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Federal Authority For Government Human Resources

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IBTEKR

United Arab Emirates

Innovations in Public Talent Management

Report

2024

Table of contents

INTRODUCTION

We are living through a fundamental transformation in the way we work. New models and modes of work have emerged, especially in the last few years. Moreover, the incoming Generation Z population is preparing to enter the workforce, compelling employers to adapt their talent recruitment and management practices for this cohort of workers. In this evolving landscape of the future of work and learning, governments have to prepare and manage talent in novel ways.

In the public sector, the need for efficient and agile talent recruitment, retention and management is even more imperative with the rise in citizen expectations regarding public service delivery. In addition to this, the need for digital transformation has accelerated in recent years, making it critical for governments to rethink how the public sector uses digital in the future.

Set against this background rapid change, this report will showcase the innovative interventions being undertaken by governments around the world to build capacity, attract, retain and motivate talent. The cases will also touch upon the most effective ways to manage talent and build capacity in the most practical manner, taking into consideration the unique challenges facing public sector organizations, as well as institutional and resource impediments.

Talent management is not easy for both employer and employee. For example, 7 in 10 organizations rank talent management as their most expensive HR process and 90% of organizations say that talent management programs are inefficient. 85% of global companies admit their talent management programs need overhauls, while only 25% strongly agree they have robust methods to identify current employees with potential. Furthermore, 91% of employees shared that they wanted more than just money to feel engaged and motivated, and 41% of employees admit they would need to leave their current job to advance their own careers.

However, if governments are able to succeed in this space, they are rewarded with a virtuous cycle for success. By improving the quality of public sector employees, the quality of government policies and services will likewise improve in parallel. Having strategic talent management gives governments the opportunity to attract the most talented and skilled employees available.

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Digital Academy by GovTech

(Singapore)

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A senior member of Singapore's Government Technology Agency (GovTech) team asserted that "The half life of skills is about five years." Like the decay of radioactive matter, the skill-sets of today will become outdated as new tech breakthroughs emerge. So in response, Singapore has launched a Digital Academy to train public officials in digital skills.

Known as the Digital Academy, it is dubbed a

«practitioner for practitioner»

academy that operates at the unique intersection of technology and public service, and aims to groom future-ready digital leaders to be well-versed in the technology ecosystem to accelerate the public sector's digital transformation. The curriculum combines knowledge from tech practice leads in GovTech and nine industry content partners, such as

and more.

The platform is anchored on GovTech's Functional Competency model and aligned with Singapore's Whole of Government Digital Maturity framework.
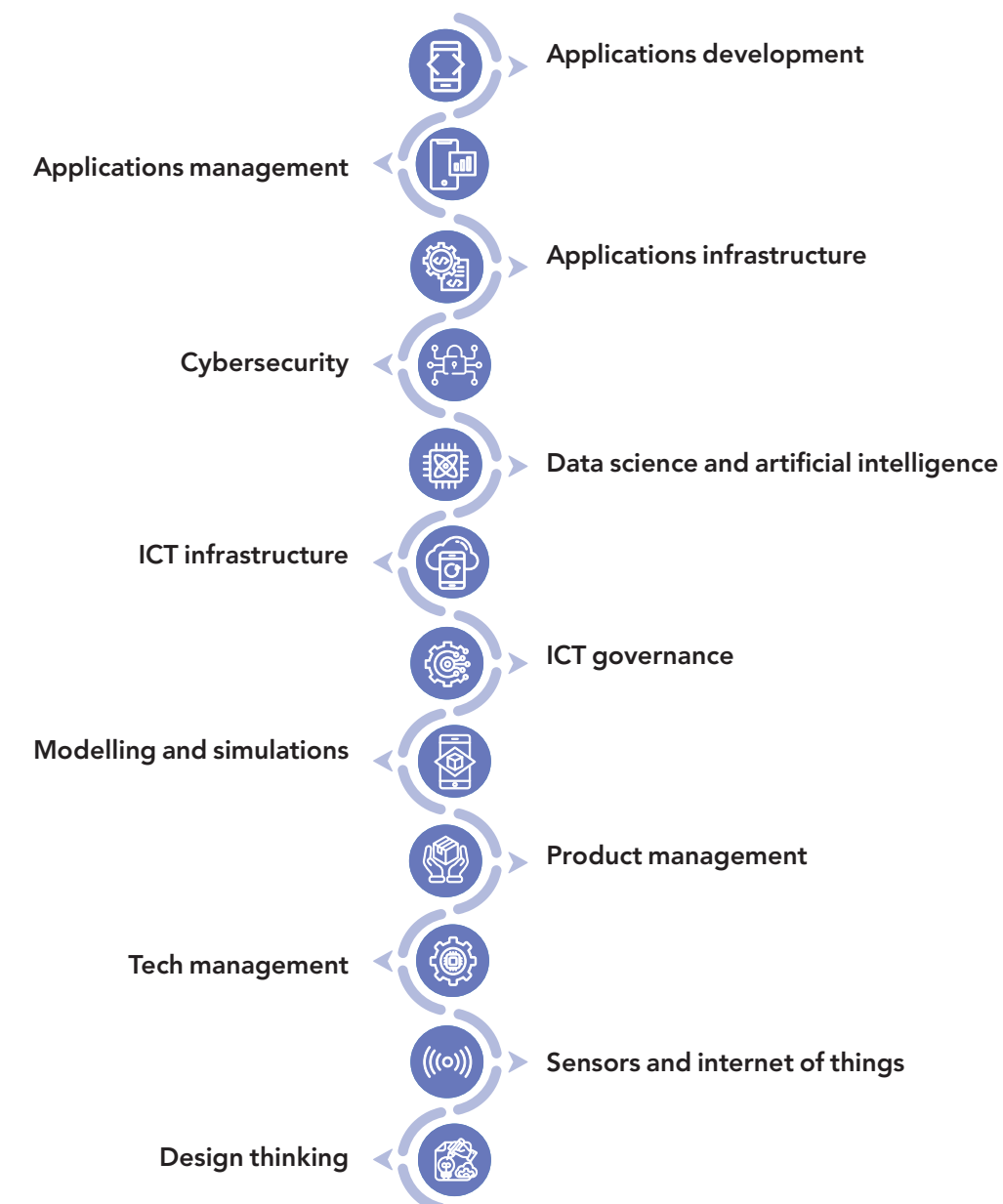
The new tech training academy aims to address existing gaps in public sector training, and covers everything from data science and UX design to IoT and cybersecurity. The courses are designed by big tech firms Google, Microsoft, and Amazon Web Services, other tech experts, and leading teachers as well. In addition, Singapore has partnered with online learning platforms such as Coursera and its own public sector training academy, the Civil Service College.

While there are many learning providers offering technical programs in the market, The Digital Academy sets itself apart by offering classes specially curated by a strong in-house team, and aims particularly at those in the ICT and smart systems profession seeking to advance their current skills. Industry partners who work frequently with the public service are also allowed to benefit from these programs. The Academy focuses on both workforce transformation and capability development.

