

Human Resources

2025 Annual Report

From Operational Function to Strategic Partner
In Institutional Transformation



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Executive Summary

In 2025, the Deanship of Human Resources redefined its role from an operational function to a strategic partner, supporting the University's transformation and contributing to the achievement of its vision. This repositioning was anchored in six integrated pillars: service quality, digital transformation, employee experience, governance, capability development, and transformation enablement.

These pillars collectively reinforced HR's role within the decision-making ecosystem, enhanced service delivery efficiency, and advanced institutional governance maturity positioning King Saud University for the next phase of its human capital transformation.

All achievements detailed in this report are structured under six delivery pillars presented in [Section 4](#)

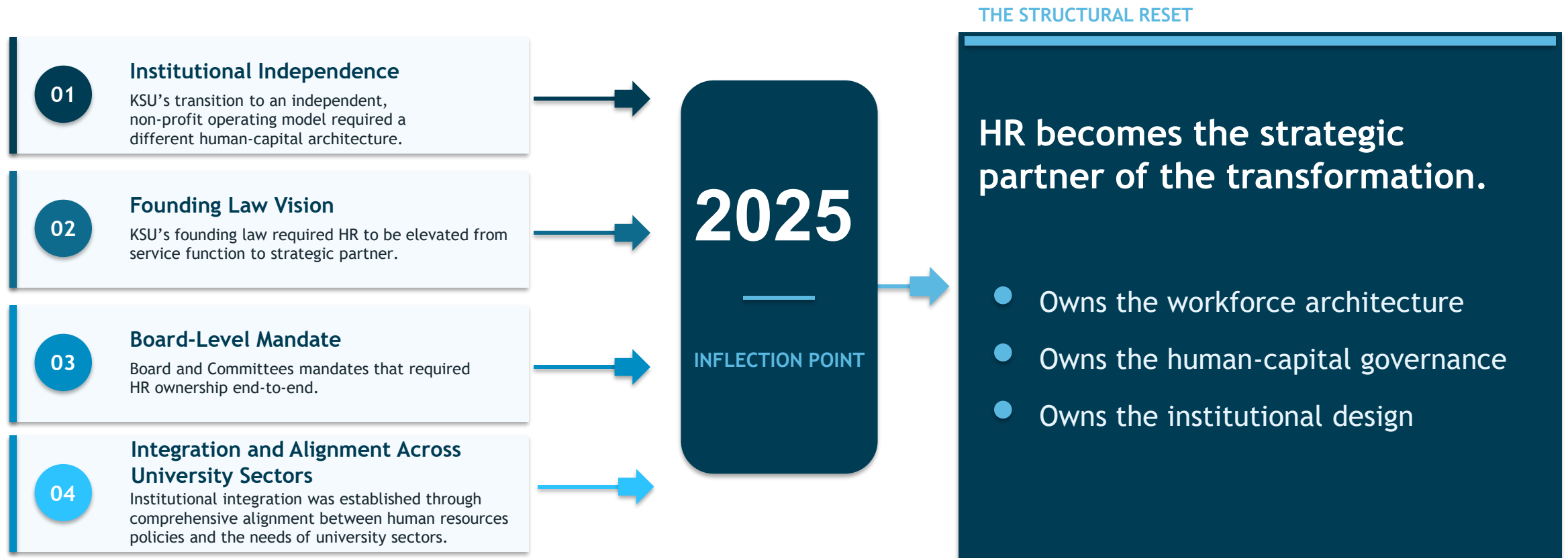
HR Strategic Repositioning

From Operational Function to Strategic Partner

The structural reset that defined the year

Transformation Context | Why the Operational Model Is No Longer Fit for Purpose

Over decades, Human Resources at King Saud University played a core operational role in supporting the business through managing recruitment, payroll, and administrative processes. In 2025, a pivotal inflection point emerged, driven by the convergence of four key forces, expanding the scope of HR toward a more integrated model closely aligned with strategic priorities.



Four converging forces – not a single trigger – made 2025 the year HR's mandate was rewritten.

Foreword | A Year of Transformation, Built by Our Team



“

Behind every figure in this report lies a coordinated institutional effort that redefined the role of Human Resources, shifting it from an operational function to a strategic pillar supporting the University's transformation. This shift has contributed to reshaping the work environment, building capabilities, and enhancing the experience of more than 23,000 employees, strengthening the University's readiness for the next phase of its human capital transformation.

Abdulmajid M. Al-Qusaibi

Chief Human Resources Officer · King Saud University



Team Repositioning

Restructured HR from a transactional service unit into a strategic partner owning the human-capital architecture across the University.



KSU Transformation

Supported the University's transition to an independent non-profit operating model and delivered on the mandates of the Board and its committees.



Workplace Impact

Integrated digital platforms for 23K+ employees, lifted engagement participation by 500%, and signed 12 strategic partnerships.

700K+

transactions processed

23K+

employees served digitally

+500%

engagement participation

12

strategic partnerships

🏆 CHRO of the Year 2025 · HRSE Dubai

🏆 People First Leader 2025 · GCC HR Summit

Vision Statement | Anchored in KSU's Strategic Direction

“

The Human Resources vision is anchored in the University's strategic direction, supporting academic and research excellence, strengthening governance and HR efficiency, and advancing financial sustainability, thereby enhancing institutional performance and global competitiveness.

— KSU HR Strategic Direction



Institutional Independence

Enabling KSU's transition to a non-profit operating model with the human-capital architecture that model requires.



Vision Alignment

Activating Human Capability Development priorities across the University workforce, end to end.



Global Ranking Ambition

Start Building the leadership, capability, and cultural foundations required to compete with the world's leading universities.

