الهيئة الاتحادية للموارد البشرية الحكومية
Federal Authority For Government Human Resources

United Arab Emirates

Guide to the Use of
The Federal Government's Strategic
Workforce Planning Electronic System

Second Edition

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Contents

Abbreviations

Abbreviation	Description
DG/US	Director General/Undersecretary
DMADV methodology	Design methodology as per Six Sigma standards
PDCA	Deming methodology (plan–do–check–adjust)
SWFP	Strategic Workforce Planning
CJA	Critical Jobs Analysis
SQR	Skills Quadrant
HCM	Human Capital Management
PESTEL	PESTEL Analysis (political, economic, social, technological, environmental, and legal)
Job Architecture	Job Architecture
DEWs	Distribution and Segmentation of Required Workforce
CEWs	Distribution and Segmentation of Current Workforce
WSA	Workforce Segmentation and Analysis
WF	Workforce

Chapter One

Workforce Strategic Planning

General Framework
First: Introduction

In order to fulfill the United Arab Emirates 2021 Vision and the aspirations of the UAE government and its strategic priorities, it is essential to promote and support the efficiency of the human capital across all federal entities. The human capital serves as the cornerstone in our quest to achieve all of our strategic goals across all levels. Therefore, following a careful study and analysis of the status of the Strategic Workforce Planning in the federal government. Since the project launch in 2015 and the progress made in achieving its goals, especially after automating the entire workforce strategic planning system in the Human Resources Information Management System in the Federal Government (Bayanati). In light of the outcomes of implementing other systems, such as the performance management system, the job assessment and description system, and the training and development system in the federal government, it is highly important to use these results and outcomes in an optimal and integrated manner as part of an optimal human resources planning process. The developed electronic system represents a real chance for the various human resources departments in the federal entities to establish a systemized and integrated framework that is dedicated to human resources and capabilities planning over a period of 5 to 10 years in order to enable the federal government excel in:

- Reinforcing and improving the requirements to identify competencies and talents in the federal bodies.
- Establishing accurate estimations of job budgets based on a clear and agreed-upon scientific approach and approved standards.
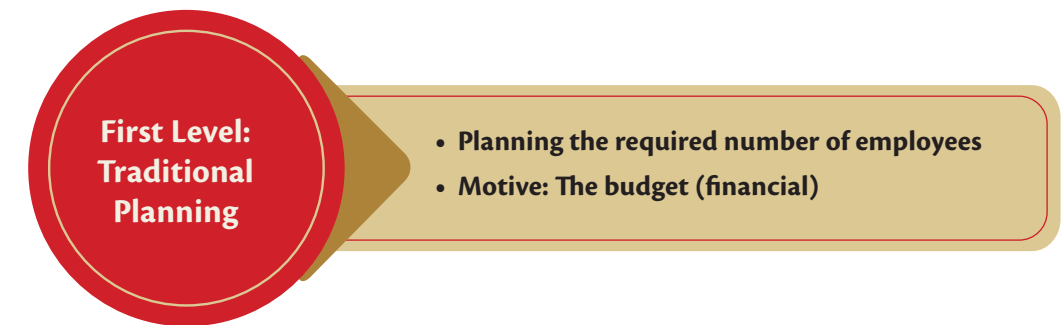
The Guide to the Federal Government's Strategic Workforce planning Electronic System serves as a reference for the federal entities that seek, through said guide, to implement strategic planning of their workforce. Essentially, this guide contains the instructions, methodologies and work procedures to help experts establish the right path through the strategic planning of the workforce. Additionally, this guide provides a detailed breakdown of all the stages of the use of the workforce strategic planning electronic system supported by relevant models and tools. The guide used a clear language so that the concerned parties in the federal bodies can understand and apply the guide easily. The successful implementation of this guide rests on the concerned employees in the federal bodies.

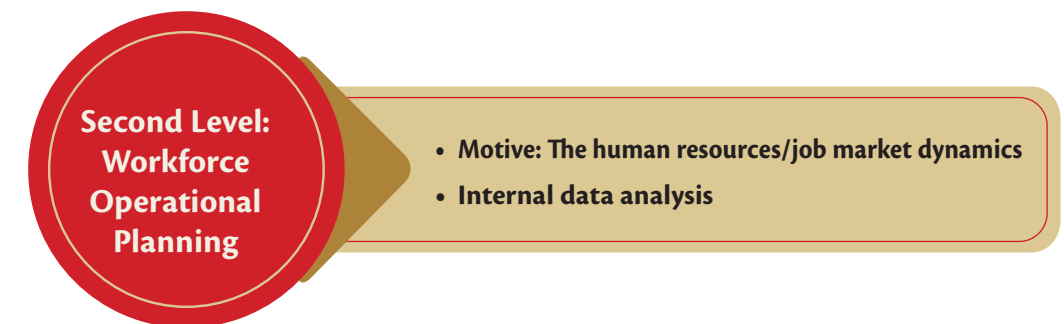## Second: The Concept of Strategic Workforce Planning

The workforce strategic planning is a methodological process used to identify and address any gaps between the current workforce and the future human resources needs, and provides the basis for strategic human resources decisions.

The quality and efficiency of the strategic planning of the workforce depend on the following standards:

- The quality, coverage and inclusiveness of the standards, data and information available for use in the analysis and survey processes.
- The ability to predict and propose appropriate solutions accurately to meet the needs by reducing the gaps and requirements over the longest period to come.

First Level: Traditional Planning
- **Planning the required number of employees**
- **Motive: The budget (financial)**

This is the most common level of planning among federal bodies in which the human resources department identifies the required workforce based on the departments' needs within the limits of the approved annual budget. The assistant undersecretary for support services / executive director performs a need- based assessment for the technical or specialized departments, which means that the level of human resources planning and analysis as well as the historical data will be very limited or nonexistent in such level.

Second Level: Workforce Operational Planning
- **Motive: The human resources/job market dynamics**
- **Internal data analysis**

Human resources management focus has shifted from the financial aspect and budgeting to the human resources itself. The human resources departments should be responsible for it. Whereas the concerned departments shall be responsible for monitoring, updating and reviewing the plan, which affects the workforce vision and plan. Additionally, The Workforce measures the effect of planning and the activities highlighted and collected from various internal and external sources. Among the internal sources: Previous data of career turnover, retirement, promotions, performance, competencies, job characteristics and requirements, type of work, among others. External sources include the job market, wage trends, availability of skills in the job market. In this content, once the data is collected the employee can identify and analyze the gaps, solution strategies that focus on developing and maintaining current resources are proposed and attraction sources are identified. Moreover, the workforce supply inside the entity is collected through promotions, talent and competencies retention plans, incentives and others. This level enables the government entities to predict and establish plans for a longer period of time that ranges between two to five years into the future.

Third Level: Workforce Strategic Planning
- **Motive: Work strategy**
- **Workforce segmentation**

In this level of maturity, the higher management and the leadership along with the human resources take part in owning the workforce plan. The leaders and specialists in the federal bodies play a key role in establishing and updating the workforce plan, meaning that this planning activity is a collective responsibility rather than just an executive function in the human resources department. Therefore, the human resources department maintains the appropriate strategic plan for the workforce in the federal entity, which forms an integral part of the operational plan.

The planning activity in itself consists of a number of key activities that focus on:

- Critical Job Analysis
- Workforce Segmentation
- forecasting of workforce supply and demand, and the work environment that is based on various factors, especially in critical jobs that play an indispensable role in the federal entity's overall performance.

After studying the supply and demand, planning is performed to identify the gaps, and goals are jointly identified through the institutional performance and the human resources in order to fill the gaps, help the federal entity achieve the highest possible level of readiness and facilitate the provision of appropriate resources within the expected time period.

This planning is performed for a period between 5 to 10 years whereby the human resources interventions and solutions focus on long-term investments in discovering and managing talents and competencies, performance improvement programs, partnerships, among others. It also adopts case study models that are linked to total cost of the intervention or procedure, as well as the return on investment for all proposed solutions.

The success of the strategic workforce planning relies on the following secondary processes being effective:

- Workforce segmentation, understanding the workforce mobility,
- Aligning it with business strategy, drawing conclusions from analytics
- Designing the business response i.e. Human Capital policies & initiatives,
- Cohesive linking of all HR initiatives with business strategy
- Subsequent scenario planning, determining the impact of each part of the solution

Fourth Level: Institutional and Sectoral Planning of the Workforce

- **Group-level planning**
- **Motive: Sectoral/professional trends**

This level represents a higher level of maturity in workforce planning (an advanced strategic workforce planning model) and serves as an advanced strategic workforce planning methodology. In this context, several federal bodies exist in a service sector that features similar competencies and integrated strategic trends which calls for the establishment of groups that conduct analysis of activities and estimate the level of expected workload. Therefore, the workforce planning strategy and design shall be subject to a sectoral level which allows for the provision of a number of solutions to support the human capital in a more innovative and comprehensive way as opposed to traditional solutions that do not fulfill the targeted needs.

Planning includes the establishment of an "excellence center" to facilitate and follow up on the strategic planning of the workforce and the analysis activities, along with estimating the federal entity's level, and incorporating a number of human capital solutions. This level requires the participation of the higher management and all the directors of the concerned departments, along with the human resources departments in the various federal bodies, and allows to conduct planning over a period of more than ten years.

Bodies often shift from the traditional planning approach to the operational workforce planning and evolve gradually in order to provide strategic solutions. Through the strategic goals and the federal entity's vision, it is possible to directly support the culture of strategic workforce planning at the entity level.

