

الهيئة الاتحادية للموارد البشرية الحكومية
Federal Authority For Government Human Resources



SUCCESSION PLANNING & TALENT POOL DEVELOPMENT FRAMEWORK IN THE FEDERAL GOVERNMENT

Federal Authority | هيئة اتحادية

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Introduction

In 2010, H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, launched the UAE Vision 2021, which aims to make the UAE one of the best countries in the world by the Golden Jubilee of the Union. Inspired by the principles of the UAE's founding fathers, the Vision is guided by the National Work Program launched by His Highness Sheikh Khalifa bin Zayed Al Nahyan, the President of the UAE, and represents the key focus sectors of government action in the coming years.

The UAE Vision 2021 consists of four main elements: 'An ambitious and confident nation grounded in its heritage', 'A strong union bonded by a common destiny', 'A competitive economy driven by knowledgeable and innovative Emiratis', and 'A nurturing and sustainable environment for quality living'.

The most important aspect of building an ambitious and confident nation is its workforce. The people and the organizations who are working every day to achieve the vision.

As organizations move through various stages in their life cycle and build growth strategies to deal with changing business environments, the issue of succession becomes critical and with it, the related issue of talent management. And while the dynamics may differ between organizations, there is a need of a succession strategy that essentially looks ahead and plans appropriately to ensure that there is continuity and the right kind of leadership in the business, both at entity level and national level.

The importance of good succession planning is accepted by all, and numerous discussions have defined the benefits of building a long-term strategy for succession. The Federal Succession Planning Guide provides the right framework which can put what has been learnt into practice.

The Guide applies Succession at an entity level as at the national level. The ethos is at Identifying what are the positions/jobs critical to the business and who are the resources who can drive the business.

Lastly, we would like to urge all the Entities to use this guide for finding the right resources at the right position at the right time; because Succession Planning is nothing but a roadmap for identifying and developing tomorrow's talent today!

INTRODUCTION TO SUCCESSION PLANNING & TALENT POOL DEVELOPMENT

IDENTIFYING CRITICAL POSITIONS

1. Defining Succession Planning

Succession Planning is the process of identifying and developing internal talent who have the potential to fill pivotal positions within the organization. It is a process for defining the future leadership along with the competencies critical for business and managing associated gaps. Succession planning is the practice of planning for the development and placement of critical resources in critical positions.

The Salient features of Succession Planning are as follow:

- It deals with the art and science of planning for the replacement of critical resources for critical positions when they leave the entity
- It is the culmination of various processes/strategies to identify talent early and cultivate it through training, mentoring, coaching and other strategies
- It is a Strategic Process linked with several HR systems that track and evaluate employees to fill a position when it arrives.

The ultimate goal of succession planning is to establish, nurture and maintain the entire talent pool, ensure efficient talent mobility and assure business continuity.

2. Succession Planning Goals



- **Long term growth**

Succession Planning is the key to **long term growth**. Succession Planning is a systematic approach to identifying and cultivating business leaders. Long-term business performance and growth is dependent on the ability to assess the talent/competency required by the strategic business objectives. Succession Planning helps to develop the right people at the right time to fill the vital roles.

- **Bench Strength**

“Bench strength” refers to the capabilities and readiness of potential successors to move into key professional and leadership positions.

In business, bench strength is critically important because organizations continuously go through turnover, restructuring, and changes in business strategy. Whenever a critical person leaves (whether in leadership, management, or line operations), the organization should have a "ready successor" or plan for a replacement in order to avoid business interruption.

- **Business Continuity**

The risk of losing a critical person doing a critical job is huge and can cause potential damage to the entity both in terms of financial loss and brand image. **Business Continuity Planning** is the process of highlighting these operational risks that can cause damage to the business, and then taking steps to mitigate those risks. Succession planning is most crucial step for business planning. If the business has to thrive into the future, you have to proactively focus on Succession Planning.

- **Workforce topography**

Workforce topography is nothing but a helicopter view of the current workforce dynamics. Because Succession Planning is an important subset of workforce planning, it gives a top view of the workforce; current pipeline and current competencies.

- **Emergency Preparedness**

A Succession planning program is a deliberate effort by an organization to ensure leadership continuity in key positions and encourage individual advancement. The goal of succession planning is to match the organization’s available (present) talent to its needed (future) talent. Also it caters for any kind of emergency that the organization may face due to lack of right people at the right place.

- **Employee Morale**

An active Succession Planning Frameworks works towards increasing the employee morale. The high potential candidates feel motivated with the investments the organization is doing for them. It encourages them to perform even better. For the other employees too it acts as a driver to perform better and excel to be a part of the talent pool.

3. **Process of Succession Planning**

The Key Steps involved in the Process of Succession Planning are as follows-

- **Identify Critical Positions**

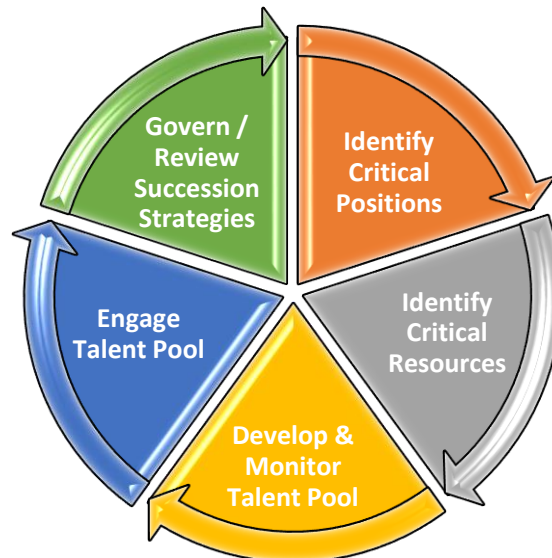
Identifying critical positions is an important part of the succession planning process. It directs the entities efforts towards talent development and ensures that business continuity risk is mitigated.

Determining which positions are the most critical as part of succession planning can be challenging. Every entity must identify these vital roles in the context of many factors like future plans, organizational strategy and market conditions.

- **Identify Critical Resources**

A critical resource is someone who is generating high revenues, is handling critical roles or has specific technical/ functional skills which are difficult to find in market/ difficult to replace. A critical resource is a person who has over a period of time exceeded the expectations and consistently performed well.

A critical resource has the understanding of key responsibilities of the current position and capabilities of meeting with the requirements of the future. Assessing critical resources against required critical competencies is essential in order to prepare the person for future roles in the entity.



- **Develop and Monitor Talent Pool**

Talent pools are groups of high-performing, high-potential employees who are being developed to assume greater responsibility in a particular area. These groups form the base for Succession Planning.

The talent pool should change over time, as the organization and the environment in which it operates changes. Strategies and developmental action plans for talent pool need to be continually monitored to account for any internal or external developments that occur.

This will position the entity to be ready to make essential changes when the environment demands changes.

- **Engage Talent Pool**

The talent pool needs to be engaged in various strategies and initiatives to be effective. Rewards & Recognition, Mentorship Programs, Networking and Collaborations, targeted investments etc. are some of the key ways to engage the talent pool.

- **Govern/Review Succession Strategies**

Evaluation of the Succession Planning strategies is critical for providing feedback on the process and outcome to the executive committee. It will also enable the entity to continually improve the Succession Planning strategy and related initiatives.

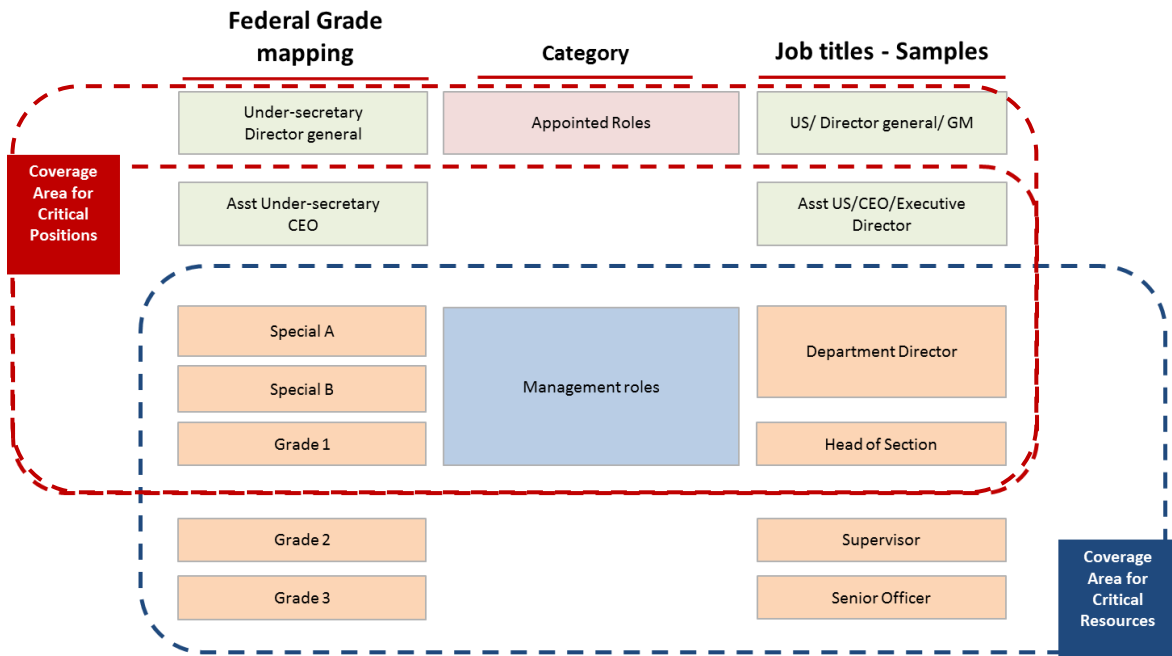
The task of evaluating projects and strategies is easier when the success criteria and performance measures for the Succession Planning initiatives have been established prior to the implementation.

4. Critical Success Factors for Implementation of Succession Planning

- **Fully Engaged Stakeholders-** There are many stakeholders in succession planning, and it is important that each be brought into the process in a timely manner.
- **Define the success metrics-** Ensure talent management processes are effectively linked succession planning KPI's and that success metrics is clearly defined.
- **Data Integration-** Succession planning is not a standalone framework/policy. Ensure integration with all other HR policies.
- **Talent first-** Always focus on how individual high potential candidates (HIPO's) can be developed to lead, rather than finding the perfect "fit" for a defined role.
- **Mature over time-** Start from the beginning. Like all capabilities, it should be built over time and allowed to mature and take root in the organization.
- **Ensure Diversity-** Ensure that the talent pool is reflective of the market.
- **Looking Ahead-** *Always look through the windscreen not the rear view mirror.* Talent Profile for key critical positions should reflect entity's future, not its present.

