Administrative Resolution No. (1) of 2025

Approving the Procedural Manual for the

Job Succession Planning System in the Government of Dubai[1]

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The Director General of the Dubai Government Human Resources Department,

After perusal of:

Law No. (31) of 2009 Establishing the Dubai Government Human Resources Department and its amendments;

Law No. (8) of 2018 Concerning Management of the Government of Dubai Human Resources and its amendments; and

Executive Council Resolution No. (81) of 2024 Approving the Job Succession Planning System in the Government of Dubai,

Does hereby issue this Resolution.

Approval of the Procedural Manual
Article (1)

Pursuant to this Resolution, the Procedural Manual for the Job Succession Planning System in the Government of Dubai (the "**Procedural Manual**") attached hereto, inclusive of the rules, procedures, and forms set out therein, is approved.

Compliance with the Procedural Manual
Article (2)

All Government Entities, whose Employees are governed by the provisions of the above-mentioned Executive Council Resolution No. (81) of 2024, must fully comply with the attached Procedural Manual and take the required action for its implementation.

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[1]_Every effort has been made to produce an accurate and complete English version of this legislation. However, for the purpose of its interpretation and application, reference must be made to the original Arabic text. In case of conflict, the Arabic text will prevail._

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Publication and Commencement
Article (3)

This Resolution will be published in the Official Gazette and will come into force on the day on which it is published.

Abdullah Ali bin Zayed Al Falasi

Director General

Dubai Government Human Resources Department

Issued in Dubai on 26 February 2025

Corresponding to 27 Shaaban 1446 A.H.

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Procedural Manual for the Job Succession Planning System in the Government of Dubai

First Edition: 2025

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Procedural Manual for the Job Succession Planning System in the

Government of Dubai

First Edition: 2025

Prepared by: Dubai Government Human Resources Department

P.O. Box: 242222, Dubai, United Arab Emirates

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Foreword by the Director General of the
Dubai Government Human Resources Department

Given the current and future challenges arising from rapid economic and technological changes reshaping the global business landscape, it has become imperative for local Government Entities in the Emirate of Dubai to embrace institutional agility and resilience, enabling them to respond effectively and competently to these challenges, and to achieve the highest standards of performance and productivity. Such outcomes can only be secured through adopting international best practices in the development of administrative systems by Government Entities, foremost among which is the Job Succession Planning System. This System plays a pivotal role in ensuring the preparation and development of high-performing Emirati talent to assume Critical Positions, whether on leadership tracks or specialist technical tracks.

In light of the foregoing, the Dubai Government Human Resources Department (the "DGHR") has placed particular emphasis on ensuring the timely and effective readiness of internal candidates across all Government Entities to fill Critical Positions. This is achieved by nurturing qualified personnel within these entities, who are expected to contribute effectively to the achievement of institutional vision and to translate organisational values into tangible outcomes, within an enabling work environment that promotes continuous learning and high performance.

The development of this Procedural Manual of the Job Succession Planning System forms part of the DGHR's broader commitment to establishing a clear and evidence-based methodology to support local Government Entities in the Emirate of Dubai in identifying Targeted Positions, selecting exceptional candidates for inclusion in Talent Pools, and preparing them to assume greater responsibilities and leadership roles. This approach is aligned with well-considered Job Succession Planning strategies and informed by insights drawn from existing human resources regulations.

In conclusion, I hope this Procedural Manual provides useful content that contributes to achieving its intended purpose. I would also like to express my sincerest gratitude to the work team and the various Organisational Units that contributed to its preparation for their commendable efforts.

Abdullah Ali bin Zayed Al Falasi

Director General

Dubai Government Human Resources Department

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Introduction

Effective Job Succession Planning processes and associated practices are a fundamental requirement for achieving the long-term strategy of the Emirate of Dubai. They also serve as a cornerstone for sustaining the achievements of Government Entities and ensuring the continued success of institutional operations.

It is no longer sufficient for Government Entities to focus solely on attracting and appointing talented individuals. Rather, it has become essential for these Entities to adopt a proactive approach to developing their Employees' knowledge, refining their skills, and enhancing their capabilities to assume Critical Positions. A review of the local labour market in the United Arab Emirates, alongside regional and global markets, reveals several factors that underscore the importance of Job Succession Planning and the necessity of prioritising its adoption. These factors include:

- local, regional, and global competition for scarce talent;

- the limited number of graduates from higher education institutions relative to labour market needs;

- the growing demand for diverse talent across all leadership, specialist, and professional positions;

- the rapid economic growth of the Emirate of Dubai; and

- the relative ease of retirement.

In light of the foregoing, and pursuant to Executive Council Resolution No. (81) of 2024 Concerning the Job Succession Planning System in the Government of Dubai, the Dubai Government Human Resources Department has developed this Procedural Manual for the Job Succession Planning System in the Government of Dubai, as part of its ongoing efforts to regulate human resources activities and practices in line with local and international best practices. The Procedural Manual constitutes a key component of the approved Human Resources Systems, complementing and aligning with them to ensure the readiness of competent personnel to assume Critical Positions across both leadership and specialist technical tracks.

