

عقـــد أستخدام
الموظفين الأجانب

العقـد الموحد الصــادر بالمرسوم الملكـي
رقم ٣/١١/٨٥٤٦ في ١/٣/١٣٧٤ هـ
انه في يوم ....
من شهر ١٣
تم التعــاقد بين كل من :
١ ـ الحكومة العـربية السعودية النـائب
عنهــا حضرة ....

طرف أول .

٢ ـ حضرة
الجنسية ....
طرف ثاني .

واتفق الطرفان على ما يأني :
١ ـ أن يستخدم الطـرف الأول الطـرف
الثاني ليعمل في وزارة
أو أحـد فروعهـا بالملكة العـربية
السـعودية وأن يشغل بهـا وظيفة
....

ويلتزم الطرف الثاني بأن يقوم بأعباء
هذه الوظيفة وبا يدخـل عـادة في
اختصـــاصها مقـابل راتب قــدره
.... ريالا
يدفع له من الطرف الأول في نهاية كل
شهر عربي ويضـاف الى هذا الراتب
بدل سكن قدره راتب
فقط سنويا يدفع له مرة واحدة الا اذا
أمن له الوزير المختص مسـكنًا من
المساكن التابعة لوزارته فيكتفى بذلك.

2. First party shall determine the station of second party on first employment. First party has also the right to transfer second party or assign him temporarily to any other station within the Kingdom, provided however, that second party shall, in the case of temporary assignment, be entitled, for the first month of such assignment, to an allowance at the rate of 50% of his monthly salary, as travel expense, and at the rate of 25% thereafter, for the duration of such assignment. Necessary means of transportation should also be provided.

However, in the case of transfer, second party shall be paid an allowance equivalent to 20% of his salary and the necessary means of transportation shall be provided to him for the onward journey.

3. Both parties have agreed that the period of this contract shall be .... renewable automatically, unless, 2 months prior to its termination, either party shall have given notice in writing to the other of its intention to terminate it. The period of this contract is deemed to commence as from the day second party boards a plane or

٢ ــ يحدد الطرف الأول للطرف الثاني مقر وظيفته عند استلامه للعمل وله أن ينقله أو يندبه الى أي بلد آخر داخل المملكة على أن يعامل الطرف الثاني في حالة الانتداب بأن يدفع له عن أول شهر بنسبة (خمسين في المائة) من راتبه باسم نفقات سفرية وعن الشهر الثاني وما يليه من الشهور بنسبة (خمسة وعشرين في المائة) طيلة مدة انتدابه مع تأمين وسائط النقل اللازمة له فقط أما في حالة الانتقال فيعامل الطرف الثاني باعطائه (عشرين في المائة) من راتبه مع تأمين وسائط النقل لمرة واحدة •

٣ ــ (أ) اتفق الطرفان على أن تكون مدة هذا العقد ويتجدد العقد من تلقاء نفسه اذا لم يخطر أحد الطرفين الآخر كتابة بخطاب مسجل اليه برغبته في انتهاء العقد قبل نهايته بشهرين •

(ب) تبدأ مدة هذا العقد من يوم ركوب الطرف الثاني الطائرة أو السفينة من وطنه الذي وقع

a ship in his country of domicile where he signed the contract, or from the day he starts to perform his duties if he is living in the place where his post is going to be and his contract is signed.

4. First party shall bear all transportation and travel expenses of second party and members of his family whom he supports, provided that the total of all, including the servants, shall not exceed four persons; also the transportation expenses of their personal effects from employee's country of domicile where he signed the contract, to his place of work in the Kingdom. In addition, first party undertakes to pay employee a sum equivalent to 20% of his monthly salary as preparation-for-travel expense. First party also undertakes to pay all such expenses upon the termination of the contract if the second party expresses his intention to return to his home country where he signed his contract. First party shall not bear travel expenses of second party's family unless it is ascertained that such family accompanies employee and arrives with him at his

فيه العقد أو من وقت مباشرته للعمل اذا كان الطرف الثاني مقيماً في البلد الذي توجد به الوظيفة ووقع فيه العقد .