5. Scope of Succession Planning Framework

A clear scope of succession planning increases the likelihood of obtaining the desired results. To define the scope of Federal Succession Planning Framework, the entities shall consider the following figure, which maps the Federal Grades against the Job titles.



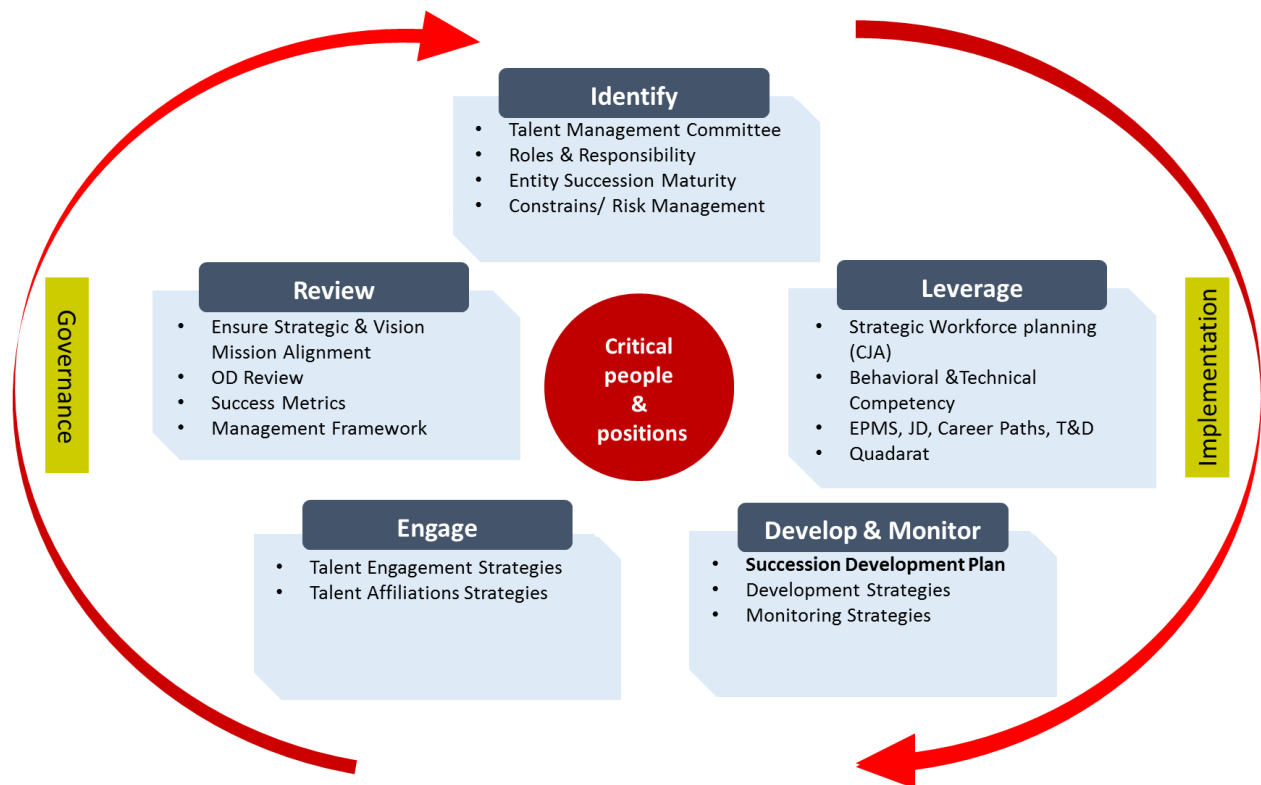
Coverage Area of Critical Positions	Coverage Area for Critical Resources
<ul style="list-style-type: none"> For the Federal Succession Planning Framework the critical positions will be identified through the Critical Job Analysis (CJA) exercise. The positions will be rated on overall business criticality and skill quadrant rating. The critical positions will be identified between Assistant under Secretary to Grade 1 i.e. Assistant under secretary/CEO/Executive Director to Head of section 	<ul style="list-style-type: none"> For the Federal Succession Planning Framework the identification of critical resources will be based on high performance and high potential. The High performing employees will be assessed for their potential and will subsequently be added to the talent pool. The critical resources will be identified from Special A to Grade 3 i.e. from Department Director to Senior Officer
<p><i>For Example-</i> The position of CEO is identified as a critical position his/her successor can be from Special A grade. Similarly if any position at Grade 1 is identified as critical position his/her successor can be from Grade 2 or Grade 3.</p>	

6. Succession Planning Conceptual Framework

The Focus of the Federal Succession Planning Framework are **Critical Resources and Critical Positions**.

For successful implementation the first and foremost exercise the entity should focus on is the process of **identification**. The Executive Committee of the entity should identify the Talent Management Team (TMT). The TMT should **establish the roles & responsibility** of all the partners of succession planning process. The Executive Leadership along with TMT should determine where they are where the **Succession Maturity of the organization** is concerned and what are the **constrains and risks associated** with the implementation of Succession Planning Framework

Succession planning processes work optimally when they are **integrated with other key HR processes** like strategic workforce planning, recruitment, leadership development, performance management, etc. The Federal Succession Planning Framework leverages the current HR process that have been working efficiently and during the course of Succession Planning Framework implementation many of these HR process will interact with each other.



The ethos of Succession Planning framework is about developing talent pool to fill key positions that are critical to an entities ongoing operations and long-term goals. Succession planning helps employees to **develop and acquire the skills** and competencies they need to compete for these positions when they become available.

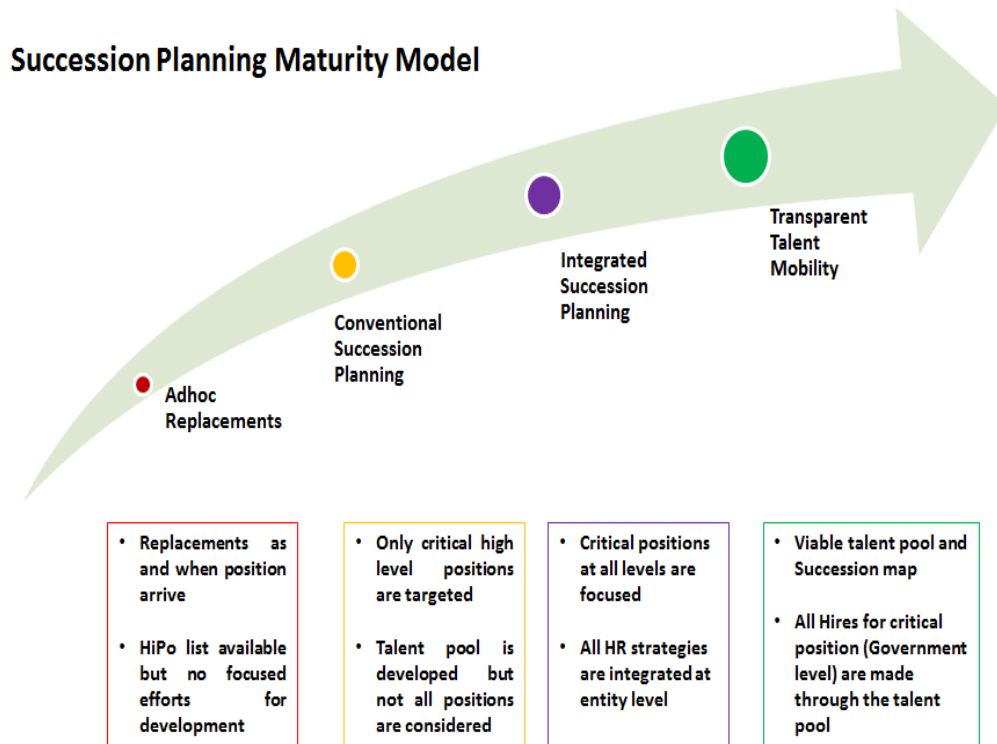
The Talent pool is very dynamic and the composition of the talent pool keeps changing. With **robust monitoring strategies** the talent pool can be monitored.

The aim for **engaging talent** at a workplace is to provide an atmosphere where employees in general are more likely to stay long-term. Engaging Talent aims at bringing the talent pool together and foster collaboration between services, departments and entities. Engaging Talent is about promoting employee participation and performance in the workplace. It also is about building stronger links between the employee and the organization.

The Success of Succession Planning lies in the **governance**. At the end of the Succession Planning Cycle the TMT need to **review the entire framework** to ensure that the framework still has strategic relevance. It needs to encompass the Organization Development changes that have happened in the entity. The TMT should review the success metrics to know what worked and what not.

7. Succession Planning Maturity Model

Succession Planning is a relatively new process for most entities. The Succession Planning Maturity Model identifies four levels of maturity for succession management. The model defines the stages of evolution an entity goes through to reach maturity in a given area. The following is the brief description of each level.



The depth and maturity of Succession Planning within an organization is a strategic decision. However, at each level of maturity, entities may face a unique set of challenges.

The below table is a **STEPWISE KEY** to understand the salient features of **Succession Planning Maturity**.

Adhoc Replacements	<ol style="list-style-type: none"> 1. Replacements in the entity are done as and when position arrive 2. High performing candidates list is available but no focused efforts for their development. 		
Conventional Succession Planning	<i>Same as above</i>	<ol style="list-style-type: none"> 3. Critical Job Analysis is conducted – SWFP is successfully implemented 4. Critical Resource are identified, performance trends are monitored 5. Assessment for key resource is done to know the potential 6. Well defined HiPO list and established talent pool 	
Integrated Succession Planning	<i>Same as above</i>		<ol style="list-style-type: none"> 7. Business strategy linked with Integrated Talent Management Strategy 8. Extensive and robust talent engagement and development strategies and initiatives are in place 9. Talent Pool is being effectively utilized (Hiring/Promotion/Replacement/Special Projects etc.) 10. Expanding ownership to a centralized talent management committee for governance 11. Periodic review of CJA and talent pool 12. Comprehensive talent data generation and analysis
Transparent Talent Mobility	<i>Same as above</i>	<i>Same as above</i>	<ol style="list-style-type: none"> 13. Cross function mobility within the department/entity/government 14. Transparency level – HR, Leadership committee, Line Manager, Employee

The below table features the challenges of each level and the next steps for getting to the Next Level of Maturity Model

Level of Maturity	Challenges to go to next level	How to get there	Time line
Adhoc Replacements	<ul style="list-style-type: none"> Gaining leadership support and ownership 	<ul style="list-style-type: none"> Achieve 'Leadership Buy in' Establish links with other related HR strategies Communicate with high performing employees 	Current Situation
Conventional Succession Planning	<ul style="list-style-type: none"> Accountability of Succession Management (Such as formation of TMT, Formation of Talent pool etc) Expanding Succession ownership beyond HR 	<ul style="list-style-type: none"> Effectively integrate HR strategies and Talent management Strategies Configure technology for data integration (incase if it is not already in place like System Generated CJA and EPMS) 	1-2 years
Integrated Succession Planning	<ul style="list-style-type: none"> Complete and continued integration of talent management process Regularly update on succession strategy to keep pace with business strategy Succession Planning to be incorporated into a leadership dashboard and KPI's visible to executive leadership Defining the next level of Succession Planning focusing on transparent talent mobility 	<ul style="list-style-type: none"> Achieve full, continuous ownership by top leaders and business leaders Continuously update strategy and process to facilitate business needs Implement comprehensive, integrated data collection and analysis Ingrain leadership competencies into developmental processes and culture within the organization 	2-4 years
Transparent Talent Mobility	<ul style="list-style-type: none"> Loss of Leadership attention for Succession planning after initial success Continuously update strategy and process to facilitate business needs 	<ul style="list-style-type: none"> Sustain the Succession Framework to ensure talent mobility 	4 years and ongoing

8. Case Study 1: The Succession Planning Imperative

This Case study is about a large Multi-National Beverage Company which has its presence worldwide and has too many success stories to boast off.