Future Goals of Workforce Planning in the Federal Entities

The main goal of creating an electronic system for strategic workforce planning is to establish a human resources planning framework that covers a period of more than 5 years to enable the federal government achieve excellence in:

- Reinforce and improve competency and talent requirements in the federal entity
- Establish estimations of job budgets based on a scientific approach and approved standards.
- Propose initiatives and better solutions for the employees and create an added value for everyone.

Strategic Planning Priority for Workforce in the Federal Entities

Sometimes, the federal bodies experience a shortage in human resources in key targeted jobs in light of a dynamically shifting environment, and several factors play a role in shaping the dynamics of the workforce, such as technological innovations, demographic characteristics, economic and social challenges, etc. Therefore, strategic planning of the workforce allows governments to anticipate change, which helps them design a mechanism to address the gaps that might emerge in the workforce.

Strategic planning of the workforce contributes to the government's success on the long term through its readiness that is reflected in the inclusive strategic workforce planning, which includes determining:

- Government needs are always changing due to uncertain / volatile environment
- Talent / skills shortages might hamper future competitiveness of federal entities
- Delicate process to deal with resource surplus / shortage
- Critical jobs requires time consuming skill development cycle

Third: Benefits of the Strategic Workforce Planning

Implementing strategic planning of the workforce in the federal government can have many benefits, including:

- **Enhance the strategic workforce planning capabilities**

The efforts made to move from the traditional planning methodology to the strategic planning one will help support workforce planning capabilities of the UAE government. As a result, predictions will be supported by facts and data, making them more accurate and reliable on the long term.

- **Higher Accuracy in Strategic Decisions**

This enables the Federal Entities to make decisions regarding the strategies implemented to fill the supply/demand gaps based on historical facts, survey data and other analytical information so that decisions are no longer made based on intuition or hypotheses, though these two elements cannot be ignored.

- **Unified Standardized Approach**

Implementing strategic planning of the workforce across all federal bodies will lead to the establishment of a structured methodology in these bodies, which would in turn improve the planning process. As a result, mistakes can be reduced, and the efficiency of assessment standards can be enhanced leading to reduced cost in non-priority areas and the utilization of the available resources instead of bringing in expensive external resources. Moreover, this approach will allow for the re-allocation/re-distribution of the workforce across the departments/bodies and better analysis of the joint strategic decisions.

- **Cost Reduction**

The methodologies and techniques used to develop the strategic plans, and implement a unified work engagement and policy leading to non-repetition and isolation, which in turn helps reduce the cost.

- **Interdepartmental and Rotation of Talents**

Talents and competencies can be rotated in order to fill in vacancies in the other federal bodies/departments that require similar talents. This ensures that talents are managed and utilized optimally in all of the bodies through promotions, and internal and external transfer. Moreover, the federal bodies can establish a methodology to address the surplus and shortage in human resources.

- **Promote the Concept of Shared Resources and Opportunities**

In this regard, creating a shared platform for information exchange among federal agencies provides greater opportunity for cooperation and consistency in the role of the human resources departments. As a result, coordinated planning and action becomes possible and easy, especially with respect to managing employees during transfers or rotations. The platform provides an opportunity to unify the assessment of the support functions, which would support the principle of neutrality in estimating the function's value in terms of its significance to the federal bodies and prevents disparity in the assessments of the support services between the bodies.

- **Single Point of Contact**

Enables the establishment of a unified information center to be used by expert government employees to search for career-related information or any other type of career support.

Fourth: The Strategic Workforce Planning Electronic System in the Federal Entities

The Federal Authority for Government Human Resources has developed an electronic system for the strategic workforce planning in the federal bodies by using the Six Sigma methodology (Define, measure, analyze, design, and check) for the purpose of explaining the key processes to be followed (DMADV Map).

Strategic Goals	Job Architecture	Analysis	Human Capital Solutions	Scenario Planning	Governance
Define Model	**Measure**	**Analyze**	**Design**	**Verify**	**Control**
Baseline	**Profiling**	**Supply and Demand**	**Human Resources Initiatives**	**Business Cases**	**Center of Excellence**
• Vision and Mission	• Demographics	• Workforce drives	• Develop	• Feasibility	• Ownership
• Strategic Plans	• Competencies Skills	• Simulation	• Recruit	• Investment	• Consistency
• Programs/ Initiatives	• Span of Control	• Internal Capacity	• Re-deploy	• Added Value	• Employee engagement
• Goals	• Productivity	• Job Market	• Partnership	• Timing	• Follow up
• Performance Indicators	• Structure	**Gap Analysis**	• In-source	• Risks	• Periodic Review Reports
Stakeholders	**Job Architecture**	• Competencies	• Outsource	**Strategic Linking**	• Sustainability
• Objectives	• Importance to the Institution	• Skills	**Critical Priority**		
• Area of Focus	• Resource-related Difficulties	• Risks			
• Critical capabilities	• Long-term Value				

Graph (1) The Strategic Workforce Planning System according to Six Sigma Methodology

Key Features of the Adopted Methodology:

- The leadership of both the federal entity and the Federal Authority for Government Human Resources participate in managing the methodology.
- The main goal of these processes is not only to focus on numbers and calculations, but to search and investigate as well.
- Built upon realistic data that is important for collection conclusion. This includes a series of interviews, workshops, follow up activities, determination of standards, statistical analysis, financial estimations, etc.
- Introduces simplified methods and models and common language that lead to effective use and enables replication of results throughout the federal entity.

1 - Define

In this stage, the strategic goal of the strategic workforce planning in the federal entity is formulated in cooperation with the higher management in the federal entity and the human resources department in order to ensure the success of the workforce strategic planning process. In addition, detailed documents are presented to determine key business stakeholders, the formal and informal relations record, and the key areas of priority/focus. Introducing the stakeholders will ensure the success and sustainability of the strategic workforce planning.

After determining the stakeholders, the goals of the entity's workforce are then identified along with the scope and coverage, or the so-called baseline modeling. This includes improving the understanding of the federal entity's vision, the strategic initiatives, programs and projects, and the key services that affect the workforce requirements, in addition to the key performance indicators, the operational value chain, the standards, external environment, among others. Baseline information makes it possible to identify the extent to which the programs are in line with the government's priorities, and the stakeholders' capabilities and areas of focus. This stage is completed once a shared understanding is developed with respect to:

- The employees' roles, competences, authorities and their performance Expectation
- Development opportunities across the federal entity
- Implementation/action plan

2 - Measure

The federal bodies must measure the current functional structure of the workforce and the alignment between the working groups and the bodies' strategies. This can be done using the job architecture available in each entity, classifying the workforce in the existing departments and divisions, and identifying the relative importance of the roles or functional groups as per the following three standards:

A. Business Critically : The function is evaluated based on the extent of its importance to the implementation of the goals, its contribution to the business, and how clear it is to the stakeholders.

B. Resourcing Constrains: The function is assessed based on the resources' characteristics, such as their availability, attractiveness and skill level.

C. Long-term Value: The function is assessed based on its future continuity according to various environmental factors that affect it.

Based on workforce analyses, a detailed statement of the talents composition is developed to support the implementation of the government entity's strategy according to various factors including:

- Demographic characteristics (age, gender, location, etc)
- Knowledge, competencies and skills
- Line of operations (sector/department/division)
- Span of Control
- The ratio of institutional support staff to main departments staff at the federal entity
- Productivity levels, years of service, etc

3 - Analyze

Analysis includes three main activities: Demand Analysis, Supply Analysis, and Gap Analysis.

Demand simulation techniques are used to clarify future resource needs and does not focus only on the quantity of human resources needed (number), but also on the competences and capabilities. Demand is estimated for a period of ten years into the future based on the strategic goal specified in the Define Stage. The identification of the human resources forecast is simulated annually through:

- Identifying the business drivers for workforce demand with relevant degree of correlation
- Considering available industry trends / benchmarks statistics
- Factoring the innovation breakthroughs and technological impact
- Studying productivity levels and performance trends
- Calculating impact of anticipated growth and new business models

Simulation techniques methods include experience-based estimation and scenarios methodology whereby demand is predicted in order to identify the available talents (the supply) that are predicted over a period of ten years. Estimations are based internally on the talents and workforce in the federal bodies, and externally in the job market by referring to:

- Internal talent mobility due to promotions, resignation, retirement, illness, etc
- The dynamics of the external market: Such as population statistics, economic factors, study programs, and employment standards.
- The emerging competitive environment, local vs global.
- Retention and development statistics and the attractiveness of the federal entity's name

In the scope of supply and demand analysis estimations, the accuracy and type of forecasts correlate and correspond to the quality and inclusiveness of the reference and analyzed data. On the other hand, comparative analysis between supply and demand forecasts results in gaps or imbalances in the ratio between supply and demand in relation to:

- Career levels, skills/capabilities, locations/departments
- Potential risks caused by surplus of talent or shortage thereof

Gap analysis shows the accuracy and stability of the government based on a predicted strategy.

4 - Design

Design represents a critical stage in determining the various strategies and reducing the gaps. These strategies are long-term and are designed to fill the gaps and correct the imbalances over the next ten years. Implementation time plan is determined based on the nature of these gaps, which is an important step in the strategic planning of the workforce because the management of human capital-related assets is complex and highly volatile.