Singapore is big on building in-house tech talent. This allowed it to react quickly with digital contact tracing and home-based learning in the pandemic. But it wasn't always that way. The small island nation previously outsourced tech projects to the private sector, to the extent they lost their technical capabilities within the government sector. So now Singapore is changing strategies.

Programs offered at the new Digital Academy are designed for direct application in the business of government. Some classes are sponsored by a civil servant's department, while others must be paid for out of pocket. At this early stage, the Academy offers 55 programs across several domains. The goal is to ramp up the offering to 95 programs by March 2022.

The list of current programs includes:

Applications development

Applications management

Applications infrastructure

Cybersecurity

Data science and artificial intelligence

ICT infrastructure

ICT governance

Modelling and simulations

Product management

Tech management

Sensors and internet of things

Design thinking

These programs are delivered using multiple formats, with an emphasis on applied learning. Beyond in-person or virtual lectures, participants can expect to attend instructor-led workshops, tech talks, exchanges with communities of practice, hackathons, and even be offered opportunities for on-the-job training.

For example, the Secure Code Program by Secure Code Warrior engages learners via an interactive e-learning curriculum; while the Agile Methodology Workshop by ThoughtWorks features extensive and personalized coaching for teams; and the Starting a Data Science Project course by the Civil Service College presents participants with the chance to work on relevant hands-on projects.

At the end of the day, Singapore's Digital Academy hopes to equip government employees with the necessary knowledge and skills to lead digital transformation in their agencies, thereby enabling them to be digitally-confident and build up their capabilities.

" Reverse Mentorship
(Taiwan) "

What exactly is Generation Z thinking about? What does holding a job mean to them? Which public policy issues are most important to them?

Many high-level government leaders ponder these questions, but are unable to come up with satisfactory answers. Furthermore, the ability to attract young talent is an extremely important element in a country's long-term sustainability. In short, leadership has much to learn from the enthusiasm and digital nativism of young professionals.

Life after the COVID-19 pandemic is an opportunity for radical transformation, and more ideas must come from young people who will inherit global leadership in the coming decades. Considering the differences between the generations, one novel idea is to let young people take on the role of instructor in teaching senior "apprentices."

Taiwan is embracing this new form of in-house training, called "reverse mentorships", where young entrepreneurs under 35 are paired with ministers to propose new ideas. However, reverse mentorships are actually a very old concept, made more recently popular in the private sector by former General Electric CEO Jack Welch.

Participants in Taiwan's new public sector version of reverse mentorships benefit from exposure to the thinking of a wide range of age groups, enabling them to understand each generation's values, mode of interaction with other people, and approach to career planning. A proper reverse mentorship program means that mentors aren›t just teaching, but also learning. In fact, these programs offer young professionals unprecedented access to senior government leadership.

In one small success story, a reverse mentor to Taiwan's Labour Minister proposed that citizens who have excelled globally be recruited to work with teachers to improve schools and serve as role models to students. The proposal was soon signed into actual law.

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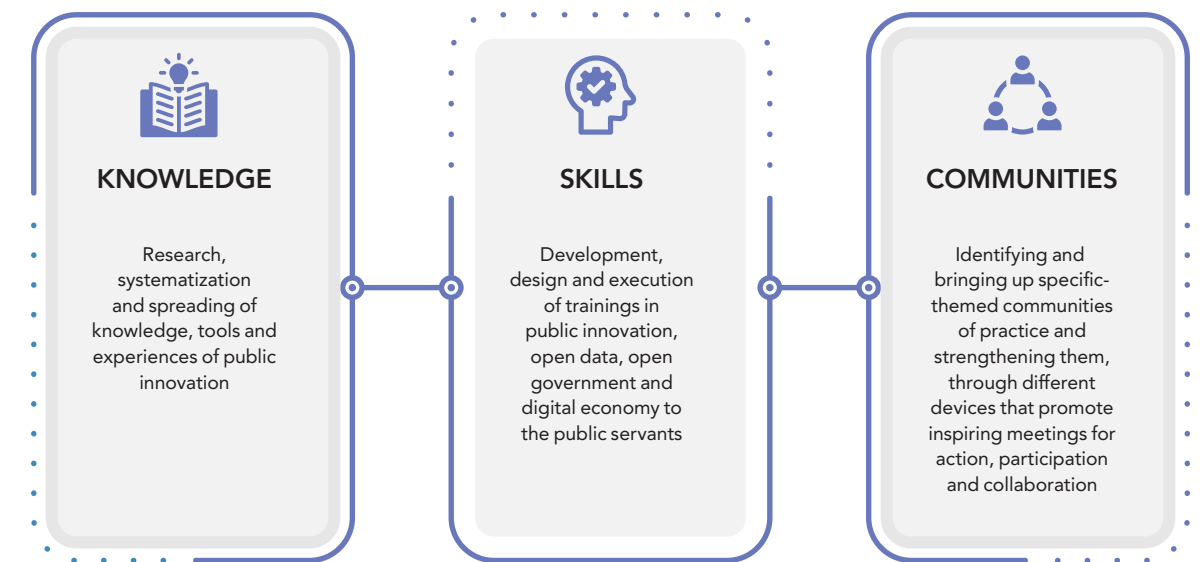> # Government Lab and Design Academy
> (Argentina)
> ❞

Public administration universities, where budding civil servants learn the fundamentals of policymaking, law and leadership, are common. But Argentina may be the only country with a government-run school devoted to teaching public servants how to innovate.

At the Design Academy, students can take classes on digital transformation, storytelling, design thinking, data and evidence use and artificial intelligence, among a variety of other disciplines.

In just three years, 15,000 government employees have taken classes at the Buenos Aires-based Design Academy, funded by the Government Lab of Argentina (LABGobAr). It teaches public servants skills that will be integral to the future of government work, from human-centred design to evidence-based policymaking. It also offers short courses, intensive training sessions, inspirational talks, and virtual classes. 54% of courses were taken online, prior to the COVID-19 pandemic.

The Design Academy has three main working areas:

KNOWLEDGE

Research, systematization and spreading of knowledge, tools and experiences of public innovation

SKILLS

Development, design and execution of trainings in public innovation, open data, open government and digital economy to the public servants

COMMUNITIES

Identifying and bringing up specific-themed communities of practice and strengthening them, through different devices that promote inspiring meetings for action, participation and collaboration

One of the biggest challenges facing teams like LABGobAr, tasked with spreading innovation throughout the public sector, is bringing their work outside the lab and into the rest of government. But with the Design Academy, LABGobAr is achieving what many of its counterparts have tried to do: teach masses of civil servants how to bring innovation into their everyday work.

So, how did the government get public servants to sign up for classes on top of their regular everyday workload?

Simply put, they made it mandatory, and then gamified it. For every class taken, a public servant earns points, which are a prerequisite for promotions and pay raises in the Argentinian civil service. Every public servant is required to collect 60 education points annually.

The amount of points awarded to students depends on the length, difficulty, and type of training they undertake. A public servant would earn two credits for attending a two-hour inspirational talk, for example, or 100 for an in-depth, intensive course.