The attached Procedural Manual sets out the duties and responsibilities of the parties involved in the implementation of the Job Succession Planning System within local Government Entities in the Emirate of Dubai, thereby promoting clarity of roles and coordinated efforts in identifying Critical Positions and target human resources in line with workforce planning requirements in a timely manner. In addition, the Procedural Manual outlines the procedures for selecting suitable candidates from among high-performing individuals with latent potential for inclusion in the Talent Pool and for assessing their Behavioural Competencies and Technical Competencies

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using specially designed tools. This, in turn, supports the development of tailored Individual Development Plans for Job Succession Planning, incorporating a range of learning and development methods to acquire and refine knowledge, skills, and experience. The Procedural Manual also includes a set of key performance indicators aimed at evaluating the effectiveness of implementation of the Job Succession Planning System and supporting the ongoing enhancement of its outcomes.

<p style="text-align:center; color:red;">**</p>

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Definition

The following words and expressions, wherever mentioned in this Procedural Manual, have the meaning indicated opposite each of them unless the context implies otherwise:

Term	Definition
Government:	The Government of Dubai.
Law:	Law No. (8) of 2018 Concerning Management of the Government of Dubai Human Resources and its amendments.
Executive Council Resolution:	Executive Council Resolution No. (81) of 2024 Approving the Job Succession Planning System in the Government of Dubai.
Department:	Any of the Government departments; public agencies or corporations; Government councils or authorities; or other entities affiliated to the Government to which the provisions of the Law apply.
DGHR:	The Dubai Government Human Resources Department.
System:	The Job Succession Planning System for Employees of the Government of Dubai, regulated pursuant to the Executive Council Resolution and this Procedural Manual.
Procedural Manual:	The document approved by the DGHR, which contains the procedures, steps, time frames, and forms required for implementation of the System.
Director General:	A Director General, Executive Director/ Chief Executive Officer, or Secretary General of a Department or a person holding a similar position.
Competent Directorate:	The Human Resources Directorate, or any other Organisational Unit within a Department, responsible for the Employee learning and development affairs or for talent management therein.
Immediate Supervisor:	An Employee who undertakes direct supervision of the

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	performance of other Employees.
Employee:	A male or female UAE National who occupies a budgeted post in a Department.
Organisational Unit:	This includes a sector, directorate, office, section, division, or other similar unit within a Department.
Year:	A time period consisting of twelve (12) Gregorian months.
Job Succession Planning:	An integrated and systematic process through which Critical Positions and Targeted Positions, whether within the administrative or technical track of a Department, are identified, along with the Employees nominated to occupy such Positions now and in the future. It involves assessing their competencies and capabilities and developing them to acquire the necessary knowledge, skills, and experience.
Critical Positions:	Positions that significantly contribute to the achievement of a Department's objectives and the continuity of its operations, and which require complex or unique specialised skills that must be possessed by incumbents who are difficult to attract and retain.
Targeted Positions:	These include Critical Positions and any other positions designated by a Department due to their importance and impact on its operations.
Talent Pool:	A list of Employees at a Department who possess promising skills, capabilities, and competencies, and who are included in the Job Succession Planning process.
Individual Development Plan:	A document that outlines the development tasks, goals, and training and qualification programmes assigned to Talent Pool Employees within a specified time frame, for the purposes of Job Succession Planning.
Organisational Memory:	The knowledge and expertise held by a group of Employees, which is documented so that it may be retrieved, circulated or shared at any time as part of institutional knowledge management.

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Behavioural Competencies Framework:	The set of knowledge, skills, and behaviours required for effective performance, which play an essential role in the performance of duties by Employees and work teams, and which are often manifested when Employees interact with clients. Behavioural Competencies include core and leadership competencies.

Technical Competencies Framework:	The set of knowledge and skills required to perform job duties of a specialised technical nature, which require continuous learning and practical application to master.

Development Centre:	A tool used to assess an Employee's current level of Behavioural Competencies and Technical Competencies against the targeted level. It employs a series of structured tests and exercises designed to identify the Employee's knowledge and skills gaps and develop an appropriate Individual Development Plan to reinforce strengths and address areas in need of improvement.

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Chapter One

General Framework of the System

Objectives of the Procedural Manual:

This Procedural Manual aims to:

1. Outline the general framework of the System, with a view to:

- identifying the Critical Positions required to achieve the strategic objectives of a Department, as part of the workforce planning process;

- identifying Talent Pools and developing and monitoring their performance; and

- measuring the impact of efficient and effective implementation of the System.

2. Outline the interrelationship between the System and other human resources systems.

General Principles of the System:

The System is founded on the following core principles:

1. promoting a culture of institutional risk management and ensuring business continuity by proactively identifying and developing Talent Pools;

2. achieving integration and alignment among approved human resources systems, including the Workforce Planning System, Posts Classification and Evaluation System, Performance Management System for Employees of the Government of Dubai, Learning and Development System, and other related systems;

3. identifying Targeted Positions in accordance with the Department's short- and long-term strategic priorities;

4. ensuring the readiness of a competent human resource base capable of assuming the duties and responsibilities of Targeted Positions, whether within the leadership or technical track; and

5. regulating internal talent mobility within the Department based on the outcomes of Job Succession Planning processes.