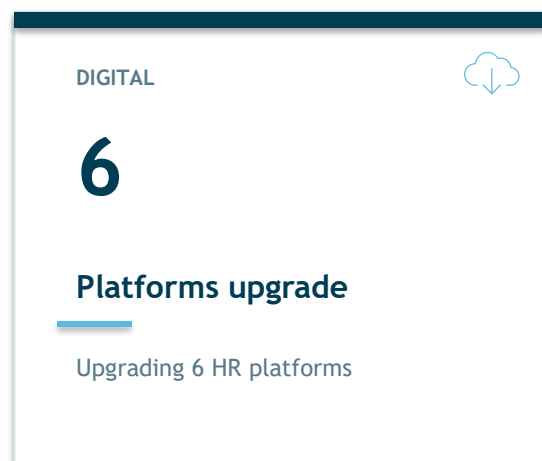
2025 in Numbers

Scale, scoreboard and transaction flow

The structural reset that defined the year

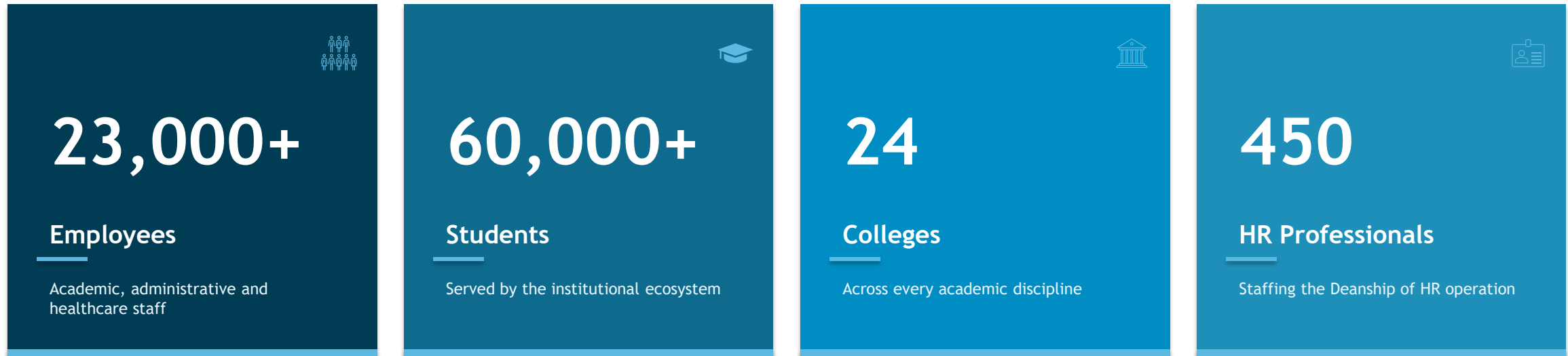
2025 Scoreboard | Decisions Delivered, Foundations Laid

Outputs and decisions that defined the foundational year. Headcount and transaction volumes are detailed on the following slides.



The Scale | Serving the University Ecosystem

KSU is one of the largest higher-education institutions in the region. HR sits at the center of its operating machinery, connecting academia, healthcare, transformation governance, and every government counterpart that touches the University workforce.



Human Resources transitioned from an operational function to a strategic partner enabling institutional integration.

Across the academic and healthcare sectors, as well as government entities connected to the University's operating ecosystem.

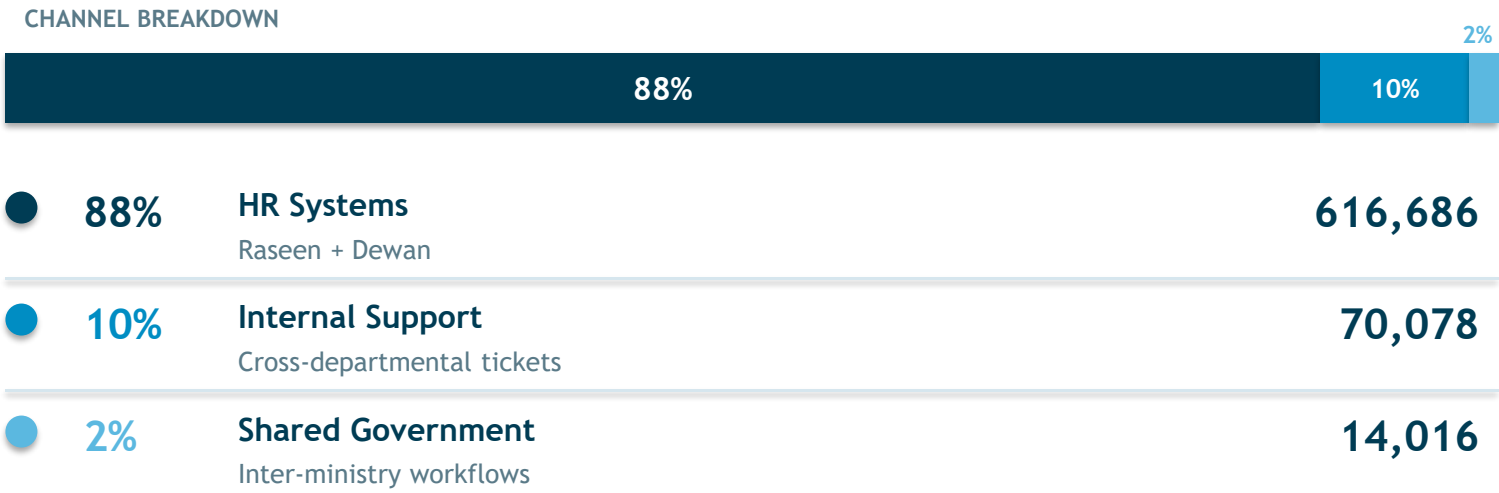
Transaction Flow | How 700,780+ HR Transactions Moved in 2025