The Design Academy began as an experiment at Argentina's Institute for Public Administration (INAP), which trains civil servants in the more traditional skills needed for government work. When the pilot project exceeded expectations, LABGobAr and INAP launched the Academy. It now acts as a lab for the public administration school: experimental ground to test new ideas, teachers and class formats.

Teachers are mainly Argentinian civil servants and academics, but the Design Academy also hosts international speakers from organisations like the UK's Nesta, Denmark's recently-shuttered MindLab, and Harvard University. They also send teachers to conduct training in provincial and local governments, to disseminate its teachings as widely as possible.

Finally, events are developed to build communities and keep alumni from different departments connected. Conferences are made to exchange knowledge, experiences and technological tools. There's also an Innovation Marathon, a bigger scale, one-day session where different topics are being taught. It also has a space for participants to propose and give an inspiring talk or simply share an experience.

A training session conducted in partnership with Argentina›s Project Unit in Bahía Blanca, a port city west of Buenos Aires, for example, helped reduce the time in which the average local factory meets environmental standards for operation from two years to three months. The Academy has trained 140 municipalities and all 23 provincial governments in innovation methods.

It's a bit more difficult to measure the impact courses have on individual public servants, however. Participation surveys show students are enjoying the classes: 46% said they rated their value as very high, and 38% rated it as high. 34% said they are likely to use the methods they learned and 34% they are very likely to use them. But it's hard to know whether this is actually translating into more creative, efficient work.
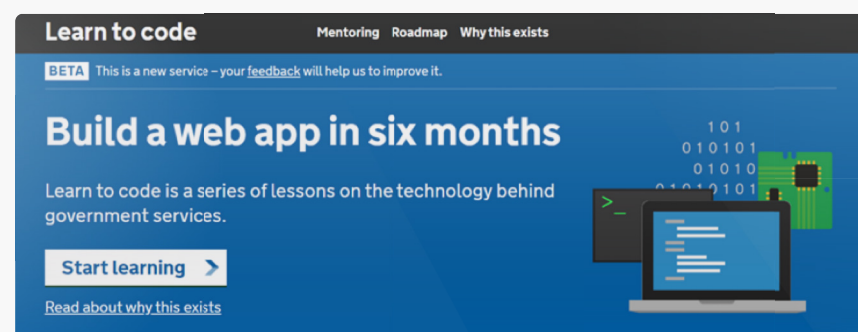
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Learn to Code

(UK)

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A small group of Civil Service Digital, Data and Technology (DDaT) Fast Streamers have built a prototype learning and development tool for colleagues across the Civil Service. It's a cross-government effort by a small group of interested volunteers.

Although there are plenty of existing online tutorials that teach people how to code, they wanted to create something new with a specific focus on the needs of civil servants. Because at the end of the day, it's not just about coding, it's about how code is used to build digital services in government. 'Learn to Code' helps them understand:

The tool is called
(Learn to Code)

and it's aimed at civil servants who have never coded anything before. The goal isn't to turn them into professional developers, but to give them a better understanding of how digital products and services work. That way, they'll be in a better position to work with collaborative multidisciplinary teams who build things like that every day.

**The mechanics of how the internet works**

Parts of the UK's Government Service Standard, especially the technology section

(a series of documents providing the government's principles of building good public services)

How the GOV.UK prototyping kit works

(a set of tools to make online websites or present research that look like UK government pages)

'Learn to Code' follows a curated path using a combination of existing tools, code examples and written instructions. The service is made up of 7 modules helping beginners develop a product, from initial idea to working prototype. The 7 different modules include:

Databases

Adding Interactivity

API Consumption

Building Web Pages

Learning How the Web Works
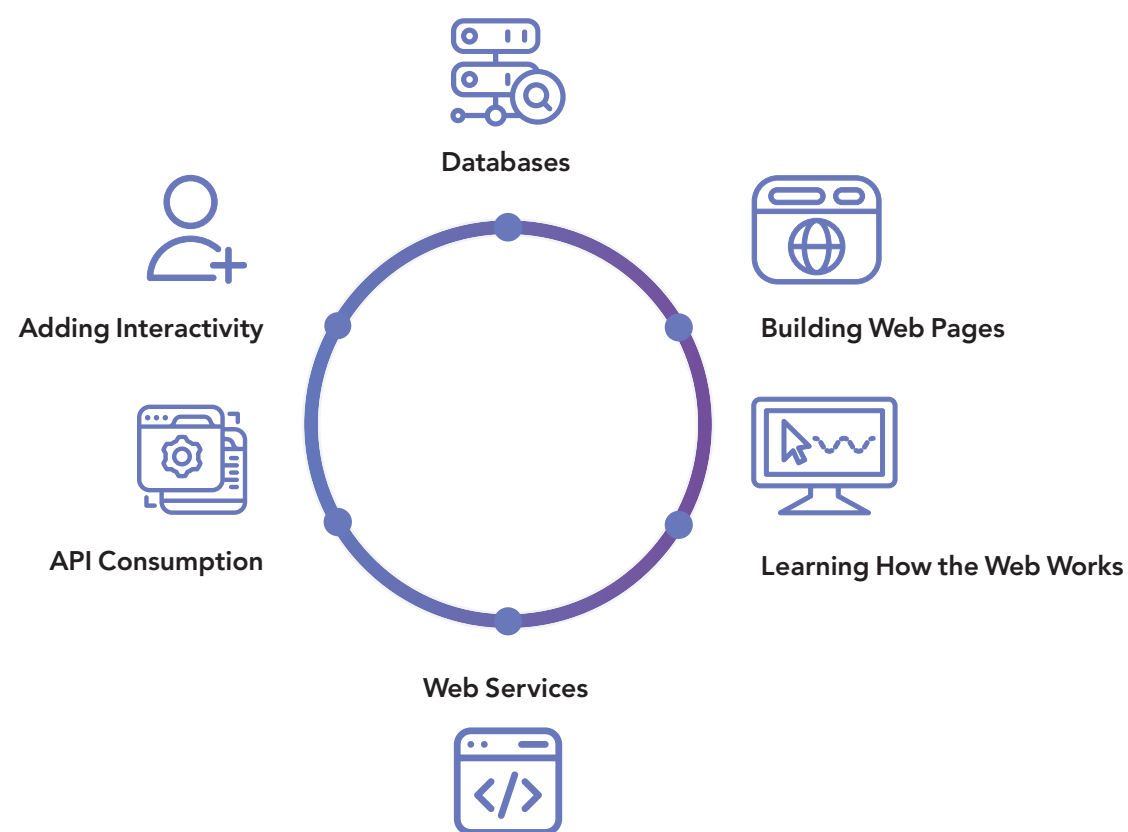
Web Services

All of the content is designed to meet the government's Digital Service Standard -- teaching users not only how to build things, but build things the civil service way.

Each module contains a series of different lessons – initially purely theoretical, with more and more practical tasks as participants progress. Modules have been designed to be completed in a couple of days.