Scope of Application

The Procedural Manual applies to all civilian UAE National Employees working within a Department, excluding:

1. Employees appointed on a temporary basis;

2. Employees appointed under special contracts;

3. retirees appointed within a Department; and

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4. seconded Employees.

Objectives of the General Framework of the System:

The System is one of the principal frameworks complementing the Department's other human resources systems. It plays a key role in achieving strategic objectives, enhancing institutional capabilities, managing organisational risks effectively, and maintaining business continuity in the short, medium, and long term, particularly in the context of a rapidly evolving business environment. These outcomes are achieved through the implementation of the System, and by ensuring the availability, retention, and development of highly skilled and specialised talent, whether within the administrative track (middle management and supervisory roles) or the individual contributor track (specialised professional or technical roles).

Accordingly, the DGHR has adopted a unified framework for Job Succession Planning, which contributes to:

- ensuring the continued availability of talent to fill leadership and specialist Critical Positions in both the short and long term;

- preserving Organisational Memory to prevent loss from potential workforce changes;

- reducing or mitigating operational risks that may negatively impact institutional performance and productivity;

- identifying Targeted Positions and ensuring they are filled promptly by internal candidates;

- committing to preparing and qualifying Employees to assume Targeted Positions, and providing them with appropriate learning and development opportunities aligned with the Department's needs and their career paths; and

- enabling Employees to achieve their professional aspirations and perform their duties competently and at the required level of proficiency.

Integration of the System with other Human Resources Systems

To ensure the effective implementation of the System within a Department, it is essential to ensure its alignment and integration with the Department's existing human resources systems, including the following:

Workforce Planning	Recruitment and Appointment	Performance Management and Appraisal
Workforce Planning is	Job Succession Planning	The results of performance

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closely linked to Job Succession Planning. The process of identifying and classifying Targeted Positions, followed by determining the required number and competencies of human resources, provides the basis for selecting Targeted Positions and identifying Employees to be included in the Department's Talent Pool.

plays a pivotal role in ensuring the timely filling of Targeted Positions by facilitating the internal transfer or promotion of qualified Employees. This, in turn, helps create an attractive and enabling work environment that encourages meaningful contribution to achieving the Department's strategic objectives.

appraisals serve as a key input for identifying candidates for Job Succession Planning. High-performing Employees with demonstrable potential and capabilities are selected for inclusion in the Talent Pool. The Performance Management System also supports the setting of clear career development goals for these candidates, facilitates effective communication, provides regular constructive feedback, enables performance assessment, and contributes to the enhancement of their capabilities.

Behavioural and Technical Competencies Framework	**Learning and Development**	**Rewards**
Behavioural Competencies and Technical Competencies provide the principal reference for evaluating the suitability of candidates for inclusion in the Talent Pool. They also help identify gaps between an Employee's current competencies and those required to assume Targeted Positions.	To ensure the optimal preparation of Talent Pool Employees for Targeted Positions, a Department must provide suitable learning and development opportunities based on Individual Development Plans specifically developed for Job Succession Planning purposes.	The Department must grant incentive rewards to Employees in recognition of exceptional performance, innovation, and creativity. This contributes to cultivating an attractive and motivating work environment that supports the retention of qualified talent.

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Chapter Two
Duties and Responsibilities

Job Succession Planning processes within a Department depend on the coordinated efforts of multiple parties to achieve the desired outcomes. The general duties and responsibilities of each party are outlined below:

1. Government of Dubai Human Resources Department

The duties and responsibilities of the DGHR include:

1. preparing, issuing, and updating the Procedural Manual, and circulating it to Departments;

2. following up on the implementation of the System by Departments;

3. measuring and evaluating the impact of the implementation of the System by Departments in order to improve and develop the same;

4. providing the advice and support required by Departments on all matters related to implementation of the System;

5. reviewing the provisions of the Executive Council Resolution on a regular basis, proposing any necessary amendments thereto, and submitting the same to the competent entities for approval; and

6. exercising any other duties or powers required to achieve the objectives of the System, as determined pursuant to the relevant resolution of the Director General of the DGHR.

2. Departments:

The duties and responsibilities of a Department include:

1. identifying the Targeted Positions and Talent Pool in accordance with the requirements of the System;

2. complying with the procedures, steps, time frames, and forms prescribed in the Procedural Manual;

3. providing the financial and human resources required for ensuring efficient and effective implementation of the System;

4. ensuring that the System is aligned with the Department's institutional performance plans and indicators, as well as the Performance Management System of Employees of the Government;

5. providing the DGHR, within the time frames it prescribes, with the data and information it requests in relation to the implementation of the System; and

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6. performing any other duties related to the achievement of the objectives of the System, as determined pursuant to the relevant resolution of the Director General of the DGHR.