The human resources strategies and interventions largely focuses on four areas:

- Talent availability (increased talent supply)
- Reduce reliance on demand
- Reinforce internal capacities
- Inducing structural changes

The second challenge revolves around the identification of the strategies' priorities in order to apply them, and several factors play a role in this respect, these are: The importance of institutional goals, the importance of the roles and functions expected to be fulfilled, the investments, costs, efforts made to implement the strategy, and the return on investment. As such, it becomes mandatory to support every intervention from the human resources through proper representation of the business case and status that depicts the positive and negative aspects, the added value that results from implementation, potential risks, the financial impacts analysis, and cost vs benefit. Each human resources initiative or intervention that results from the strategic planning of the workforce requires to be assessed based on:

- Investment requirements
- Timeframe – Needs vs deliverables
- Risk management plan
- Applicability and main requirements
- Added value

5 - Verify

The verification process consists of two levels:

- Verification of the status of the implemented human resources initiatives and the progress made on the same
- Monitoring the strategic workforce planning system and Unifying the standards and policies across all federal bodies

The strategic planning of the workforce must be subject to periodic review to verify all the factors and assumptions. And a unified verification mechanism must be adopted to minimize the gap between planning and implementation. Moreover, it is important to send periodic reports to the federal entity's leadership regarding the segmentation of the workforce, the jobs architecture, and the impact of the resulting human resources initiatives. In addition, the model's overall governance must be applied within the federal bodies (as well as the role of the Federal Authority for Government Human Resources in ensuring consistency and conformity).

6 - Control

This stage is designed based on a long-term visions aimed at reinforcing the concept of "The Center of Excellence" in strategic workforce planning. In this regard, the Federal Authority for Government Human Resources shall be responsible for developing this system, whereas the management of the plan and records shall be the responsibility of the federal bodies. After achieving a certain level of experience and maturity, and following the collection of adequate data, the Federal Authority for Government Human Resources shall work on unifying the implemented plans into one shared strategic plan for the government workforce which will cover all the federal bodies.

Fifth: Stakeholders in the Strategic Workforce Planning

The success of any project or program depends on the capabilities and competences of those in charge of it and the clear roles and responsibilities of its stakeholders. Therefore, the strategic planning of the workforce cannot be considered successful unless it is supported by a strong human resources across all necessary levels that work in coordination with the leadership and under its directions.

Stakeholders in the strategic planning of the workforce can be classified into three main categories:

- Strategic workforce planning leadership
- Strategic workforce planning governance
- Strategic workforce planning implementation
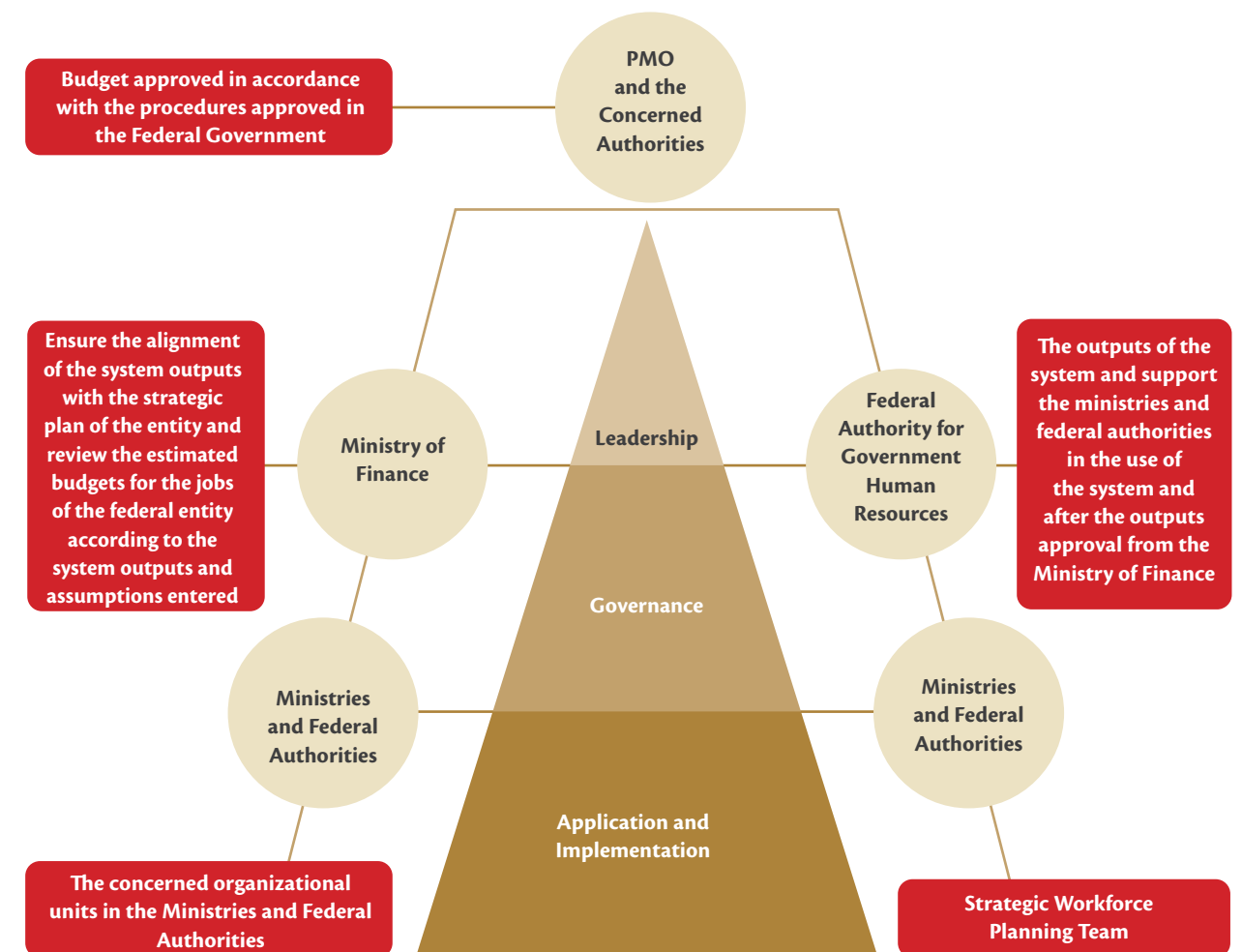
Figure (2) Stakeholders in strategic workforce planning

Sixth: Roles and Responsibilities

#	Entity	Roles and Responsibilities
1	Federal Authority for Government Human Resources	• Form a support team for the strategic workforce planning. • Reinforce effective commitment with the competent team in the federal entity • Review progress as per the target performance indicators in the balanced scorecard. • Measure the quality indicator of the strategic workforce planning system (based on two equal standards: Implementation of the stages of the strategic workforce planning system and indicator of appointment in the federal government for the entity's critical jobs) • Prepare periodic reports and application governance
2	Ministry of Finance	• Link the jobs with the federal budgeting system (Hyperion) to prepare budgets for the coming years which include planning jobs budgets in the federal government according to sound scientific principles. • Review the quality of outputs and ensure they meet the requirements
3	Federal Entity	• Form a team that specializes in managing the strategic workforce planning system and appoint a team leader. • Commit to the implementation of the electronic system manual of the strategic workforce planning. • Approve the outputs of the jobs architecture and the workforce segmentation reports of the concerned entity. • Review and approve the outputs of the system's entire stages. • Forward periodic reports on the progress made to the Federal Authority for Government Human Resources.
4	Strategic Workforce Planning Team	• Identify the strategic goal and prepare the human capital plan for the federal entity. • Prepare the jobs architecture by analyzing the critical jobs and classifying the skills. • Review and assess the job/position current and future requirements in terms of: The demographic characteristics, competences, career turnover, vacancies, and organizational environment, and identify trends based on current and past data. • Develop a mechanism to unify workforce supply and demand estimations. • Evaluate the impact of various factors on future supply rate. • Determine the gaps and identify solutions priorities • Review the workforce plan and the progress in implementation

#	Entity	Roles and Responsibilities
5	Head of the Strategic Workforce Planning Team	• Unify the results of the critical jobs analysis, ensure that there is no disparity and reach a common agreement. • Circulate the required workforce segmentation and reports among the team members for review purposes. • Issue a gap analysis report and measure risk priority • Coordinate and communicate with the Federal Authority for Government Human Resources
6	Human Resources Department	• Identify the category and classification of each job and prepare the critical jobs analysis. • Review the entity's required workforce segmentation outputs. • Prepare a list of factors that influence the future availability of workforce inside the federal entity and determine the impact. • Identify the productivity factors and their impact on jobs • Identify the internal factors that affect the workforce activity in the entity. • Identify the external factors that affect supply • Implement the workforce plan and forward progress reports to the entity's higher management.