٤ ـ يتحمل الطرف الأول كافة نفقات سفر الطرف الثاني مع أفراد أسرته الذين يعولهم بشرط أن يثبت اعالتهم شرعاً بموجب شهادة رسمية يقتنع بها الطرف الأول وأن لايسمح لهم بالعمل في الداخل الا وفق الأنظمة المعمولة بها على أن لا يزيد عدد الجميع عن أربعة أشخاص بما فيهم الخدم وكذا نفقات نقل لوازمهم وذلك من مقر الموظف حيث وقع العقد الى مقر وظيفته بالملكة .

كما يلتزم بأن يدفع اليه فوق ذلك عشرين في المائة من راتبه الشهري كنفقات اعداد للسفر كما يلتزم الطرف الأول بذلك كله عند انتهاء العقد ورغبة الطرف الثاني في العودة الى وطنه الذي وقع فيه العقد ولا يتحمل الطرف الأول نفقات سفر الأسرة الا اذا تحقق اصطحاب الطرف الثاني لها ووصولها الى مقر العمل وهذا لمرة واحدة حين القدوم للمملكة وأخرى حين العودة بعد اتمام العقد ، أما في حالة سفر الطرف الثاني بالاجازة فلا يتحمل الطرف الأول

place of work. Such expenses shall be paid once only, on coming to the Kingdom and on return upon the termination of the contract. However, when second party goes on vacation, first party shall only bear transportation cost for the onward and return journey of the employee alone excluding any members of his family .

الا اجرة سفر الطرف الثاني وعودته لوحده دون أفراد عائلته .

5 . Second party should expedite his arrival to his place of work in the Kingdom of Saudi Arabia and present himself to the appropriate authority within one month from the date the contract is signed; otherwise first party has the right to cancel the contract without bearing any responsibility . In this event, first party should merely notify second party of the cancellation, unless, however, first party was the cause of this delay, or that the delay was due to some unforseen circumstances .

٥ ـ على الطرف الثاني أن يبادر بالحضور الى مقر وظيفته بالمملكة العـــربية السعودية وتقـــديم نفسه الى جهـــة الاختصاص بها خلال شهر من تاريخ توقيع هذا العقـــد والا فحق للطرف الأول فسخ العقـــد وذلك دون أية مسؤولية عليه ويكتفى في ذلك باخطار الطرف الثاني بهذا الفسخ وذلك مالم يكن الطـرف الأول هو المتسبب في هذا التأخير أو كانت هنـاك أسباب قهرية دعت لهذا التأخير .

6 Transportation of second party in the performance of his duty shall be provided by first party.

٦ ـ انتقـالات الطرف الثـاني في أعمـال وظيفته تؤمن من قبل الطرف الأول .

7 . Second party shall be entitled to a normal vacation of 45 days each year and shall receive the salary for the vacation prior to its commencement. First party

٧ ـ للطرف الثاني اجازة اعتيادية سنوية قدرها شهر ونصف ويتقاضى الطرف الثاني راتب هذه الاجازة قبل بدئها وللطرف الأول خلال هذه السنة حق

has the right to determine, within the course of this year, the time of this vacation as dictated by the exigencies of the service.

8 First party has the right, with the consent of second party, to cancel the annual vacation, if the exigencies of the service so warrant, provided that second party shall be compensated for this by the payment of an additional salary calculated proportionately with his monthly salary for the said period.

9. Second party should be free from communicable diseases, or diseases that will prevent him from exercising the duties of his post. This must be established before signing the contract. However, if he falls sick afterwards, he shall be entitled to a period of one month sick leave with full pay, provided that his entitlement to this sick leave is established by a sick report issued by two recognized doctors and approved by the appropriate health authorities. No medical or transportation expenses shall be paid to him whether treatment takes place within or outside Saudi Arabia.

10. First party has the right to cancel the contract, at any time.

تحـديد تاريخهــا وفق مقتضيــات العمل .