3. Competent Directorates:

The duties and responsibilities of the Competent Directorate include:

1. ensuring that the System is linked to the human resources systems applicable within the Department;

2. raising awareness among Employees regarding the System and its importance;

3. providing technical support and training to heads of the concerned Organisational Units within the Department on the implementation of the System;

4. preparing an accurate list of Targeted Positions, in coordination with the concerned Organisational Units within the Department, and submitting the list to the Director General for approval;

5. establishing the criteria for nominating Employees for inclusion in the Talent Pool, and submitting the same to the Director General for approval;

6. preparing and reviewing the list of Employees nominated for Job Succession Planning, in accordance with the Procedural Manual, and submitting the same to the Director General for approval;

7. collecting performance appraisal data and ratings of the Employees included in the Job Succession Planning process, and submitting the same to the Director General for approval;

8. coordinating with Immediate Supervisors of the Employees included in the Talent Pool to ensure their involvement in all phases of the System;

9. supervising the preparation of Individual Development Plans related to the Job Succession Planning process within the Department and following up on their implementation;

10. measuring implementation indicators of the System;

11. preparing reports on the implementation of the System and submitting them to the Director General to give the relevant directives as he deems appropriate;

12. monitoring the implementation of the System, analysing its outcomes, and taking appropriate action in respect thereof; and

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13. performing any other obligations or responsibilities required for the achievement of the objectives of the System, as determined pursuant to the relevant resolution of the Director General of the DGHR.

4 Immediate Supervisors:

The Immediate Supervisor of an Employee included in a Talent Pool must:

1. provide the Employee with the necessary support to implement his approved Individual Development Plan relating to Job Succession Planning;

2. perform all the duties assigned to him under the System and Procedural Manual, in accordance with the prescribed procedures, forms, and time frames;

3. motivate the Employee to achieve outstanding performance in the implementation of his Individual Development Plan;

4. cooperate and coordinate with all concerned stakeholders to ensure effective implementation of the System within the Department;

5. provide the Competent Directorate with feedback and performance appraisal ratings of the Employee included in the Talent Pool; and

6. perform any other duties related to the achievement of the objectives of the System.

5 Employees Included in Talent Pools:

An Employee included in a Talent Pool must:

1. actively participate in preparing his Individual Development Plan, in coordination with his Immediate Supervisor and the Competent Directorate;

2. implement his approved Individual Development Plan, in coordination with his Immediate Supervisor and the Competent Directorate, without prejudice to his existing duties and responsibilities; and

3. fulfil any other obligations specified in the Procedural Manual or the resolutions or directives issued by the Director General, the Immediate Supervisor, or the Talent Management Committee.

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Chapter Three
Phases of the System

The System comprises the following key phases, as illustrated in the diagram below:

First Phase:
Identification of
Targeted Positions

Second Phase:
Identification and
Assessment of
Candidates for Targeted
Positions

Third Phase:
Development of Talent
Pool Employees and
Monitoring of Their
Performance

Fourth Phase:
Evaluation of the
Effectiveness of System
Implementation

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First Phase: Identification of Targeted Positions

The Competent Directorate must review the Department's strategic plans and future projects, as this supports the accurate identification of Targeted Positions aligned with operational requirements and the Department's vision, mission, and strategic objectives in both the short and long term. This phase is critical to Job Succession Planning, as it:

- facilitates the identification of future knowledge, skills, and capabilities requirements; and

- highlights potential roles that may be introduced within the Department in the future.

Targeted Positions must be evaluated against the following five (5) elements:

Strategic Impact

Target Timelines for Filling Positions

Identifying Targeted Positions

Availability of Talent in the Labour Market

Readiness of the Second-tier Management Candidates (Successor Pool)

Role Specificity

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Using Form No. (1): Targeted Positions, each element is scored on a scale of (1) to (3), as shown below:

Element		Evaluation Outcomes	
1.	**Strategic Impact** (Extent to which leaving the position vacant would impact institutional operations and the achievement of the Department's strategic objectives)	1	If the position becomes vacant, the impact on institutional operations will be relatively minimal or negligible.
		2	If the position becomes vacant, the impact on institutional operations will be moderate, and the vacancy can be tolerated for a few months.
		3	If the position becomes vacant, the impact on institutional operations will be significant and noticeable within a few weeks.
2.	**Availability of Talent in the Labour Market** (Availability and accessibility of qualified talent in the labour market)	1	If the position becomes vacant, suitable candidates are readily available in the labour market and can be easily sourced.
		2	If the position becomes vacant, candidates are available in the labour market, but competition for them is relatively high.
		3	If the position becomes vacant, suitable candidates are rare in the labour market, as talent is scarce and difficult to attract due to high market competition.
3.	**Role Specificity** (Nature, complexity, and uniqueness of the skill set required by the position)	1	The position requires low-level or non-specialised skills.
		2	The position requires moderately complex specialised skills.
		3	The position requires unique and complex skills (e.g. multiple core competencies, in-depth institutional knowledge, and a combination of technical and leadership skills).
4.	**Readiness of the Second-tier Management Candidates (Successor Pool)** (The preparedness level of a Department to fill Targeted Positions, measured by the number of qualified internal candidates capable of assuming these roles).	1	The Department has more than one candidate who is ready, or will be ready within one (1) year, to fill a vacant post.
		2	The Department has more than one candidate who will be ready within two (2) years to fill a vacant post.
		3	The Department has more than one candidate who will be ready within three (3) years to fill a vacant post.