About a decade ago the CEO of the company passed away after fighting a rapidly progressing disease. It happened so fast that the company couldn't really do any business continuity planning. As they were trying to deal with the loss the Board of the company felt that the current CFO who long loyalty record with the company; was financially savvy and a close confidant of the CEO should take over the position of the new CEO.

There was no assessment of his skills or any kind of readiness check done. Because of which there was no Development plan either.

The new CEO was a finance master and was an accomplished CFO in his earlier job but he lacked the general competencies of a CEO. He didn't have the technical know-how and had some serious failures in the areas of product contamination.

Due to a lot of such issues and a serious slide in company's share prices the Board decided to sack him in 2 ½ years.

This is a true example and research suggest that many fortune 500 companies over the period of time have faced the same problem and made the same mistakes.

It is often that companies think of the solutions after they have suffered massive loses, have compromised on their brand equity and lost some star performers. It is at this time that they think of **Succession Planning**.

**PROCESS OF SUCCESSION
PLANNING & TALENT POOL
DEVELOPMENT**

A. Identifying Critical Positions

1. Introduction to the process of “Identifying Critical Positions”

Critical positions are at the focal point of succession planning efforts. A critical position is one that, if it were vacant, would have a significant impact on the entity’s ability to conduct normal business. These positions may be senior management, managerial, technical or a support in nature. These positions can be occupied at the time of doing the Succession Planning exercise.

It is imperative to identify these positions as without these positions the entity would be unable to effectively meet its business objectives.

The purpose for identify critical positions is to understand the potential impact on business operations due to retirement, attrition and voluntary/involuntary separation. The impact could be that of financial operational, process efficiencies or loss of institutional knowledge, etc.

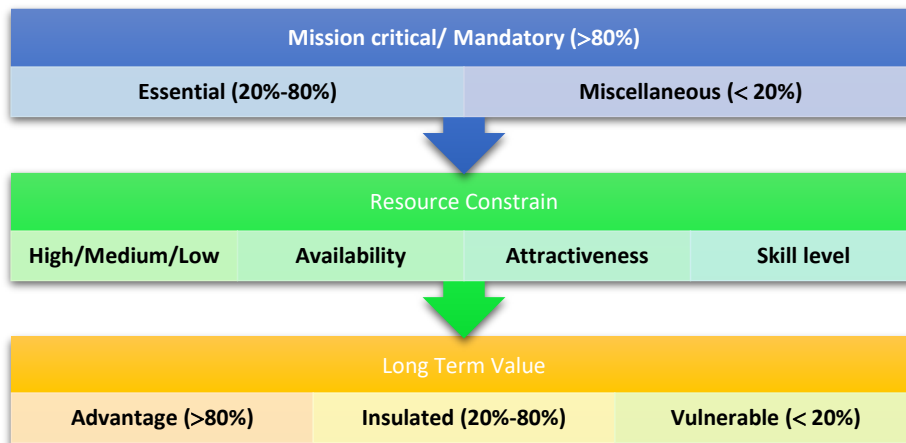
The critical positions for the purpose of Federal Succession Planning Framework will be based on

- Overall Business Criticality Rating and
- Skill Quadrant Rating

Federal Authority for Government Human Resources has defined the parameters for assessing critical levels and skill quadrant rating of each position through the implementation of **Critical Job Analysis (CJA) Framework**.

In the CJA framework, these parameters have been finalized in a uniform manner, which can be easily followed by all the federal entities. FAHR has introduced a tri-category assessment methodology to determine the criticality of each position. Each of these categories is further rated under individual parameters giving to a total criticality rating based on the scores derived.

To summarize, the tri-category assessment is based on the following-



2. Methodology for obtaining the overall business criticality (through CJA)

In Federal CJA Framework, 3 questions under every parameter above has also been assigned percentage weights, sum total of which is 100% per parameter. The questions are standardized across all Federal entities as part of the CJA model. They are tabulated below along with its corresponding weights:

#	QUESTIONS	WEIGHTS
Business Criticality		
1	How crucial is the job in meeting the strategic objectives outlined in the strategic plan and how does it impact the effectiveness of the vision of Federal Govt. entity?	35
2	How important is the job for Federal Govt. entity's day to-day core activities and for strong inter linkages with internal/external stakeholders?	35
3	Is this job mandated by decree / executive decision / international laws OR directly affect the entity's capability to deliver its legislative or regulatory requirements?	30
TOTAL WEIGHT		100
Resource Constraint		
1	What is the level of non-availability of resource pool i.e. wide scale scarcity of talent required for the job?	34
2	How hard is to retain or attract talent to this job offering even if talent is available in market?	33
3	How difficult is it to transfer knowledge or up skill the successor in this job?	33
TOTAL WEIGHT		100
Long term Value		
1	Where the nature of job is either conceptual or technical, or involves personal/customized service whether its importance will not dilute with time or get obsolete?	35
2	How unique skills & tasks does this job involve which are not of a routine production nature and have very less potential of being automated or replaced in the near future?	35
3	What is level of difficulty in consolidating this job with another job, in future to improve effectiveness/ efficiency of the entity?	30
TOTAL WEIGHT		100

The scale legend used for answering each of these questions is as below:

Rating	Scale
Low	1
Medium	2
High	3

On answering the above questions with the scale provided, for every job name, the criticality scoring percentage per parameter will be automatically computed on the Weighted Average method which is the SUMPRODUCT of the rating and the question weightage. The Overall criticality score percentage is computed on STANDARD AVERAGE method on the three-parameter scores. The job names are then ranked based on the **Overall Criticality Score**.

The job criticality based on the Overall Criticality Score is as under:

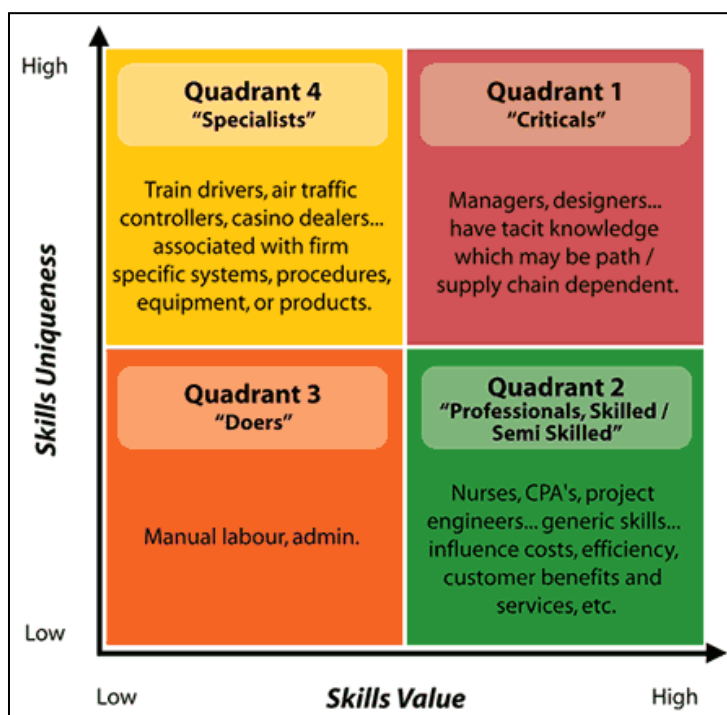
Score Range	Criticality level	Level
Above 80%	Mandatory or Mission Critical	High
50% to 80%	Essential	Medium 1
20% to 49%	Elemental	Medium 2
Below 20%	Miscellaneous	Low

3. Methodology for obtaining Skill Quadrant Rating (through CJA)

In Federal CJA Framework, the roles in the organization are classified under four quadrants mapped to skill value and uniqueness.

1. Criticals
2. Professionals – Skilled or semi-skilled
3. Doers
4. Specialists

The quadrant is illustrated with examples as under:



Valuable skills are those skills that improve the efficiency and effectiveness of the organization, exploit market opportunities to its benefit and counteract potential threats. Value is determined through measures like sales revenue, profitability, cost optimization, reputation, brand value, etc.

Unique skills are those, which are unique and specific to the organization. They are the organizations' Unique Selling Propositions (USPs) and not found from the market directly. They need to be retained, mentored and developed internally. Organizations need to invest their time and money in education, personality development and training to nurture and retain such skills.

The **CJA worksheet sheet** has 4 columns under the Job Skill Quadrant Rating block. The purpose of the section is to assess under which quadrant the job title ideally falls under.