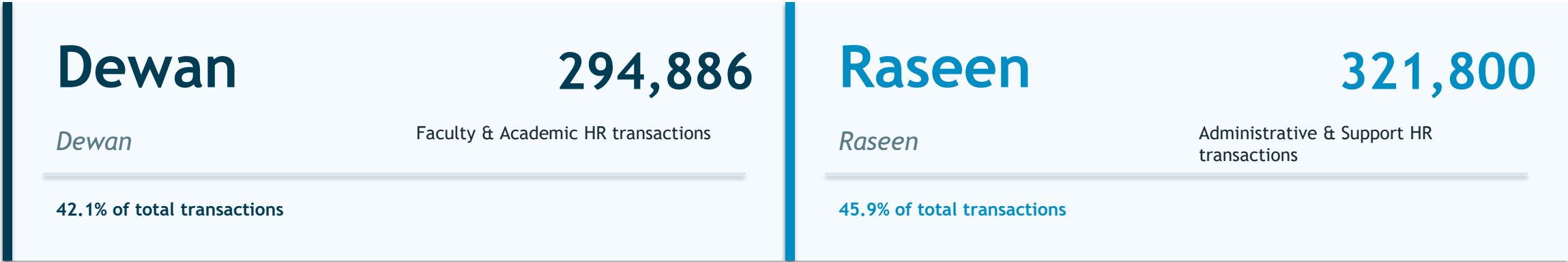
TOTAL TRANSACTIONS · 2025

+700,780

transactions processed, demonstrating HR's ability to sustain high-volume service delivery during institutional transformation.



THE TWO HR SYSTEMS · SPOTLIGHT



Pillars of HR Excellence & Transformation Enablement

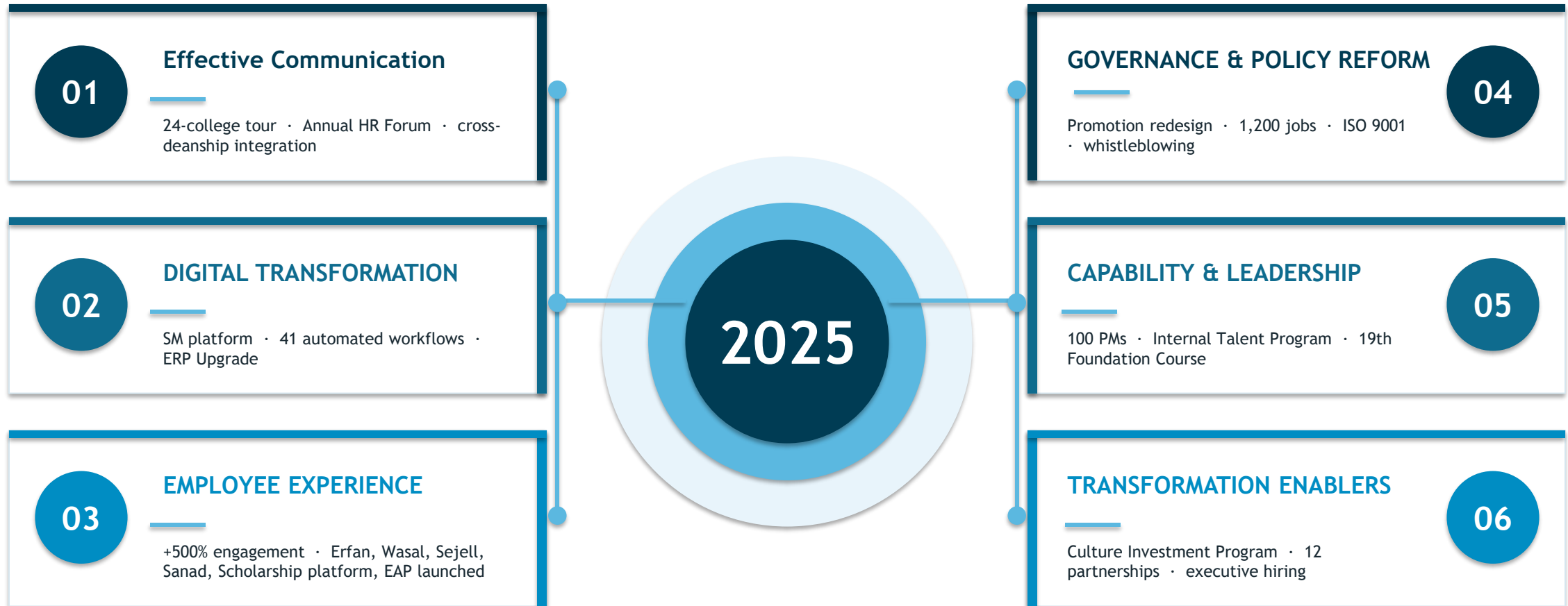
Operational, governance and capability tracks

Six tracks. One transformation. The work that filled the year.

