Batterjee Medical College

Medical Education
and Lifestyle



Workforce Planning Policy

Human Recourses Department

Introduction:

Overview:

Workforce planning is a crucial function in any organization that shapes various key organizational factors such as the human capital of an organization, cost structure associated with employment, organizational design, recruitment needs and hiring schedules, training & development needs, succession planning, and retention initiatives. It is BMC's intent to conduct annually efficient, comprehensive workforce planning to:

- Have clear strategic workforce direction.
- Ensure workforce requirements are aligned with its business plans.
- Guide senior management on how to structure BMC and organize the workforce.
- Identify and implement skills gap reduction/minimization strategies.
- Enable more accurate forecasting and reduce overspending through achieving the optimal number of employees with the right set of knowledge, skills, and capabilities.
- Prioritize the need of human resources as per Programs' & Departments' needs.

This policy & procedure describes the importance of understanding the number and type of employees BMC needs to accomplish its strategic and operational goals & objectives. It provides guidelines to the HR department and the college leaders to realistically project human resource costs and identify the minimum and maximum number of employees needed, while setting forth succession planning for key positions in BMC.

Purpose:

The main purpose of this policy is to:

- Rationalize the workforce planning process and institutionalize it while involving all stakeholders in planning the human resource needs at BMC.
- Enhance the quality of new hires by allowing enough time for the recruitment team to source and evaluate applicants and serve due process in interviewing & onboarding new hires.
- Allow the HRM to realistically project the master HR budget and set the department's goals & objectives, targets, and KPIs.
- Right-size BMC and make calculated decisions on the ideal number of administrative and academic staff, along with needed specializations and unique knowledge, skills, and capabilities.

Scope:

This policy applies to all Colleges, Divisions, Academic Programs, and Departments of BMC.

Definitions:

Headcount: total number of active employees working in BMC

Executive Team: Corporate Level positions whom is Authorized to approve the manpower plan

HOP/HOD: Head of Program / Head of Department

HRIS: Human Resources Information System

Policy Statement:

1. Led by the HR Department, workforce planning is an organization-wide activity that shall be conducted annually and driven by the number of students (student-academic staff ratio), specialization, teaching-load, and research activity of the College.
2. Workforce planning shall define, at a minimum, the projected headcount for each program, unit, and department; projected costs; employees' grade/academic title; specialization/skill set; Saudization ratio, male to female ratio, and timeframe for each position.
3. The academic and business vision & standards shall guide discussions between HR and the Head of academic/business unit; with consideration given to financial capacity. Therefore, budgeting shall be carried out based on basic required number of staff for any of the assigned task respectively in academic or administrative areas; and shall consider the Full-Time Equivalent (FTE) as the calculation unit with working hours per week equal to (40) hours.
4. All BMC units & departments shall actively participate in the workforce planning and have an approved workforce plan in such a way that the Head of the program/major department identifies future human resources needs; the HR department aligns it with operational goals & objectives and recruitment standards; dean approves the college wide program; and the executive team aligns the plan with the strategic goals & objectives.
5. When conducting workforce planning, only the headcount of the current academic year and any approved hiring in process shall be considered. Furthermore, budgeted positions not hired in an academic year shall not be carried over to following academic years, and only current list of staff shall be used as the basis for the manpower planning process.

6. Projected salaries of new hires, including replacement ones, shall be calculated based on the mid-point of the salary scale for the same qualification and specialization.
7. The workforce plan shall be aligned with BMC's organizational chart. If a new position exists which is not aligned with the organizational chart, then the HRM and the HOP/HOD shall update the relevant organizational chart immediately after the manpower plan is approved, giving the new position a grade in the salary scale; a job description; and entering it in the HRIS system; No hiring shall start without properly profiling and grading a needed position.
8. Recruitment requests and contract renewal/termination decisions shall be in accordance with the approved workforce plan.
9. Workforce planning is a long, complex process that requires in most cases prolonged meetings and discussions between various departments, and therefore, it is advised to start the planning process as early as possible as approved departmental workforce plans shall be finalized before March (1st) of every year.
10. Due to changes in academic and business needs, especially after receiving the actual number of students at the beginning of academic year, hiring managers may request to update the approved manpower plan by adding/removing/changing headcounts and/or specializations requested by September (30th) with reasonable justification. Any changes to the original workforce plan shall be approved as per the established signing authority.
11. Ad hoc recruitment may be required to overcome unforeseen staff requirements such as new projects, legal compliance, etc. In such cases, the HR department shall obtain approval as per the established signing authority and feed changes in the workforce plan.
12. The HR Department shall monitor the implementation of all department workforce plans.