Field	Feature	Source										
Skill Value	<p>Refers to the extent of value the job title specific skills (academic, technical and behavioral competencies) bring to the Ministry. The extent is determined on a scale of 1 to 4: 1 being the lowest value and 4 being the highest value.</p> <p>The Scale of 1-4 is based on a Skill value quotient that is computed as the weighted average of the ratings of Questions 1 & 2 of Business Criticality and Q1 of Long Term Value parameters.</p>	<p>Auto Population of numbers between 1 and 4 for skill value and skill uniqueness. Skill value is based on a skill quotient derived from weights assigned to the responsible parameters among the nine questions.</p> <p>The Skill Value Rating is as under:</p> <table border="1"> <thead> <tr> <th>CJA Score</th> <th>Value rating</th> </tr> </thead> <tbody> <tr> <td><= 20%</td> <td>1</td> </tr> <tr> <td>21% -50%</td> <td>2</td> </tr> <tr> <td>51% -79%</td> <td>3</td> </tr> <tr> <td>>=80%</td> <td>4</td> </tr> </tbody> </table>	CJA Score	Value rating	<= 20%	1	21% -50%	2	51% -79%	3	>=80%	4
CJA Score	Value rating											
<= 20%	1											
21% -50%	2											
51% -79%	3											
>=80%	4											
Skill Uniqueness	<p>Refers to the extent of uniqueness of skill the job title possesses in both within the Ministry and the external labor market. The uniqueness level is determined on a scale of 1 to 4: 1 being the lowest level and 4 being the highest level.</p> <p>The above uniqueness rating is based on a Skill Uniqueness quotient computed as a weighted average of ratings of all three questions under Resource Constraint and Q2. Of Long Term Value.</p>	<p>This will be auto generated based on the skill uniqueness quotient. The uniqueness rating is as under:</p> <table border="1"> <thead> <tr> <th>CJA Score</th> <th>Uniqueness rating</th> </tr> </thead> <tbody> <tr> <td>< = 25%</td> <td>1</td> </tr> <tr> <td>26% -50%</td> <td>2</td> </tr> <tr> <td>51% -75%</td> <td>3</td> </tr> <tr> <td>> =76%</td> <td>4</td> </tr> </tbody> </table>	CJA Score	Uniqueness rating	< = 25%	1	26% -50%	2	51% -75%	3	> =76%	4
CJA Score	Uniqueness rating											
< = 25%	1											
26% -50%	2											
51% -75%	3											
> =76%	4											
Skill Scoring	Product factor of both skill value and skill uniqueness. Minimum score will be 1 and	This will be auto populated										

Field	Feature	Source
	maximum score will be 16.	
Skill Quadrant	<p>The skill quadrant under which the specific job title is falling under based on the skill scoring outcome. The quadrant is as under:-</p> <p>Score 1-4 : Doers Score 5-8 : Professionals / Skilled / Semi skilled Score 9-12 :Criticals Score 13-16 : Specialists</p>	This will be auto populated

Please Note that this exercise has been conducted through the **CJA Framework implementation** and the **Overall Criticality Rating** and the **Skill Quadrant Rating** for each position is already obtained.

Both the ratings are auto generated through the **CJA Worksheet**. **No additional ratings need to be generated for Succession Planning.**

Please see the snapshot of the CJA worksheet within Workforce Planning system in (Banayati)

Entity
(All Column Values) ▼

Job
--Select Value-- ▼

Employee
(All Column Values) ▼

Performance Rating
Exceeds Expectations;Substantially Exceeds Expectations ▼

Minimum Job Requirements

Please select Relevant Search Criteria

Details of the Current Employees On this Job

Please select a job to find the Current Employee Details

Potential Successors

Nationality
Local ▼

Employee Qualification
(All Column Valu ▼

Employee Gender
(All Column Valu ▼

Work Location Emirate
(All Column Valu ▼

Effective Work Experience Years
>=

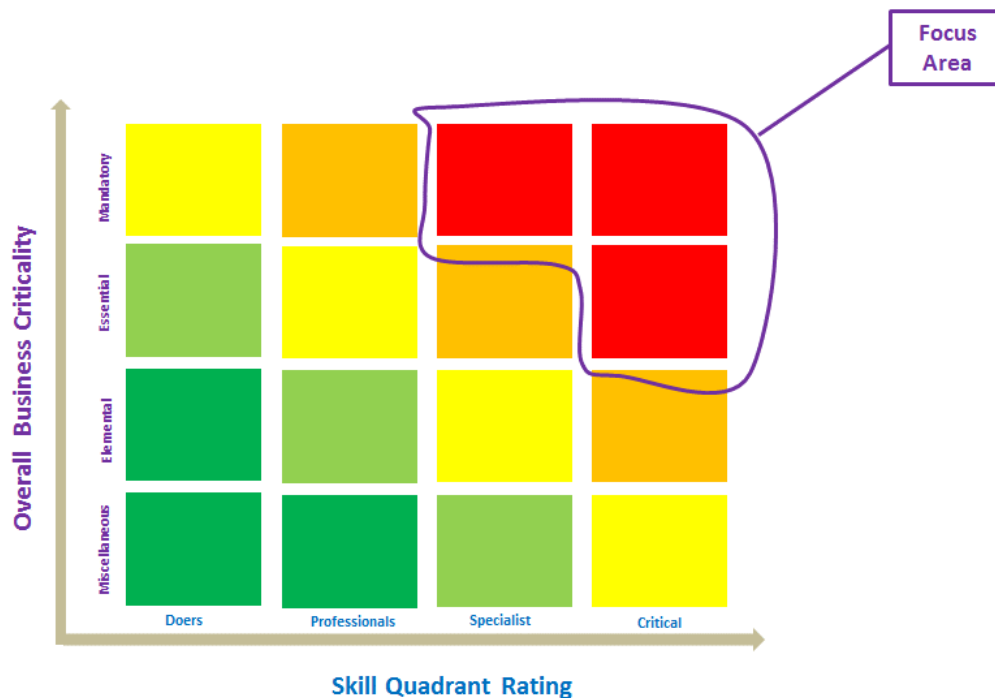
Current Job Family (Default Value : Current Job's Family Selected)
--Select Value-- ▼

Please select a Job and Employee to find relevant Potential Successors

4. Succession Heat Map- Critical Position Analysis

The **Succession Heat Map** is a graphical representation of critical position data where each and every position can be plotted on the matrix. All the positions that have a high business criticality and also have a high skill quadrant rating will ideally be the critical positions of the entity.

In the below diagram the positions that will be plotted on the red blocks will be the critical positions of that entity.

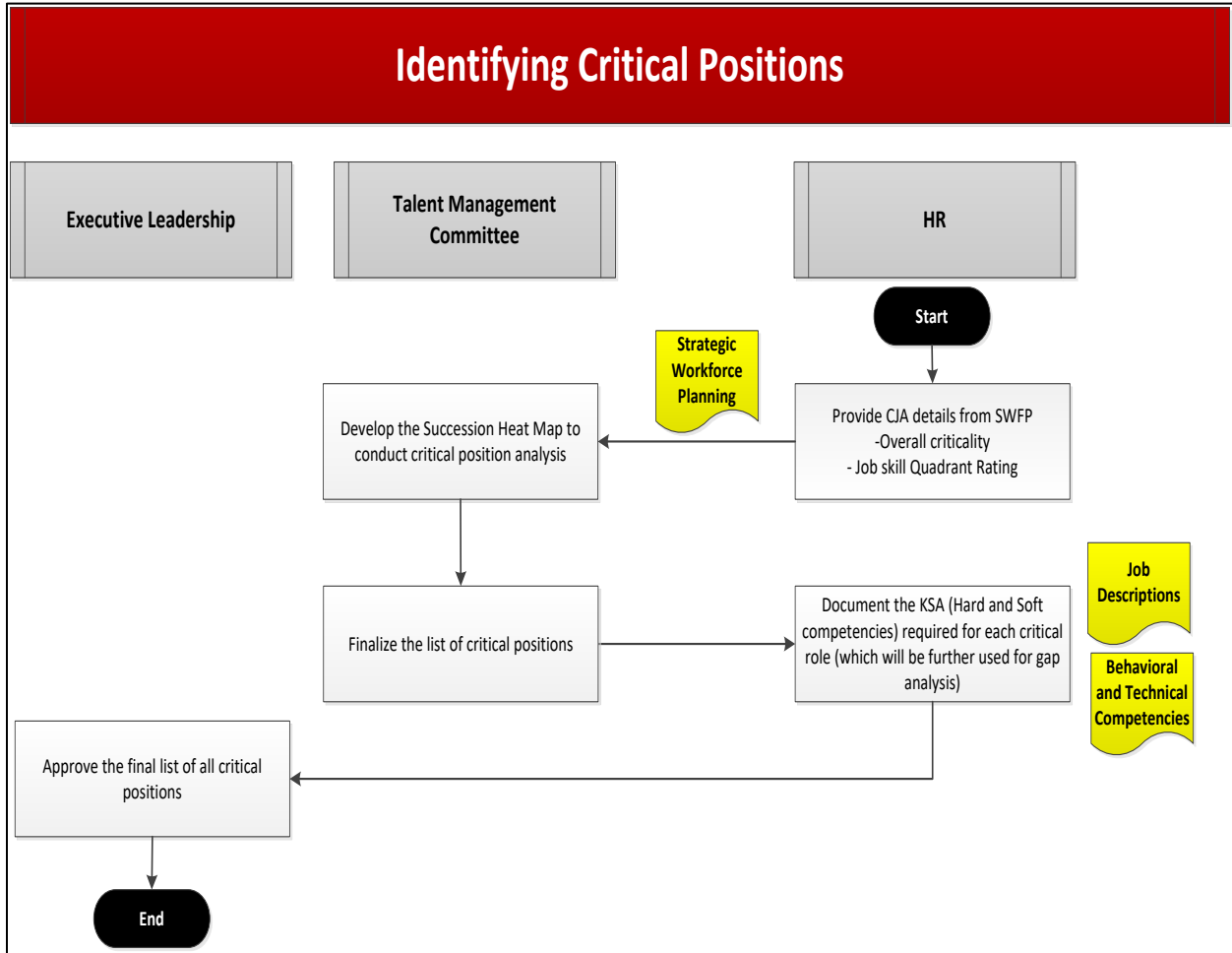


All the positions that are *Mandatory –Critical, Mandatory – Specialist or Essential-Critical* will be the **Critical Positions of that Entity**.

The quality of CJA exercise is very crucial in identifying the Critical Positions Heat Map for Succession Planning.

Global Best Practice suggests that after in any organization **roughly 15-20% positions** are marked as **critical positions**. These positions include senior management positions as well as highly skilled positions which are critical to the business.

5. Roles and Responsibility



B. Identifying Critical Resources

1. Identifying Critical Resources

It is a proven fact that resources/people are the most valuable assets of any organization. Organizations with stronger leaders and motivated employees show twice the revenue and twice the profit growth.

The ethos of Succession Planning is about identifying and nurturing the high performing, high potential employees so they can be retained and entity can support their career progression. Therefore identifying and developing high performing, high-potential employees is a crucial step for Succession Planning.

For Federal Succession Planning process the high performing employees will be assessed against critical competencies and growth potential. This exercise will help focus individual learning and development opportunities in order to prepare the employee for future roles in the entity.

Determining whether there are one or more successors ready to successfully assume the role and responsibilities is the primary function of identifying and assessing the resources.