It is a completely open-source project, currently hosted on Github. This allows the creators to make changes easier, as well as allows them to hear suggestions from people not affiliated directly with the team.

One interesting hurdle the creators found early on was that the platform was not accessible in every department due to the restrictions some departments place on employee internet access.

If users need help with the coding lessons, they can ask volunteer mentors so that the task is not as daunting. New modules are published each month, so that users learn the same material at the same time, which also facilitates mentors knowing how to assist. Another tool for users to help each other is a cross-government channel on Slack.
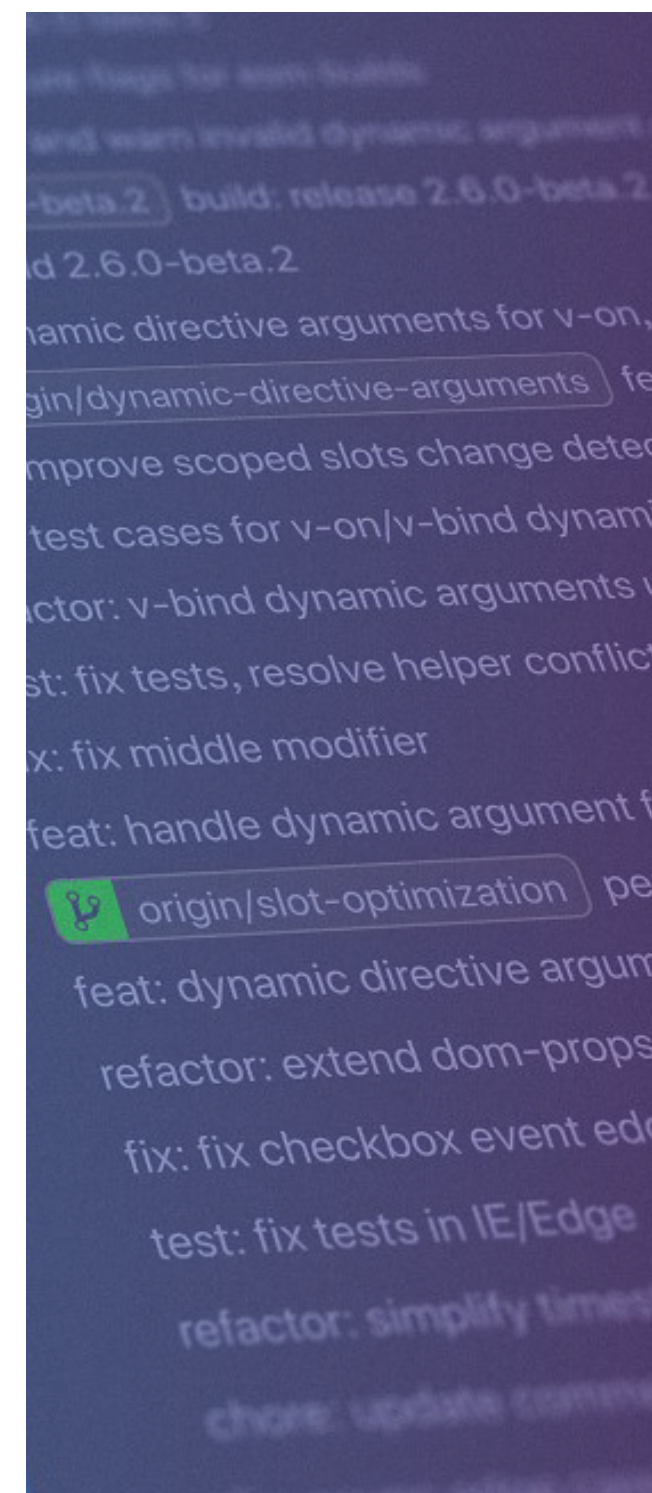
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Job shadowing for government officials with entrepreneurs

(Latvia)

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In order to respond effectively to administrative burden reduction measures, the GovLabLatvia Public Administration Innovation Lab developed a new initiative where officials shadow an Entrepreneur. During the time spent together, an entrepreneur had the opportunity to receive free advice from a government official as well as get feedback on how to solve their specific problems.

The entrepreneur is also able to suggest improvements to relevant government regulation. Officials, meanwhile, have the opportunity to see first-hand how their regulations impact businesses and evaluate where improvements can still be made. Plus, for Latvia as a whole, the initiative reduces labor costs and the administrative burden of business procedures by facilitating cooperation.

This initiative strengthens the application of the «Consult first» principle

which was introduced in Latvia to facilitate a dialogue between the state and the entrepreneur to reduce the administrative burden. The initiative was organized by the Ministry of Economics in cooperation with the Latvian Chamber of Commerce and Industry, the Employers' Confederation of Latvia, and Junior Achievement Latvia.

A website was set up to cover all the details of the initiative and how to apply. In the application forms, entrepreneurs indicated the specific area they wish to address, and also indicated the public authority or official they wished to welcome at their facilities. The entrepreneur additionally indicated what needs to be addressed in order to improve the business environment for their specific line of work.

2019

The initial cohort began in September 2019, with 99 functionaries from 30 national regulatory authorities getting familiarized with the daily work of 35 companies. An open dialogue between public administration and entrepreneurs is the key to a more successful business environment. The initiative has opened the door to a wider range of contacts and feedback from entrepreneurs on various public administration decisions and day-to-day activities.

2020

The initiative was held for a second time in September 2020, and the Latvian government hopes to make the program an annual staple moving forward.

Recommendations submitted by entrepreneurs during the 2020 cohort varied widely, ranging from taxation to workforce attraction, education, state programs, communication, legislation, procurement, and business processes. Some specific feedback included:

- In order to stimulate demographic growth, there is no need to tax the childbirth allowance paid by the employer.

- It is not rational that medical goods are subject to VAT, but medical services are not - an entrepreneur cannot recoup 21% of his investment.

- The need to move towards the modularisation of higher education and the award of qualifications in order to increase the flexibility of education.

- Problems in attracting foreign students, especially during COVID-19.

- In many companies, the IT field is already highly developed and many platforms have been set up to import data, but it is not possible to exchange data with public information systems.

- A more active public policy to transform the economy into a lower level of greenhouse gas emissions.

- How to improve and optimize the process of soil agrochemical research in the future and raise farmers› awareness of research and fertilization plans.