Element	Evaluation Outcomes

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5.	**Target Timeline for Filling the Position** (The urgency of filling the position within a Department to ensure business continuity)	1	Low urgency, as the incumbent is likely to remain in position for at least five (5) years.
		2	Medium urgency, as the incumbent is expected to leave within three (3) to five (5) years.
		3	High urgency, as the incumbent is likely to leave within three (3) years or sooner.

After scoring each element from (1) to (3), the total score determines the priority level for inclusion of the position in the current year's list of Targeted Positions:

Total Score	Priority	

In case of total score from 5 to 7	**Low**	No need to include the position in the Targeted Positions.
In case of total score from 8 to 11	**Medium**	Not currently necessary to include the position in the Targeted Positions.
In case of total score from 12 to 15	**High**	Inclusion of the position in the Targeted Positions is critical.

Illustrative Example:

Position (x) Evaluation

Element	Strategic Impact	Availability of Talent in the Labour Market	Role Specificity	Readiness of the Second-tier Management Candidates (Successor Pool)	Target Timelines for Filling the Position	Total Score	Priority
Score	3	2	3	1	3	12	**High**

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After identifying the Targeted Positions, the Competent Directorate may prepare a Targeted Position Overview using Form No. (2): which includes, at a minimum, the following details:

- **Targeted Position Details:**

  o Designation targeted for Job Succession Planning

  o Grade

  o Occupational Group

  o Number of Subordinates

  o Score for target timeline to fill the position

  o Score for readiness of the Second-tier Management Candidates (Successor Pool)

  o Targeted technical competencies

  o Targeted behavioural competencies

  o Any additional competencies to be considered

- **Incumbent Details:**

  o Employee name

  o Anticipated year of departure from the position

Second Phase: Identification and Assessment of Candidates for Targeted Positions

Upon completion of the identification of Targeted Positions, the second phase begins. This phase involves identifying and assessing suitable candidates from among the Department's qualified human resources, in accordance with the following steps:

a. **Analysis of Human Resources Data**

The Competent Directorate will collect data relating to the Department's Employees, including:

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- Employees who have completed at least six (6) months of service and have undergone at least one (1) performance appraisal;

- performance appraisal ratings for the past three (3) Years for all Employees of the Department (for further details on performance ratings, refer to the "Procedural Manual for the Performance Management System of Employees of the Government of Dubai");

- data on the Employees who are actively implementing their Individual Development Plans (for further details, refer to the "Procedural Manual for the Learning and Development System at the Government of Dubai"); and

- data on the Employees nominated for promotion in accordance with the Law and the legislation issued in pursuance thereof.

Following the data analysis, the Competent Directorate must consult with Immediate Supervisors and consider their feedback on the preliminary list of candidates nominated for Job Succession Planning, in preparation for assessing their competencies.

b. Evaluation of Targeted Human Resources

The Department must adopt a sound and evidence-based methodology for assessing the preliminary list of Employees nominated for inclusion in the Talent Pool, based on the competencies required for the Targeted Positions (for more information on Behavioural Competencies and Technical Competencies, refer to the "Competency Frameworks for Dubai Government Employees").

Development Centres are among the most effective tools for identifying gaps between the current competencies of nominated Employees and those required for the Targeted Positions. They also provide insights into potential future performance. Accordingly, the Competent Directorate will ensure the participation of nominated Employees in the Development Centres, which may include the following activities:

SN	Activity	Description
1.	Personality Traits Questionnaire:	A questionnaire designed to assess various personal attributes and work preferences, providing insight into the Employee's thought processes, behaviours, and interaction style in the workplace.
2.	Aptitude Tests:	Tests designed to assess the Employee's learning potential by measuring analytical and reasoning abilities, irrespective of proficiency in a specific subject.

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3.	**Behavioural and Technical Competency-based Interviews:**	Interviews in which the Employee is asked to describe how they have demonstrated Behavioural Competencies and Technical Competencies in specific workplace scenarios.
4.	**Case Study:**	An activity requiring the Employee to analyse data on a specific issue and submit a written report with recommendations.
5.	**Group Discussion:**	An activity requiring the Employee to discuss a given topic in a group setting to reach solutions and recommendations.
6.	**Role Play:**	An activity involving interaction by the Employee with another individual on a specific issue in a simulated workplace context.
7.	**Presentation:**	An activity requiring the Employee to prepare and deliver a presentation on a given topic based on specific data.

Nominated Employees must be evaluated by qualified specialists, and reports highlighting each Employee's strengths and development needs must be submitted to the Competent Directorate.

Note: The Competency Assessment Centre affiliated to the Future Resources Sector in the DGHR may be used for conducting Development Centre sessions.

Using "Form No. (3): Employee Data for Talent Pool Nomination, the Competent Directorate will submit the results of all Employee assessments to the Director General, indicating the readiness level of each Employee as follows:

Readiness Level	Description
Low Readiness	Results indicate that the Employee nominated for inclusion in the Talent Pool requires two (2) or more years to be ready for a Targeted Position.
Medium Readiness	Results indicate that the Employee nominated for inclusion in the Talent Pool requires from one (1) to two (2) years to be ready for a Targeted Position.
High Readiness	Results indicate that the Employee nominated for inclusion in the Talent Pool requires from six (6) months to one (1) year to be ready for a Targeted Position.