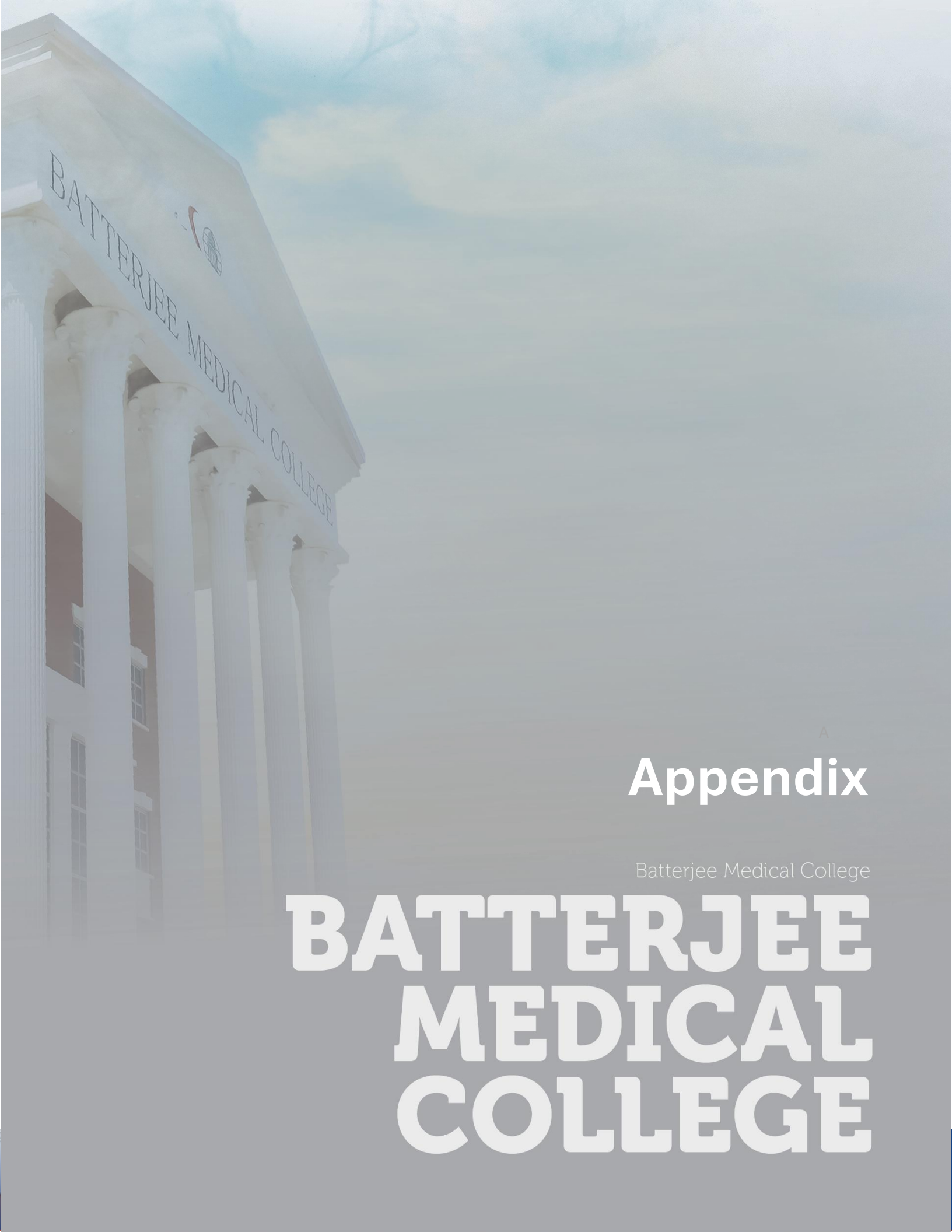


13. All information pertaining to the workforce planning before and after it is approved is strictly confidential and all participating individuals shall exercise discretion and care when discussing it and handling its content.

End of Policy.