Pillars of HR Excellence & Transformation Enablement

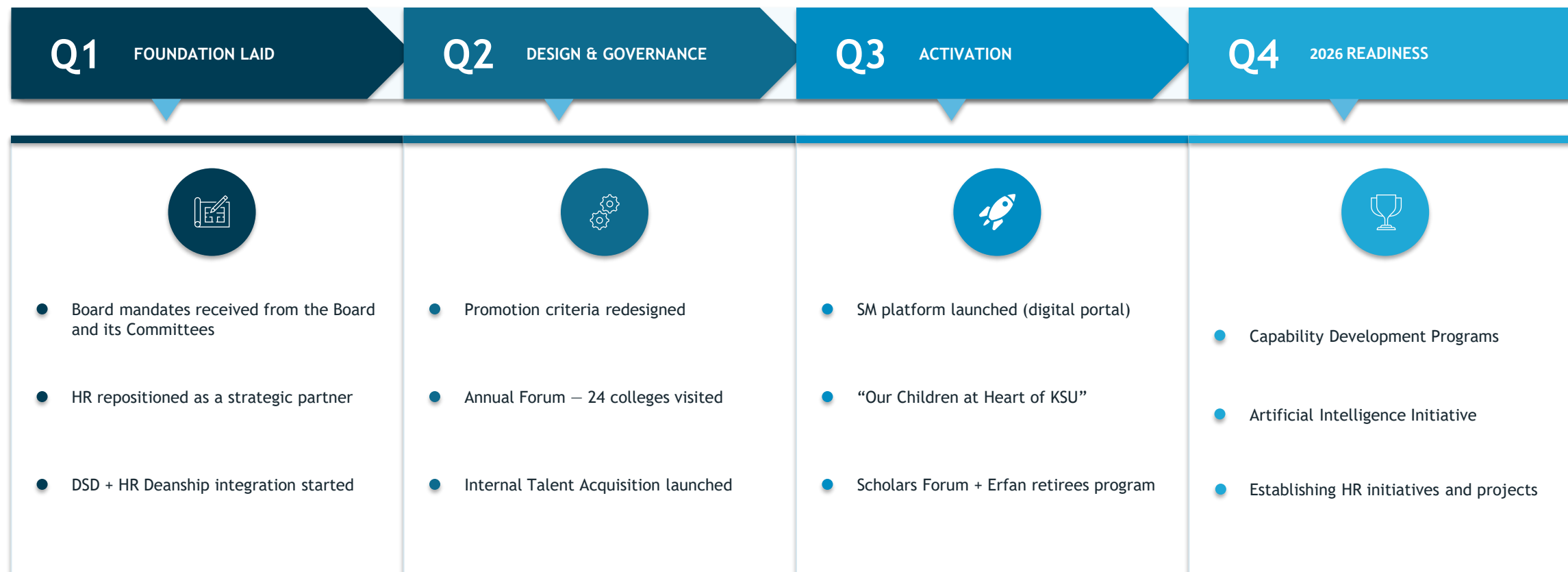
| How the 2025 Delivery Was Structured

Every HR achievement in 2025 was delivered under one of the strategic pillars.



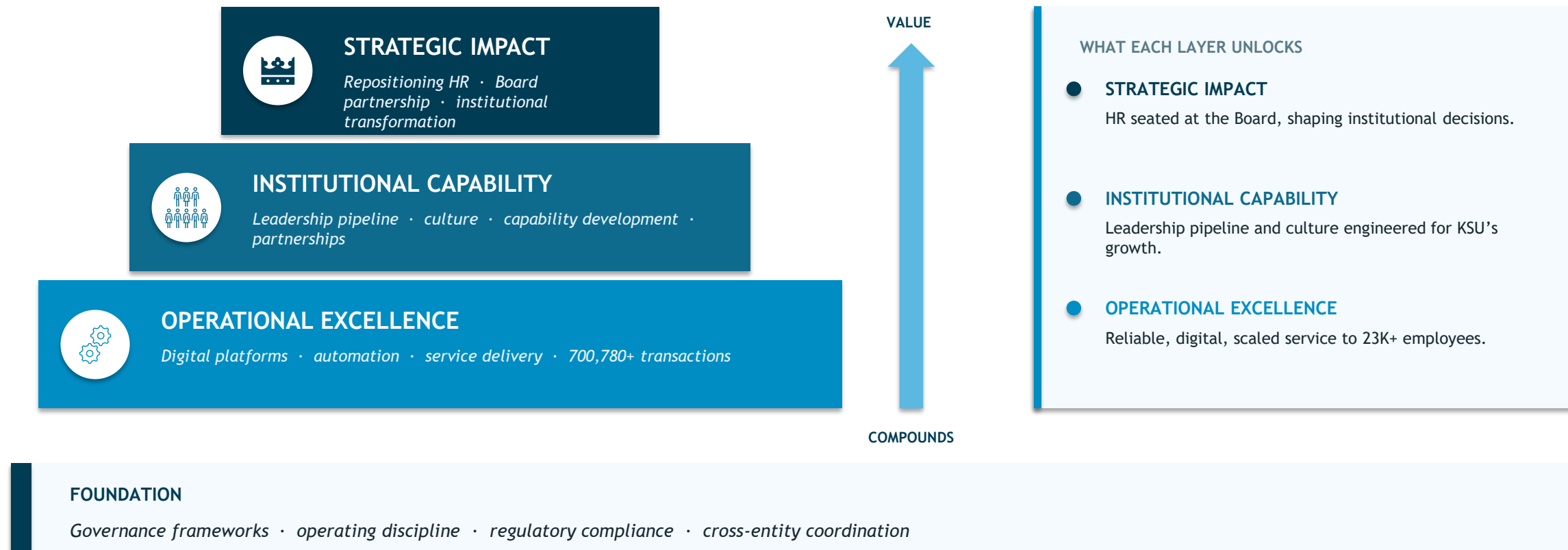
The 2025 Journey | Quarter by Quarter

Foundation → Design → Activation → 2026 readiness.



The HR Value Tower | How HR Now Creates Institutional Value

Three layers of value, built on a foundation of governance and operating discipline.



Each layer compounds the value of the layer below – that is what transformed HR's role at KSU in 2025.

Pillar 01 | Service Quality & Institutional Alignment

PILLAR 01

Enhancing the quality of HR processes and service delivery



In 2025, Human Resources redefined its role to become an integrative hub connecting university entities, aligning efforts, and enhancing institutional performance effectiveness.

24



College Visits

Field Engagement

Visited every college in person. The 24-college tour put HR in front of every academic entity at KSU.

HR Team



unified procedures

Operational Alignment

Aligned operations across HR Male and Female Departments under one set of unified service procedures.

1st



Joint Forum

Joint Annual Forum

Human Resources first Joint Forum

Pillar 01 | Service Quality & Institutional Alignment

Three moves that put HR in front of the institution, not behind a service window.

01

The Communication Plan

The 24-college tour produced documented maps of each entity's challenges, communication gaps, and improvement requests fed straight into the HR transformation roadmap.

Target VALUE

Direct visibility into entity-level needs and stronger communication channels.

02

The Operational Alignment

Male and Female Department procedures now follow a single, unified model, duplicated workflows eliminated, and an identical standard of service for every employee.

Target VALUE

Operational integration; consistent HR experience across the workforce.