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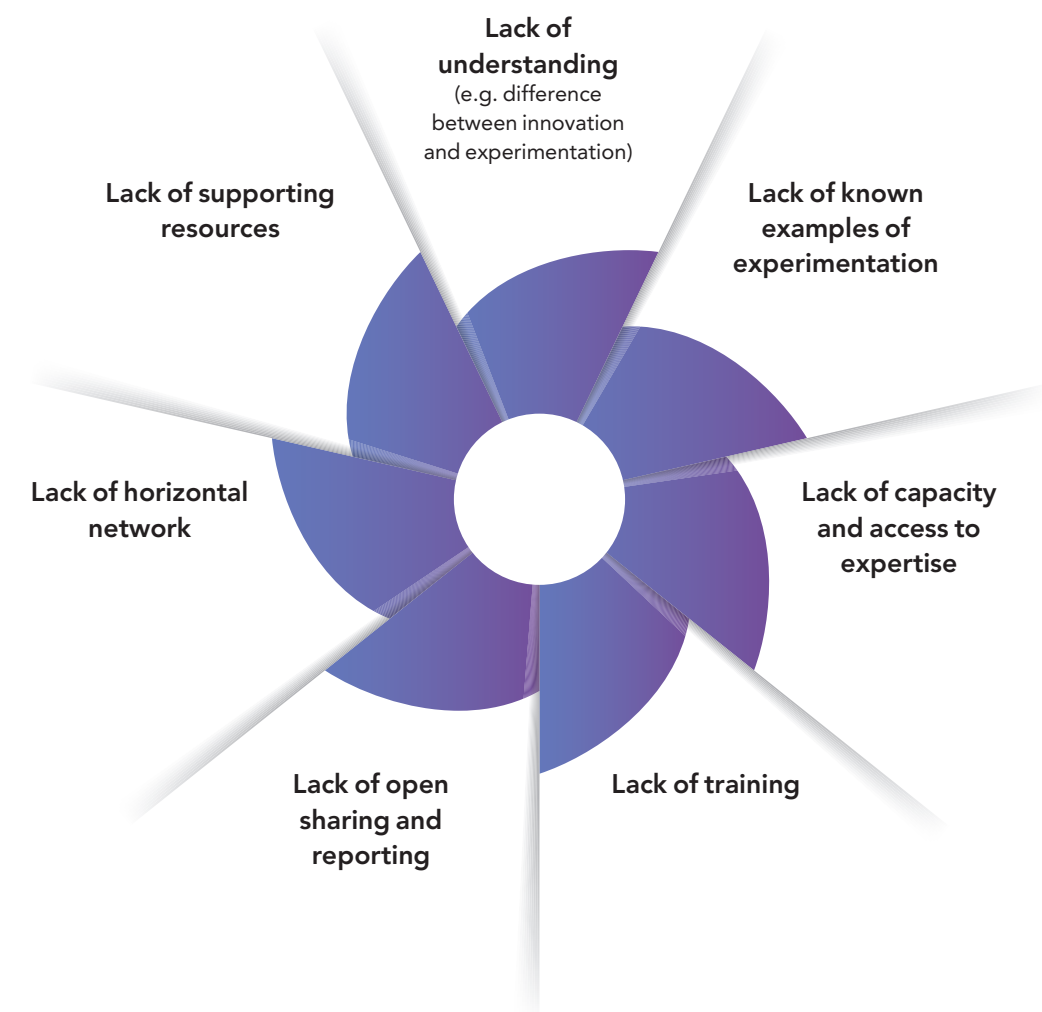**Experimentation Works**

(Canada)

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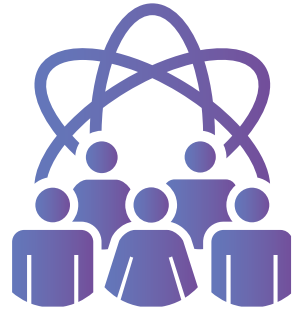
Experimentation Works (EW)

is a Government of Canada initiative to build public servants' capacity in experimentation skills and practice, through a learning-by-doing model that supports and showcases small-scale experiments in the open. EW seeks to generate practical examples of experiments and ensure open access to learning materials, progress updates and results for broad impact.

The Government of Canada has an ambitious agenda for experimenting with new approaches and measuring what works to support evidence-based decision-making and instilling a culture of rigorous experimentation into its public sector processes. Despite a range of separate efforts, the government's vision for rigorous experimentation exceeds both the level-of-readiness across the public service and the number and type of resources dedicated to support and enable departments and agencies to advance this work. As a result, there has been a risk that the government's commitments to build capacity and connect experimentation with evidence-based decision-making will not be met.

Specific challenges include:

Lack of understanding (e.g. difference between innovation and experimentation)

Lack of supporting resources

Lack of known examples of experimentation

Lack of horizontal network

Lack of capacity and access to expertise

Lack of open sharing and reporting

Lack of training

Amidst these challenges, there are inspiring examples and lessons to learn from: how the Canadian federal policy innovation community has evolved and matured over the past five years; how leading-edge countries are embracing experimentation, and how the current Canadian public service is embracing a collaborative, open, agile, and action-oriented approach to learning and doing.

This is why the learning-by-doing experimentation model called Experimentation Works (EW) was born. This initiative combined the creation and broad dissemination of a series of modules and other supportive tools and resources with a unique "experimenting in the open" approach. EW builds public servants' capacity in experimentation skills and practice through a unique learning-by-doing model designed to support and showcase small-scale experiments.

By showcasing and supporting department-led experiments from start to finish, EW seeks to build capacity and practical understanding related to the value and process of experimentation, while generating new examples of federal experiments and ensuring open access to related learning modules, progress updates and results for broad impact.

EW has have four distinct phases, as briefly described below:

1

SETUP phase is where the validation and formalization of partnerships (i.e. participating departments) and any relevant contracting/contribution agreements. This is also where they create and curate training modules and resources with experts. Finally, the experimentation selection process and creation of EW teams happens during this phase.

2

EXPERIMENT phase is the onboarding and customization of training for EW teams. The execution of department-run experiments (define, design, run and evaluate) with support from the core EW team and the EW experts.

3

RESULTS phase is all about plain-language results blogging on individual experiments. This happens throughout the experiment phase as well. This phase is also where the high-level reporting on EW process as a whole takes place.

4

IMPACT phase is where departments conduct a six-month post-mortem (e.g. blog post) on their EW experiments and publicly share what they learned, what changes they may be making based on the results of this experiment (e.g. follow-up experiment, invest in building more internal capacity) and impacts, if any, on decision-making.

What does success for this program look like?

- Showcase and support concrete experiments to illustrate what experimentation is, what it takes to run an experiment, the value of experimentation, and Canada's commitment to an experimental and evidence-based government.

- Provide hands-on training to a specific cohort of public servants through a process that will support taking action, problem-driven and rigorous experimentation, learning by doing, partnerships, and open government.

- Provide open-access training to all public servants through the development of learning modules on the experimental process available to everyone.

- Build networks of capacity across the federal government by developing a cohort of public servants who would gain practical experimentation experience, taking inspiration from other cohort development models. Since the program takes place as a group, participants grow together and build the knowledge of what it takes to go from the beginning to the end of an experiment.