Policy Reference				
Policy Code: ADM-HR-003	**Effect Date**	01/01/2024	**Review Date**	01/01/2027

Policy Approvals			
Name	**Job Title**	**Signature**	**Date**
Mrs. Nada A. Alghamdi	HR Manager		10/17/2024
Mr. Ghaze I. Al-Nasairi	COO		10/21/2024
Dr. Osama A Kensara	CAEO		10/21/2024



Appendix

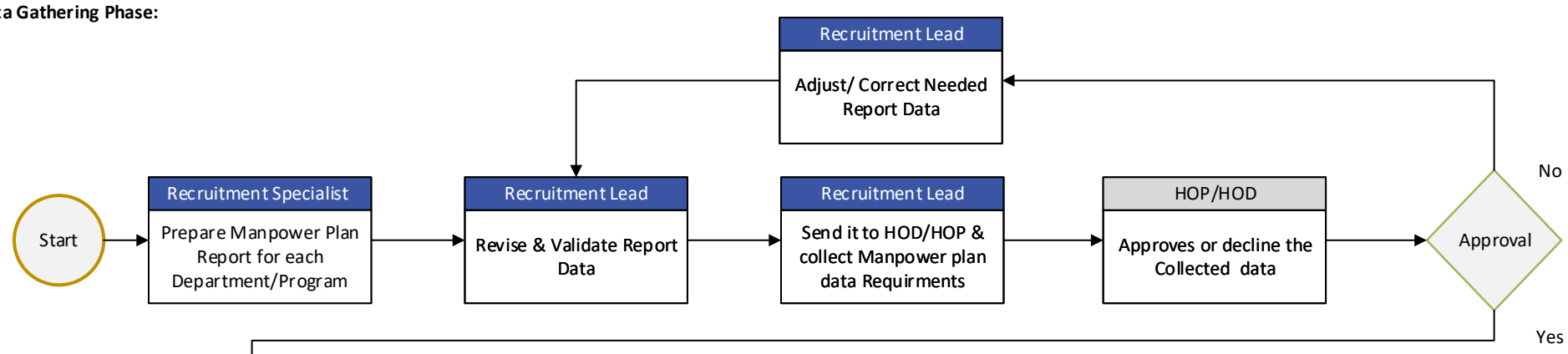
Batterjee Medical College

BATTERJEE MEDICAL COLLEGE

Workforce Plan Procedure		
Procedure	Timeline	Responsibility
1. Data Gathering Phase: 1.1 Prepare the current headcount report with updated data of active employees, confirm visa availability & governmental status (Saudization), update Job descriptions if needed , maintain academic data from academic affairs of faculty teaching load, number of current & expected students, published researches achieved during academic year of each faculty member, and provide it to recruitment lead.	1st week of Jan	Recruitment Specialist Academic coordinator
1.2 Prepare a separate report of each program/ department after data collection to be sent to HOP/HOD in each branch		Recruitment Specialist
1.3 Revise & validate the given report by Recruitment specialist.		Recruitment Lead
1.4 Starts to officially communicate with all HOP/HOD, using the unified email template with data report attached, and to set an individual planned meeting with each. to discuss hiring needs, challenges, expectations along with analyzing and justifying each position either if its (new position /downsize/ or replacement) & to finalizing the plan of each program/ department independently.	2nd week of Jan	Recruitment Lead
1.5 Recruitment Lead shall highlight and agree upon with HOP/HOD the rate of difficulties in each position/ time to fill/ prioritize the hiring requests/ the possibility for succession internally, and to record the projected cost of hiring in each position.		Recruitment Lead HOP/HOD
2. Plan Creation Phase: 2.1 Collect approvals and signatures of each program/ department from HOP/HOD, after finalizing all needs and requirements of the coming academic year.	1st week of Feb	Recruitment Lead HOP/HOD
2.2 Forming the first draft of Manpower plan in one consolidated report for each branch, containing all programs & departments inputs. Start Calculating all ratios, current & projected salaries needed for budgeting the requirements of the new academic year.		Recruitment Lead
3. Revision & Approvals Phase: 3.1 Recruitment Lead, will review and share the first draft with Deans in each branch to discuss and maintain the first initial approval on the manpower plan document.		Recruitment Lead BMC Deans
3.2 Submit the Manpower plan to HRM for final review.	3rd week of Feb	Recruitment Lead HRM
3.3 HRM Shall Approve and raise it to BMC Corporate Management for Final Approval.		HRM COO/ CAEO
4. **Implementation Phase:** 4.1 Provide the approved manpower to Recruitment lead to start the implementation process.	1st of March	HRM Recruitment Lead
4.2 Implementation of Manpower Plan		Recruitment Specialist
*End of Procedure		