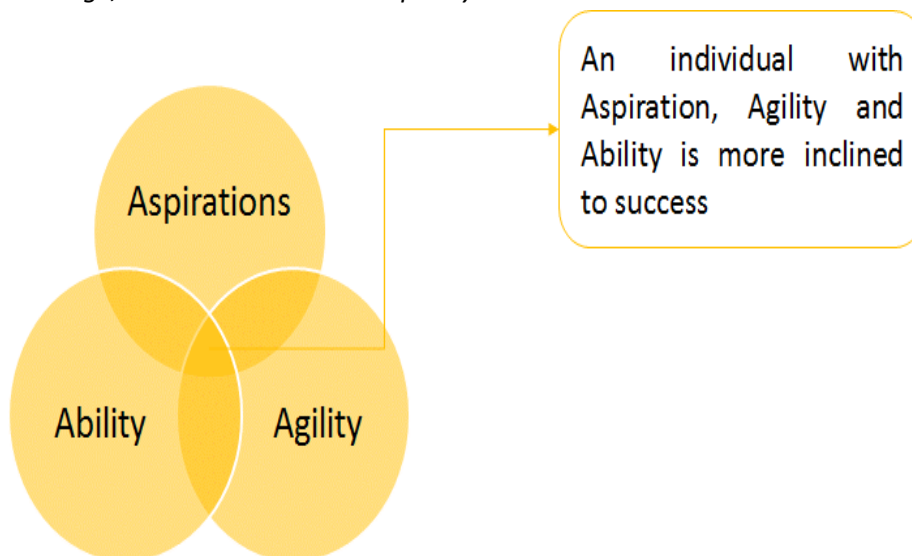
2. Characteristics of Critical Resources

Critical Resources, are that illustrious group of individuals who are the rising stars in the entity. These employees have 3 things in common: Aspiration & Ability and Agility.

Aspiration: a hope or ambition to achieve anything

Ability: talent, skill or proficiency to do a particular task

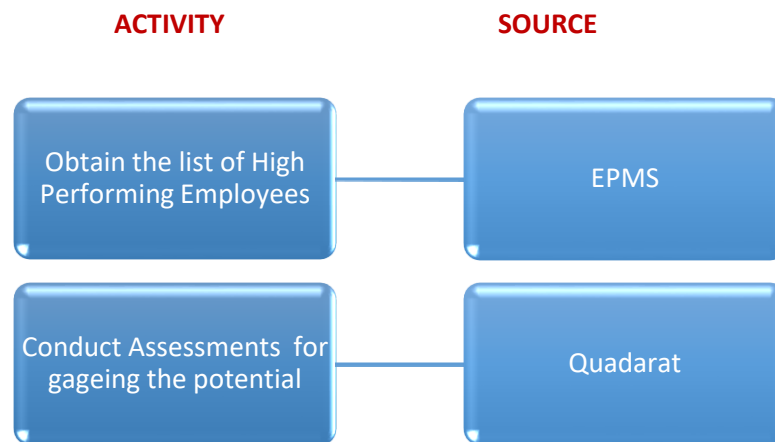
Agility: Ability to change, move and understand quickly



3. Methodology for Identifying Critical Resources

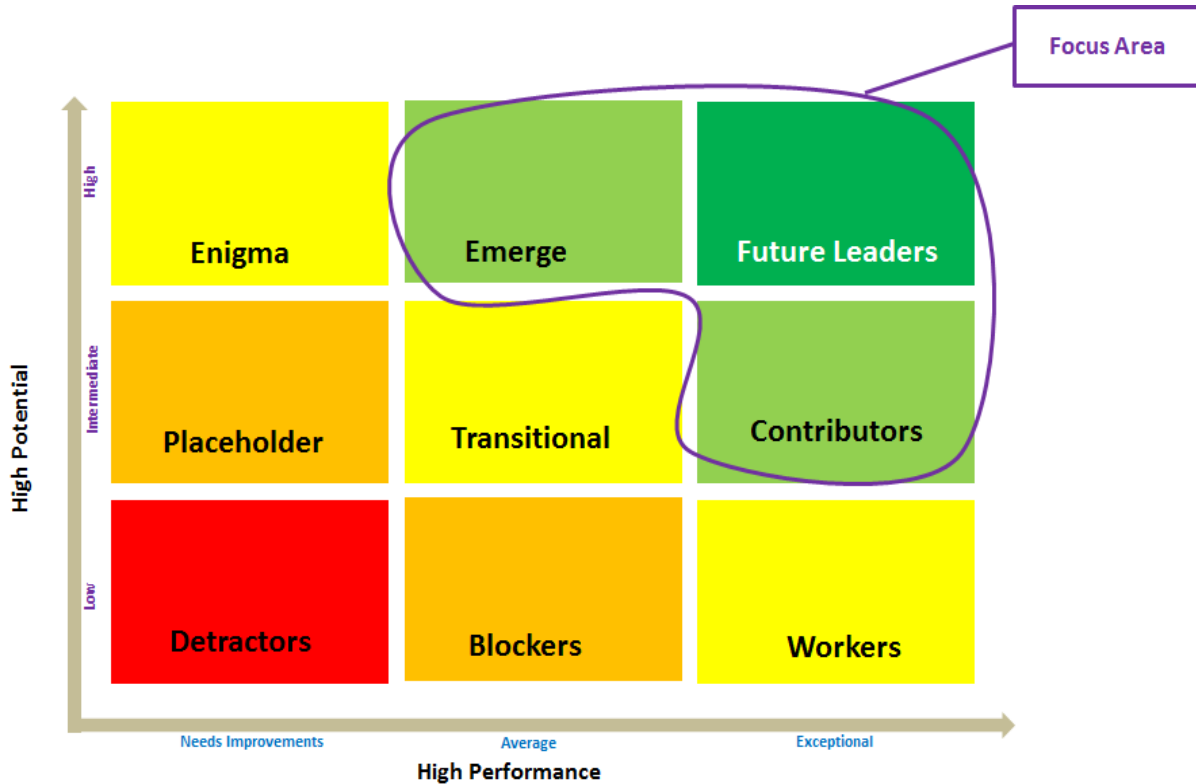
Identifying the Critical Resources of the entity is a straight forward method. The HR department will rely on the EMPS program to obtain the list of High Performing employees. Any employee who has been getting and rating of 3 for 2 consecutive years will be considered as a high performer.

The HR department will conduct a series of assessment through the Quadrat Program and comprehend the potential level of each high performer. Based on the assessment results the HR department will identify the high potential employees and TMT will further carry out the Critical Resource Analysis by plotting the employees on the 9 Grid Matrix.



4. Succession Resource Map- Critical Resources Analysis (9 box grid)

The 9-box grid is an individual assessment tool that evaluates both an employee’s current contribution to the entity and his/her potential level of contribution to the entity’s future. The 9-box grid is a simple table graph that rates “potential” on the Y axis, and “performance” on the X axis. Therefore, the vertical columns of the grid identify an individual employee’s growth potential within the organization, and the horizontal rows identify whether the employee is below, meeting or exceeding performance expectations in his/ her current role.



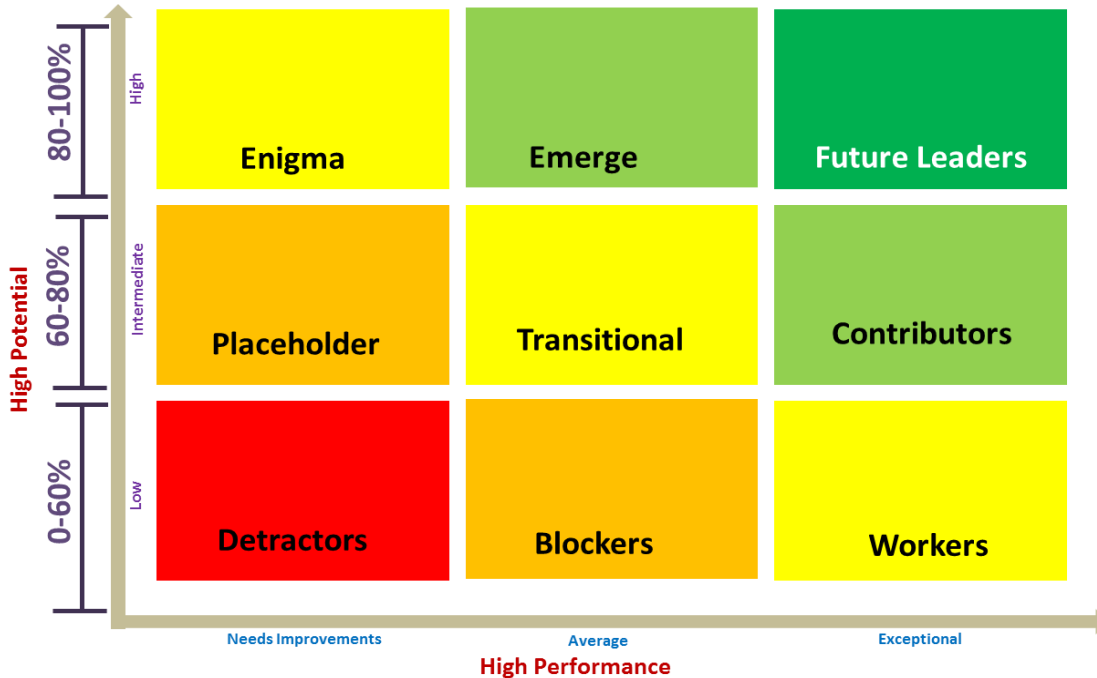
For Federal Succession Planning Framework, the 9-box grid should be used as a method of evaluating the entity’s talent pool and identifying potential leaders and/ or successors. The grid gives a good visual indication of who needs what kind of attention: development, career planning, coaching, etc.

Individuals in the upper right quadrant (Focus Area) will then be identified as high-potential candidates in the entity’s Succession Plan.

The following is a **step by step process** on how to fill the **9 box grid**-

Step 1	Identify all the employees who have desired rating and are high performing employee
Step 2	Conduct assessments – Employees identified as high performing employee should be assessed for new job they are likely to take. (Assessments will vary as per the jobs) Assessments should be given a weightage of 40%
Step 3	Feedback – The line manager of the high performing employee should give his feedback on the potential of the employee. Feedback should be given a weightage of 30%
Step 4	TMT Interview - The TMT should conduct a one-on one with the high performing employee and gauge his future plans and commitment. TMT interview should be given a weightage of 30%
Step 5	Based on the above the percentage weightage the potential of the high performing employee should be calculated and plotted as per the below diagram

The Succession Planning resource map for plotting the potential of the high performing employee.



The Table below lists some very high characteristics of employees from the each of the 9-box of the grid matrix.

Grade	Timeline	Characteristics
Future Leader	Ready within 1 year	<ul style="list-style-type: none"> Consistently performs well in a variety of assignments Superstar employee; Big picture thinker; problem solver; self-motivated Ready candidate for Succession Planning and other Strategic initiatives
Emerge	Ready in 1-2 Years	<ul style="list-style-type: none"> Doing well in current role may still provide opportunity for growth/development Should be given stretched assignments to help prepare for the next level Meets all targets
Contributor	Ready in 2-3 Years	<ul style="list-style-type: none"> Does extremely well at current job with potential to do more; Needs greater challenges Focused efforts on increasing the potential
Enigma	NA	<ul style="list-style-type: none"> Seasoned professional capable of expanded role, but may be experiencing problems that require coaching and mentoring Currently underperformer probably in wrong role and will do well if given suitable job
Transitional	NA	<ul style="list-style-type: none"> Meets all targets May be considered for job enlargement at the same level, May need coaching in several areas, including people management.
Worker	NA	<ul style="list-style-type: none"> Over performer but not ambitious Candidate could have reached his/her career potential limits Still a valuable employee and can be encouraged to ignite career ambitions
Placeholders Detractors Blockers	NA	<ul style="list-style-type: none"> Underperformers or meet basic requirements Could be in the wrong role or have reached carrier potential Likely to have little ambition to grow higher and/or lacks potential

5. TMT One-on one Interview -

Once the entities have completed the review of high potential employees and determined where each employee should be positioned on the performance vs. potential grid. The TMT should start creating talent pools.

