

NCGR Personal Affairs Business process

Table of Contents

INTRODUCTION	1
1.EXECUTIVE SUMMARY	2
1.1 Business Problem	3
1.2 Available Options	3
1.3 The Most Important Outcomes.....	4
2.PROCESS DISCOVERY	5
2.1 Identification of the critical process.	5
2.2 Assumptions Made	5
2.3 process discovery methodology	6
2.4 Process model “AS-IS”	7
2.5 Process Model (quality assurance) activities	9
3.PROCESS ANALYSIS	12
3.1 Redesigning Goals	12
3.2 Process Analysis with qualitative approach	12
3.3 Identifying key Issues and redesign process	13
4.PROCESS REDESIGN	14
4.1 Justification for Proposed Recruitment Process Changes:	14
4.2 Heuristic Process Redesign methodology	15
4.3 Process model “TO-BE”.....	15
CONCLUSION	16
REFERENCES	17

Table of figures

Figure 1. Recruitment Process	7
Figure 2. Schedule Interview Sub Process.....	7
Figure 3. Onboarding Process Sub Process	7
Figure 4. Improvement Process	8
Figure 5. Resignation Process.....	9
Figure 6. To-Be Recruitment Process	15

Introduction

Efficient and streamlined processes are essential for the success of organizations, especially those driving public sector transformation like the National Center for Government Resource Systems (NCGR). This project focuses on analyzing and redesigning the recruitment process within the Employee Affairs section of NCGR's Solutions and Products Department. Recruitment plays a pivotal role in aligning organizational goals with Saudi Vision 2030 by ensuring the timely acquisition of skilled talent.

Through process discovery, analysis, and redesign, this project identifies inefficiencies and bottlenecks in the current recruitment workflow, such as manual evaluations and long approval times. By applying business process management methodologies, we propose solutions to optimize the process, enabling faster decision-making and better resource utilization. This study aims to enhance operational efficiency, reduce delays, and support NCGR's mission of driving digital transformation across government sectors.

1.Executive Summary

The **Solutions and Products Department** at the **National Center for Government Resource Systems (NCGR)** plays a crucial role in driving the digital transformation of government services. The NCGR serves as a comprehensive unified electronic system for financial management, human resources, procurement, and supply chain systems, enabling government entities to efficiently manage internal procedures.

This department partners with public sector organizations to identify their specific needs and develop tailored digital solutions that optimize areas such as resource management, financial operations, and human resources. It also manages the creation of digital tools and applications, ensuring these products are functional, scalable, and secure. A key focus is ensuring that these solutions meet development standards and integrate seamlessly across platforms. Through continuous product improvements, the department enhances operational efficiency and supports the alignment of government services with broader national objectives, particularly Saudi Vision 2030.

1.1 Business Problem

The improvement process includes measuring the experience and qualifications of each employee and comparing them with what he deserves in terms of position, promotion, or salary. During this process, leaders face the problem of studying each employee's case manually via Excel, where each employee is compared with what he deserves in terms of improvements, which constitutes a major obstacle for them, as the number of those eligible for improvement reaches hundreds, which consumes the effort and time of leaders.

-The resignation process includes verifying the resignation request. Leaders face the problem of communicating with the rest of the administrative departments to ensure the possibility of retaining or dismissing the employee. This process requires searching the employee's career history in the company from years of experience, career ladder and entitlements, and inquiring about the quality of the employee's work in the departments to which he belongs. This requires 3 to 4 working days, which take more time than the time assumed for the correct verification process .

The recruitment process at the National Center for Government Resource Systems faces two major challenges that affect its efficiency.

Waiting for Employee Evaluation Confirmation: Once the candidate has been selected to be hired, confirmations of evaluation are attained from various departments which include approval from the HR and the response from the hiring manager. The reliance on various levels of approval can cause obstacles and lead to delays.

Ensuring employee readiness: Candidates should be fully prepared to sign their employment contracts. In some cases, candidates may still be obligated by contracts with other employers. This prevents the process from going smoothly since the organization has to wait for candidates to be released from the existing agreements. Which causes delays to this process and slows down the entire workflow of recruitment and affects the organization's ability to fill its positions efficiently.

1.2 Available Options

Problem 1: Slow Employee Evaluation

Available Option:

Create a system or application to manage employee evaluation automatically, providing comparison charts to save time and effort.

Problem 2: Verify Resignation

Available Option:

Establish a central system that connects administrative departments to streamline communication and verify employee information more efficiently.

Problem 3: Confirm Employee Evaluation

Available Option:

Simplify approval procedures by developing a digital platform that allows departments to enter their evaluations directly, expediting the information collection process.

Problem 4: New Employee Readiness

Available Option:

Implement a pre-screening process for candidate contracts to ensure their readiness before submitting offers, which helps speed up the hiring process.

1.3 The Most Important Outcomes

The key outcome of the recruitment process managed by Human Resources in the Solutions and Products department, identified for improvement, is ultimately hiring an employee or not.

2.Process Discovery

2.1 Identification of the critical process.

The Human Resources department focuses on three essential processes: Recruitment, Improvements, and Resignations. Among these, recruitment is the cornerstone of our development efforts, as it presents the greatest complexity and requires the most time to execute effectively. In contrast, the processes of resignations and improvements are more straightforward and allow for a more efficient workflow.

Recruitment is the process of finding and selecting the most suitable candidate for the organization's work team. This process begins with understanding the company's needs: what type of job or position is required, and what type of skills and experience are expected from the candidate for the specific job. Then, vacancies are advertised in the appropriate channels, including recruitment sites and social media. After applications are submitted, the organization begins the screening and interview process to select the candidates who are best suited to the company's culture and goals to work in. After interviews and evaluation, they are offered the job so that they become part of the team and contribute to the organization's goals and success.

2.2 Assumptions Made

1.Screening process:

Screening candidates usually takes 1-3 business days, depending on how many applicants to review.

2.Interview Scheduling:

It can take 1-2 days to schedule interviews, since it requires aligning schedules between interviewers and candidates.

3. Interview Scheduling Process:

Scheduling interviews is often done manually, through sending emails or making calls which can slow down the process.

4.Interview Evaluation Submission:

Following each interview, a form is sent directly to the administration department.

5.Candidate Response Time:

Candidates will receive feedback on the hiring decision within a month at most, though response times can vary depending on the situation.

6. Department Representation in Interviews:

During interviews, at least one representative from the Administration department must be present. This should ideally include someone with expertise in technical areas and another in administrative matters, or a single representative with a background in both.

2.3 process discovery methodology

Evidence-Based Discovery

1.Documentation

The consultant was provided with key documents to analyze the recruitment process. These included:

- An email invitation for an interview meeting.
- The interview evaluation form.
- The job offer letter.

These documents helped the consultant observe and understand how recruitment activities are structured, from scheduling interviews to evaluating candidates and issuing job offers.

2.Interview

At this stage, we employed the interview method to gather detailed insights into the recruitment process within the Solutions and Products Department, focusing specifically on the Personnel Affairs section.

During these interviews, we engaged in structured conversations with the department manager involved in the recruitment process. The primary goal was to understand how recruitment tasks are managed, identify the specific activities carried out at each step, and capture any discrepancies within the formal workflow. We asked the manager to describe the end-to-end process, from sourcing candidates to qualifying them, as well as to highlight any challenges faced, such as inefficiencies or procedural bottlenecks.

These interviews provided valuable firsthand insights into the recruitment process, clarifying individual roles, enhancing our understanding of inter-departmental communication, and pinpointing areas that could benefit from process improvements. Overall, this method was essential in helping us develop a more accurate and comprehensive model of the current recruitment process.

2.4 Process model “AS-IS”

Figure 1. Recruitment Process

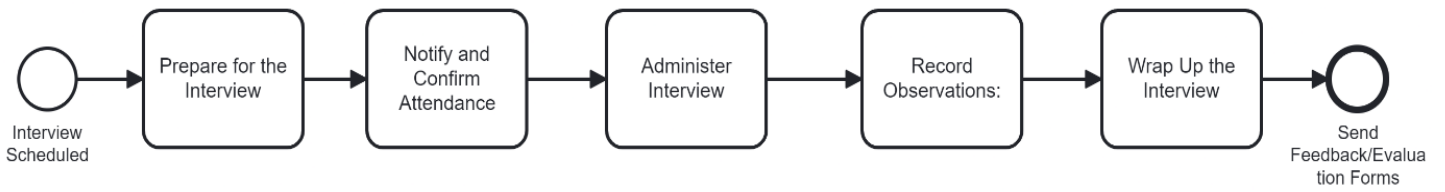


Figure 2. Schedule Interview Sub Process

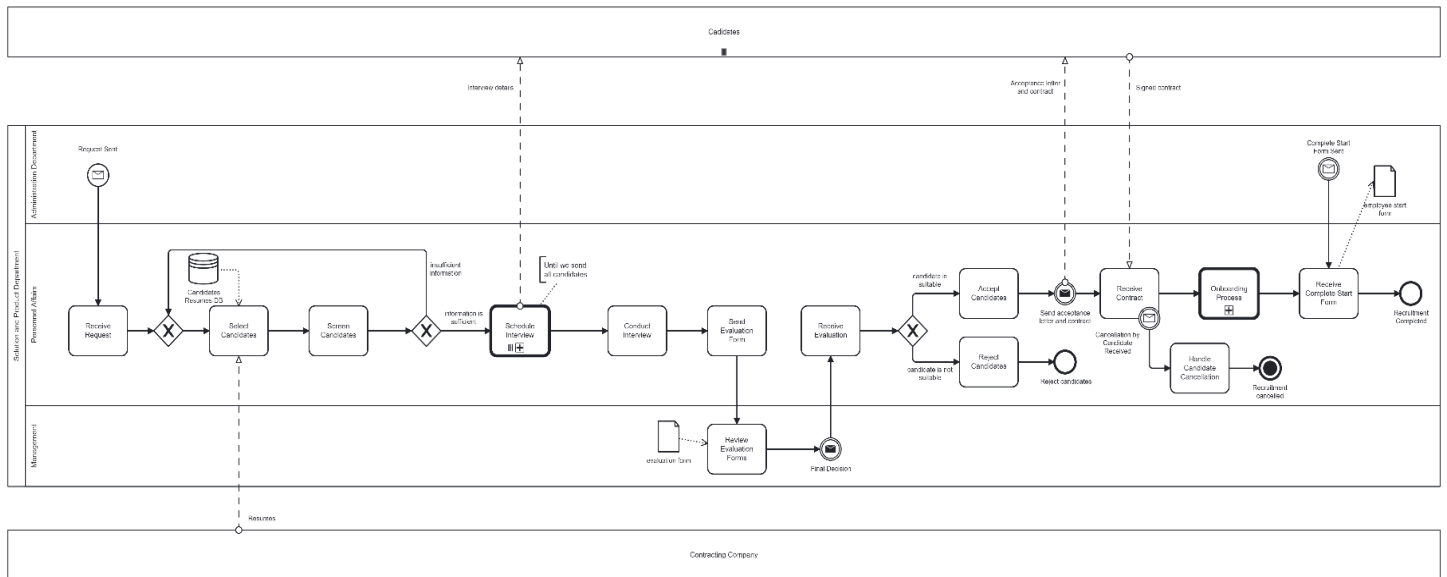


Figure 3. Onboarding Process Sub Process

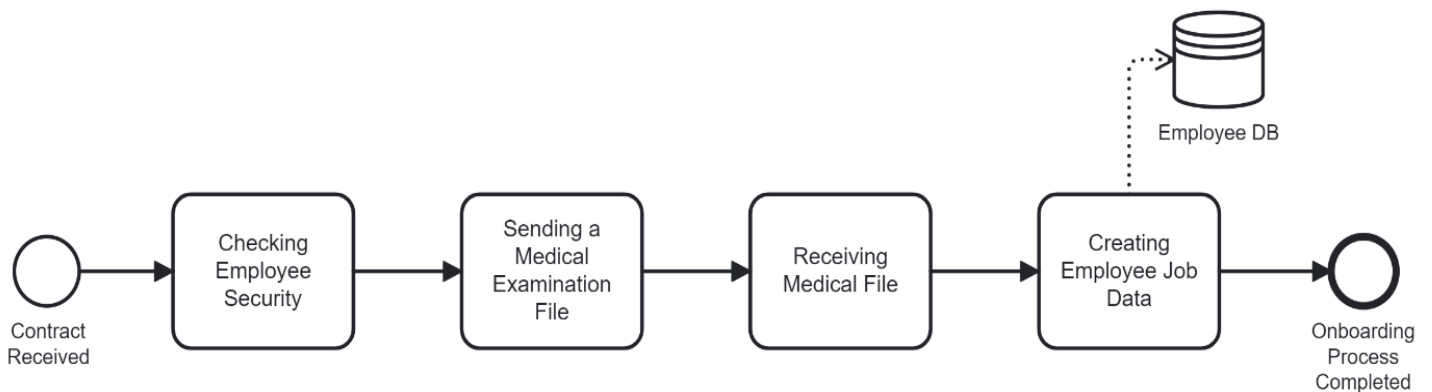


Figure 4. Improvement Process

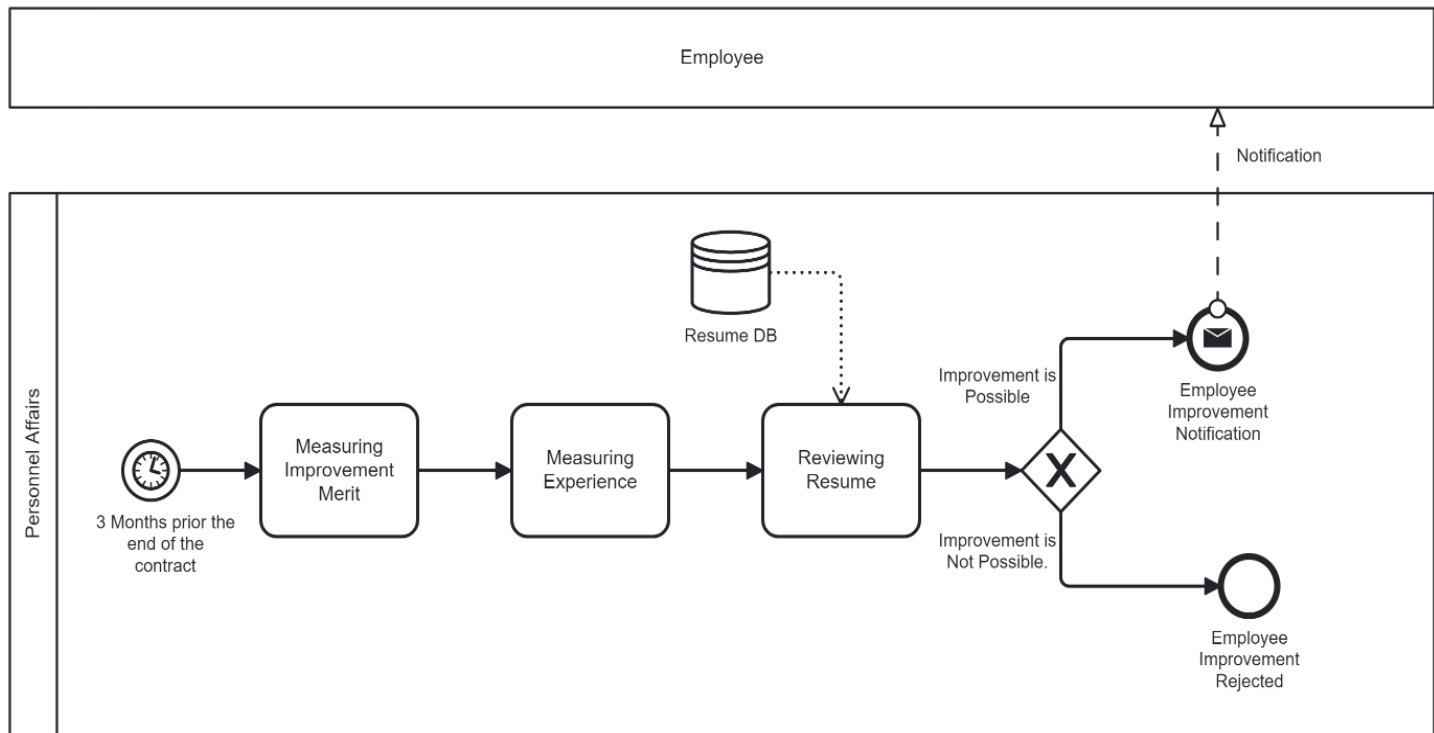
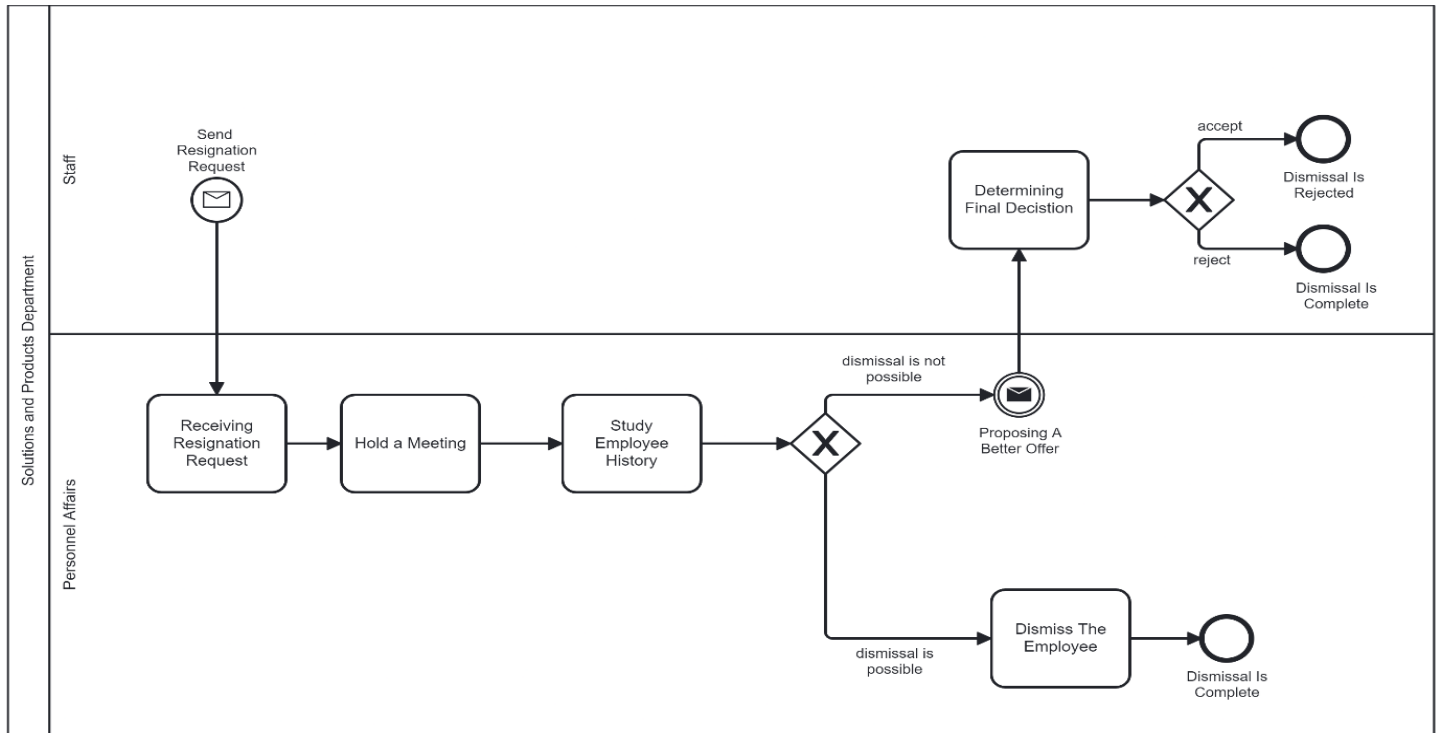


Figure 5. Resignation Process



2.5 Process Model (quality assurance) activities

1- Quality Assurance, Syntactic Qualities

1. Element to verify:
Activities: <ul style="list-style-type: none"> Activities must have at least one incoming and one outgoing sequence flow. Ad-hoc sub-process doesn't represent start and end events.
Events: <ul style="list-style-type: none"> Start events must not have incoming sequence flows. End events must not have outgoing sequence flows. Intermediate events must have at least one incoming and one outgoing sequence flow. Only intermediate catching boundary events can be attached to an activity's border.
Gateways: <ul style="list-style-type: none"> Split gateways must have exactly one incoming and at least two outgoing sequence flows. Join gateways must have at least two incoming and exactly one outgoing sequence flow. The outgoing arcs of an (X)OR-split gateway must bear conditions.

Flows: <ul style="list-style-type: none"> • A sequence flow must connect two flow nodes (activities, events, and gateways) of the same pool, i.e., sequence flows cannot cross the boundaries of pools. • A message flow must connect (an activity or a throwing message event) in one pool with (an activity or a catching message event) in a different pool. • A directed data association must connect a data object with an activity or message event, or a data store with an activity, or vice versa. • A directed data association must connect a data object with a sequence flow, or a text annotation with any element.
2.Model to verify:
•Option to complete Any running process instance must eventually complete.
•Proper completion Each token of the process instance should be in a different end event
•No dead activities: Any activity can be executed in at least one process

2- Quality Assurance, Semantic qualities

1.Validity:
Valid all statements included in the model are correct and relevant to the problem.
2.Completeness:
The model contains all relevant statements on a process that would be correct.

3- Quality Assurance, Pragmatic qualities

1. Understandability:
How easy it is to read a specific process model
2. Maintainability:
Points to the ease of applying changes to a process mode
3. Learning:
How good a process model reveals how a business process works in reality.

3.Process Analysis

3.1 Redesigning Goals

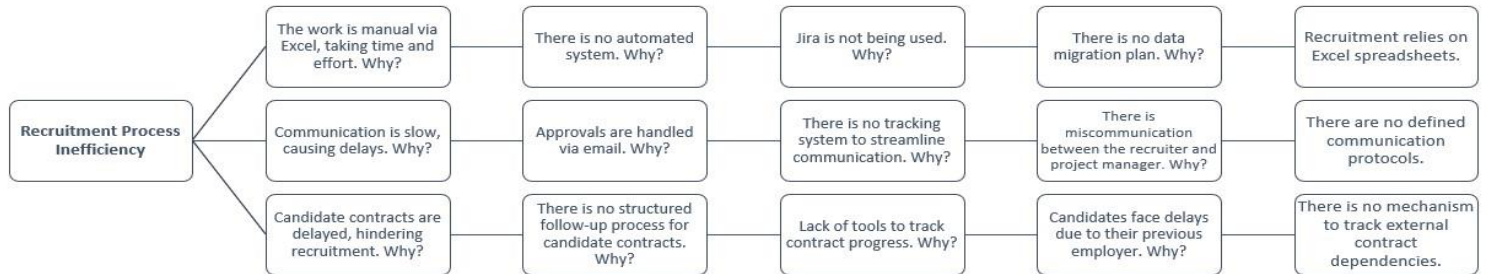
1. **Reduce the Number of Parties Involved in the Process:** Streamline the recruitment process by limiting unnecessary stakeholders, allowing for quicker decision-making, and reducing complexity.
2. **Efficiency:** Optimize the recruitment workflow to minimize delays, eliminate redundant steps, and enhance resource allocation, ensuring a more efficient process that aligns with the organization's goals for operational excellence.
3. **Implement Parallel Processing:** Introduce parallel processing in stages of the recruitment process (such as candidate screening and interview scheduling) to reduce overall time and increase throughput, supporting the strategic goal of faster hiring.
4. **Quicken the Process:** Accelerate the entire recruitment cycle from job posting to offer, ensuring the organization can meet its goals of faster talent acquisition and a quicker response to market needs.

3.2 Process Analysis with qualitative approach

— Value Added Analysis

Step	Performer	Classification
Receive Request	Administration Department	BVA
Select Candidates	Personnel Affairs	BVA
Screen Candidates	Personnel Affairs	BVA
Schedule Interview	Personnel Affairs	NVA
Conduct Interview	Personnel Affairs	VA
Send Evaluation Form	Personnel Affairs	NVA
Receive Evaluation	Management	NVA
Review Evaluation Form	Management	BVA
Accept Candidates	Personnel Affairs	VA
Reject Candidate	Personnel Affairs	NVA
Send Acceptance Letter	Personnel Affairs	VA
Set Placement	Personnel Affairs	VA
Handle Candidate Cancellation	Personnel Affairs	NVA
Receive Complete Start Form	Personnel Affairs	NVA

— Why-Why diagram



3.3 Identifying key Issues and redesign process

1- Manual Evaluation Process

Current recruitment models suffer from the reliance on manual processes in evaluating candidate applications for employment. These processes may lead to operational inefficiency, difficulty in tracking employment applications, and delays in the employment results for candidates.

2- Long Wait Times

Candidates and recruiters often face long wait times to receive final decisions on candidates' applications. These long wait times slow down the hiring process and hinder the organization's ability to provide a smooth experience for candidates, which can lead to candidates losing interest in the organization.

Establishing an automated and standardized system for evaluating the organization may help improve the efficiency, speed, and effectiveness of processing applications. Waiting times should also be reduced by speeding up or reducing some tasks.

4.Process redesign

4.1 Justification for Proposed Recruitment Process Changes:

- 1- Screening and Selection are Sequential: (The current sequential process for screening and selection creates delays in the recruitment workflow, conducting these tasks in parallel will allow multiple team members to assess candidates simultaneously, speeding up the process without compromising quality.)
- 2- Limited Team Capacity: (The recruitment team is currently handling tasks sequentially, which restricts capacity and efficiency, parallel screening and selection will better utilize the team's resources, enhancing collaboration and reducing delays, especially during high application volumes.)
- 3- Management's Time is Consumed by Operational Tasks: Relying solely on management for evaluating forms takes their focus away from strategic decisions, by empowering Personnel Affairs to review evaluations, management can focus on higher-level priorities and operational tasks can be handled more efficiently.
- 4- Current Bottlenecks: The review process is entirely dependent on management, leading to delays in decision-making.

Giving Personnel Affairs full responsibility for evaluations will eliminate bottlenecks and allow for faster, more efficient decisions.

At first, we noticed that the current recruitment process has several inefficiencies:

The screening and selection are done sequentially, causing delays, to improve this, both tasks will be done in parallel, ensuring faster processing without sacrificing evaluation quality. Additionally, Personnel Affairs will be empowered to review all evaluation forms, streamlining decision-making, and eliminating delays caused by the current reliance on management.

These changes will improve the efficiency and speed of the recruitment process, enabling quicker decisions and reducing overall delays.

Empowering Personnel Affairs and shifting tasks from management will allow for a more agile, effective recruitment process.

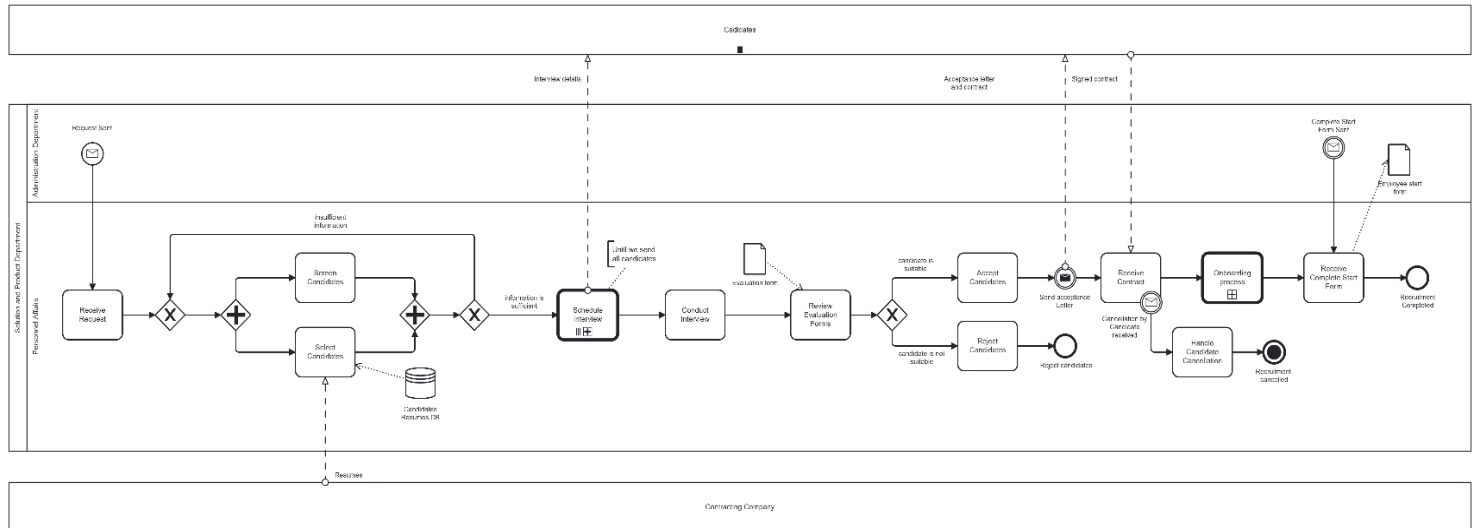
4.2 Heuristic Process Redesign methodology

— Parallelisms: The goal is to shorten the process cycle time. Based on the As-Is process, we can combine the activities of selecting and screening candidates. Instead of performing these activities sequentially, we can execute them in parallel, allowing both to happen simultaneously. This approach reduces wasted time while enabling work on both activities concurrently identifying candidates and screening them. Once completed, we can proceed to scheduling the candidates.

— Empower: To reduce costs, we found that the (review evaluation form) task can be handed over to the Personnel Affairs Department instead of the managers. Since the process is sequential and less costly, there is no need to escalate it to the managers unless there are exceptions or specific requests.

4.3 Process model “TO-BE”

Figure 6. To-Be Recruitment Process



Conclusion

The recruitment process at the National Center for Government Resource Systems (NCGR) has been identified as a key area where improvements are needed. Several challenges, including delays due to manual processes, sequential task handling, and dependency on multiple departments, have made the recruitment process slower and less efficient.

By rethinking how tasks are approached, we can make significant strides toward improving the process. First, streamlining the workflow by allowing certain tasks, like candidate screening and selection, to run in parallel will help cut down processing time and speed up decision-making.

Second, empowering the Personnel Affairs department to handle evaluations rather than relying on management will eliminate bottlenecks, enabling faster decisions and freeing up management to focus on higher-level priorities.

Third, integrating digital tools to automate the employee evaluation, resignation verification, and recruitment approval processes will reduce manual work, minimize errors, and improve communication between departments.

Finally, pre-screening candidates' contractual obligations before extending offers will ensure that new hires can join promptly, without delays caused by external commitments.

These changes will not only speed up recruitment but also improve overall operational efficiency. With these enhancements, NCGR can better meet its staffing needs and contribute to broader goals like supporting Saudi Vision 2030, all while making the process more efficient and user-friendly for everyone involved.

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