٨ ـ يحق للطرف الأول بعد موافقة الطرف الثاني أن يلغي اجازته السنوية نظراً لحاجة العمل على أن يعوضه عن ذلك بأن يدفع له راتباً اضافياً مثل راتبه الشهري عن المدة المذكورة .

٩ ـ يشترط في الطرف الثاني أن يكون سالماً من الأمراض المعدية أو الأمراض التي تمنعه من القيام بواجب الوظيفة ويجب التثبت من ذلك قبــل توقيع العقد معه فاذا أصيب بعد ذلك بمرض أصبح له الحق في اجازة مرضية لمدة شــهر واحـد براتب كامل ويجـوز تمديدها الى شهرين آخرين فقط ليعطى عن كل شــهر راتب كامل شــريطة ثبوت استحقاقه في الاجــازة المرضية بموجب تقرير يعطى من طبيبين معترف بهما والتصديق على هذا التقرير من الجهات الصحية ولا يعطى له أي شي. مقابل نفقات العلاج أو وسائط النقل سواء كان عــلاجه في الداخل أم في الخارج .

١٠ ـ للطرف الأول حق فسخ العقد في أي وقت بسبب ضعف كفاية الطــرف

due to the inefficiency or misconduct of second party, in which case, second party shall have no claim against first party, except for the expenses of his and his family's return home where the contract was signed, in accordance with article four of this contract. First party reserves also the right to cancel this contract by serving a notice, for any reason besides the two above mentioned reasons. In this event, he shall compensate second party by the payment of two months salary in addition to the travel expenses for himself and his family to his country of domicile (where he signed the contract). in accordance with article four of this contract.

Second party has the right to request the cancellation of this contract for reasons which he should mention to first party . First party has the full right to accept or reject this request. In the case of acceptance, second party shall have no claim against first party and he should return home with his family at his own expense. In case of rejection and the insistence of second party to cancel the con-

الثاني أو سوء سلوكه وفي هذه الحالة لا يكون للطرف الثاني أي حق قبل الطرف الأول سوى نفقات اعادته وأسرته الى وطنه الذي وقع فيه العقد طبقاً لما ذكر بالمادة الرابعة من هذا العقد .

كما أن للطرف الأول الحق في فسخ العقد لغير هذين السببين باخطار كتابي وعليه في هذه الحالة أن يعوض الطرف الثاني بدفع راتب شهرين فضلا عن نفقات سفره وأسرته الى وطنه حيث وقع العقد وفق المادة الرابعة من هذا العقد .

وللطرف الثاني طلب فسخ العقد لأسباب يبديها للطرف الأول الذي له الحق المطلق في قبول الطلب أو رفضه وفي حالة قبول الطلب لا يكون للطرف الثاني أي حق قبل الطرف الأول وعليه أن يعود وأسرته الى وطنه حيث وقع العقد على نفقته الخاصة وفي حالة رفض الطلب واصرار الطرف الثاني على فسخه العقد للظروف المذكورة فعليه أن يدفع للطرف الأول راتب شهرين كاملين ثم يعود وأسرته الى

tract for the stipulated reasons, he has to pay first party two full months salary and return home with his family at his own expense.

11. This Contract shall be considred as a permit from the Saudi Arabia Government, authorising the Second party to reside and travel in the Kingdom throughout the validity of this Contract without the need for any residence or travel permit. Such right shall be extended also to dependent members of his family.

The appropriate Ministry shall, however, notify the Ministry of Interior to furnish second party with a residence permit.

12. Without prejudice to the provisions of this contract, second party shall, for the duration of his stay in the Kingdom be subject to all present and future laws applicable to civilians. With regard to military personnel, second party shall, for the duration of this contract, be subject to all military rules, orders and instructions.

13. Any dispute arising from the execution or alteration of this contract shall, with regard to civilians, fall within the jurisdiction of the courts of the

وطنه على نفقته الخاصة .