The TMT at this point will have one on one meetings with the employee. This meeting will be an informal way of letting the employee know he/she should expect when becoming a part of the talent pool. The employee will in turn agree to be a part of the talent pool and will promise to work the extra mile to achieve the desired result.

Talent Management Committee meeting with HIPO candidate to explore career ambitions



Role of Talent Management Committee

- Inform that the employee is a part of the talent pool
- Understand the Aspirations of the employee regarding his/her future
- Disclose future plans that the entity would envisage for him/her
- Inform likelihood of Promotion/Retention/Movement
- Assure about the involvement in all talent engagement and developmental activities
- Convey that there is NO assurance of promotion to the successors positions

Role of HIPO employee

- Accept or Reject the offer to become a part of the talent pool and/or successor for a certain positions
- If accepting the offer then understand all the implications of becoming a part of the succession program
- Mutually agree the plans that the entity envisages for themselves
- Agree to the conditions put forth by the TMC
- Continuously push themselves and strive to perform exceedingly well in all aspect of their work; be ready to walk the extra mile

Talent Pools are groups of high-performing and high-potential employees who will be developed to assume greater responsibility in a particular area. Entities would have already identify key competencies required for superior performance and success in each area, so each employee can be developed to achieve the desired level of competency.

C. ASSESSING & DEVELOPING THE CRITICAL RESOURCES (TALENT POOL)

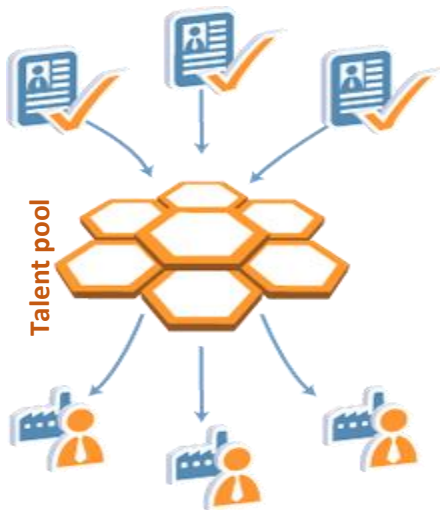
1. Defining the Talent Pool

Talent pool is a groups of high-performing, high-potential employees who are being developed to assume greater responsibility in a particular area in the entity. The particular areas will depend on the positions that are critical to the organization. These areas are mainly linked to the growth and success in the future of the entity. Knowing the skills and aptitudes required by the business's current and future positions helps in defining the talent pool. It also gives a direction for the development of the talent pool.

The talent pool employees with their knowledge/skills/ expertise help the organization to establish and maintain its competitive advantage.

In order to preserve the competitive advantage, the entity needs to develop deep bench strength for all critical positions. This is where the talent pool supports the entity.

Critical Positions



The Critical positions give an objective for the development of the talent pool. As the current and future business priorities will be based on them.

The critical resources are the backbone of the talent pool as they are the one who are going to meet the entity's current and future targets.

Critical Resources

The talent pools are dynamic and are likely change over time, as the entity and the environment in which it operates changes. And, so talent pool should be regularly (once a year) revisited to ensure it is addressing your entity's needs.

2. High level approach for Nurturing the Talent Pool

For accurate, accessible intelligence and data on talent pool nurturing them is very important. Entity should always have insights into the talent pool.



Develop Them	<ul style="list-style-type: none"> • Prepare them for lateral moves or advancement & take on greater responsibilities • Help them broaden and deepen their knowledge, skills and experience • Give them work experiences that stretches and teaches them • Assign development activities as appropriate to close skill gaps • Expose them to leaders or high performers in their area • Provide them with coaching and feedback • Give them time to develop at their own pace; not everyone learns at the same rate or is ready for promotion or a new assignment at the same time • Use them as mentors for other employees
Asses them	<ul style="list-style-type: none"> • Regularly assess their performance of the competencies required for success in the talent pool they're assigned to and monitor their performance in the current role
Monitor Them	<ul style="list-style-type: none"> • Monitor the talent inventory periodically • Include and Exclude from the talent pool • Hire –utilize from the talent pool • Track developmental progress • Track succession

3. Talent Development Strategies

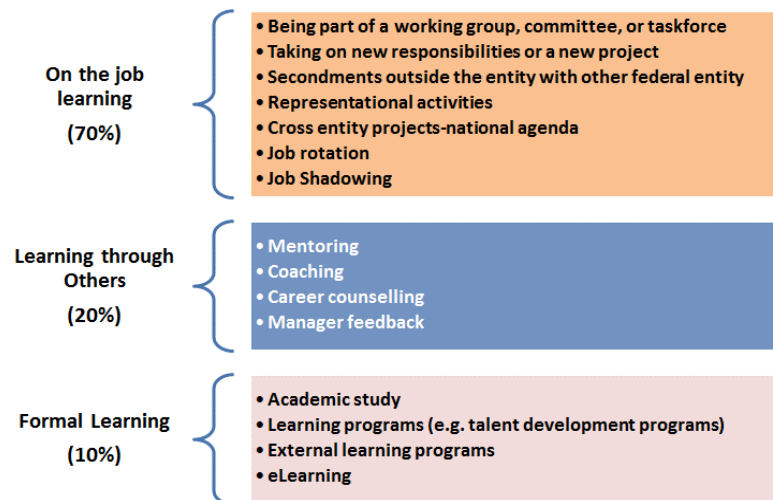
The 70:20:10 Model for Capability Development is a commonly used formula within the training profession to describe the optimal sources of learning by talent pool. It holds that individuals obtain 70 percent of their knowledge from job-related experiences, 20 percent from interactions with others, and 10 percent from formal educational events.

The 70:20:10 model is considered to be of greatest value as a general guideline for entities seeking to maximize the effectiveness of their learning, and development programs through other activities and inputs.

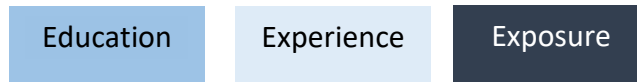
Hands-on experience (the 70 percent) is the most beneficial for employees because it enables them to discover and refine their job-related skills, make decisions, address challenges and interact with influential people such as Team leaders and mentors within work settings. They also learn from their mistakes and receive immediate feedback on their performance.

Employees learn from others (the 20 percent) through a variety of activities that include social learning, coaching, mentoring, collaborative learning and other methods of interaction with peers. Encouragement and feedback are prime benefits of this valuable learning approach.

Only 10 percent of professional development optimally comes from formal traditional courseware instruction and other educational events, a position that typically surprises practitioners from academic backgrounds.



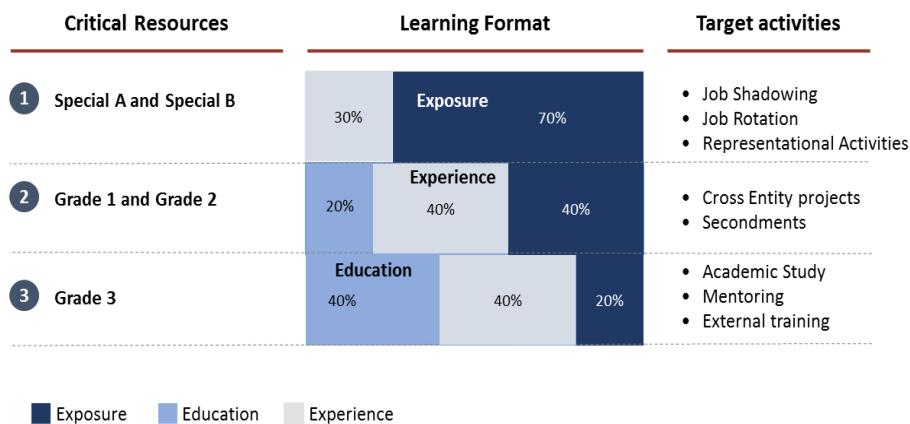
Developing effective talent pool requires a refined combination of features. For enveloping talent pool, the Federal Succession Planning Framework relies on the different learning methods, the three E's of Talent Development:



Experience refers to the on-the-job learning that occurs as part of daily work. This is a crucial element and is factored in to the program through rotations and development plans.

Education refers to the formal training element of the program such as traditional classroom-based, instructor-led teaching.

Exposure refers to the informal training element, such as coaching or mentoring, which is very helpful in the development of leaders.



The 3 layers above have been developed to maximize learning amongst employees of the talent pool, whatever level they may be at:

- Matching the employees expected prior knowledge and experience with the appropriate learning methods
- Providing each group the type of learning and experience that is appropriate to their seniority level

4. Succession Development Plan (SDP)

Succession Development Plans are tailor made and dynamic career development plans. Succession Development Plans are aligned with the employee’s current role and his/her future aspirations. The Succession development plan helps keep track of what is needed and what has been accomplished so far. While developing the Succession Development Plan HR should refer the **Gap Analysis Template**. The Gap Analysis Template identifies the gap in competencies which the SDP will try to fill.

The Key Features of a Succession Development Plan are as follows-

- **Employee Details**
 - Name.....
 - Job title..... Grade.....
 - Department..... Line Manager.....
 - Succession Readiness..... Current Talent code.....
 - Review dates.....

- **Performance Rating**
 - Last 2 years grade.....

- **Behavioral Competencies**.....

- **Educational Qualifications**
 - Latest Qualification.....
 - Certifications.....
 - Certified Training Programs.....
 - English Proficiency.....