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c. Personal Interview with the Competent Directorate:

Upon completion of the identification and evaluation of all nominated Employees, the Competent Directorate will conduct personal interviews with each Employee with the aim of:

1. introducing the concept of Job Succession Planning, its phases, and its requirements;

2. notifying the Employee of the possibility of being selected for inclusion in the Talent Pool;

3. exploring the Employee's professional aspirations and readiness to take on new challenges;

4. emphasising the importance of committing to the Individual Development Plan designed for Job Succession Planning purposes, should the Employee choose to be included in a Talent Pool; and

5. affirming that the Department is not obligated to promote or transfer the Employee upon his inclusion in the Talent Pool.

Following the conclusion of the personal interviews, the Competent Directorate will, at its discretion, select the most suitable candidates for inclusion in the Talent Pool, based on the available data and in alignment with the Department's best interests. The Competent Directorate will classify the Employees included in the Talent Pool and targeted under the Job Succession Planning System into two groups:

Group (1): High-potential Employees:

These are Employees who demonstrate the highest readiness to assume Targeted Positions within a period ranging from six (6) months to one (1) year.

Group (2): High-performing Employees

These are Employees who are expected to be ready to assume the Targeted Positions within one (1) to three (3) years.

The Competent Directorate will complete "Form No. (4): Talent Pool Employee Data" and submit it to the Director General for approval, in preparation for commencing Phase Three, which focuses on the development of the Employees included in the Talent Pool.

Third Phase: Development of Talent Pool Employees and Performance Monitoring

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a. Development of Talent Pool Employees

Based on the outcomes of Development Centres and the requirements of the Targeted Positions, the Competent Directorate, in coordination with the Talent Pool Employees and their Immediate Supervisors, will develop an Individual Development Plan for each Employee for the purposes of Job Succession Planning, ensuring that:

- the plan focuses on addressing gaps in the Behavioural Competencies and Technical Competencies required for the future role;

- the plan's timeframe corresponds with the period required to ensure the Employee's readiness to assume the Targeted Position; and

- the plan includes the Employee's participation in challenging, hands-on assignments designed to develop the targeted knowledge, skills, and abilities through practical experience.

    The Individual Development Plan must specify the learning and development methods to be utilised for the Employee, including:

Learning and Development Methods	
	Training Programmes
	Development Programmes
	Professional Programmes
	Sponsorship and Scholarship for Academic Qualifications
	Developmental Assignment
	Job Shadowing
	Career Counselling, Coaching, and Mentoring
	Job Rotation

(For further details on learning and development methods, please refer to the "Procedural Manual for the Learning and Development System of the Government of Dubai".)

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b. Monitoring the Performance of Talent Pool Employees

The Competent Directorate must monitor the performance of Talent Pool Employees and submit periodic reports on their performance ratings to the Director General, ensuring Employee readiness and the timely implementation of necessary actions.

Talent Pool Employees Database:

The Competent Directorate must establish and maintain an up-to-date database to consolidate all Job Succession Planning data within a Department. This database must include information on Targeted Positions, as well as data and performance ratings for Talent Pool Employees, enabling the identification of position and employee numbers at any given time.

Implementation of the Individual Development Plans for Succession Planning Purposes:

The primary responsibility for implementing an Individual Development Plan rests with the Employee, including seeking feedback on strengths and areas for improvement in his performance. The Immediate Supervisor must monitor the plan's implementation and provide the Employee with the necessary support to ensure the success of his efforts. The Competent Directorate must monitor the implementation of Individual Development Plans related to Job Succession Planning, ensure compliance, and submit reports on the same to the Director General.

Fourth Phase: Evaluation of the Effectiveness of the System

The Competent Directorate will evaluate the effectiveness of the implementation of Job Succession Planning processes within the Department by measuring a set of key performance indicators:

SN	Key Performance Indicators	Method of Measurement
1.	Percentage of Targeted Positions with at least three (3) Employees in the Talent Pool by category (leadership or technical)	(Number of Targeted Positions with at least three (3) Employees in the Talent Pool, by category ÷ total number of Targeted Positions) X 100
2.	Vacancy fill rate for Targeted Positions	(Number of filled Targeted Position vacancies ÷ total number of Targeted Positions) X 100
3.	Percentage of Targeted	(Number of Targeted Positions filled internally from the

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	Positions filled internally from the Talent Pool Employees, by category (leadership or technical)	Talent Pool Employees, by category over a specified period ÷ total number of Targeted Positions for the same period) X 100
4.	Compliance rate of a Department with the implementation of Individual Development Plans for Talent Pool Employees	(Number of Talent Pool Employees with implemented Individual Development Plans ÷ total number of Talent Pool Employees) X 100
5.	Percentage of Talent Pool Employees who have occupied Targeted Positions by category (leadership or technical)	(Number of Talent Pool Employees occupying Targeted Positions by category ÷ total number of Talent Pool Employees) X 100
6.	Percentage of Employees in Targeted Positions approaching retirement	(Number of Targeted Position holders retiring within two (2) years ÷ total number of Targeted Position holders) X 100
7.	Percentage of Emiratisation in Targeted Positions	(Number of UAE National Employees in Targeted Positions ÷ total number of Employees in Targeted Positions) X 100
8.	Success rate of Talent Pool Employees in Targeted Positions, by category (leadership or technical)	(Number of Talent Pool Employees rated as "Meets Expectations" or higher in Targeted Positions over a specified period ÷ number of Talent Pool Employees who assumed Targeted Positions in the same period) X 100
9.	Turnover rate of Talent Pool Employees, by category (leadership or technical)	(Number of Talent Pool Employees, by category who left the Department over a specified period ÷ average number of Talent Pool Employees during that period) X 100

The Competent Directorate must analyse the results, discuss them with all concerned Organisational Units; and submit the outcomes along with appropriate recommendations to the Director General to review the outcomes and take the necessary action in respect of future Job Succession Planning at the Department level.