BATTERJEE MEDICAL COLLEGE

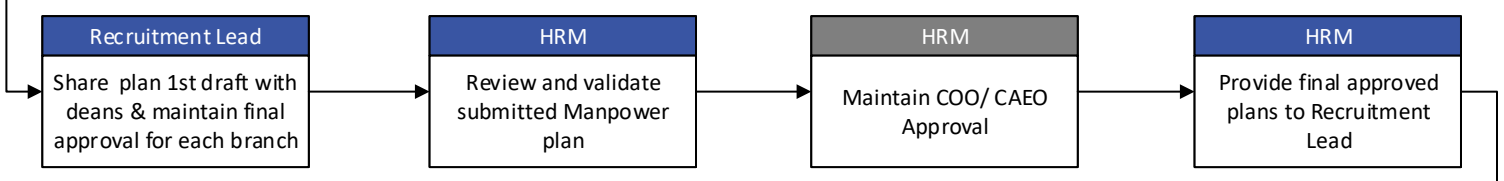
1. Data Gathering Phase:



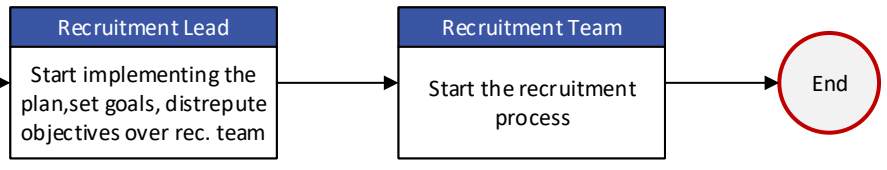
2. Plan Creation Phase:



3. Revision & Approvals Phase:



4. Implementation Phase:



- HOP/HOD: Head of Department/ Program
- Rec. Team: Recruitment Specialists.
- HRM: Human Resources Manager

Prepared By: Human Resources Department

1- **Announcing the start of annual manpower plan email template:**

Dear Dr. ****,

I hope you are doing well…

We are scheduled to start the annual manpower plan from now to allow ourselves enough time to recruit & onboard the needed new talents for the upcoming year. Therefore, you are kindly requested to review the attached manpower plan and enter your program/department's full requirements. To do that, kindly follow the following steps:

1. Confirm that all members of the team are mentioned in the sheet. If an employee is added by error or has left your team; kindly mention it in the last column.
2. Confirm the position and type for each member. Column "D" (type) can be teaching staff, technical staff (e.g. lab tech), or Admin staff (e.g. program coordinator)
3. Enter the expected teaching load in column "N" for each employee. The expected teaching load is based on your judgement for the upcoming year. If you are not sure, then enter the most recent teaching load.
4. Enter your recommendation/decision in column "O" for each employee. You can recommend to either:

- Keep
- End – and find a replacement.
- End – no need for replacement.
- Leaver- the employee is leaving us.
- Promote

5. Enter your expected hiring needs, and whether this is an additional resource or a replacement.

Once this part is done, the HR department will be completing the necessary paperwork and obtaining approvals for the next year's headcount and positions, and they will work closely with you to ensure the hiring needs are filled. Kindly have this sent to Mrs. **** ***** @ *** *********@bmc.edu.sa or by **Sunday, 00th Feb 20****.

Feel free to write to me if you have any questions or concerns…

2- **Maintaining final approval of Hiring Manager on requested plan email template:**

Dear Dr. ******,.

Greetings from the BMC recruitment.

I would like to schedule a quick visit to your office to sign the attached approved manpower plan for your program/department. For your convenience.

I have attached it for your reference. Please let me know when I can visit your good office to obtain your signature on it. This will also be a good opportunity for me to answer any questions you may have pertaining to recruitment in general, what's next, or BMC's recruitment portal – "ZOHO".

Looking forward to hearing from you… and have a good day!

Recruitment Team..

3- **Manpower Plan Sheet Template Sent to Hiring Manager:**

- **Data to be prepared by HR:**

BMC ID	Employee Name	Job Position	Type	Group	Department	Section	Nationality	Gender	Age	Joining Date	Contract End Date	Tenure in years	Decision
000	Ahmed ***	***	Admin Staff	***	Corporate - Finance	***	Saudi	Male	00	0000	0000	00	****

- **Data to be Filled by Hiring Manager:**

Sr.	Position Title	Type	# to be hired	Min Qualification	Preferred Specialization	Preferred Gender	Date Needed	Additional Info
1	****	Replacement	00		Saudi	Any		1-2 Years Experience
2	****	New Position	00		Any	Male/ Female		5-10 Years Experience

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BATTERJEE MEDICAL COLLEGES
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BMC

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Audit Trail

DigiSigner Document ID: f2720830-ccb7-4377-8596-34292ad4ffd4

Signer

Signature

Email: nada.alghamdi@bmc.edu.sa
IP Address: 87.101.143.26



Email: ghaze.alnasairi@bmc.edu.sa
IP Address: 87.101.143.26



Email: caeo@bmc.edu.sa
IP Address: 87.101.143.26



Event	User	Time	IP Address
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