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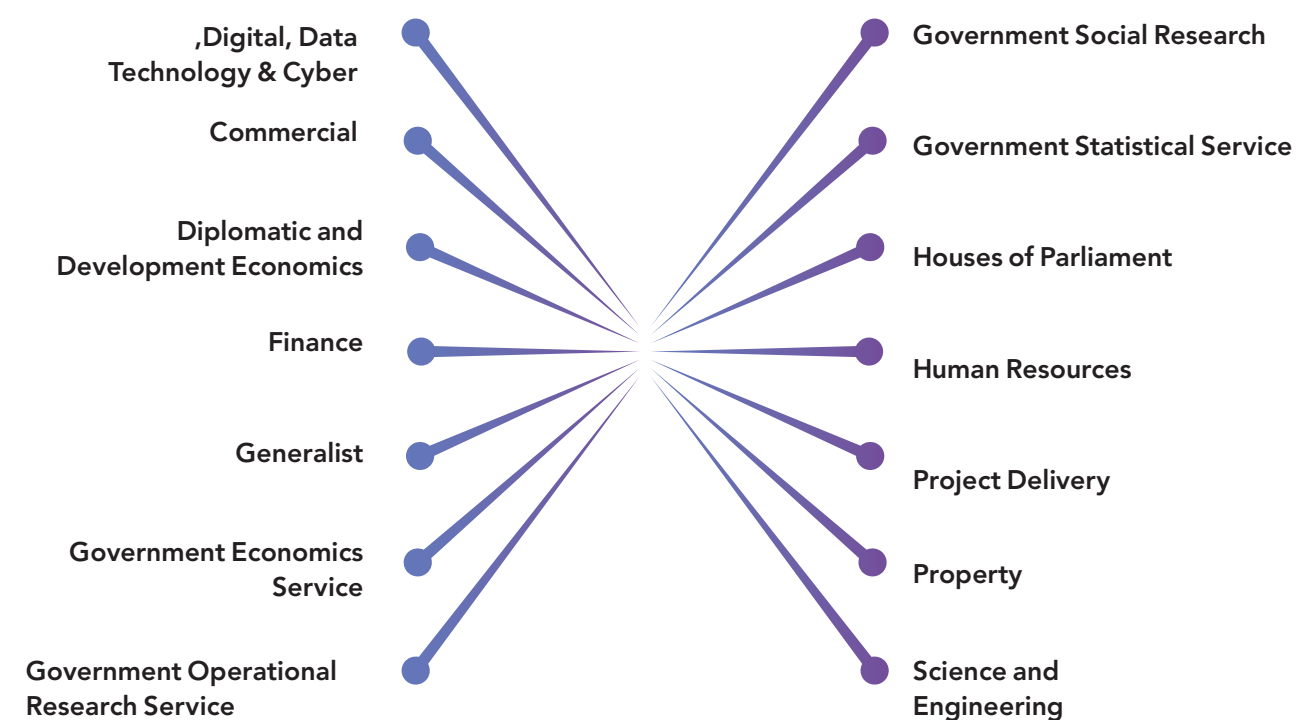
Civil Service Fast Stream

(UK)

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The Civil Service is one of the largest employers in the UK. It supports the government of the day to implement its policies. Civil servants work across the UK and abroad to promote and protect the nation›s interests. They help to shape the decisions that will affect their countrymen's lives and deliver the public services that they all rely on. To meet the needs of an increasingly diverse society, they need to attract, develop and retain talented people from all backgrounds to become their future senior leaders.

The Civil Service Fast Stream is an accelerated leadership management program for graduates who want to work in the public sector and have potential to become leaders of the Civil Service. After finishing the 2-4 year program, Fast Streamers leapfrog into senior government positions. Participants work in areas including education, the economy, foreign affairs, defense policy, health, the environment and many more.

There are 15 different schemes on the Fast Stream, each with high-quality, structured learning and a career path within a government profession. Different schemes provide options to fit a range of circumstances. Several offer the opportunity to study for a professional qualification. Most provide a series of postings with different government departments, at rotating locations. Some provide a more immersive experience with greater flexibility about postings and rotations. These schemes include:

,Digital, Data Technology & Cyber

Commercial

Diplomatic and Development Economics

Finance

Generalist

Government Economics Service

Government Operational Research Service

Government Social Research

Government Statistical Service

Houses of Parliament

Human Resources

Project Delivery
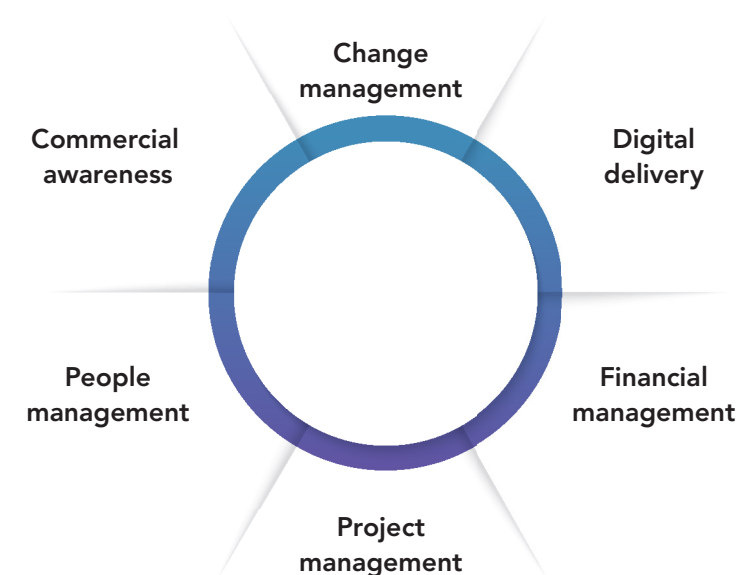
Property

Science and Engineering

The Fast Stream is competitive, which makes it prestigious: less than 5% of applications are recommended for appointment in each recruitment cycle. In 2016, 32,450 people applied for Fast Stream positions, and just 1,245 were offered jobs.

Training during the Fast Stream program is usually provided through a series of postings or placements in different departments, typically lasting six months or a year. Although the exact nature of training will depend on the Fast Stream scheme assigned, it will include a combination of formal training courses and on-the-job learning. Participants receive regular feedback and performance reviews to help their personal development and also have a mentor or another Fast Streamer to support them.

Training lasts between two and five years, and participants are expected to learn from first-hand experience of delivering services and from working in a range of different practices and environments. Activities include attending learning events, e-learning, volunteering, and job shadowing.

There is a strong commitment to continuing professional development in the Civil Service and people in the Fast Stream have the opportunity to work towards a range of professional qualifications in areas such as accountancy and personnel, or complete a postgraduate qualification such as a Masters in Business Administration (MBA). By the end of the program, participants have developed skills in areas such as:

Change management

Digital delivery

Commercial awareness

Financial management

People management

Project management

Diversity is a key recent aspect of the Fast Stream program. For decades, the upper echelons of the British civil service have been furnished by graduates from old universities such as Oxford and Cambridge. However, the Fast Stream is disrupting this by recruiting an almost proportionate number of black and ethnic minority graduates. And since the program brings in a thousand graduates each year, it has serious potential to remold the fabric of the British government. The Cabinet Office says innovative methods are being used to address gender imbalance as well, including new software to remove gender bias from all fast stream webpages and related media.

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" **Smart Nation Fellowship Program**

(Singapore)

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Singapore is embarking on a journey to become a "Smart Nation", with the aim of harnessing technology and data to improve the lives of citizens. Thus, Singapore needs to develop a strong nucleus of innovative engineering and technology talent who are able to leverage cutting edge technology trends and build meaningful digital and data solutions that can help improve the lives of citizens.