Strategic Workforce Planning

Stage (1): Determine the strategic goal of the workforce planning

Stage (2): Prepare the job architecture

Skills Quadrant	Critical Jobs Analysis

Stage (3): Workforce Segmentation

Stage (4): Workforce Forecast

Stage (5): Gap Analysis and Prioritization

Stage (6): Determine Human Resources Solutions Strategies (Gap Mitigation)
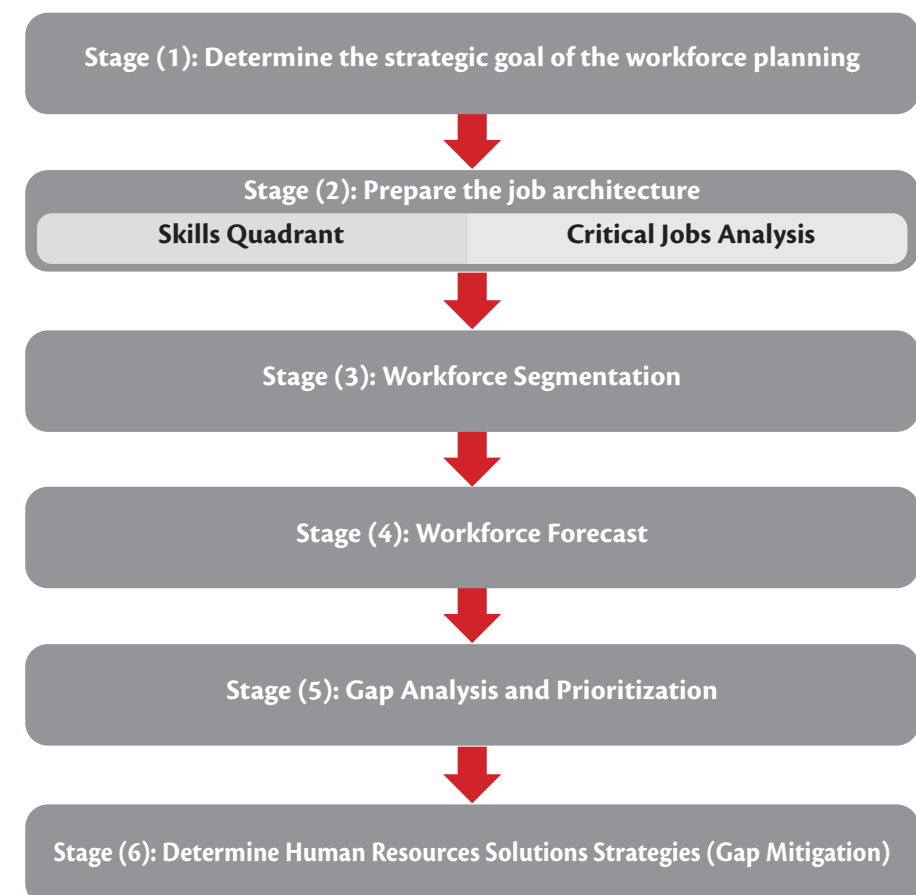
Chapter Two
The Strategic Workforce Planning
Electronic System

First: Identifying the Strategic Goal of the Workforce Planning (The Objective):

This is a critical stage in the strategic planning process in which the understanding of the vision and mission is developed, in addition to measurable goals and relevant priorities that enable the federal entity achieve the desire future status and determine the progress of the entire process. The type of work and the key strategic goals of the federal entity represent the baseline standards according to which the workforce needs and expectations are determined. Each of the federal entity's strategic goals are translated into human resources needs from the perspective of the human resources department.

Moreover, in this stage the federal entity's strategic direction is determined over the next ten years with respect to workforce. The output of the federal entity's human capital management plan is in line with the strategic and operational plans, and the scope and coverage document for the strategic planning of the workforce will be the outputs of this stage.

The strategic goal is determined based on:

- The collection of the required data from external and internal sources to identify the business plans/human capital management objectives.
- The outcomes of the brainstorming sessions, as well as the determination of the human capital management goals and the strategic workforce planning scope of coverage.

Please refer to Attachment no. (1) on the PESTEL analysis, the brainstorming checklist, the scope of coverage, and the strategic workforce planning project plan.

Second: Job Architecture

The Job Architecture is a structured and flexible model used to determine the organizational structure, including the designations, roles and skills needed to enable the federal entity to "measure and manage" its current workforce effectively. This architecture explores the activities that the entity conducts and serves as a powerful tool that highlights the gaps between the needs and current resources. It can also be used as a tool or source to determine the human resources programs and initiatives, or it can be used as a measure and a tool to encourage the evaluation and monitoring of these programs' and initiatives' results. Strategic workforce planning needs to be well structured as it represents the importance of jobs and talents is assessed and updated in line with the human resources strategies.

Furthermore, in this stage, a measurement and management tool is built in order to determine the institutional organization skills and competences, the talents and job importance, and a unified model is established for the job architecture by referring to the job family and the job classification in the federal entity, in addition to the analysis of critical jobs based on standard evaluation criteria.

1 - Critical Jobs Analysis

A three-dimensional assessment approach was adopted through the strategic workforce planning system available in the federal government's human resources information management system "Bayanati" in order to determine the importance of each job. Each one of these dimensions is also subject to further classification as per individual standards to obtain a total classification of the jobs importance based on the results. Moreover, the global practices of skill classification have been adopted for the purpose of classifying the skills in each job based on the combined

result of the skill's value and uniqueness. As a result, the jobs are classified as follows:

A. Mandatory
B. Essential
C. Elemental
D. Miscellaneous

The level of importance of each job title in the federal entity is determined based on the total results of the three main standards below:

1. Business Criticality
2. Resources constrains
3. Long-term value

Each dimension achieves an assessment and classification that is either high, medium or low based on the individual measure of three questions for the three standards. These questions allow you to determine the degree of targeting based on the below-mentioned diverse measures:

Standard	Description
Business Criticality	This dimension evaluates the job based on its contribution to the overall goals and vision of the stakeholders on the federal entity's level. • Mandatory Job: The job is mandatory and necessary for the federal entity according to a regulatory law and is essential for the realization of the strategic vision and goals of the UAE government. • Essential Job: Required by the federal entity to implement and achieve the goals and initiatives and provide operational support on the general level. • Other Jobs: Jobs that are routine in nature and includes basic daily interaction among key staff.
Resources-Constraints	This dimension evaluates the job based on the required resources characteristics needed to fill this job. The factors that are considered in order to determine these jobs are: • Availability: Means the resources available to fill this job. Availability ranges between internal and external job markets inside and outside the UAE. • Attractiveness: Refers to the difficulty of retaining or attracting talents once they are available. • Skill Level: The difficulty of transferring knowledge or develop the candidates' skills.
Long-term Value	• Uniqueness and Isolation: The long term presence of the job depends on its level of specialty and uniqueness with respect to the federal entity's business, as well as the cost and technology factors (independence). • Weakness: The long term presence of a job depends on the points of weakness associated with the impact of environmental changes, such as the automation of routine processes, technological innovations, globalization and others, on the job, which renders it redundant.

In the context of analyzing the critical jobs in the strategic workforce planning electronic system available through the federal government's human resources information management platform "Bayanati", and for the purpose of completing the job architecture in the entity, a relative weight has been assigned to each of the three questions under each of the abovementioned standards whereby the gross total of each standard amounts to %100. The questions have been standardized across all federal bodies.

The following table shows the questions and the weights corresponding to each standard:

Questions	Weights
Business Criticality	
How does the job affect the realization of the federal entity's strategic goals, and what direct impact it has on the effectiveness of achieving the vision of the UAE government?	35
What is the importance of this job with respect to the fulfillment of the federal entity's daily key activities, and what degree of communication is established with external and internal clients?	35
Is the job mandatory by a sovereign / legislative / international decision?	30
Total	100
Resources constrains	
What is the degree or level of unavailability of resources, for example: The scope of limited availability of the talents necessary to fill this job?	34
How difficult is it to retain talents or attract them to these jobs in case they are available?	33
How difficult is it to transfer knowledge or developing the candidate's skills?	33
Total	100
Long-term Value	
Is this job technical or administrative? Does it require personal or specialized services which means that it will not be affected on the long term nor would it be have its role decrease?	35
How unique or distinct are the talents that this job includes which would not be automated in any way in the near future?	35
How difficult is it to merge this job with another job in the future for the purpose of improving efficiency in the entity?	30
Total	100

The scores scale used to answer each of these questions is as follows:

Classification/Assessment	Scale
Low	1
Medium	2
High	3

The job architecture and critical jobs analysis concepts can be further explained simply as follows:

Business Criticality	Resources constrains	Long-term Value
• Importance in achieving the goals > (%80) • Essential (%80-20) • Other < (%20)	• Availability • Attractiveness • Skill level	• Future impact > (%80) • Unaffected (%80-20) • Low impact < (%20)

When answering the questions for each job title, the degree of importance of each standard is then automatically calculated based on the weighted average technique in the strategic workforce planning electronic system, which is the result of classification/assessment and the weight of the question. On the other hand, the total percentage of the "importance" is calculated using the standard average method. The job titles are then arranged automatically based on the total "importance" score.

The "importance" score is explained according to the overall assessment as follows:

Score Range	Importance	Level
Above %80	Mandatory	High
%50 – 80	Essential	Medium1
%20-49	Elemental	Medium 2
Less than %20	Miscellaneous	Low

الأسئلة المتعلقة بالمعايير الرئيسية

المسمى الوظيفي

المقياس

Graph (3) Critical jobs analysis according to the strategic workforce planning electronic system in "Bayanati" system

2 - Skill Quadrant

Valuable skills help to improve the efficiency of the federal entity and utilize its opportunities to address potential challenges and realize the strategic goals. The value is determined through a number of practices, such as the entity's services, cost reduction, reputation improvement, corporate identity, etc.

Unique skills are important to the federal entity. The entity dedicates its time and budget to develop and prepare those staff in order to reinforce their loyalty and increase their retention.

In the context of critical jobs analysis in the federal entity and based on their value and uniqueness, skills are classified into:

A. Doers
B. Professionals (skilled/semi-skilled)
C. Specialist
D. Critical

Graph (4) Skill Quadrant

When answering the questions for each job title in the critical jobs analysis stage the classification score of the skills is calculated as follows:

Area	Characteristic	Source
Skill Value	Refers to the value of the job title's specific skills (academic, technical and behavioral competences) of the federal entity, and the range is determined based on a scale from (4-1) 1 is the lowest and 4 is the highest value. The scale from 1 to 4 is based on the total skill value calculated as a weighted average to classify the answer to question 1 and 2 under Importance to the Institution, and the first question under the Long-term Value.	The skills value is based on the total skills derived from the assigned weights of the standards within the critical jobs analysis questions and is automatically filled as follows: | Critical Jobs Analysis	Skill Value Classification
---	---
< %20	1
%50-%21	2
%79-51	3
>%80	4	
Skill Uniqueness	Refers to the uniqueness of the job title's skill in the federal entity. The level of uniqueness is determined using a scale from 1 to 4. 1 is the lowest and 4 is the highest value. The skill uniqueness classification is based on the total skill value calculated as a weighted average for the classifications of all three questions under Resources-related Difficulties, and question number 2 under Long-term Value.	The values are filled automatically based on the total skill uniqueness, and the unique classification is as follows: | Critical Jobs Analysis	Skill Uniqueness Classification
---	---
< %20	1
%50-%26	2
%75-51	3
>%76	4	
Skill Score	The skills value and uniqueness factor. Minimum classification is 1 and maximum classification is 16.	Filled automatically.
Skill Classification	Classification 4-1: Doers Classification 8-5: Professionals (skilled/semi-skilled) Classification 12-9: Specialists Classification 16-13: Critical	Filled automatically.

Third: Workforce Segmentation

Workforce segmentation is the process of classifying the human capital in the federal entity into categories or pre-defined characteristics. In other words, classifying the current and predicted workforce requirements based on the functional characteristics that define the overall features of the job. The human capital management can classify the workforce by utilizing the current workforce and learning about the gaps in the workforce in light of the future requirements of the entity.

However, the federal entities must understand that the higher management is crucial and plays a major role in running the business smoothly, but there are other key critical jobs and job data that are important for the sustainability of the entity itself and act as key foundations since they can play a role that corresponds to the business growth. Moreover, the bodies must understand the importance of skills, knowledge and experience, occupies suitable positions, and has certain characteristics that make it unique. Some of these talents are irreplaceable, while some has long-term influence on the value chain in the entity.

There are two key factors that ensure the entity's continuity and the realization of the desired goals: The stability of the higher management and the classification of the workforce based on skills, experience and knowledge.

On the other hand, classification based on compensation and benefits is considered incomplete since it does not enhance the talent attraction and retention strategies. Moreover, salaries do not reflect the real connection between roles and business strategies and their impact on outcomes and results.

The workforce segmentation stage depends on a methodology that is based on skill and demographic factors whereby the required workforce is segmented into these categories. Also, the current workforce is segmented based on the categories themselves for the purpose of classifying each employee on the basis of skill. in addition, some information is exported from "Bayanati" and the staff performance management systems and is kept in the reference data document folder.

This stage focuses on identifying the details and skills of the entity's workforce for talent management purposes, and its outcomes can be summarized as follows:

- Required workforce segmentation DEWs in the entity based on what the entity currently wants to determine as factors for its current goals according to the demographic characteristics, academic qualifications, technical skills, and behavioral competences pertaining to the job position. The "required workforce" is considered essential for the realization of the entity's operational and strategic goals.
- Current workforce segmentation CEWs in the entity based on demographic characteristics and skills.
- Workforce segmentation evaluation by establishing the main topics and schemes for analyzing the current status and determining the gaps between the required and current skills that need to be immediately addressed.

Graph (5) Required workforce window in "Bayanati" system

Fourth: Future Workforce Forecast

The previously discussed stages determine the environment and the scenario according to which the so called future workforce forecast is conducted where the main stage of strategic workforce planning is based on the outcomes and assessments that result from the strategic goal, and the analysis of the critical jobs and workforce segmentation. Future workforce forecast refers to the process by which the workforce needs are predicted in a certain entity for a period of ten years into the future. In case of the strategic planning of the workforce, the scope of forecast is extended. In this context, the identification of the future employment request is considered an important factor to ensure the achievement of the strategic goals and the fulfillment of the stakeholders' expectations by maintaining quality. On the other hand, the competences required from the future workforce that are needed for the successful implementation of the business and the realization of the goals, are obtained and maintained by employing qualified human resources.

Workforce forecast consists of two elements:

- Supply Forecast
- Demand Forecast

The demand forecast reflects future workforce forecast in the federal entity. the focus is on clarifying the work plan that needs to be accomplished vs the talents and competences (human resources) that will perform the work. Also, an evaluation of the current staff vs future job needs is conducted. This helps in predicting the type of competences and number of employee needed, as well as the positions of the required staff in the future. The demand forecast process includes studying the work that the entity needs to conduct in the future and how it should do it since current activities might not be practical in the future due to the technological impacts on them or due to the reorganization of the tasks and the focus on providing services to the customers which might lead to a change in the organizational structure.

On the other hand, the supply forecast determines the available workforce that corresponds to the future needs of the federal entity. In this process, the availability of future supply is determined by means of estimating the percentage of workforce currently working in the entity, as well as estimating the supply rate in the job market. This forecast, or the future supply forecast requires determining the variables and presenting assumptions on the impact of these variables on the type and level of targeted workforce in the future. Additionally, the internal and external

environments are checked to determine the estimated percentages which would help in determining the directions and practical environment within the federal entity. This information can be obtained by reviewing workforce statistical reports and available forecasts that many of the job market studies, business publications and various government data offer.

this stage is considered a tool for measurement and management. that is built to calculate the workforce supply and demand forecasts within the federal entity, along with providing an assessment for the various standards that affect the forecasts. The results of this process will be used as inputs to prepare the workforce file required for the workforce segmentation.

The outcomes of this stage include developing a model for assessing the final status of future workforce requirements as mentioned in the workforce segmentation. The final outcome of this stage is the number of expected resources for each job in the federal entity over the next ten years which is determined after calculating some factors, such as the job turnover, retirement, changes in the organizational environment, technological changes, and the new competency requirements.

First: Demand Forecast

The Federal Authority for Government Human Resources relied on a simplified copy of the model that the International Labour Organization has prepared in this regard where the format was adjusted so that it can be used in determining the characteristics responsible for impacting the quantitative demand for the workforce with respect to each job within the federal entity. The purpose of adopting the supply and demand forecast approach is to obtain an estimated statistics of the necessary resources for each job title over the course of ten years as a means to realize the federal entity's goals.

The key principle at work here is that growth is proportionate with the demand for workforce. This means that whenever there is growth there is a great chance that the number of workforce will increase. On the other hand, productivity has an inverse relationship with the demand for workforce, i.e. whenever productivity and resources efficiency increases, the number of resources that are required to perform the job decreases. So, this balanced mix of growth and productivity is achieved in order to determine the expected percentage of increase or decrease compared to the workforce statistics in the previous year.

1 - Determining growth rate for each job title in the workforce strategic planning electronic system

The factors responsible for growth are attributed in their entirely to the federal entity, rather than to a single job or skill. Therefore, achieving a certain growth rate in the job title requires collecting the data as per the following order:

First Level of the Data: The Factors that influence Growth and the Estimated Growth Rate for each Factor

Among the internal factors that app ly to all federal bodies: The strategic goals of the entity, the new initiatives, the revenues, the new services, cost reduction, etc.

Whereas the external factors include: Increase in population, investments, global networks, and the overall political and economic environment that influence growth. The federal bodies may add and adjust those factors to suit their operations.

The growth rate forecast that is conducted annually over a period of ten years is based on a self-assessment process of previous trends, the available statistics, information and external data. In this case, the baseline needed to achieve the growth rate might be random and differ from one facto to another.

Second Level of Data: Relative Weight of the Contributing Growth of each Factor and the Weighted Growth Rate:

Since the growth rate is specified in the First Level of Data is based on different baselines, on a common scale by linking the relative weight of the contribution to the total growth of the entity relative to each factor. The result of the relative weights growth rate determines the weighted growth rate on an annual basis for each factor within the scope of the entity's total growth rule. The growth rates total is used to calculate the impact of growth on the need for the workforce.

The Third Level of Data: Impact of Growth on Jobs

Each job title has various levels of impact on growth, and the levels can be fixed, %100 variable or have limited change.

The levels of change are determined on an annual basis for each job title based on a self-assessment. If there is a %100 change in the job title, this means that growth will have a %100, i.e. %100 impact on the available resources under the "job title". Therefore, if the total growth rate for the year is %10, the number of resources under the "job title" also increases by %10.

In case of the federal entity's higher management, the level of change for the job title is fixed. This means that growth has no impact on the number of available resources under the job title.

If the job title has a limited change, it means that the impact of growth on the available resources under the job title might be between (1 and %99). Therefore, if the total growth rate for the year is %10 and the level of change in the job title is %20, the number of resources under the job title increases by %2.

Graph (6) Growth Rate, Productivity and External Factors Window for Workforce Planning via "Bayanati" System

2 - Determining Productivity of the Job Title

Factors that influence productivity and their impact on demand are determined based on each job title and the basis for the increase or decrease in productivity for each factor "total workforce".

Achieving a productivity percentage in each job title requires collecting the data in the following order:

The First Level of Data: The Factors that influence Growth in the Federal Entity and the Estimated Growth Rate for Each Factor

There are internal factors that affect the productivity of the federal entity's workforce which apply to all bodies. Such as:

- Technology
- Work conditions
- Training and development to enhance skills
- Motivation
- Work methodologies
- Other factors

Moreover, the bodies may add and adjust these factors to suit their operations.

The annual productivity forecast is conducted over the course of ten years based on a self-assessment of the current and future status of the factors and its impact on "the workforce".

The Second Level of Data: The Difference in the Impact of Productivity on the Job

The same approach used to determine the impact of growth on the job in the Third Level is also used here.

Determining the Number of Required Resources

The final result can be described as the percentage of growth and productivity impact on the job title annually. Then, the final result is calculated automatically through the system, and the demand forecast reports then show the estimated number of annually required resources for each job title within the federal entity's workforce.

Second: Demand Forecast

Demand forecast is conducted by assessing the possibility of continuous availability of the current workforce during the estimation period. The factors influencing the internal and external movement of the workforce is determined , the possibility of the factors , the impact are both calculated. After this the demand rate (increased or decreased annual demand) is obtained and the quantity calculated. In addition to that, the external cases that affect the supply of the workforce are assessed and the impact of an appropriate demand forecast weight is determined.

First Level: The Factors affecting the Workforce Supply

Below are the factors that affect the future availability of the workforce within the federal entity:

- Promotions (internal and external)
- Transfer (internal and external)
- Retirement
- Resignation

On the other hand, the external factors that affect the supply are:

- The availability of renewable talents
- Implementation of new talent attraction initiatives
- Planning and implementation of talent retention initiatives, such as promotions, leadership development programs, succession plans, incentives and allowances.
- The existence of a competitive environment
- Overall growth (population/work environment)

Second Level: Understanding Previous Data and Future Pattern Information

The impact of the various factors is assessed on the future supply rate based on the review of the past patterns of the internal factors and the availability of external data in the form of reports, surveys, etc.

It is expected that the promotions, transfers and retirement data of the federal entity's workforce over the past three years (historical data) will be collected and recorded through the federal government's human resources information management system "Bayanati", and annual reports that include the job title will be issued along with a detailed listing and percentages of the resources that increase or decrease as a result of promotions, transfers, resignations and restructuring. Such information is partitioned annually according to the job title in order to evaluate the trend or the impact of each factor on the resources in each job title.

Regarding other external factors, it is expected that the federal bodies will obtain related information from their own sources.

Third Level: Estimating the Supply Pattern Rate

The rate of the impact of each external factor on the total number of workforce in the federal entity is estimated on an annual basis, and the total impact is appropriately applied on the job titles that are affected by the external environment.

Determining Resource Supply

The final result of all of the above represents the rate of increase or decrease in the job title's supply on an annual basis where the final results is automatically calculated by applying the percentage on the estimation of the past

year supply. The supply forecast reports show the estimated number of annually available resources for each job title within the federal entity's workforce.

Graph (7) Window showing how jobs impact factors in "Bayanati" system are determined

Fifth: Gap Analysis and Prioritization

The results of the workforce demand needs and supply levels over the coming years related to any entity only when a comparative analysis and gap identification is conducted. The latter refers to the mismatch between the required workforce and currently available one. Gaps can emerge through the number of resources needed or through job expectations.

Gaps can be identified through the following scenarios:

- Gaps between expected future demand and current number of resources
- Gaps between expected future demand and expected future supply

The results might show the following:

- A gap (when the expected supply is lower than expected demand) that indicates future shortage in human resources or necessary skills. It is important in this case to know which of the critical jobs will contain gaps so that the required training or employment can be foreseen.
- A surplus (when the forecast supply exceeds the forecast demand) that indicates future increase in some human resources categories requiring some procedures to be undertaken. The surplus data might represent professions or skills that are not required in the future, or at least not required across the same domain.

Gaps in competences, skills and other expected future demographic requirements will be determined and the federal entity's current workforce will be segmented.

Since the gap analysis is part of the strategic planning of the workforce, it provide the entity with a comprehensive overview of its current status against the goals of its future resources, which in turn leads it to prepare its environment so that it focuses more on filling those gaps. As a result, the concept of gap priority determination arises. And since any entity needs to conduct planning and distribution and ensure that its resources, infrastructure and time are used effectively.

The outcomes of this stage are limited to the identification and analysis of the gaps and their priorities.

Human Resources Gaps

The electronic system provides the necessary flexibility to identify the number/quantity gap in the supply and demand for any year even if the years are different. In this regard, the user is given a choice to determine the year for both the supply and demand forecasts.

Gap Risks Classification

A methodology for classifying gaps into categories has been established, and the risks priority measure has been completed based on the importance of the job. Moreover, the skills for each job title have been classified instead of the number of gaps, and the risk priority measure was obtained from a unified probabilities matrix for the two standards:

Job Importance	Skill Classification	Risk Priority Measure
Mandatory	Critical	High
Mandatory	Specialists	High
Mandatory	Professional	Medium
Mandatory	Doers	Medium
Essential	Critical	High
Essential	Specialists	High
Essential	Professional	Medium
Essential	Doers	Medium
Elemental	Critical	Medium
Elemental	Specialists	Medium
Elemental	Professional	Low
Elemental	Doers	Low
Miscellaneous	Critical	Medium
Miscellaneous	Specialists	Medium
Miscellaneous	Professional	Low
Miscellaneous	Doers	Low

The classification of gap risks for each job title in the federal entity's workforce is done automatically in the electronic system based on the above-mentioned logic.

Job Title Gaps

These are the gaps in skills, competences and the demographics which are determined based on the classification of the registered required workforce in a future year vs the classification of the workforce in the current year. The following key characteristics of the workforce are used for further analysis and planning:

A. Age
B. Gender
C. Location
D. Minimum years of experience
E. Work system
F. Job status
G. Skill classification

Tolerance Gap Classification

The gaps in the human resources (quantity) and the job titles are classified based on the acceptable levels of tolerance for each job title, and the definition of tolerance levels changes according to the type of job title in the federal entity, its importance and employment risks.

For example: The tolerance levels for the job title (director of the department of people of determination) can be theoretically determined as follows:

Gap	Tolerance Level	Percentage
Number	Normal	%0 and above
	Low	%25-0
	Non-existent	Less than %25
Age	Normal	%0
	Low	%40-0
	Non-existent	Less than %40
Gender	Normal	%0
	Low	%50-
	Non-existent	Less than %50

In case the there are gaps in the numbers or surplus less than %0 and above, the difference is a shortage in supply and the decrease is %25, then the tolerance would be low. However, if the shortage is above %25, then the tolerance will be classified as low.

Regarding the personal file gaps mentioned in the previous examples, the available percentages will determine the tolerance levels. Therefore, in the abovementioned example, in case %50 of the required gender specifications deviated, the tolerance will be low, but if the deviation is more than %50, then the tolerance ability will be non-existent.

The user's electronic system allows for the identification of the variance vs the job family. In this case, the tolerance level applies to all job titles in the concerned family. The overall choice of choosing a single low tolerance variable that applies to all workforce in the federal entity is also available.

Linkage with the Federal Government's Financial System (Hyperion)

Based on the job gaps reports, the requirements and results are reflected, which in turn point out the expected status of the entity according to the inputs that were assessed and included in the previous stages. The system shows a drop-down list that includes all the gaps in the entity (including the designations, locations, skills, etc) which is linked to specific job levels according to approved domains. The system lists the minimum degrees that can be changed by the entity based on its needs and in accordance with the type of plans that serve the entity's strategic plans over the coming years.

The study and review of the reports in terms of determining the required degrees is considered one of the key factors that confirm the shared role of the entity, the Ministry of Finance and the Federal Authority for Government Human Resources given the key role of this report in the proper planning of the entity's workforce needs.

The entity's approved report is expressed in the Hyperion system in the form of job degrees and specific designations that grant the entity justification to request vacancies and reinforce promotions as financial items that are claimed by the entity to enhance its role and increase the efficiency of its productivity and excellent performance which is built based on scientific standards and clear methodologies that are closely related to performance, strategic plans and the entity's competencies, in addition to the job market, the factors that impact productivity and growth, and the other factors that affect the external level.

In addition to that, the system works on providing a feature for linking the job titles approved by the federal committee to assess and describe the jobs listed in "Bayanati" system with the job degrees approved as part of the payroll which is presented directly in the system's windows. The system works on listing the job by identifying the degree within its approved domain based on the standards identified in previous stages, as well as the importance of this job in terms of its value to the institution and the impact of the productivity and growth-related factors on the job which the system analyzes to determine the quantitative and qualitative needs of the jobs. Moreover, the system's windows work on displaying those needs according to their connection with the financial system, whereby the job is identified on the same window and the financial estimates of the jobs' cost is conducted through the federal government's financial system (Hyperion) which is then electronically approved and uploaded to "Bayanati" system.

Graph (8) Main Screen: Linking with Hyperion within "Bayanati" System

Sixth: Human Resources Solutions Strategies

Determining and analyzing the gaps between the required future needs and the assessment of the human resources current status leads to the determination of the solutions and strategies necessary for taking corrective measures for the purpose of filling, reducing or eliminating the gaps directly or according to specified timeframes in a process called Gap Mitigation.

These solutions are often proposed and identified by the human resources department and approved collectively by the key departments and corporate support administrations. However, the implementation of these strategies requires the involvement of the departments based on the proposed solution, its time, cost, and type of required support.

The development and implementation of gap reduction strategies represent the final stage in the strategic planning of the workforce. The solutions range from adopting new employment methods and mechanisms, to attracting and managing talents, updating policies and practices, and building the workforce infrastructure. This also includes strategies for dealing with non-priority skills and competences within the entity that are no longer needed.

On the other hand, it is necessary to ensure that the proposed solutions are applicable and can be monitored as well as practical to ensure implementation. Moreover, the priorities of these solutions must be identified where each solutions should be evaluated based on the cost study and return on investment.

Various cost elements contribute to the solutions being development and implemented, and the impact of these solutions that are linked to the return is also compared. The process of collecting these elements is referred to as "Case Study Development", and the decision to move forward with the implementation of the strategies and solutions rests upon the review of the case study and the determination of the federal entity's readiness to bear such

costs, along with the allocation of the necessary time and resources to support the fulfillment of these solutions and strategies. After that, priority is given to the strategies based on the case study verification and re-verification of the strategic compatibility of each human resources solution or intervention, which is a necessary step before finalizing the solutions.

When adopting the solutions and strategies to be implemented, it is necessary to develop a comprehensive action plan for each solution/intervention:

- Roles and responsibilities
- The actions steps required to complete the strategies
- Milestones maturity dates for completing the work steps
- The required resources
- Communication and change management
- Performance progress indicators

The workforce action plan is used as a primary reference for monitoring the progress in the implementation of solutions and corrective measures in case any deviations from the approved plan occur.

Understanding priority gaps and the future skills and capabilities of the entity enables the human resources department and the workforce planning team to design tailored solutions for the entity. Such solutions, strategies or "human resources interventions" may vary and can include 4 areas:

- Increase talents Reduce dependence on demand
- Enhance the internal capability
- Introduce structural changes

Various solutions can be offered to deal with future gaps, and one of the simple ways to determine the solutions based on the gap risks analysis is as follows:

• Talent Augmentation • Employment • Attraction • The Entity's Name and Reputation		• Reducing Dependence on Demand • Establishing Partnerships • Outsourcing • Job Integration	**High**
			Human Resources Gap
• Enhance Internal Capabilities • Individual Development Plans • Transfer • Career Succession Plans		• Structural Changes • Productivity Study • Staff Tasks	**Low**
High	**Job Importance**	**Low**	

Assessment depends on:

- Investment requirements
- Time
- Need vs delivery
- Feasibility, prerequisites
- Added value

Strategic Planning of the Workforce in the Federal Government

The main processes of the strategic workforce planning electronic system can be summarized as follows:

Process	Goal
Determine the strategic goal	Develop an understanding of the vision, mission, assigned measureable goals, and relevant priorities that enable the entity achieve the desired future status.
Job Architecture	Prepare the job architecture by analyzing the current and future jobs based on their importance as per unified standards (critical jobs) and skills classification.
Workforce segmentation (CEWs, GAP, DEWs)	Review and assess the various aspects of the current workforce, including the job requirements/position, demographic characteristics, competences, career turnover rate, vacancies, and the organizational environment. In addition to determining the trends and impacts that are based on the current and historical data.
Future workforce forecast	Estimate the required conditions and factors that affect future workforce, such as technology and changes in the duties and responsibilities, expected career turnover, restructuring, and the requirements of new competences.

Process	Goal
Gap analysis	Analyzing the quantitative and qualitative differences to determine and arrange the differences' priorities, or the "gaps" that are based on the strategic importance and priorities, in addition to developing a mechanism to unify the workforce supply and demand forecasts, including its segmentation, and providing a holistic view of the differences in order to take the necessary corrective and preventive measures.
Solution development and workforce planning	Develop plans that determine the strategies that will be used to fill the gaps. These must include detailed information about the required action steps, the roles and responsibilities, the goals, and their impact on filling the majority of the gaps.
Implementation and control	Implementing the workforce plan, follow up on progress, and review and adjust the plan as necessary

Attachments

Attachment 1

PESTEL Analysis (Political, economic, social, technological, environmental and legal)

Political	Economic
• The direction of changing government laws • The federal bodies' growth and development rate in the first five years • The development rate of political, regional and international situations • Change in the federal bodies' matrices of responsibility • Rate of policy transformation in relevant sectors	• Inflation rate • Investment rate (domestic and foreign) • Savings rate • Employment rate • Gross domestic product • Economic growth rate • The industrial, agricultural and service sectors condition
• The security and social situation • Health services status • Work culture (government work, private sector work and self-employment) • Workforce migration • Income distribution • The social affairs environment in the country (the Ministry of Community Development, the Ministry of Human Resources and Emiratization, Ministry of Education)	• The federal entity's technological direction • Rate of inventions and innovations • Technology-related legislations • Automation trends in the country • Relevant industry automation trends: • Artificial intelligence • Nanotechnology • Alternative energy • Environmental/green technology • Biotechnology

Environmental	Legal
• Enhance awareness and expectations • Local markets • Controls and legislations • International agreements and resolutions	• Service conditions • Legislations • Federal government's trends • International laws • Commercial agreements

Brainstorming Checklist

Review List of the Federal Entity's Strategic Workforce Goal
Year (Start) Year (End):
Federal Entity's Name:
Strategic Workforce Planning Member Name:
Job Title:
Date:

Primary Questions
What are the key strategies and goals of the federal entity that you believe will have an impact on the human resources within the federal entity?
In your opinion, what are the internal and external challenges that the federal entity will face?
Do you expect any change or diversification in the services offered by the federal entity? Are there going to be changes on the sector level?
Given the current organizational structure, do you expect that some changes would be necessary to achieve the goals? When do you expect the changes would take place?
Do you expect that there would be a technological impact on the requirements of current and future workforce? Will there be a shift in expectations of personal abilities and skills?
What does the public (locals and residents) expect from the federal entity? Does that affect the future of the workforce's organizational structure within the federal entity?
What are the federal legislations and laws that might affect the organizational structure and the workforce?
Do you expect the federal entity would be impacted due to any change in the cultural or social environment in the future? Is this going to change the workforce needs?
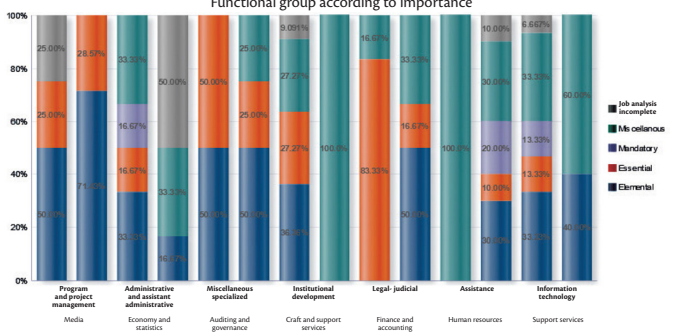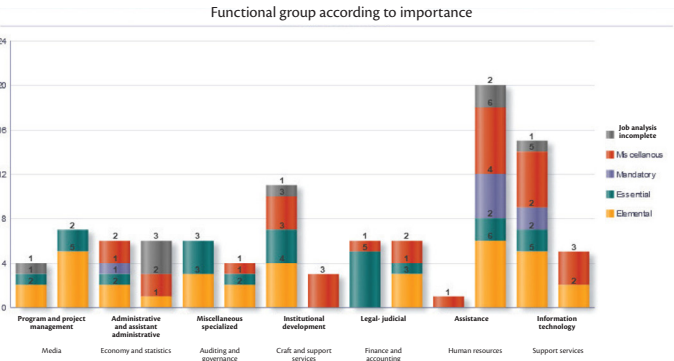
Primary Questions

What is the status of the current infrastructure and assets within the entity? What do you expect the additional/adjusted infrastructure needs of the human resources department would be in the future?

What does the current work environment look like in the federal entity? How does the current workforce contribute to the work environment within the federal entity? What are the expected changes to the federal entity with respect to the workforce? How will it affect the work environment?

Do you expect any potential risks with respect to the impact of the abovementioned changes on the workforce? In case the answer is yes, what is the possibility of such risks taking place? What are the risks that might be associated with financial risks, reputation risk, sustainability risks and legal risks?

Final Questions

In your opinion, what human resources initiatives and strategies should be implemented? What will your goal plan be?

What are the priorities of your proposed goal plan? What are the time limits within which your goals should be achieved?

Based on the above, what are the goals of the workforce planning in your opinion? What range should be covered?

Can you arrange these goals in order of priority?

What are the points of overall strength of the entity with respect to introducing policies, shared services, and human resources information management? Do you suggest doing the same thing to ensure continuous service quality?

What are the overall points of weakness in the federal entity?
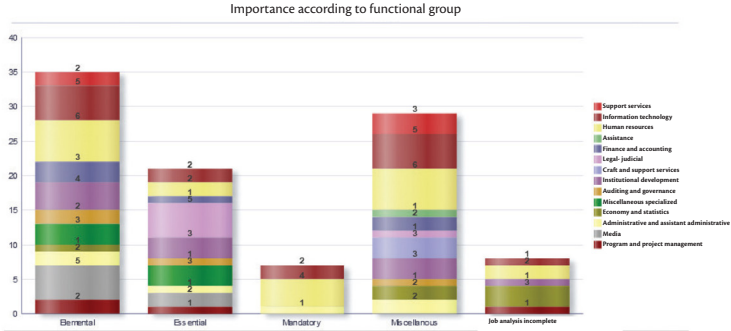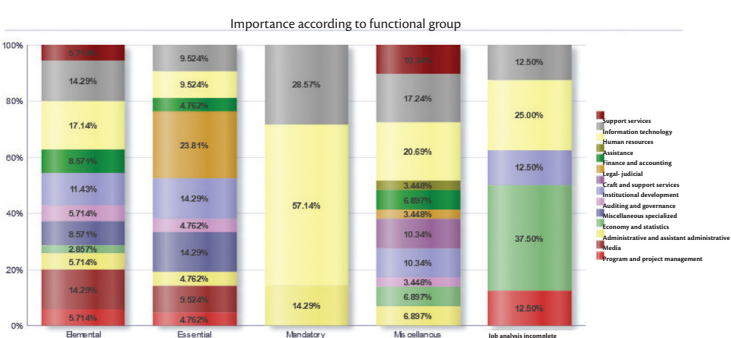
Scope and Plan of the Strategic Workforce Planning Project