١١ ــ يعتبر هذا العقد بمثابة ترخيص من الحكومة العربية السعودية الى الطرف الثاني بالاقامة فى المملكة والتنقل فيها طوال مدة العقـــد دون حـــاجة الى ترخيص اقامة أو انتقال ويشمل هذا الحق أفراد أسرته الذين يعولهم على أن تشـــعر الوزارة المعنية وزارة الداخلية باعطائه تصريحاً بالاقامة .

١٢ ــ مع عدم الاخلال بنصوص هذا العقد يخضع الطرف الثاني طوال مدة بقائه بالمملكةلجميع الأنظمةالحالية والمستقبلة وهذا بالنسبة للمدنيين . أما بالنسبة للعسكريين فيكون الطرف الثـــاني خاضعاً طوال مدة العقد لجميع الأنظمة والأوامر والتعليمات العسكرية .

١٣ ــ كل نزاع ينشأ فى تنفيذ أو تغيير هذا العقد يخضع لاختصاص قضاء المملكة العـــربية الســـعودية وهذا بالنسبة للمدنيين أما بالنسبة للعسكريين فكل

Kingdom of Saudi Arabia. Any
breach of this contract by mili-
tary personnel shall be settled
by a local court or a military
committee formed for this pur-
pose by the ministry of Defence
and Aviation.

14. This contract shall be prepared
in five copies, four of which
shall be retained by first party,
and the fifth shall be delivered
to second party for his comp-
liance and adherence to its pro-
visions as of the date it is
signed.

First party   Second party

if any difference or doubt shall
arise between the Arabic text
and the English translation,the
Arabic text shall prevail.

اخلال بهــذا العقد يبت فيه من قبل
المحاكم المحلية والنجــائس المسكرية
التي تشكليــا وزارة الدفاع والطيران
لهذا الغرض .

١٤ـ يحرر هذا العقد من ست صور يحتفظ
الطرف الأول بخمس منها نخضــع
أربع منهــا لنظام الطوابع ويســلم
الطرف الثاني الصورة الســادسة
وذلك للعمل بوجبه والقيد بنصوصه
من تاريخ توقيعه .

الطرف الأول   الطرف الثاني

في حالة وجود أي خلاف بين النص
العربي والترجمــة الانكليزية . فان
النص العربي هو المعتمد

APPENDIX C

MOST RECENT CONTRACT FOR THE EMPLOYMENT OF
FOREIGN EMPLOYEES IN THE SAUDI ARABIAN
CIVIL SERVICE
(1978)

<div dir="rtl">

الملحق رقم (١)

المملكة العربية السعودية

ــ عقد توظيف ــ

انه في يوم / / ١٣ هـ ، الموافق / / ١٩ م

تم التعاقد بين كل من :ــ

أولا : وزارة / مصلحة / مؤسسة المشار اليها فيمــا بعد بـ
(الوزارة) .

ثانيا : المشار اليها فيمــا بعد بـ
(المتعاقد) .

واتفق الطرفان على ما يأتى :ــ

مادة (١) يباشر المتعاقد واجبات وظيفة في مقر الوزارة
أو فروعها وتشمل واجبات هذه الوظيفة ما يأتى :ــ

أ ــ

ب ــ

جـ ــ

د ــ أية واجبات اخرى تكلفه بها الوزارة ، ويتعهد المتعاقـد
بتأدية ما يعهد به اليه من واجبات ومسئوليات بدقة وامانة
وعلى افضل وجه يستطيعه .

مادة (٢) يسرى هذا العقد لمدة وتبدأ هذه المدة مـن
التاريخ الذى يغادر فيه المتعاقد موطنه متوجها الى المملكة
على الا تزيد المدة بين مغادرة الوطن والتقدم لمباشرة العمل
وفقا لتعليمات الوزارة على ثلاثة ايام أو مـن اليوم الذى
يتقدم فيه المتعاقد لمباشرة العمل وفقا لتعليمات الوزارة اذا
كان مقيما في البلد الذى توجد به الوظيفة ووقع فيه العقد .

</div>

مادة (٣) تدفع الوزارة الى المتعاقد راتبا شهريا مقداره (رقما)
(كتابة)   ريالا سعوديا يصرف في نهاية
كل شهر هجرى وبدل انتقال شهرى مقداره (رقما)
(وكتابة)   ريالا سعوديا .