On an annual basis, the Competent Directorate must complete 'Form No. 6: Lessons Learnt', highlighting successes and challenges encountered by the Department during Job Succession Planning processes for future reference. The Department must submit such completed form to the DGHR, which will consolidate, review, and use the lessons learnt across Departments to promote continuous improvement.

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Procedural Actions Across System Phases:

Phase One: Identification of Targeted Positions:

SN	Action	Responsibility
1.	Use 'Form No. (1): Targeted Positions' to assess and identify Targeted Positions using the five elements approved by the DGHR.	Heads of Organisational Units + Competent Directorate
2.	Review the assessment and approve the list of Targeted Positions.	Competent Directorate
3.	Prepare role profile using "Form No. (2): Targeted Position Profile".	Competent Directorate

Inputs	Outputs
• Results of position assessments using the five elements approved by the DGHR.	• Approved list of Targeted Positions. • Targeted Position Profiles

Phase Two: Identification and Evaluation of Candidates for Targeted Positions

SN	Action	Responsibility
1.	Collecting and analysing Employee data as inputs for Job Succession Planning.	Competent Directorate
2.	Meeting with Immediate Supervisors to discuss and obtain feedback regarding the Employees they nominated to be included in the Talent Pool.	Competent Directorate
3.	Assessing the competencies of the Employees nominated for inclusion in the Talent Pool to identify the gap between their current competencies and the targeted competencies for the Targeted Positions.	Competent Directorate + Concerned Organisational Units
4.	Presenting the Director General with the candidate assessment outcomes on "Form No. (3): Employee Data for Talent Pool Nomination," indicating the readiness level of each Employee.	Competent Directorate
5.	Conducting individual interviews with all Employees nominated for the Talent Pool.	Competent Directorate

SN	Action	Responsibility
6.	Complete "Form No. (4): Talent Pool Employee Data" and submit the same to the Director General for approval.	Competent Directorate

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| 7. | Approving the final list of Talent Pool Employees and submitting the same to the Competent Directorate. | Director General |

Inputs	Outputs
- Employee data (length of service, performance appraisal ratings for the past three (3) years, the extent of implementation of Individual Development Plans, promotion eligibility, Development Centre outcomes, etc.) - duly completed 'Form No. (3): Employee Data for Talent Pool Nomination', together with the Individual interview outcomes. **duly completed 'Form No. (4): Talent Pool Employee Data'**	final approved list of Talent Pool Employees of the Department.

Phase Three: Development of the Employees Included in the Talent Pool and Monitoring their Performance

SN	Action	Responsibility
1.	Directing the concerned Organisational Units to prepare Individual Development Plans for Job Succession Planning using "Form No. (5): Individual Development Plan for Job Succession Planning Purposes".	Competent Directorate
2.	Discussing Job Succession Planning-related learning and development needs with the Immediate Supervision and preparing a draft Individual Development Plan.	Employee
3.	Reviewing and approving the draft Individual Development Plan for job Succession Planning.	Immediate Supervisor
4.	Submitting all approved Individual Development Plans for the Employees of Organisational Unit to Competent Directorate.	Immediate Supervisor
5.	Implementing the Individual Development Plan within the set time frame	Employee
6.	Monitoring implementation of the Individual Development Plan and providing the necessary support to the Employee.	Immediate Supervisor
7.	Reviewing the Individual Development Plan for Job Succession Planning on a quarterly basis to ensure ongoing relevance and assess progress.	Immediate Supervisor + Employee
8.	Preparing periodic reports on Individual Development Plans implementation progress and submitting the same to the	Competent Directorate

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SN	Action	Responsibility
	Competent Directorate.	
9.	Reviewing the periodic reports and taking timely action as required.	Director General

Inputs	Outputs
• Outcomes of discussions between the Employee and his Immediate Supervisor regarding Job Succession Planning-related learning and development needs. • Results of implementing the Individual Development Plan for Job Succession Planning.	• Learning plans and Individual Development Plans for Job Succession Planning, approved by the Immediate Supervisor and submitted to the Competent Directorate. • The updated Individual Development Plan. • Periodic reports on the outcomes of implementing Individual Development Plans. • Decisions by the Competent Directorate regarding any necessary actions.

Phase Four: Evaluation of System Effectiveness

SN	Action	Responsibility
1.	Measuring the key performance indicators related to System effectiveness, and submitting periodic reports on the results to the Director General.	Competent Directorate
2.	Analysing the results and implementing improvement actions for future Job Succession Planning.	Competent Directorate

Inputs	Outputs
• Results of the key performance indicators related to System evaluation.	• Periodic reports on the results of key performance indicators related to the System. • Necessary improvement actions for future Job Succession Planning.