In support of this ideal, the Infocomm Development Authority of Singapore (IDA) launched the Smart Nation Fellowship Program, calling out to top data scientists, technologists, and engineers to help the Singapore government deliver meaningful digital and data solutions to improve the lives of citizens.

This initiative serves to encourage those passionate about the intersection of technology and the public good to contribute to Singapore's Smart Nation initiative. These could include Singaporeans working overseas for technology companies, or others working in the private sector or academia in Singapore. This is part of the government's overall effort to bring a wider group of engineers and technologists to contribute to its Smart Nation efforts.

Successful Fellowship applicants are appointed for short stints of three to six months, and work alongside software engineers, data scientists and product developers from the IDA's Government Digital Services (GDS) team, as well as users and developers from different government agencies. They design, build and deploy data science or technology solutions to real world problems. To allow the Fellows to commence work immediately, projects are scoped out prior to their first day in the program. Fellows are chosen primarily on their technical expertise and proven ability to produce data science or technology solutions. The educational requirements are extensive as well: at least a PhD or 8 years of relevant work experience are expected.

Fellows get the opportunity to work on projects that have potential impact on public policy decision-making and operations, or public service delivery. They can either choose to work on digital and data projects that the GDS team has pre identified, or propose new projects. These include building transformational digital services applications and data analytics platforms. Fellows are also able to collaborate across government agencies on projects as well as engage with senior decision makers across government on the intersection of technology and public policy.

Fellows join a forward-looking GDS team to develop a suite of transformative digital and data solutions for citizens. The GDS team works closely with multiple government agencies responsible for areas such as transport, housing, security, healthcare and the environment to leverage data-driven insights to help create experimental applications.

The Fellowship offers two areas of "focus" to Fellows with varied skill sets to work on a range of data and digital projects:

- Fellows who focus on "Data" help enable evidence-based decision making in government. They develop and apply quantitative methods to visualise and analyse data to derive insights that help inform government policies and operations.

- Fellows who focus on "Tech" help deliver useful digital services and products to citizens. They design, build and deploy digital platforms and applications that help enhance the digital experience of citizens.

Success stories from Fellows include

Beeline, a mobile app that meets commuter demand for express private bus routes through crowdsourcing

MyResponder, a mobile app that mobilises the community to respond to cardiac arrest cases within their immediate vicinity

OneService, a one-stop platform that enables citizens to send their immediate feedback on municipal issues they encounter

The inaugural batch of Fellows was small: less than 10 people. IDA also established a global resource network of Fellowship alumni that the Government can continually tap on for their expertise on data science and technology projects over the longer term. Aspiring technology leaders already in various Government agencies also benefit from the opportunity to interact with the Fellows, accelerating their learning and personal development, and contributing to the overall development of technology leadership for Singapore.
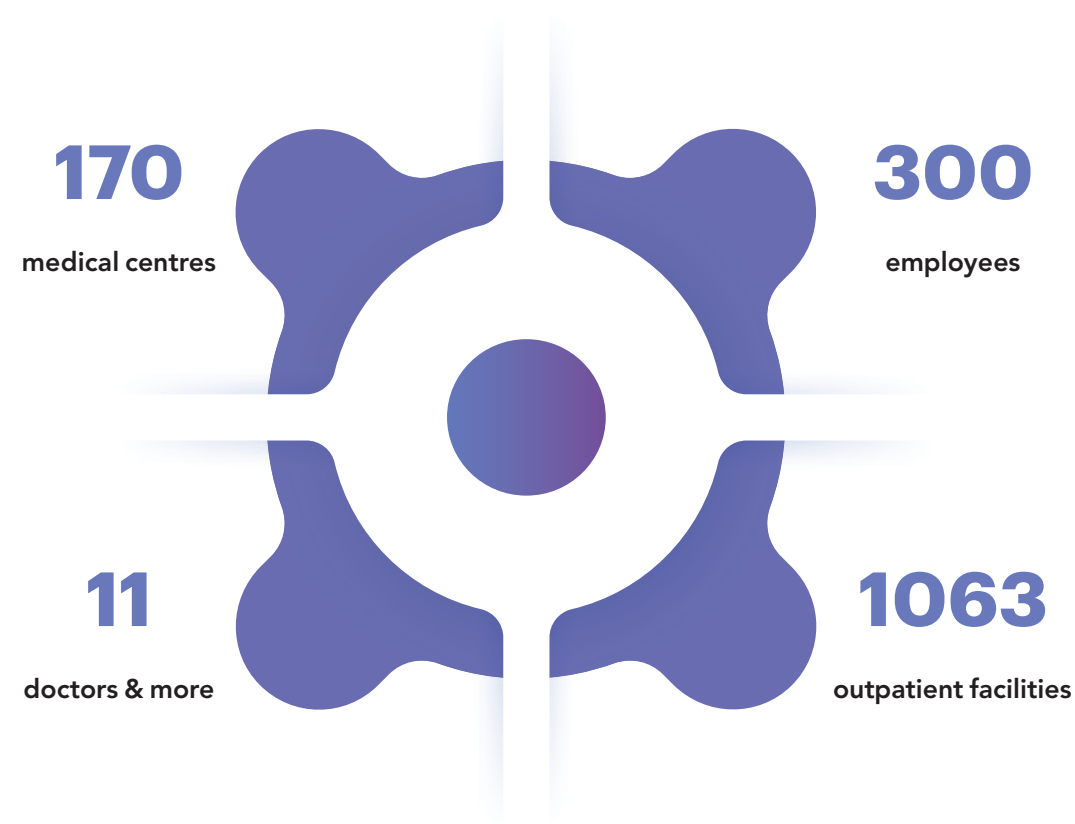
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Veteran Affairs Department: Spark, Seed, Spread Program

(USA)

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The Department of Veteran Affairs is one of the largest agencies in the US Government with over

170
medical centres

300
employees

11
doctors & more

1063
outpatient facilities

However, while the Department was once considered a leading innovator, employees in 2014 recorded some of the lowest scores in government around feeling that they have agency and are allowed to innovate. With a highly engaged workforce passionate about the mission but lacking agency, the VA started to deploy programmes to spur employee-led innovation with limited success. Through an internal study, it was determined that it was not a lack of desire to innovate, but rather a lack of opportunity and ability.

The Spark, Seed, Spread program

Is a unique project that explores developing an innovative culture through a challenge program, employee recognition, and employing training (both classroom and experiential) to deliver increased mission value, drive long term culture change, and improve employee engagement and effectiveness.

The Department's internal Innovators Network developed an accelerator program called Spark, Seed, Spread – a pathway for employees to innovate and co-design with veterans. This accelerator served as an ideas, training, and innovation program. The program had 3 tiers of funding:

Spark investments ($10K or less)

Proof of Concept Projects: This level of funding helps develop initial proof of concept 'prototypes' where there is a strong problem statement and potentially some preliminary evidence or strong theory of action.