- **Succession Components**
 - Mentoring; Special Projects; Secondments; Job shadowing; Job rotation; Cross Entity Projects

- **Career Goals**
 - 1-3 years; 3-5 years; 5 years and beyond

- **Developmental Goals**

Please See Annexure for Succession Development Plan

5. Monitoring the Talent Pool

Below are some of the key Steps to Monitor the Talent Pool

- **Determine Current and Future Priorities of the Entity's Business** – The knowledge about the priorities is the first step for monitoring the talent
- **Assess the Talent/Competencies Inventory** – The Gap Analysis (Job Evaluation Template) done at the beginning is a handy tool to assess the talent inventory.
- **Assess and Track Development Progress**- Assess and track the implementation of Succession Development Plan.
- **Track Promotion, Successions and Turnover Rates** – Who is in, who is out, who got promoted, who didn't, keeping track of all the movement of the talent pool.
- **Monitor the Talent Engagement Strategies** - Conferences, industry associations, and social networks that match the critical role profile. Also work with hiring managers and employees for relationship-building.
- **Track the Overall Size and Quality of Internal and External Pools** - Use the talent pool database to track internal critical role candidates as well as external candidates

6. Succession Planning Dashboard

The Succession Dashboard is a simple, straight forward excel based tool for monitoring the talent pool. The dashboard helps illustrate a high-level overview of the depth and readiness of an entity's succession bench. The dashboard is simple to interpret and the succession data is graphically represented with views including Successor Readiness, Number of Successors, Successor talent code etc.

Details of the Succession Dashboard

Each Critical Position that has been identified will appear on the Dashboard. The Successor information, employees details, talent code etc. will be inputted in the manner shown in the below.

Minimum Job Requirements																										
Entity Name		Job Title		Job Description		Required Experience	Required Qualification	Required Gender	Minimum Age Requirement																	
الهيئة الإدارية الحكومية		رئيس قسم المشتريات و الخدمات		رئيس قسم المشتريات و الخدمات الهيئة الإدارية الحكومية		0	10.Ph.D.	Unisex	35																	
						3	9.Master	Unisex	35																	
						6	7.Bachelor	Unisex	35																	
Edit - Refresh - Export																										
Details of the Current Employees On this Job																										
Entity Name Arabic	Employee Name	English Name	Employee Number	Current Grade	Current Job Title	Current Job Family	Employee Age	Actual Experience (In System)	Effective Work Experience	Employee Gender	Years To Retire	Nationality	Work Location Emirate	Language	Performance Last Year	2 Years Ago	3 Years Ago	Behavioral Competency Last Year	2 Years Ago	3 Years Ago	Employee Violations	Direct Reportees	Total Reportees	Total Training Courses	# of Extra Assignments	
الهيئة الإدارية الحكومية				General Grade:Local/Second	رئيس قسم المشتريات و الخدمات	المشتريات	32	10	11	Female	28	البحرين	Dubai		Meets Expectations	Exceeds Expectations	Meets Expectations	Exceeds Expectations	Exceeds Expectations	Meets Expectations	0	3	3	50	1	
Edit - Refresh - Export																										
Potential Successors																										
Nationality: Local Employee Qualification: (All Column Value) Employee Gender: (All Column Value) Work Location Emirate: (All Column Value) Effective Work Experience Years: >= Current Job Family (Unset Value): Current Job's Family Selected:																										
Result																										
Entity Name Arabic: All Values																										
Entity Name Arabic	Employee Name	English Name	Employee Number	Current Grade	Current Job Title	Current Job Family	Employee Age	Actual Experience (In System)	Effective Work Experience	Employee Gender	Years To Retire	Nationality	Work Location Emirate	Language	Performance Last Year	2 Years Ago	3 Years Ago	Behavioral Competency Last Year	2 Years Ago	3 Years Ago	Employee Violations	# of Extra Assignments	Direct Reportees	Total Reportees	Total Training Courses	# of Extra Assignments
الهيئة الإدارية الحكومية				General Grade:Local/Second	مساعد مدير المشتريات و الخدمات	المشتريات	26	2	5	Male	34	Local	Abu Dhabi		Exceeds Expectations	Exceeds Expectations	Not Available	Substantially Exceeds Expectations	Substantially Exceeds Expectations	Not Available	0	0	0	0	10	1
الهيئة الإدارية الحكومية				General Grade:Local/Second	مساعد مدير المشتريات و الخدمات	المشتريات	33	1	12	Male	27	Local	Abu Dhabi		Substantially Exceeds Expectations	Not Available	Not Available	Substantially Exceeds Expectations	Substantially Exceeds Expectations	Not Available	0	0	0	0	11	1
الهيئة الإدارية الحكومية				General Grade:Local/Second	مساعد مدير المشتريات و الخدمات	المشتريات	32	0	11	Female	28	Local	Dubai		Exceeds Expectations	Substantially Exceeds Expectations	Exceeds Expectations	Substantially Exceeds Expectations	Substantially Exceeds Expectations	Substantially Exceeds Expectations	0	0	3	3	26	3
الهيئة الإدارية الحكومية				General	مساعد مدير المشتريات و الخدمات	المشتريات	40	6	19	Female	20	Local	ADU		Substantially Meets	Exceeds	Substantially Meets	Substantially Meets	Substantially Meets	Substantially Meets	0	0	0	0	12	1

Case Study 2: The Succession Planning Imperative

The chairman and CEO of a large Conglomerate was thinking of his retirement. During his tenure the company's value rose 40 times higher. He knew that his days in the company were limited and he had some other pursuits in mind.

The CEO created a list of essential qualities, skills and characteristics of an 'Ideal CEO'. He submitted a list of 23 candidates to the board. For a period of 4 years he organized formal events and assessments to look at potential CEO candidates. After assessment the original list narrowed down to 8 serious candidates. He chooses the right people. He spent 50% of his time in the last few years on developing people.

Throughout his career his primary strategic goal was hiring the best people around, developing them and training them. He always knew who his stars were.

The board of the company after conducting several assessments chose a 44 years old, fearless young employee to be the CEO. He had the foresight to see the organization needed to change in some fundamental ways, and he had the courage to put his personal self-interest aside to the betterment of the organization. His style of working was totally different from the ex CEO. The ex CEO's focus was on acquisition but new CEO focused on Innovation. These need of the hour skills that the new CEO had made his Succession as CEO a historic step for the company.

In the Business world it was a wake-up call for companies that hadn't thought about the next generation.

It was a lesson that might have helped the Beverage Company from Case Study 1. The new CEO was given the top job largely as a reward for years of loyalty; but not enough attention was paid to how his particular skills might apply to the broader role of a CEO. Early intervention might have exposed his limitations and provided an opportunity to develop these skills—and perhaps would have kept his career on track.

The problem is not just that the shoes of the departed are too big; it's that there is a big skill gap which if not corrected through developmental strategies can derail even the most promising successors.

Only in the rarest cases will future challenges require the same skills that worked in the past. Investing in a credible forecast about the future makes it possible to understand the skills and capabilities the workforce will need.

In succession, it's always about looking "through the windshield" rather than "in the rear-view mirror".

D. ENGAGE THE TALENT POOL

1. Engaging the Talent Pool

Engaging the talent is the process of developing the HIPO resources in the future business context of the entity.

The focus of talent engagement is to retain essential capabilities in the talent pool and to maintain the business competitiveness. The talent engagement process provides key HIPO individuals with an opportunity to develop their skills and experience by engaging in challenging duties, professional development and career growth which in turn helps to build loyalty to the business.

Talent engagement and Talent affiliation aim at bringing people together, nurture bonds between employees and foster collaboration between services, departments and entities. However, the goals are different.

Talent engagement is about promoting employee participation and performance in the workforce. It is performance-driven. Different activities can be pursued to improve talent participation and drive within the Federal Government.

Talent affiliation is about building stronger links between the employee and the organization. Its end goal is to reduce attrition. It aims at creating a workplace where top talents – and employees in general - are more likely to stay long-term.

Some of the Key Talent Engagement and Affiliation Programs are as follows

#	Type of Program	Initiatives
1	Rewards & Recognition	<ul style="list-style-type: none">• Merit Pay• Spot Cash Scheme
2	Mentorship Programs	<ul style="list-style-type: none">• International Coaching• Cross Society Mentoring
3	Networking and Collaboration	<ul style="list-style-type: none">• Quarterly Talent Meet
4	Targeted Investment	<ul style="list-style-type: none">• UAE Government Leadership Program
5	Business Collaborations	<ul style="list-style-type: none">• International Secondments• Private Sector assignments
6	Special Projects	<ul style="list-style-type: none">• National Agenda linked Cross Entity projects
7	Trainings & Events	<ul style="list-style-type: none">• Key note speaker event• After work seminars• Working groups
8	Social Media Networking	<ul style="list-style-type: none">• Dedicated website• Intranet

#	Type of Program	Initiatives
		<ul style="list-style-type: none"> Email groups

Key Domains of Talent Engagement & Affiliation with Illustrative Initiatives :



E. SUCCESSION PLANNING FRAMEWORK REVIEW

1. Assessment & Review

The final step in the succession planning process is to monitor and evaluate the strategies implemented to identify critical positions and critical resources.

It is important to regularly evaluate the succession planning process to ensure effectiveness of the talent pool that has been developed.

Additionally review measures should focus on the Succession planning frameworks functional strengths and weaknesses, and assesses gaps in developing succession candidates.

Framework Review Process	
What will be Reviewed	When will it be reviewed
<p>Framework</p>	<ul style="list-style-type: none"> Review every 3 years along with the Strategic Plan Ensure Strategic Relevance of Succession Planning Framework Alignment with future business needs
<p>Critical Positions</p>	<ul style="list-style-type: none"> Review every year along with the budgeting cycle Adjust changes as per the Org structure Establish changes in the competencies required as per the future business needs
<p>Critical Resources</p>	<ul style="list-style-type: none"> Review every year along with the performance management cycle Account the successors situations Stock take critical resources vs critical positions, Vacancy vis-à-vis Successors

2. Success Metrics of Succession Planning

How would an entity know if their succession planning is truly successful? It turns out that using the right metrics is itself a key to effective succession planning.