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Chapter Four

General Provisions

The following general provisions apply to Job Succession Planning:

a. The Human Resources Directorate must determine the best strategies for recruitment, learning, and development, reward programmes; Employees' redeployment between Departments, and performance benchmarks related to the human resources functions across all Departments.

b. Equal opportunity and complete transparency must be maintained in all Job Succession Planning processes within a Department.

c. Immediate Supervisors and stakeholders must be actively involved in the Job Succession Planning for their Talent Pool Employees.

d. Employees must be actively engaged in all Job Succession Planning activities relating to them, while clearly understanding that inclusion in the Talent Pool does not guarantee promotion, transfer, or a change in position.

e. Employees must adhere to the general provisions of the Learning and Development System when participating in any approved learning or development activities.

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Chapter Five

Forms

Forms

1. Form No. (1): Targeted Positions

2. Form No. (2): Targeted Position Profile

3. Form No. (3): Candidate Data for Talent Pool

4. Form No. (4): Talent Pool Employee Data

5. Form No. (5): Individual Development Plan for Job Succession Planning Purposes

6. Form No. (6): Lessons Learnt

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Form No. (1): Targeted Positions

Job Code	Designation	Sector	Department	Section	Grade	Number of Employees	Band	Job Evaluation Criteria for Job Succession Planning							Overall Score	Priority
								Impact	Strategic	Labour Availability in the	Availability	Role Specific	Management	the Position	Timeframe for Filling the		

Form No. (2): Targeted Position Profile

Targeted Position:		**Incumbent:**	
Grade:		**Expected Time for Retirement or End of Service:**	
		Number of Subordinates:	
Target Timeframe to Fill the Role:		**Second-tier Management Candidates (Successor Pool) Readiness Assessment Grade:**	

Target Leadership Competencies:	
Competency (1):	
Competency (2):	
Competency (3):	
Competency (4):	
Competency (5):	
Target Technical Professional Competencies:	
Competency (1):	
Competency (2):	
Competency (3):	
Competency (4):	
Competency (5):	
Additional Competencies to be Considered (e.g., knowledge transfer, strategic relationship building, etc.):	
Competency (1):	
Competency (2):	
Competency (3):	
Competency (4):	
Competency (5):	

Form No. (3): Candidate Data for Talent Pool

Job Code	Designation	Sector	Directorate	Section	Grade	Incumbent	Expected Date of End of Service	Candidate Name	Designation	Sector	Directorate	Section	Grade

Gender	Years of Service in the Department	Years in Current Role	Age	Selection Criteria for Talent Pool Candidates						Overall Evaluation (High / Medium / Low Readiness)	Notes
				Performance Appraisal (Year 1)	Performance Appraisal (Year 2)	Performance Appraisal (Year 3)	Date of Last Promotion	Outcomes of Preliminary Interview with Competent Directorate	Development Centre / Competency-based Interview Outcome		

Form No. (4): Talent Pool Employee Data

Job Code	Designation	Sector	Directorate	Section	Grade	Incumbent	Expected Date of End of Service	Candidate	Designation	Sector	Directorate	Section	Grade

Gender	Years of Service in the Department	Years in Current Role	Age	Selection Criteria for Talent Pool Employees							Overall Evaluation (High / Medium / Low Readiness)	For Use by the Competent Directorate		
				Performance Appraisal (Year 1)	Performance Appraisal (Year 2)	Performance Appraisal (Year 3)	Date of Last Promotion	Level of Commitment to Individual Development Plan	Development Centre / Competency-based Interview Outcome			Employee's Career Ambitions and Willingness to Take on New Challenges	Final Decision	Notes

Form No. (5): Individual Development Plan for Job Succession Planning Purposes (Year: _____)

Personal Details

Employee Name:		**Designation:**	
Employee ID:		**Grade:**	
Organisational Unit:		**Immediate Supervisor:**	

Targeted Position Details

Targeted Position:		**Grade:**	
Incumbent:		**Expected Timeframe for End of Service:**	

SN	Target Competency (Technical/Behavioural)	Development Activity	Objective of Development Activity	Required Support for Continued Development	Planned Completion Time	Progress (Completed / In Progress / Not Started)
Short-term Development Activities (1–6 months)						
Long-term Development Activities (More than 6 months)						

Form No. (6): Lessons Learnt

Lessons learnt document the successes and challenges encountered by the Department during the phased implementation of Job Succession Planning processes as per the General Job Succession Planning Framework. The completed form is to be submitted to the DGHR for review and taking the necessary actions to ensure knowledge sharing and continuous improvement.

SN	Relevant Job Succession Planning Phase	Successes / Challenges	Cause	Lesson(s) Learnt
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				

Phases of the General Job Succession Planning Framework:
1. Identification of Targeted Positions
2. Identification and Evaluation of Candidates for Targeted Positions
3. Development and Monitoring of the Performance of Talent Pool Employees
4. Evaluation of the Effectiveness of the Job Succession Planning System

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