مادة (٤) تؤمن الوزارة للمتعاقد ولعائلته تذاكر السفر الجوى الآتية :ـ

أ ـ مرة حين القدوم من موطنه الى المملكة في بداية مــدة
العقد ما لم يكن مقيما بالمملكة عند تعيينه ومرة أخرى
حين العودة الى موطنه في نهاية مدة العقد ويستثنى مـن
ذلك من كان مقيما بالمملكة عند تعيينه ، وكانت مــدة
خدمته أقل من سنتين .

ب ـ .من المملكة الى موطنه ذهابا وايابا مرة كل سنة أثنـاء
مدة العقد عندما يرخص له اجازة عادية ، وتمنح تذاكر
السفر في حدود أربعة أشخاص بمن في ذلك المتعاقد نفسه .

مادة (٥) تدفع الوزارة الى المتعاقد ما يلى :ـ

أ ـ بدل سكن مقداره (رقما)   (كتابة)
ريال، ويدفع هذا البدل دفعة واحدة سنويا ومقدما فـى
بداية مدة العقد ثم في بداية كل سنة من سنوات التجديد
ولا يستحق المتعاقد بدل السكن اذا أمنت الوزارة لـــه
مسكنـا .

ب ـ بدل تجهيز عند بدء التعاقد بمقدار ٥٠٪ من الراتب
الشهرى المقرر له .

مادة (٦) يستحق المتعاقد اجازة عادية براتب كامل مقدارها خمســـة
وأربعون يوما عن كل سنة كاملة من سنوات الخدمة ، وتعتبر
العطلة الصيفية بالنسبة للمدرسين بمثابة الاجازة العاديـــة
ويجوز للوزارة تكليفهم أثناء الاجازة بمهام تتعلق بعملهــم

على أن لا يقل ما يتمتع به المدرس من الاجازة عن خمســـة وأربعين يوما ، سنويا ·

مادة (٧) لا يجوز الحصـول على الاجازة العادية الا بعد استحقاقها فعلا ، ويجوز عند الضرورة تجزئتها بحيث لا يزيد على فترتين، ولا تصرف تذاكر السفر الا عند التمتـع بالفترة الاخيرة منها ·

مادة (٨) للوزارة وفقا لمتطلبات العمل أن تؤجل الحصول على الاجازة العادية على ألا تتجاوز مدة التأجيل خمسة أشهر من السنة الجديدةللمتعاقد، وللوزارة كذلك الغاء الاجازةكلها أو بعضها على أن يكون الالغاء بموافقة المتعاقد ، ويكون التعويض عنها بمبلغ يعادل راتب المتعاقد في السنة التى أستحقت فيهـــا الاجازة ·

مادة (٩) اذا أصيب المتعاقد بجرح أو مرض يمنعانه من أداء عملـــه بصورة مؤقتة، استحق اجازة مرضية مدتها شهر واحد براتب كامل ويجوز تمديدها شهرين آخرين بنصف راتب ، وذلك عن كل سنة كاملة من سنوات الخدمة ·
ولا تستحق الاجازة المرضية اذا وقعت الاصابـة أو المرض أثناء وجود المتعاقد. في الخارج في اجازة عادية ·

مادة (١٠) تستحق المتعاقدة اجازة وضع براتب كامل مدتها خمســـة وأربعون يوما بما في ذلك أيام العطل الرسمية ·

مادة (١١) أ ـ يخضع المتعاقد لكافة الاحكام الواردة بالفصل الثانى من الباب الثانى من نظام الخدمة المدنية الصادر بالمرســـوم الملكى رقم م/٤٩ وتاريخ ١٠/٧/١٣٩٧ه ، تحـــت عنوان (الواجبات) وكذلك للاحكام المكملة لها والواردة باللوائح التنفيذية لنظام المذكور ·
ب ـ يخضع المتعاقد بالنسبة الى الاخطاء الوظيفية التـــى