Establish metrics can measure succession planning and the different layers beneath it. These metrics can be measured on an annual basis. The following are the key KPI's which can help establish the outcome of succession planning:

Key Performance Indicator	Formula to Calculate it
1 Bench strength	$\frac{\text{No. of Critical Resources in the talent pool}}{\text{No. of Critical positions in total}}$

2	Percentage of Critical Positions with Identified Successor	<u>No. of Critical Positions having 'Ready Now' successor</u> No. of Critical positions in total
3	Talent (HIPO) turnover rate %	<u>No. of Critical resources that left the entity</u> No. of Critical resources in the talent pool
4	Percentage utilization of Talent Pool	<u>No. of Critical resources promoted ,elevated or transferred</u> No. of Critical resources in the talent pool
5	Percentage of successful Succession	<u>No. of Critical resources promoted ,elevated or transferred, scoring EPMS Level 2 after succeeding in new role</u> No. of Critical resources promotes, elevated or transferred in total

The Talent Management Team will assess the Succession performance based on the above KPI's and develop an annual effectiveness report. Along with the Success metrics this would include points for ensuring strategic relevance and Vision Mission alignment,

For understanding how these KPI's will help us measure the success, let's look at an example where an entity has the following Succession Data-

- No. of critical positions in total = 50
- No. of critical resources in talent pool = 125
- No. of critical positions having 'Ready Now' successor = 30
- No. of critical resources promoted, elevated or transferred = 40
- No. of critical resources left the organization = 10
- No. of critical resources who got promoted, elevated or transferred, scoring EPMS level 2 or above in first year of their new assignment = 15

Key Performance Indicator	Formula to Calculate it	Illustrative KPI	Best Practice*
1 Bench strength	$\frac{\text{No. of Critical Resources in the talent pool}}{\text{No. of Critical positions in total}}$	125 / 50 = 2.5	3(Because each critical position must have a ready now; ready in 1-2 years and ready in 3-4 years)
2 Percentage of Critical Positions with Identified Successor	$\frac{\text{No. of Critical Positions having 'Ready Now' successor}}{\text{No. of Critical positions in total}}$	30 / 50 = 60%	100%
3 Talent (HIPO) turnover rate %	$\frac{\text{No. of Critical resources that left the entity}}{\text{No. of Critical resources in the talent pool}}$	10 / 125 = 8%	Lower the better; when compared to the generic turnover
4 Percentage utilization of Talent Pool	$\frac{\text{No. of Critical resources promoted ,elevated or transferred}}{\text{No. of Critical resources in the talent pool}}$	40 / 125 = 32%	Higher the better; when compared to the promotions that happen in the entity
5 Percentage of successful Succession	$\frac{\text{No. of Critical resources promoted ,elevated or transferred, scoring EPMS Level 2 after succeeding in new role}}{\text{No. of Critical resources promotes, elevated or transferred in total}}$	15 / 40 = 37.5%	100%

* Best Practice numbers are based on extensive research and benchmarking process.

F. ROLES & RESPONSIBILITIES

1. Prime Minister's Office

The Prime Minister's Office is to prepare an integrated strategy for managing and engaging the Talent Pool across the Federal Government through the following:

- Conducting an analysis of the readiness of the candidates to join the Federal Talent Pool to occupy the Critical Positions, by assessing their capabilities using assessment tools (Example: Psychometric Assessments).
- Finalizing the list of potential Talent Pool to occupy the strategic positions in all the federal entities.
- Developing the Talent Pool through UAE Government Leadership Program.
- Monitoring the performance of the Talent Pool and excluding those who do not meet the expectations.
- Supervising the Rotation Process of the Talent Pool across the Federal Government
- The Selected employees are considered part of the National Talent Pool, Hence, they can be rotated across federal entities or participate within specific projects in the Federal Government.

2. Federal Authority for Government Human Resources

- Preparing a "Critical Positions" map across the Federal Government and classify them based on their strategic importance in terms of the competencies and skills required in the Federal Government
- Defining the Critical Resources Matrix to identify the potential and ready Talent Pool in the Federal Government.
- Conducting an analysis of the succession planning map based on the availability of critical resources, competencies and skills in the Federal Government
- Supporting the federal entities in the implementation of succession planning.
- Following-up and measuring the KPIs related to the implementation of Succession Planning Framework in the Federal entities and submitting periodic reports to the Prime Minister's Office in this regard.

3. Federal Talent Committee (FTC)

The Federal Talent Committee (FTC) manages the Talent Pool across the federal government, to ensure that they are integrated within a unified framework and to ensure the achievement of the strategic objectives of the Federal Government. It is proposed to include in its membership the following entities:

- Ministry of Presidential Affairs
- Ministry of Cabinet Affairs and the future

The Committee has the following functions:

- Approve the selected list of Talent Pool for the Target Positions and manage their rotation process across the federal entities.
- Monitor the KPIs related to the Talent Pool's performance and development.

4. Talent Management Team (TMT)

The Talent Management Team (TMT) of the entity assists the Executive leadership in steering the succession planning strategy and oversees the leadership and talent development of the entity. The high level role of (TMT) is that of-

- Review the current succession practices of the entity and
- Identifying where the entity is at present; Identify the critical positions, the critical resources etc.
- Analyze the critical positions and resources; Analyze the competency gap (gap analysis)
- Do the actual succession ; mapping of people against positions



Composition:

The Executive leadership shall appoint the members of the Committee. Committee members shall serve the Executive Leadership for such term or terms as the Executive leadership may determine.

Meetings:

The Committee shall meet in person as frequently as it may determine necessary to carry out its duties and responsibilities.

Roles & Responsibilities of “Talent Management Team” members:

- Set the foundation for the implementation of the Succession Planning Framework.
- Decide the Succession Maturity level of the organization and based on the will identify the Succession planning goals for the entity and define the success metrics.
- receive the list of critical positions (as per CJA) from the HR and will further conduct Succession Heat Map analysis to determine the critical positions for Succession
- receive the list of high performing- high potential candidates from HR
- Conduct the resource map analysis. Each High potential candidate will be plotted on the resource map to identify a talent code
- Conduct meetings with the high potential candidates to explore their carrier ambitions and to understand their plans.
- Form the entity Talent Pool based on the outcome of the one-on-one meetings and will plot the successors for each critical position on the Succession Dashboard.
- Monitor the Succession Talent Pool. They will approve the Succession Development Plans for the talent pool candidates and monitor the progress. They will include –exclude, hire, utilize candidates from the talent pool.
- Identify the talent engagement and affiliation strategies for the talent pool based on the current and future needs of the entity.
- Keep a close check on the implementation of the Succession Planning Framework. They will review the framework periodically and report to the Executive Leadership.

5. Human Resource Department

- Support the TMT in the implementation of the Succession Planning Framework.
- Provide the details of Critical Job Analysis to the TMT
- Fill, use and manage the Gap Analysis Template
- Conduct all the assessments required for the high performing candidates.
- Identify the HIPO candidates and provide details to the TMT

- Develop and implement the Succession Development Plans for the candidates of the talent pool and update the TMT regularly on the progress.

6. Line Manager of Critical Positions

- The Line Managers have to support the HR department and the TMT whenever required during the implementation of Succession Planning Framework.
- The Line Manager should agree upon when his/her team member is identified as a critical resource.
- The Line Manager should support his/her team member for implementation of the Succession Development Plans.

ANNEXURES

1. Gap Analysis Template

The Information provided in the template is just for indicative purpose. The information is put in place because it helps us understand how the gap in competencies can be identified with the help of this template. It bears No resemblance to any employee information in anyway.

Position Information			
Position	Finance Director		
Grade	Special A		
Position Code	Mandatory Critical		
Current Holder	Ali		
Identified Successor	Fatma		
Line Manager of Successor	Samia		
Required Competencies (Knowledge ,Skill, Ability)			
	Type of Competency	Current Level	Required Level
Behavioral	Strategic Thinking	PL 5	PL 6
	Driving Change	PL 5	PL 6
	People/Talent Management	PL 5	PL 6
Technical	Accounting	Advanced	Advanced
	Risk Management	Advanced	Expert
	Budgeting	Expert	Expert
Mandatory	Financial Management System	Intermediate	Advanced
	Supply Chain	Intermediate	Advanced

2. Steps to fill the Gap Analysis Template

The purpose of having this template is to identify gap between the current and the required competencies of all critical resources who will be identified as successor for the critical positions. The ownership of the Gap Analysis template will be with the HR.

The following is a step by step process on how to fill the template.

Step 1	Identify all the critical positions of the entity through CJA (Chapter 2)
Step 2	The Gap Analysis template should be filled for critical positions. At this stage the following information should be filled- <ul style="list-style-type: none">○ Position○ Grade○ Position Code○ Current Holder○ Type of Competency (Behavioral, Technical, Mandatory)○ Required Level of Competency
Step 3	Identify Critical Resources, Form the talent Pool (Chapter 3 and Chapter 4)
Step 4	Identify Successors for all Critical Positions (Succession Dashboard). At this stage the following information should be filled- <ul style="list-style-type: none">○ Identified Successor○ Line Manager of Successor Current Level of Competency
Step 5	Use the Gap Analysis Template to develop the Succession Development Plan. The Succession Development Plans should address all the gaps that have been identified and should aim to fill these gaps.

3. Succession Development Plan (SDP)

The Information provided in the SDP is just for indicative purpose. The information is put in place because it helps us understand how the SDP can be developed focusing on the filling gaps identified earlier. The information provided here bears No resemblance to any employee information in anyway.

Private and confidential

Current Details of the Employee

Employee name:	Fatma	Grade / Level:	Grade 1
Employee ID	5382	Department:	Finance
Current Job title:	Finance Analyst	Line Manager name:	Samia

Targeted Roles and Details

Target Role	Finance Director	Succession Readiness	R1
Position Code	Mandatory - Critical	Current Talent Code:	Future Leader
Position Grade	Special B	SDP issue date:	7 th Feb 2017
		Review date for SDP:	5 th Jan 2018

Performance Rating

Past three years employee rating	2014	2015	2016
	(3) Exceeding Expectations	(3.5) Sustainably Exceeding Expectation	(3) Exceeding Expectations

Behavioral Assessment

Assessment No 1	Assessment No 2	Assessment No 3
HoganLead/ Series Report HORI Report	AQR/MTQ48 AQR/ILM72	Cubiks/MRA 360

Education Qualification

Latest Educational Qualification	MBA (Finance), Bachelors in Commerce
Certification:	CPA , Corporate Financial Management
Leadership Programs:	-
Trainings	Fundamentals of Risk Management, Treasury Management, Financial Modelling
English Proficiency:	Level 5

Succession Components

	Internal Mentoring/ Work Coach	External Mentoring/ Life Coach
Mentoring Details	CFO of the Entity	Mr Jamal CEO Emirates Islamic Bank
Special Projects	<ul style="list-style-type: none"> • Implementing Finance ERP – Lead Role • Pension Scheme – Project Manager • Assessment of Employee Liability EOSB- Project Manager 	
Secondments	<ul style="list-style-type: none"> • Central Bank • MOF Budgeting • Emaar/Emarat 	
Job Shadowing	With Finance Director (2 nd Quarter 2017)	
Job Rotation	Core department of the entity (4 th Quarter 2017)	
Cross Entity Projects	Pension Scheme	

Carrier Goals

0-5 Years	To become the Finance Director
5 - Beyond	Having an Financial Consulting and Auditing Company

Developmental Goals

Development objective	Success criteria	Steps required	Core or support?	Support required	Monitoring milestones	Status / Remarks
	<i>What evidence would you show to demonstrate that you have achieved this development objective?</i>	<i>What will you do to achieve this development objective (e.g. specific training courses, project work, on-job assignments)?</i>	<i>Identify whether any formal training courses are core or support programmes</i>	<i>Who or what help will you need to achieve this development objective?</i>	<i>By dd/mm/yyyy we will have achieved.....</i>	<i>What is the status of the Development objective? (e.g. Completed, Deferred, On-going, Cancelled) Provide reasons where relevant.</i>
1						
2						

Signed by the employee:	Date:
Signed by the manager	Date: