Future Talent
Management General Framework in the Federal Government

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Contents

Introduction:

The Federal Government is keen on investing in national capabilities; developing the federal entities' employees' competencies, empowering young employees and implementing the fourth principle of the "UAE Principles of the 50" document stating that "The main future driver for growth is human capital; Developing the educational system, attracting talents, retaining specialists and continuously building skills are what shall keep the UAE at the top". It also recognizes the importance of meeting the next generation's needs and the vital role assumed by the government talents in proceeding with the government achievements, aspirations and global competitiveness. The Federal Government is also focusing on implementing the requirements of the Youth Empowerment System that has been launched by the Federal Youth Authority (FYA), which aims to establish a culture of empowering and engaging young employees inside and outside the Federal Government entities environment to create a long-term impact on the capabilities and future of youth. This System includes six basic pillars, which should be implemented through initiatives and behaviours led by the Government entities to create an environment that supports youth progress and prosperity, as all these pillars are essential to unleash youth unlimited capabilities and enable them work in a coherent and collective manner to establish an innovative environment.

Given the aforementioned, the FYA, in cooperation with the Federal Authority for Government Human Resources (FAHR), has established the Youth Council for Government Talents in 2022, for the purpose of enhancing the supportive and enabling environment for young talents, engaging youth in making future HR policies and creating proactive solutions and initiatives to design the future of government work. Accordingly, the Council has been mandated to study the current situation and identify the challenges and needs of young people for better HR future, to ultimately develop relevant systems and policies to keep pace with future requirements and government directions and to ensure readiness and integration of federal legislation and policies.

Building on the findings of this study, the Council has developed the Future Talent Management General Framework in the Federal Government, to introduce the concept of Future talents from the perspective of the UAE government, and their contribution to establishing sound foundations and tools for discovering government talents, and the programs supporting their management and developing their competencies and skills, to enhance efficiency and effectiveness and increase productivity at the various levels.

Definitions

The following terms shall have the meanings indicated next to each of them, unless the context requires otherwise:

General Framework: Future Talent Management General Framework in the Federal Government

Future Government Talents: A group of talented employees who have ideas, knowledge, skills and capabilities that enable them to provide effective performance in the various jobs and achieve outstanding outcomes that contribute to providing greater value to the entity and achieving the aspirations of the UAE Government.

Future Talent Management: An integrated process that discovers, identifies and develops the capabilities of employees with evident and inherent talents, focuses on persons with competencies, skills and abilities and attracts talents to achieve a competitive advantage. It aims to motivate and empower employees with talents and retain them through engagement and support, as well as to encourage them to show their best to effectively achieve the objectives and strategy of both the Federal Government and the entity.

Future Talents: Future and promising government talents that become mature after development and empowerment.

Mature Talents: Government talents with high level of readiness for engagement and direct investment in different areas.

Future Talents Exploration Stage: The stage of identifying the Future and promising talents in the federal entity using various methods and clear provisions for the scope of applicability of the General Framework.

Assessment and Selection Stage: The stage of communicating with talents and including them in a series of internationally and locally approved assessment methods. During this stage, talents are compared, then selected and classified into Future talents and mature talents.

Empowerment and Investment Stage: The stage of upskilling and refining the government talents to qualify them for performing and assuming the expected roles and responsibilities in accordance with the directives of the entity's senior leadership, and to optimally invest in their competencies and abilities in the various fields and to meet the work requirements of the federal entity.

Retention and Motivation Stage: The stage of applying methods and mechanisms for retaining government talents and motivating them in the federal entity.

Scope of Applicability of the Future Talent Management General Framework in the Federal Government

The General Framework shall apply to all federal entities implementing the Human Resources Law and its Executive Regulations, in accordance with the provisions and standards detailed within the General Framework.

Objectives of the General Framework

1. To strengthen mechanisms for discovering the Future and inherent talents in the UAE federal entities.

2. To enable Future talents to contribute to the development of the UAE government work.

3. To enable decision makers to select the most appropriate talents to implement the government projects and initiatives.

4. To establish a database for talents in the Federal Government.

5. To provide the government with a reference for young people with experiences and skills in various sectors, so it can benefit from them.

Future Talents in the Federal Government

First: Definition of the Future Talents in the Federal Government

There are several global definitions of talents, the most common of which is that "Talent is the inherent behavioural and intellectual patterns that enable persons to demonstrate highly efficient and better performance in a specific job". It is also defined as a set of personal and technical skills that enhance experiences and contribute to the faster and more efficient performance of tasks. The UAE Strategy for Talent Attraction and Retention defines talents as "individuals with specialized talents, innovative, creative and entrepreneurial talents, and highly skilled professionals working in various sectors".

Future government talents in the UAE are also defined as "A group of talented employees who have ideas, knowledge, skills and capabilities that enable them perform their tasks in an effective and highly productive manner, and who get a performance evaluation that exceeds expectations and achieve the aspirations of the UAE government".

Second: Characteristics of Future Talents in the Federal Government

- Familiar with the directions of the UAE government, the key national strategies and the employer's directions.
- Able to achieve goals in a more prompt and effective manner through their skills, competencies and abilities.
- Able to continuously learn and acquire the skills needed for self-development to keep pace with future requirements.
- Have determination, exceptional ability or outstanding performance in one or more areas of community appreciation.

Third: Reasons for giving attention to the Future Talents in the Federal Government

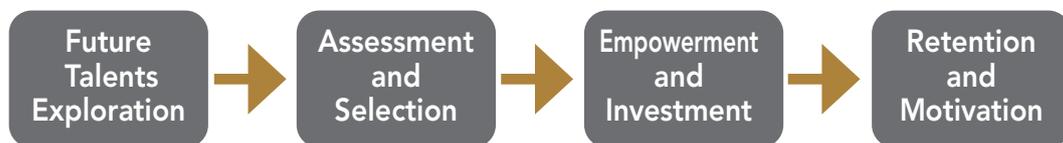- Determining the levels of competencies and skills available in the Federal Government.

- Optimal investment of talent to enhance government productivity and efficiency.

- Ensuring the readiness of human capital to keep pace with the future plans of the Federal Government.

- Ensuring the continuity of competitive performance of the Federal Government.

- Maintaining and retaining Future talents in the Federal Government.

Future Talent Management in the Federal Government

An integrated process that discovers, identifies and develops the capabilities of employees with evident and inherent talents, focuses on persons with competencies, skills and abilities and attracts talents to achieve a competitive advantage. It aims to motivate and empower employees with talents and retain them through engagement and support, as well as to encourage them to show their best to effectively achieve the objectives and strategy of the Federal Government and entity.

Mechanism of the Future Talent Management in the Federal Government:

This mechanism ensures integration between the systems and legislation of the human capital management and development in the Federal Government such as the Performance Management System, the Rewards and Incentives System and the Succession Planning System. The Future talent management process in the Federal Government in each entity shall consist of the following stages:

Future Talents Exploration	→	Assessment and Selection	→	Empowerment and Investment	→	Retention and Motivation

Future Talents Exploration Stage

Methods for exploring Future talents in the Federal Government vary, and each method has its own features and reasons for being used. This is the first stage in the government talent management journey, through which Future talents will be identified, assessed and developed in the following stages.

Key criteria and provisions related to exploring Future Talents at the Employers include:

1. The score of the employee's performance shall not be less than (4) in the last evaluation cycle.
2. Employee's file shall have no violations or penalties related to work.

3. The training programs on future skills within Jahiz initiative shall be completed.

4. Employees shall be familiar and aware of the government directions and modern technology.

5. Employees shall make achievements within the employer's scope of work or contribute to implementing projects at the government and community levels.

6. Employees shall have useful and innovative ideas in the field of internal work or at the government and community levels.

7. Employees shall have unique skills and competencies that enable them to demonstrate better performance of tasks.

8. Employees shall be nominated by line managers, human resources departments or leaders in the entity.

The entity may consider other criteria it deems appropriate according to the nature of different jobs.

Methods for exploring Future Talents in the Federal Government include:

- Annual Performance Evaluation / appraisal.
- Competency and ability tests (psychometric tests).
- Interviews.

The entity may use other methods it deems appropriate as a mechanism for exploring government talents, considering the proper documentation of the methods it adopts and approves.

Assessment and Selection Stage

The stage of assessing and selecting government talents is one of the most important stages of the talent management process, during which talents are contacted to undergo a series of internationally and locally approved assessments. Based on the results of these assessments, talents will be compared, selected and classified into Future talents or mature talents.

Key methods that may be used to assess and select the government talents include:

1. Passing any of the tests related to measuring the government talents' readiness, such as:

   A. Survey of career path specific behavioral patterns - Hogan

Development Survey (HDS).

B. Hogan Business Reasoning Inventory (HPRI).

C. Hogan Personality Inventory (HPI).

D. Assessment of Mental Toughness (MTQ 48).

E. Integrated leadership measure (ILM - 72)

F. Performance Evaluation 360.

G. Prevue-Big 5 Psychometric measure

2. Passing (specialized) personal or group interviews.

3. Passing any of the tests related to case studies.

The entity may use any other mechanisms for assessing and selecting government talents, taking into account the different nature of jobs, provided that related tests are carried out by a neutral party to ensure fairness and objectivity.

Empowerment and Investment Stage

During the empowerment and investment stage, competencies of government talents are enhanced and refined to qualify them for performing and assuming the expected roles and responsibilities in accordance with the directives of the entity's senior leadership, and to optimally invest in their competencies and abilities in the various fields and to meet the work requirements of the federal entity.

To be developed and empowered, Future and mature talents can be enrolled in any of the following programmes:

1. Leadership Development Programs adopted in the Federal Government (such as: UAE Government Leaders Program).

2. Any of the talent development programs.

3. The Federal Government Transformational Projects Accelerators Program "Achievement Motivators".

4. Any of the professional and specialized certificate programs.

5. Jobs or knowledge exchange programs with other local or international entities.

The federal entity may specify any other programme that develops and upskills talents.

Methods of investing in government talents can include:

- Engaging Future Talents in strategic and joint initiatives and projects at the Federal Government level.

- Appointing Future government talents in leadership positions or roles based on the principle of various projects management.

- Providing mechanisms for transferring and sharing all forms of knowledge to and with other employees working inside or outside the entity.

- Enhancing the role of Future government talents in representing their employers or the State in any of the domestic or global official tasks.

- Engaging talents in specialized talent development programs (such as: leadership development programs, professional guidance and counselling programs, professional and specialized programs and job exchange programs).

The federal entity may specify any other method that contributes to investing in government talents.

Retention and Motivation Stage

There are various mechanisms for maintaining and motivating government talents in federal entities, as talented employees are considered the backbone of federal entities and one of the pillars of their success. They are also the key of growth and development in many vital sectors in the State. These guiding mechanisms include:

- **Incentives and Benefits*:** financial and moral benefits and rewards should be allocated to the talented employees to motivate and distinguish them, in recognition of their achievements. This ensures the continuity of their work efficiently and effectively. (For example, Future government talents should be the first to get fast-track promotions).

- **Attractive Work Environment:** The work environment should be stimulating and encouraging for all the entity's employees. The talented employees should feel comfortable, respected and appreciated, and should be provided with all the necessary tools and facilities to work with greater efficiency, productivity, creativity and innovation. They should also be provided with flexible and favorable working options to ensure healthy work-life balance.

★**Entities shall adhere to the provisions of the Rewards and Incentives System for the Employees of Federal Government, issued by the Federal Authority for Government Human Resources.**

- **Learning and Development Opportunities:** Skilled and talented employees in the entity should be provided with continuous learning and development opportunities, such as training courses and workshops. They should also be encouraged to discover new skills in themselves, develop their current skills and enhance their experience.

- **Clear Goals and Career Paths:** The entity should set clear goals and appropriate career path for talents in the Federal Government, by setting new goals and tasks and providing continuous development opportunities.

- **Continuous Communication:** Line managers should ensure continuous communication with talented employees, and provide constructive feedback and guidance to motivate them to work hard and improve their performance.

- **Secondment to higher positions:** For the work interest, developing the capabilities of Future talents and ensuring their participation with government work teams and national initiatives, talented employees may be seconded to other positions to enable them develop their career paths and have opportunities to assume greater responsibilities.

Governance of the Future Talent Management General Framework in the Federal Government

To ensure the proper application of the General Framework at the Federal Government level, roles and responsibilities of each job required to activate the General Framework have been clarified, and a number of key performance indicators have been developed to measure the Framework application effectiveness and impact at the level of each entity. .

Roles and Responsibilities

Entity	Roles and Responsibilities
Senior Management in the Federal Entity	• Providing the support and guidance required to apply the General Framework. • Approving the list of selected talents in the Federal entity. • Following up on key performance indicators of implementing the General Framework and the levels of achievement. • Taking the necessary measures to achieve key performance performance indicators and adopt recommendations. • Forming a specialized committee for talents' management according to the entity's needs. • Nominating talents to fill various roles in the entity. • Adopting the talents' motivation mechanisms in the entity.
Human Resources Department / Talent Management Committee in the Entity	• Raising awareness of all the entity's employees about the General Framework. • Developing the appropriate strategy for managing and implementing the General Framework in the entity. • Exploring and nominating talents to conduct competency assessment. • Conducting competency and capabilities assessments and personal interviews. • Sharing the results of the competency and capabilities assessment with decision-makers. • Developing a plan for developing and empowering talents at the entity level, aligning it with the succession plans and the individual performance development plans and periodically monitoring their performance. • Monitoring line managers' compliance with the controls and directives of this Framework and providing the required support. • Providing talents with all forms of the required support. • Measuring all key performance indicators related to the General framework within the timeframes indicated herein. • Providing FAHR with a list of Future talents in the entity.

Entity	Roles and Responsibilities
Line Manager	• Supporting the HR Department in nominating employees with Future or mature talents. • Approving and closely following up employees' performance, and providing them with support, guidance and supervision, in a way that achieves work interest and ensures the duly implementation of the General Framework.
Employees with Future or mature talent	• Being aware of the procedures and mechanisms related to the General Framework. • Maintaining a high level of productivity and high-quality performance. • Committing to the assigned tasks, ensuring their completion in accordance with the agreed upon standards and key performance indicators and documenting the achievement outcomes within the approved follow-up systems. • Ensuring constant communication and interaction with the direct supervisor and co-workers. • Maintaining confidentiality of information and data, avoiding working with subcontractors and adhering to the code of ethics and professional conduct. • Establishing an appropriate development plan that supports work in the specialized field in consistency with capabilities and skills.
Federal Youth Authority	• Reviewing key performance indicators and the framework implementation reports, and analyzing the database outputs. • Ensuring that the youth voice and the implementing entities' opinions are considered during the stages of implementing the Framework, analyzing them, and recommending development initiatives • Contributing to defining and applying the type and form of advanced research needed for development.
Federal Authority for Government Human Resources	• Developing and managing the implementation mechanism in federal entities • Linking the Framework to the HR Management Information System for Federal Government "Bayanati" • Submitting periodic reports on achievement levels and proper application. • Establishing a database of Future talents in the Federal Government.

KPIs used to measure the Future Talent Management General Framework in the Federal Government

Talent measurement in federal entities is crucial to ensure appointing the right employees in the right positions, and to ensure that they contribute effectively to achieving the entity's goals, which contributes to achieving the UAE strategic goals. Below are some indicative Key Performance Indicators (KPIs) to measure talents and the impact of implementing the General Framework in federal entities.

- **Percentage of Future Government Talents in the entity:** This KPI measures the number of Future talents in the federal entity compared to the total number of its employees.

- **Percentage of the Future Talents who get fast-track promotions in the entity:** This KPI measures the number of Future talents promoted in accordance with the Future talents fast-track policy compared to the total number of talents in the federal entity.

- **Turnover rate of the Future Talents in the entity:** This KPI measures the number of resignations of Future talents compared to the total number of talents in the entity.

- **Satisfaction rate of Future Talents in the entity:** This KPI measures the level of satisfaction of Future talents with the procedures and mechanisms implemented in accordance with the General Framework.

- **Percentage of Future Talents in the entity's succession plans:** This KPI measures the extent to which employees with Future talents are included in succession plans compared to the total number of employees included in these plans.

References

1. The new Federal Law by Decree No. (49) of 2022 on Human Resources Law in the Federal Government.

2. Executive regulations of the Human Resources Law in the Federal Government.

3. Specialized Competency Framework.

4. Behavioural Competency Framework.

5. Performance Management System for the Employees of Federal Government.

6. Training and Development System for the Employees of Federal Government.

7. Rewards and Incentives System for the Employees of Federal Government.

8. Code of Ethics and Professional Conduct Document.

9. Succession Planning and Talent Pool Development Framework in the Federal Government.

10. Guidelines for the Use and Evaluation of Artificial Intelligence in Talent Assessment.

In addition to all regulations and legislation related to human resources and the Future Talent Management General Framework in the Federal Government.