يرتكبها أثناء الخدمة لنظام تأديب الموظفين الصادر بالمرسوم الملكى رقم م/٧ فى ١/٢/١٣٩١هـ وكافة القرارات المكملة له ·

مادة (١٢) اذا تخلف المتعاقد عن التقدم لمباشرة مهام وظيفته وفقا للتعليمات المبلغة له دون عذر مشروع خلال شهر من تاريخ توقيعه على العقد أو موافقته على التعاقد جاز للوزارة الغاء العقد ويعتبر عندئذ كأن لم يكن وتخطر الوزارة المتعاقد بذلك كتابيا وتسقط كافة حقوقه قبلها ·

مادة (١٣) اذا لم يرغب اى من طرفى العقد تجديده وجب عليه اخطار الطرف الاخر بذلك كتابة قبل انتهاء مدة العقد بشهرين على الاقل والا تجدد العقد لمثل مدته بقوة النظام ·

مادة (١٤) ينتهى العقد قبل انتهاء مدته فى الحالات الآتية :ـ

أ ـ قبول الاستقالة ·

ب ـ الانقطاع عن العمل دون عذر مشروع تقبله الوزارة لمدة تزيد على خمسة عشر يوما متوالية متى رأت الوزارة انهاء العقد لهذا السبب ·

جـ ـ الغاء الوظيفة ·

د ـ العجز عن اداء العمل ·

هـ ـ عدم الصلاحية للوظيفة ·

و ـ الفصل التأديبى بقرار من مجلس المحاكمة ·

ز ـ الفصل للمصلحة العامة ·

ح ـ الحكم على المتعاقد بحد شرعى أو الحكم عليه فى جريمة مخلة بالشرف او الامانة او بالسجن لمدة تزيد على سنة فى أية جريمة اخرى ·

مادة (١٥) أ ـ يمنح المتعاقد بعقد شخصى عند انتهاء الخدمة مكافأة تعادل راتب نصف شهر عن كل سنة كاملة من سنوات خدمته بشرط أن يكون قد أمضى ثلاث سنوات متوالية على الاقل في الخدمة بموجب العقد وبحد أقصى مقداره ٥٠٠٠٠ خمسون الف ريال .

ب ـ اما المتعاقد بالاعارة فيمنح عند انتهاء الخدمة مكافأة تعادل ربع راتب شهر عن كل سنة كاملة من سنوات خدمته بشرط أن يكون قد أمضى ثلاث سنوات متوالية على الاقل في الخدمة بموجب العقد وبحد أقصى مقداره ٢٥٠٠٠ ، خمسة وعشرون الف ريال .

مادة (١٦) أ ـ يمنح المتعاقد الذى تنتهى خدمته بسبب الغاء الوظيفة أو الفصل للمصلحة العامة تعويضا يعادل راتب شهرين أو راتب المدة المتبقية من العقد أيهما أقل .

ب ـ يعامل المتعاقد فى حالة الاصابة بعجز أوعاهة دائمة تمنعه عن أداء العمل بصورة قطعية أو ورثته فى حالة الوفاة بما يعامل به الموظف السعودى وفقا للاحكام المنصوص عليها في نظام الخدمة المدنية ولوائحه التنفيذية بشرط أن يكون العجز أو الوفاة ناشئين بسبب العمل .

مادة (١٧) اذا انتهت خدمة المتعاقد بسبب الانقطاع عن العمل أو فصله بقرار من مجلس المحاكمة أو أدانته جنائيا سقط حقه فى التعويض عن مدة الاجازة وفي مكافأة نهاية الخدمة .

مادة (١٨) تخضع كافة المبالغ التى تدفع للمتعاقد أو المزايا النقدية والعينية التى يتمتع بها بموجب هذا العقد للضرائب والرسوم وغير ذلك من التكاليف المقررة عليه بالمملكة فى تاريخ التوقيع على العقد وما يطرأ عليها من تعديلات بعد هذا التاريخ .

مادة (١٩) في حالة وفاة المتعاقد تتحمل الوزارة كافة النفقات اللازمــة لنقل جثمانه ونقل أفراد عائلته الى موطنه ، واذا كان المتوفى احد أفراد عائلة المتعاقد المنصوص عليهم في المادة (١٨) مـن اللائحة تحملت الوزارة نفقات نقل الجثمان ويمنح المرافق تذكرة اركاب بالطائرة مرجعا على حساب الوزارة .

مادة (٢٠) ترفع التظلمات التي يقدمها المتعاقد حول تطبيق هذا العقد الى الوزارة لتحيلها الى الديوان العام للخدمة المدنية مشفوعة برأيها ، ويكون القرار الذى يصدره الديوان نهائيا .

مادة (٢١) يرجع الى لائحة توظيف غير السعوديين في الوظائف العامــة الصادرة بقرار مجلس الخدمة المدنية رقم ٤٥ وتاريخ ١ / ٨ / ١٣٩٨ه في كل ما لم يرد في شأنه نص في هذا العقد .

مادة (٢٢) حرر هذا العقد من أصل و   صور أعطت صورة منها الوزارة بالمجان الى المتعاقد واحتفظت الــوزارة بالاصل وباقى الصور .

الوزارة   المتعاقد
الاســم :   الاســـم :
الوظيفة :   التوقيع :
التوقيع :

APPENDIX D

PERSONAL IDENTIFICATION CARD FOR FOREIGN EMPLOYEES
IN THE SAUDI ARABIAN CIVIL SERVICE

الديوان العام للخدمة المدنية

الإدارة العامة للمتعاقدين

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(بطاقة بيانات متعاقد)

أ - معلومات شخصية

	الأول	الأب	الجد	العائلة	الجنسية
الاسـم :					

تاريخ الميلاد : .... مكان الميلاد : ....

الصورة الشمسية
٣ × ٤

رقم جواز السفر : .... تاريخه : .... مكان صدوره ....

نوع العقد : داخلي ☐ خارجي ☐ اعارة رسمية ☐   مكان التعاقد :

ب - مؤهلات علمية

ملاحظات	مقر الدراسة	المدرسة أو الجامعة	عدد سنوات الدراسة	سنة التخرج	التخصص	مسمى المؤهل العلمي

أذكر خبراتك العملية مبتدئا بأول وظيفة التحقت بها حتى آخر وظيفة بما في ذلك خبراتك في المملكة ..

ج - الخبرات السابقة

ملاحظات	سبب الانفكاك	جهة العمل	تاريخ الانفكاك	تاريخ الالتحاق	مسمى الوظيفة

هل سبق أن عملت بالمملكة :   نعم ☐   لا ☐   اذا كان نعم فما هي الجهة التي سبق أن عملت فيها

.... تاريخ الالتحاق .... تاريخ الانفكاك .... السبب ....

أقر انا الشخص الموقع اسمي أدناه أنني قد راجعت المعلومات الموضحة أعلاه وأنني أتعهد بصحة كل ما ورد بها وأتحمل تبعه ما يترتب على ذلك .

الاسم : ....   التوقيع : ....   التاريخ : ....

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مسمى الوظيفة	مقرها	مرتبتها	رقمها	تاريخ شغلها	مؤهلها	مقدول التفوق	تاريخ التحاقه بالوظيفة	الجهة التابع لها

سببه	تاريخه	رقم الأمر وتاريخه	هل يوصى باستخدامه مستقبلا
			نعم ☐ لا ☐

الموظف المختص   مدير عام المتعاقدين أو من ينيبه

الاســـم : ....   الاســـم : ....

التوقيع : ....   التوقيع : ....

تعليمات كيفية ملء هذا النموذج :

أ ــ الفقرات أ ، ب ، جـ تملأ من قبل المتعاقد عنداكمال اجراءات التعاقد على أن تراجع المعلومات
المدرجة من قبل الموظف المختص .

ب ــ الفقرة د تملأ من قبل الموظف في مكتب التوظيف أو من قبل الجهة المختصة ويكمل الباقى حسب سير
خدمته .

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