03

The Joint Annual Forum

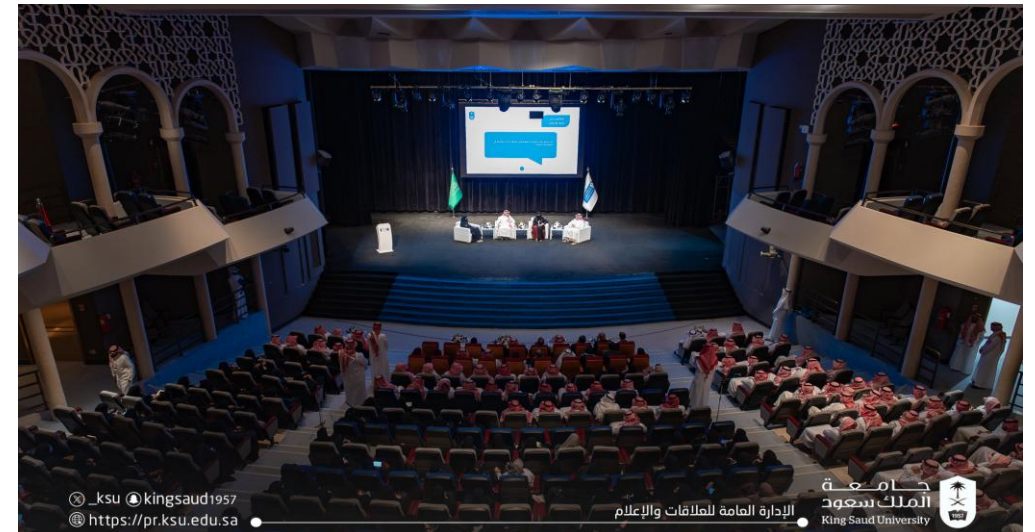
The Deanship of Human Resources held the first annual forum.

Target VALUE

Internal communication strengthened; alignment with KSU's future direction.



HR leadership in cross-college engagement

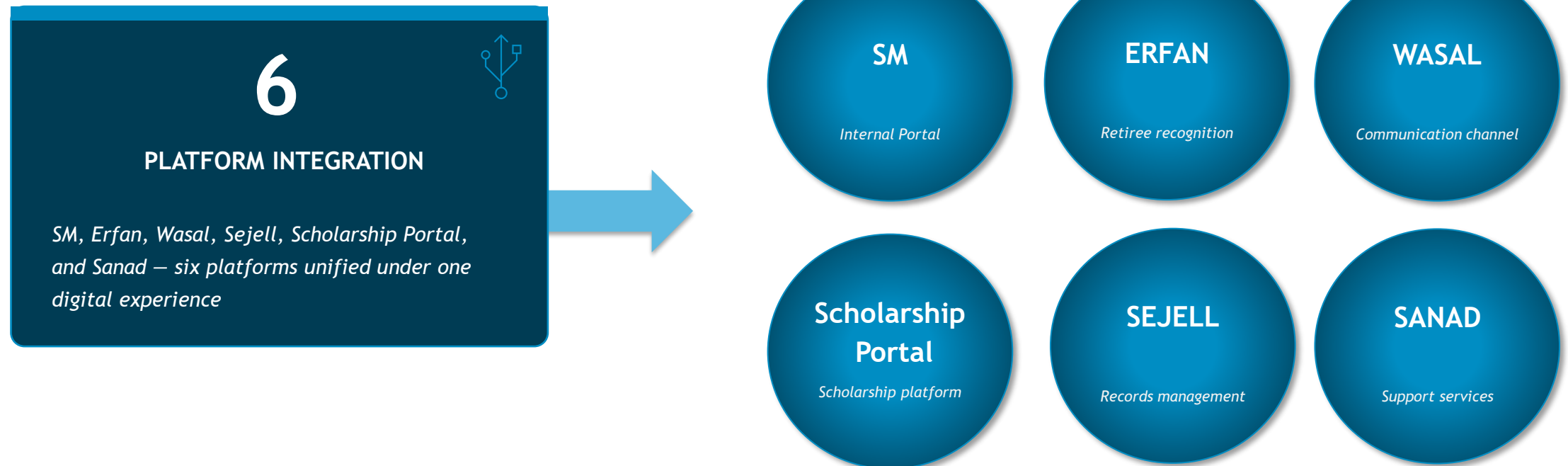


The first Joint Annual Forum

Pillar 02 | Digital Transformation

PILLAR 2 • Digital transformation of HR systems and services

In 2025, the HR digital transformation journey accelerated through platform consolidation, process automation, and the enablement of supporting technology infrastructure (ERP).



OUTCOME | a digitally enabled HR ecosystem ready to scale with the University's transformation

Pillar 02 | Digital Transformation | Digital Adoption in Year One

6

Platform Integration

+ 23,000

Platform Users

+ 15,000

Service Requests

41

Workflows Automated

HRIS Upgrade

ERP Investment

01

HRIS UPGRADE PROJECT

ERP upgrade assessed and funded in 2025; implementation commencing in 2026—securing an investment from the 2026 budget for SAP SuccessFactors.

Target VALUE

To enable a digital infrastructure to support HR transformation, improve system efficiency and data reliability.

02

SM PLATFORM LAUNCH

Internal digital portal launched mid-2025. Within the first six months, served 1,660+ early adopters, processed 2,460+ requests, and executed 13,000+ transactions.

Target VALUE

To strengthen internal communication, streamline HR service delivery, enhance user experience, and strengthen digital enablement across the University.

03

WORKFLOW AUTOMATION

41 core HR procedures redesigned and automated — touching everything from onboarding to leave management.

Target VALUE

Internal communication strengthened; alignment with KSU's future direction.

Pillar 03 | Employee Experience

PILLAR 3 • Improving the employee experience

The employee experience evolved from fragmented initiatives into a structured institutional ecosystem. Engagement platform participation increased by 500%, an Employee Assistance Program was launched, and three initiatives were established to strengthen institutional recognition.

ENGAGEMENT PARTICIPATION

+500%

Engagement UPLIFT IN 2025

500% increase in employee engagement participation

EAP

Employee Assistance Program (EAP)

launched the first formal mental-health and well-being service

RECOGNITION CULTURE

3

Signature events

Erfan retiree program • Scholars Forum • 'Our Children at Heart of KSU.'

Pillar 03 | Employee Experience | Flagship Events

From Routine Communication to Structured Engagement



OUR CHILDREN AT HEART OF KSU

18-19 August 2025 – bringing employees' families into the University, anchoring the Engagement Enhancement initiative.



SCHOLARS FORUM – 'WE CELEBRATE YOU'

19 September 2025 – first formal gathering of returning scholars, patronized by the Chairman of the Board.



RETIREEES CEREMONY + ERFAN PROGRAM

Honoring KSU's retirees and launching the dedicated Erfan recognition program – preserving institutional memory.



ANNUAL HR FORUM

First joint forum of HR Deanship and Skills Development Deanship – anchor of the integrated human capital model.

Pillar 04 | Governance & Policy Reform

PILLAR 4 • Governance and development of HR procedures

Governance moved to the center of HR's work in 2025, driven by the redesign of the promotions policy, the adoption of ISO 9001 and PMI standards, and the restructuring of committees.

**4.1**

Transparency

Promotion Policy Redesign

Redesigning promotion criteria and completed the required approval procedures.

**4.2**

QUALITY

ISO 9001:2015 AT SDD

Developed and implemented an administrative quality management system at the Skills Development Deanship in accordance with ISO 9001:2015

**4.3**

INTERNATIONAL

PMI ACCREDITATION

Skills Development Deanship secured international accreditation from the Project Management Institute

**4.4**

GOVERNANCE

COMMITTEES RESTRUCTURED

Restructured administrative committees and streamlined procedures, contributing to enhanced institutional performance efficiency

Pillar 05 | Capability & Leadership

PILLAR 5 • Enhancing human capital efficiency and skills development

Capability development was repositioned as a strategic discipline rather than an HR add-on. The Academic Leaders Program was designed for execution in 2026, the “100 Project Managers” initiative was launched, the 19th Foundation Course onboarded a new cohort of faculty, and the Internal Talent Acquisition Program identified the next generation of HR leadership.

Academic Leadership Program Design

ACADEMIC LEADERSHIP

The Academic Leadership Program was designed and prepared for implementation in 2026, and the 19th Foundation Course was delivered.

100 Project Manager

100 PROJECT MANAGERS

Initiative launched to qualify 100 KSU project managers under PMI international standards

Internal Talent Acquisition Program

INTERNAL TALENT PIPELINE

Launch of the Leadership Discovery Program • 20+ high-potential HR leaders and specialists identified.

Pillar 05 | Capability & Leadership | Portfolio



Designed

Academic Leadership Program

100

Project Managers Initiative

19th

Foundation Course

9 + 20

HR Leaders + Specialists

PROGRAM	AUDIENCE	DELIVERY MODEL
Academic Leadership Program	Vice deans, department heads	Designed in 2025; partner-led delivery in 2026 (CCL & global academic partners)
100 Project Managers Initiative	Academics, administrators, leaders	PMI-aligned · qualifying 100 staff for PMP certification
19th Foundation Course	New faculty members	Launched 29 September 2025 · accelerated academic integration
Internal Talent Acquisition Program	Internal HR & DSD high-potentials	Launched in 2025 · expanded to Finance and University-wide in 2026
Strategic Communication & Academic Media	Faculty, communicators	Certificate ceremony held in 2025 · institutional communication uplift

Pillar 06 | Transformation Enablers

PILLAR 6 • Supporting University Transformation & Human Capital Transformation

HR became the **connective tissue** of the University-wide transformation. The Culture Investment Program (CIP) was launched as a 12-month structured journey. 12 strategic partnership agreements were signed with global and national institutions. And the executive hiring engine delivered five N-1 leaders to anchor the new operating model.

CIP

CULTURE INVESTMENT

12-month CIP program launched with 6 sub-initiatives

12

12 PARTNERSHIPS

Global and local MOUs signed with CIPD, CCL, PMI, INSEAD, Harvard, Chicago Booth, and 10 more

4

EXECUTIVE HIRING

5 N-1 leaders recruited to strengthen institutional integration; 4 more in pipeline for 2026

Pillar 06 | Transformation Enablers | Culture Investment Program

01

CIP Initial Kick-Off

Strategic context, core culture definitions, stakeholder alignment

02

IGNITE WEEK

Co-creating shared purpose, values, and behaviors with the KSU community

03

Culture Capability uplifting workshop

Equipping the CIP core team with leadership tools to drive cultural transformation