Titles	Key Points
Project Name	A unique name that describes the project accurately and briefly (Example: Workforce Planning for the Ministry of Industry and Energy, the Strategic Planning of the Ministry of Economy's Workforce, etc)
Ownership/ Targeted Audience	Who owns the project? Who is the main stakeholder of the field of work subject to the workforce planning project? (Example: Undersecretary of Competent Ministries, Chairman of the Board of Directors, etc)
Responsibility	Name and position (Example: Project Manager)
Project Team	Determine the names and positions of all members of: The Strategic Workforce Planning Team
Reporting	Determine the names and positions of the individuals outside the federal entity who will receive the report from the project manager for the governance of the strategic workforce planning framework: A coordinator in the Federal Authority for Government Human Resources
Timetable	When will the project start? When will it end? What are the timetables that are linked to the main components/project milestones (And their links with the timetables linked to business and finance planning, etc)?
The Goal	What would be the result of the workforce planning project?
The Results	What are the results of the project? (For example: The workforce plan (Ministry of Climate Change and Environment) For the environmental section 2023-2018)
The Scope	To what functional level is the workforce planning being developed? (Example: the sector, departments, divisions, etc). Will the workforce planning cover all of the workforce categories or just the critical jobs? What is the main content and exception of the project?
Key Achievements	What are the key achievements that can be used to track the progress of the workforce planning process? (Example: Completion of a milestone/specific output of the workforce planning project on a specific date).

Attachment 2

List of smart reports issued regarding the strategic workforce planning system

Stage	Reports	Graphs
Jobs Architecture Current workforce classification	• Analysis of the job importance as per the functional group • Analysis of importance according to category • Analysis of functional groups with respect to workforce • Analysis of categories with respect to workforce • Importance to the workforce	

Stage	Reports	Graphs

Ministry Name	Job Family	Specialists	Job Analysis Incomplete	Criticals	Professionals	Doers	Grand Total
Federal Authority for Government Human Resources	Program and project management			1	1		2	4
	Media	1				1	5	7
	Administrative and assistant administrative				1	1	4	6
	Economy and statistics			3			3	6
	Miscellaneous specialized					3	3	6
	Auditing and governance					1	3	4
	Institutional development	1	1		2	7	11
	Craft and support services						3	3
	Legal-judicial	1		1	3	1	6
	Finance and accounting				1	5	6
	Support					1	1
	Human resources	1	2	4	1	12	20
	Information technology		1	2	2	10	15
	Support services					5	5
Grand Total		4	8	9	15	64	100

Stage	Reports	Graphs
	• Skill analysis according to functional group • Skill analysis according to categories	

Stage	Reports	Graphs
Jobs Architecture	• Skill and gender classification • Job family and gender • Functional category and gender • Skill classification according to appointment categor • Job family as per appointment categor • Functional category as per appointment category • Skill classification according to employe category • Job family as per employee category • Functional category as per employee category • Job family and age group • Functional category and age group	

Stage	Reports	Graphs

Gender wise Skill Quadrant Analysis
(# of Jobs vs Gender — Male, Unisex)
Legend: Specialists, Professionals, Doers, Criticals
Male: 1 — Unisex: 4, 15, 63, 9 — 8

Gender wise Skill Quadrant % Analysis
(# of Jobs vs Gender — Male, Unisex)
Legend: Specialists, Professionals, Doers, Criticals
Male: 100.0% — Unisex: 4.396%, 16.48%, 69.23%, 9.890% — 100.0%

Skill Ratings wise Job Bands
(Count vs Skill classification)
Legend: Auxiliary Staff, Executives, Leadership, Supervisory, Technical and Professional
Job analysis incomplete: 50.00%, 12.50%, 37.50%
Specialists: 25.00%, 75.00%
Professionals: 46.67%, 46.67%, 6.667%
Doers: 37.50%, 21.88%, 34.38%, 6.250%
Criticals: 11.11%, 44.44%, 44.44%

Job Title	Job Family	Cabinet Classification	Job Importance	Age	Min Age	Max Age	Check Age Exception	Gender	Gender Requirement	Check Gender Exception	Location	Location Requirement	Check Location Exception
Senior Storekeeper	Support services	Executive	Miscellaneous	63	30	60	Exception	Male	Both Sexes	No Exception	Dubai	Unspecified	Exception
Service Assistant	Craft and Support Services	Support	Miscellaneous	63	30	60	Exception	Male	Both Sexes	No Exception	Dubai	Unspecified	Exception
Receptionist	Support services	Executive	Miscellaneous	61	18	60	Exception	Male	Both Sexes	No Exception	Dubai	Unspecified	Exception
Organizations and International Relations Office Manager	Media	Supervisory	Elemental	60	32	60	No Exception	Male	Both Sexes	No Exception	Dubai	Unspecified	Exception
Head of the Statistics and Government Information Department	Economy and statistics	Supervisory	Elemental	53	28	60	No Exception	Male	Both Sexes	No Exception	Abu Dhabi	Unspecified	Exception
Head of the Financial Affairs Department	Finance and accounting	Supervisory	Elemental	53	28	60	No Exception	Male	Both Sexes	No Exception	Dubai	Unspecified	Exception
Chief Technology Analyst	Information Technology	Specialized and professional	Elemental	51	26	60	No Exception	Female	Both Sexes	No Exception	Dubai	Unspecified	Exception
Service Assistant	Craft and support services	Support	Miscellaneous	58	30	60	No Exception	Male	Both Sexes	No Exception	Dubai	Unspecified	Exception
Director of the Financial Resources Department	Finance and accounting	Supervisory	Essential	50	32	60	No Exception	Female	Both Sexes	No Exception	Dubai	Unspecified	Exception
Senior Statistical Data Administrator	Economy and statistics	Executive	Miscellaneous	47			No Exception	Female	Both Sexes	No Exception	Abu Dhabi		No Exception
Receptionist	Support services	Executive	Miscellaneous	39	18	60	No Exception	Female	Both Sexes	No Exception	Abu Dhabi	Unspecified	Exception
Assistant Infrastructure Systems Technician	Information Technology	Specialized and professional	Miscellaneous	46	22	60	No Exception	Male	Both Sexes	No Exception	Dubai	Unspecified	Exception
Statistical Data Administrator	Economy and statistics	Executive		36			No Exception	Female	Both Sexes	No Exception	Abu Dhabi		No Exception
Chief Executive	Administrative and assistant administrative	Executive	Miscellaneous	47	25	60	No Exception	Male	Both Sexes	No Exception	Dubai	Unspecified	Exception
Support Technician	Information Technology	Specialized and professional	Miscellaneous	54	22	60	No Exception	Male	Both Sexes	No Exception	Abu Dhabi	Unspecified	Exception
Service Assistant	Craft and support services	Support	Miscellaneous	56	30	60	No Exception	Male	Both Sexes	No Exception	Abu Dhabi	Unspecified	Exception
Assistant Statistical Data Expert	Economy and statistics	Specialized and professional		48			No Exception	Female	Both Sexes	No Exception	Abu Dhabi		No Exception
Head of Legal Affairs Department	Legal – judicial	Supervisory	Essential	54	28	60	No Exception	Male	Both Sexes	No Exception	Dubai	Unspecified	Exception
Head of Knowledge and Documentation Department	Institutional development	Supervisory	Miscellaneous	53	28	60	No Exception	Male	Both Sexes	No Exception	Dubai	Unspecified	Exception
Senior Internal Communication Administrator	Media	Executive	Elemental	59	26	60	No Exception	Female	Both Sexes	No Exception	Dubai	Unspecified	Exception
Executive Assistant Performance Indicators	Administrative and assistant administrative	Executive	Miscellaneous	49	23	30	Exception	Female	Both Sexes	No Exception	Dubai	Dubai	No Exception
Principal Investigator Legal Consultancy	Legal–judicial	Specialized and professional	Essential	49	26	60	No Exception	Female	Both Sexes	No Exception	Dubai	Unspecified	Exception
Service Assistant	Craft and support services	Support	Miscellaneous	56	30	60	No Exception	Male	Both Sexes	No Exception	Dubai	Unspecified	Exception
Chief Administrator Human Resources Planning	Human resources	Executive	Miscellaneous	41	26	60	No Exception	Female	Both Sexes	No Exception	Dubai	Unspecified	Exception
Director of Information Technology Department	Information technology	Supervisory	Mandatory	44	32	60	No Exception	Female	Both Sexes	No Exception	Dubai	Unspecified	Exception
Assistant Specialist Network Support	Miscellaneous specialized	Specialized and professional	Elemental	48	25	60	No Exception	Male	Both Sexes	No Exception	Abu Dhabi	Unspecified	Exception

Stage	Reports	Graphs
Forecast of Required Workforce	• Skill and gender classification • Job family and gender • Functional category and gender • Skill classification according to appointment category • Job family as per appointment category • Functional category as per appointment category • Skill classification according to employee category • Job family as per employee category • Functional category as per employee category	

	Female	Male	Unisex		# of Jobs
Skill Quadrant	# of Jobs	# of Jobs	# of Jobs	# of Jobs	
Criticals	1	2	38	1	42
Doers	14	15	47		76
Professionals		4	20		24
Specialists			12		12
				4	4
Grand Total	15	21	117	5	158

Stage	Reports	Graphs

Stage	Reports	Graphs
		<table below>

Job Band	Count of Job Band
Auxiliary Staff	1
Executives	51
Leadership	10
Supervisory	37
Technical and Professional	54
	5
Grand Total	158

Count of Job Band

Count of Job Band