04

LEADERSHIP ALIGNMENT OFFSITE

Engaging leadership in shaping the proposed culture direction

05

'I'M IN' COMMITMENT DAY

Official launch of the CIP program name; activating Culture Shapers



Pillar 06 | Transformation Enablers | Strategic Partnerships

12

MOU's Signed

Global

+ Local Reach

2026

Activation Year

CNTXT

Informa Connect
Academy

bakkah

ثارواه
THARWAH

الجامعة
الملك سعود
Prince Saud Al Faisal Institute for Diplomatic Studies



gosi
التأمينات الاجتماعية
Social Insurance

Center for
Creative
Leadership

IPA
معهد الإدارة العامة
Institute of Public Administration
1961

CIPD
People Development
Partner

أكاديمية الحوكمة
Governance Academy

PM
Project
Management
Institute

cifal
Saudi Arabia

INTERNATIONAL ACADEMIC

- CIPD – UK
- PMI – USA
- CCL – Center for Creative Leadership

LOCAL & GOVERNMENT PARTNERS

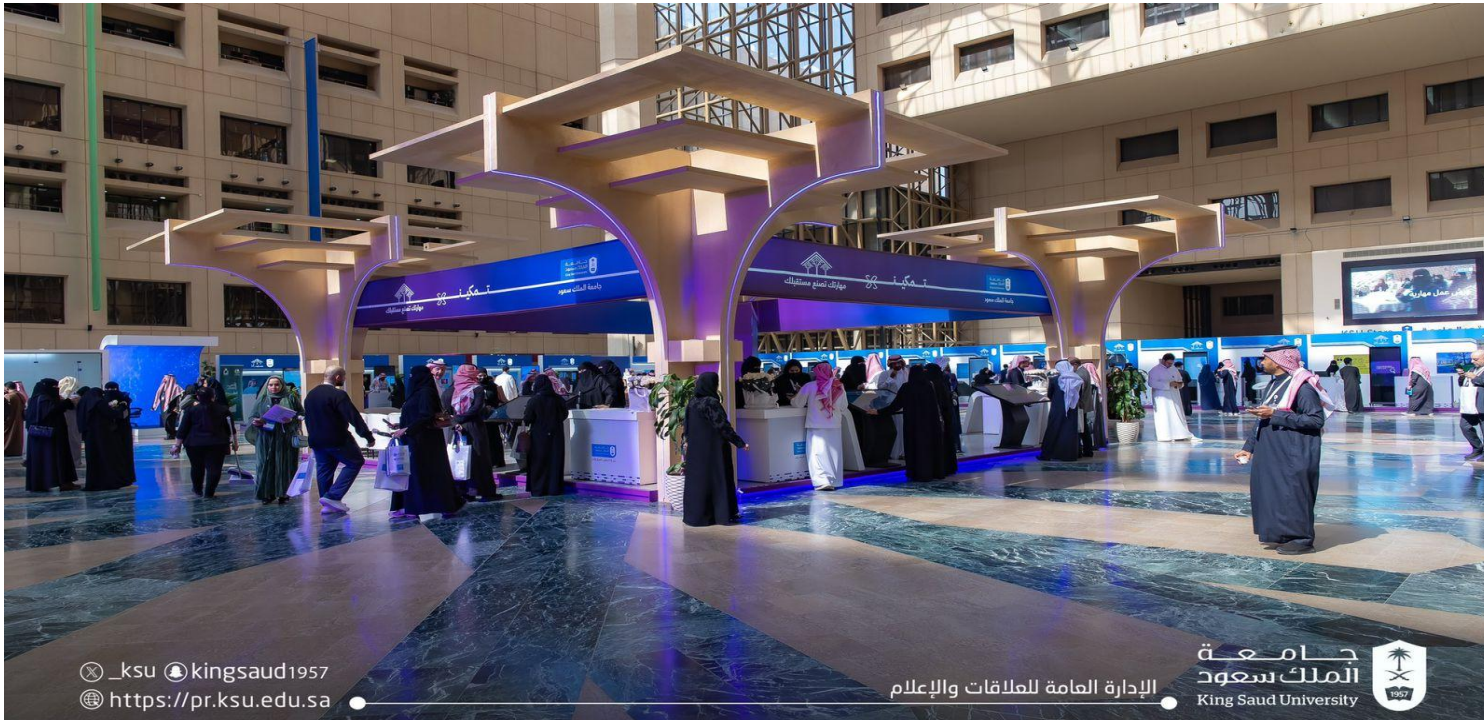
- Institute of Public Administration (IPA)
- Governance Academy
- Bakkah Academy
- Tharwah Academy
- Cifal Saudi Arabia
- Informa Connect Academy
- CNTXT
- GOSI
- Prince Saud Al Faisal Institute for Diplomatic

Flagship Moments of 2025

TamkeenX · Culture · International Recognition

The flagship achievements that defined the year

TamkeenX 2026 | The Empowerment Forum – 'Your Skills Shape Your Future'



WHEN

19-21 Jan 2026

PATRONAGE

*His Excellency Mr. Yusuf bin Abdullah Al-Benyan
Chairman of the University's Board of Directors*

*In presence of:
Acting President: Ali bin Mohammed Masmali*

“Your Skills Shape Your Future”

King Saud University concluded the **Tamkeen X Forum**, held from **19 to 21 January 2026**, under the patronage of **Yusuf bin Abdullah Al-Benyan**, Chairman of the Board of Directors, and in the presence of **Ali bin Mohammed Masmali**, Acting President of the University.

TamkeenX 2026 | By the Numbers

10,000+

PARTICIPANTS

from across the University community

80+

SPEAKERS

national and international experts

200+

VOLUNTEERS

powering the on-ground experience

20+

DIALOGUE SESSIONS

and inspirational stories

110+

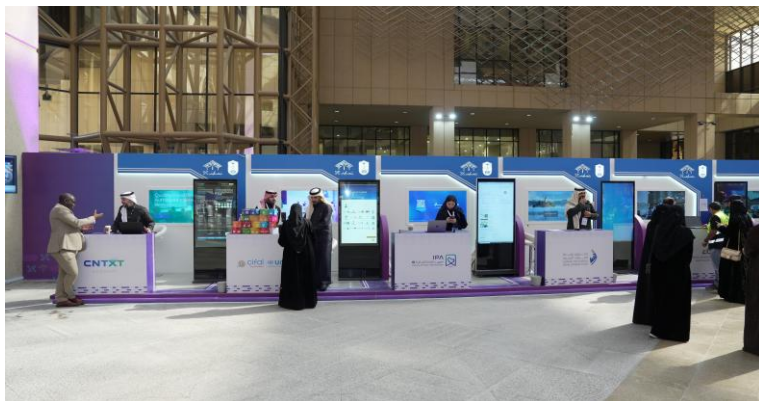
GUIDANCE HOURS

in dedicated career-coaching sessions

12

MOUs SIGNED

live partnership agreements at the event



INTERNATIONAL RECOGNITION

October 2025 – CHRO Abdulmajid M. Al-Qusaibi recognized at two regional HR summits



CHRO Abdulmajid M. Al-Qusaibi at the awards ceremony



CHRO of the Year 2025

HR Summit & Expo (HRSE) – Dubai

Recognizing distinguished career achievements in leading institutional transformation, empowering capabilities, and fostering a culture of recognition.



People First Leader Award 2025

13th GCC HR Summit – Abu Dhabi

Public & private sector category – recognizing efforts to embed a 'people-first' culture in institutional environments.

These awards recognize leadership at KSU – and reflect the work of every member of the HR team.

Vision Forward | From Foundation to Activation — and Beyond

2025

FOUNDATION

Repositioned HR as strategic partner. Built the digital, governance, and cultural foundation.

2026

ACTIVATION

Activate Phase II of HR initiatives and projects. Execute 24-program capability portfolio. Launch SAP SuccessFactors. Complete N-1 leadership layer.

2027

INTEGRATION

Integrate HR tech ecosystem. Embed performance management and total compensation framework.

“

This is not the end of the journey, but the beginning of a new phase of institutional maturity, in which Human Resources plays a principal role as a strategic partner in supporting the transformation agenda.

— Deanship of Human Resources, KSU 2025

The Road Ahead

2026: From Foundation to Activation

Capability Development Pipeline | 24 Programs · Global & Local Partners



24

Targeted Programs

9

Categories

12+

Global & Local Partners

2026

Activation Year

A

TECHNOLOGY

5 programs

AI, cloud, data – IBM, Microsoft, Google, CNTXT

B

LEADERSHIP DEVELOPMENT

5 programs

CCL, Chicago Booth, INSEAD, Harvard

C

HR TRAINING

3 programs

CIPD-led HR fundamentals & competency mapping

D

GOVERNANCE

3 programs

Governance Academy: CGC, GRCE, CQBM

E

PROJECT MANAGEMENT

1 program

PMI – 100 Project Managers initiative

F

PERFORMANCE MANAGEMENT

3 programs

ADAA – KPI, customer experience, strategy

G

DEVELOPMENT & SUSTAINABILITY

1 program

Cifal – UN SDGs program

H

POSTGRADUATE PROGRAMS

3 programs

DSD trainee programs · MISK Local Traineeship

I

COMMUNICATION & PR

1 program

CCL Leadership Bundle

AI INITIATIVE

PURPOSE

Enhance staff productivity by deploying AI solutions, providing advanced tools, and optimizing workflows – making daily tasks more efficient.

FOCUS AREAS

- ▶ Workflow optimization across departments
- ▶ AI-enabled HR service decision support
- ▶ Productivity tools for academic and admin staff
- ▶ Integration with KSU's digital ecosystem

PRODUCTIVITY IMPACT

Why AI matters for KSU's HR future



%40+

Productivity uplift

Knowledge workers using generative AI (MIT/HBR, 2023)



%30~

Time saved on routine tasks

Estimated automation potential for HR & admin work (McKinsey)



%77

Organizations using or exploring AI

State of AI 2024 (McKinsey Global Survey)

Pilot scope: 4 high-volume HR workflows • measurable time-savings & service-quality gains targeted in 2026

Acknowledgments | The Team That Made 2025 Possible

Behind every figure in this report is a team. The work captured in these 35 pages was delivered by **550 HR professionals** across the Deanship of Human Resources and the Deanship of Skills Development

DEANSHIP OF HUMAN RESOURCES

- **HR Leaders**— *Strategic direction and Board engagement*
- **HR Operations & Service Delivery** — *Daily operations, transactions, and entity support*
- **Talent & Capability Development** — *Programs, pipelines, internal talent acquisition*
- **Governance, Policy & Quality** — *Promotion, performance, compliance, ISO*
- **Digital Transformation & Platforms** — *SM, ERP, automation, integration*
- **Culture, Engagement & Communication** — *CIP, employee experience, internal comms*

DEANSHIP OF SKILLS DEVELOPMENT

- **Strategic initiative** — *TamkeenX, leadership programs, accreditation*
- **Capability Programs Delivery** — *100 PMs, Foundation Course, faculty empowerment*
- **Partnerships & Global Network** — *Harvard, INSEAD, Chicago Booth, CIPD, CCL*
- **Quality & Operational Excellence** — *ISO 9001, PMI accreditation, process design*
- **Trainee & Student Programs** — *Trainer development, traineeships, MISK*
- **Communications & Branding** — *Visual identity, strategic communication*

Thank you to every member of these teams for the work captured here.

Acknowledgments | Leadership, Governance, and Cross-Functional Partners

The transformation captured in this report was made possible by the leadership and oversight of the following bodies and partners:

BOARD OF DIRECTORS

His Excellency Mr. Yusuf bin Abdullah Al-Benyan
Chairman of the University's Board of Directors

Strategic direction · approval of transformation mandates · governance oversight

NOMINATION & REMUNERATION COMMITTEE (NRC)

His Excellency Eng. Ahmed bin Sulaiman Al Rajhi
Chairman of the Nomination and Remuneration Committee

12 transformation mandates · review and approval of HR transformation roadmap

THE PRESIDENT

Acting President: Ali bin Mohammed Masmali

Institutional leadership · Phase II direction · public representation

HUMAN RESOURCES Team

Led by Mr. Abdulmajid M. Al-Qusaibi

HR transformation architecture · stakeholder engagement · delivery accountability

KSU Sectors and Units

Both Leadership and Staff

Full support and collaboration

Appendix

KPIs · Glossary · About the HR Deanship

Reference data and definitions

Appendix · KPIs | 2025 Performance Metrics – Full Detail

METRIC	2025 VALUE	CONTEXT / NOTE
OPERATIONAL SCALE		
HR Transactions Executed	700,780+	Across HR systems and government channels
HR Professionals	450	Across HR Deanship operation
Colleges Visited	24	Plus KAIRDS Institute and First Year Common Deanship
DIGITAL ADOPTION		
SM Platform Beneficiaries	23,000+	Full-year cumulative users
Service Requests Processed	15,000+	Through SM digital platform
Workflows Automated	41	Core HR procedures redesigned end-to-end
ERP Investment Secured	SAR 10M	For SAP SuccessFactors upgrade – 2026 rollout
STRATEGIC DELIVERY		
Strategic Partnerships Signed	12	Global academic, professional, and local institutions
ENGAGEMENT & CULTURE		
Engagement Participation Uplift	+500%	Across academic, administrative, and healthcare staff
Internal Talent Pipeline	9 + 20	HR leaders + onboarded specialists
CIP Initiatives Launched	6	Kick-off · Ignite · Capability · Alignment · Commitment

THANK YOU

From operational unit to strategic partner.

From foundation to activation.