Seed investments ($50K or less)

Pilot projects: This level of funding helps further develop the proof of concept and test it out in the form of a pilot. For these projects, there is a moderate evidence base and funding is provided for replication grants designed to pilot, test, and validate effectiveness of proof of concept innovation.

Spread investments ($200K or less)

Implementation and scaling projects: This level of funding helps spread, diffuse, or scale innovation projects to other clinics or sites at the VA. The evidence base for these projects is mature and they are deemed suitable for scaling because they have been vetted by the appropriate stakeholders and have been proven effective through pilot or replication studies.

Through their application process, the Spark, Seed, Spread program attempts to set a tone of operating in a different manner. Any employee is eligible to apply, but it requires a recommendation letter from the employee's boss that shows the boss understands the time implications (employees can only dedicate 10-25% of their time to their project) and support for the project itself.

The funding for the first round was 6 projects per site (leading to 40 total) at a mix across the three levels with a budget of $2.5 million. In order for project teams to receive the funding, they not only had to submit an application, but they also had to go through pitch competitions at their local medical centres and to the internal Innovator's Network and Department senior leaders in Washington DC. Teams worked with innovation specialists to refine their application and pitch.

The teams selected went through a 5 month accelerator program that included all "Seed" and "Spread" teams being flown into Washington DC ("Spark" teams were able to attend virtually) for the kick-off and training from the internal Innovators Network team as well as additional onsite and online training. These trainings taught the basics of entrepreneurship, business models, human-centred design and explored subjects like journey mapping, experimentation, co-designing, and feedback.

For many participants, the Spark, Seed, Spread program was the first time individuals and teams were empowered to tackle their passion projects. The program not only gave employees agency and budget, but a support structure, network of like-minded individuals, and new problem-solving approaches. Additionally, participants were mostly doctors, nurses, and medical specialists and therefore were limited in their previous interactions with the larger Department bureaucracy. While teams had budgets to help their ideas come to life, most had no experience in acquisition, IT approvals processes, and connecting to the broader community inside and outside the Department that were critical stakeholders.

Project teams were not alone in their journey. Any medical center that was part of the Innovator's Network received 2-year funding for a full time, on-site innovation specialist. These specialists were tasked with helping individuals and teams interested in the Spark, Seed, Spread program from pitch through execution, building an innovation culture within their own medical centers, lead on-site and virtual innovation training, and serve as a connection within the Innovation Network to better connect and coordinate among the participating medical centers.
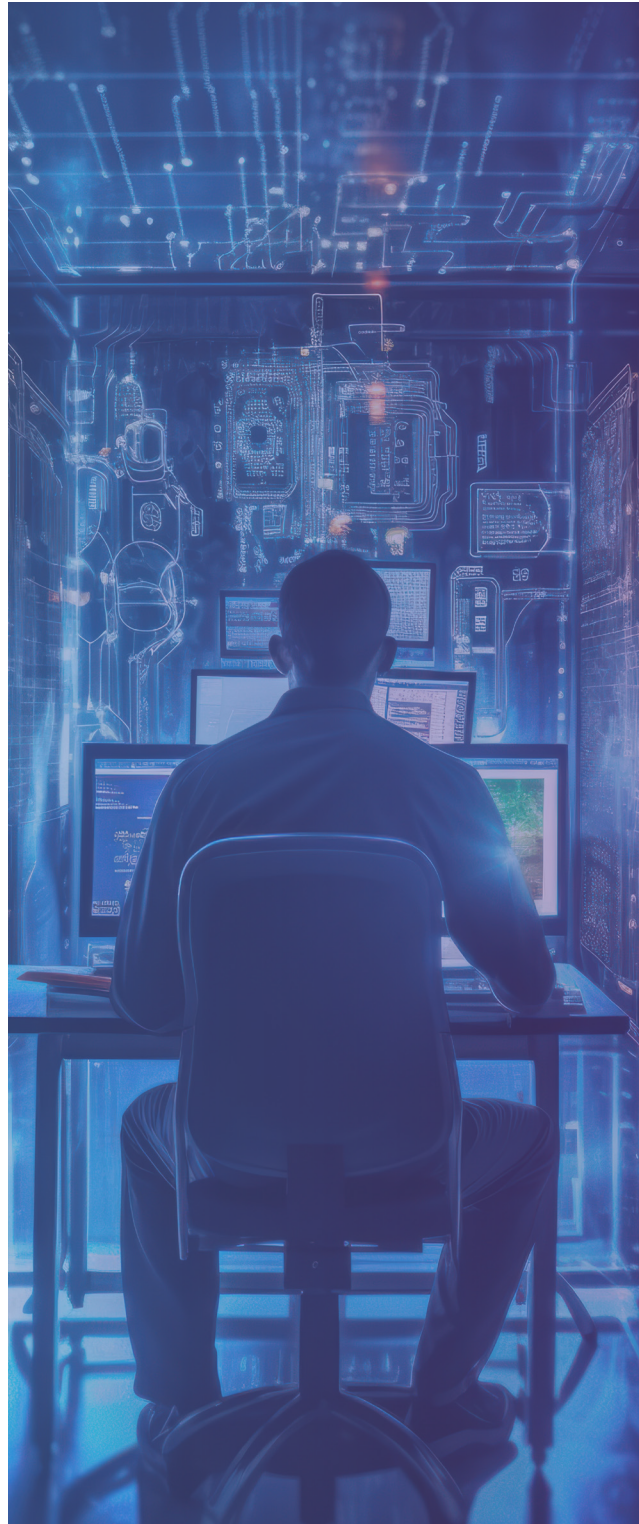
While many of the projects are multi-year and in their early stages, the program has thus far funded over 200 initiatives and trained over 2,500 employees. In just the first round of projects, the programme helped:

- Improve access to care through a new Technology-Based Eye Care Services which provided an appointment to 98% of veterans that requested it within 14 days of the desired date, with 25% receiving same day treatment.

- Accelerated the transfer of medical records by 400-700% to care providers in the community, fostering better communications between the Department and community partners.

- Improving access to mental healthcare by applying design thinking to increase collaboration and co-design between veterans and the Department.

Many other innovations such as buybacks for unused opioids and improving cardiac rehabilitation availability and affordability have seen strong results at the Spark and Seed levels and are shifting into the Spread phase.

Overall, programs have provided a return-on-investment of successful projects of $831,000 in fiscal year 2019. This figure only includes 2 of the 40 original projects, and should continue to grow as more projects start to be implemented and their value realized.

10

" **Launching the Self-employment Platform** (UAE) "

KHBRATI.

Khebrati Platform

In late 2020, The Dubai Government Human Resources Department (DGHR) launched the «Khebrati Platform», a smart self-employment platform, aimed at highlighting skilled and talented UAE citizens. It provides competencies in the form of services to help buyers and companies find best vetted and highly specialized freelancing talent efficiently and effectively. It also includes those who look for new flexible business models as well as talented graduates, employed, unemployed, retired or senior UAE citizens wishing to provide their services in return for a fee. In addition, it is also a link between DGHR Department and skilled citizens of all ages, categories and experiences.
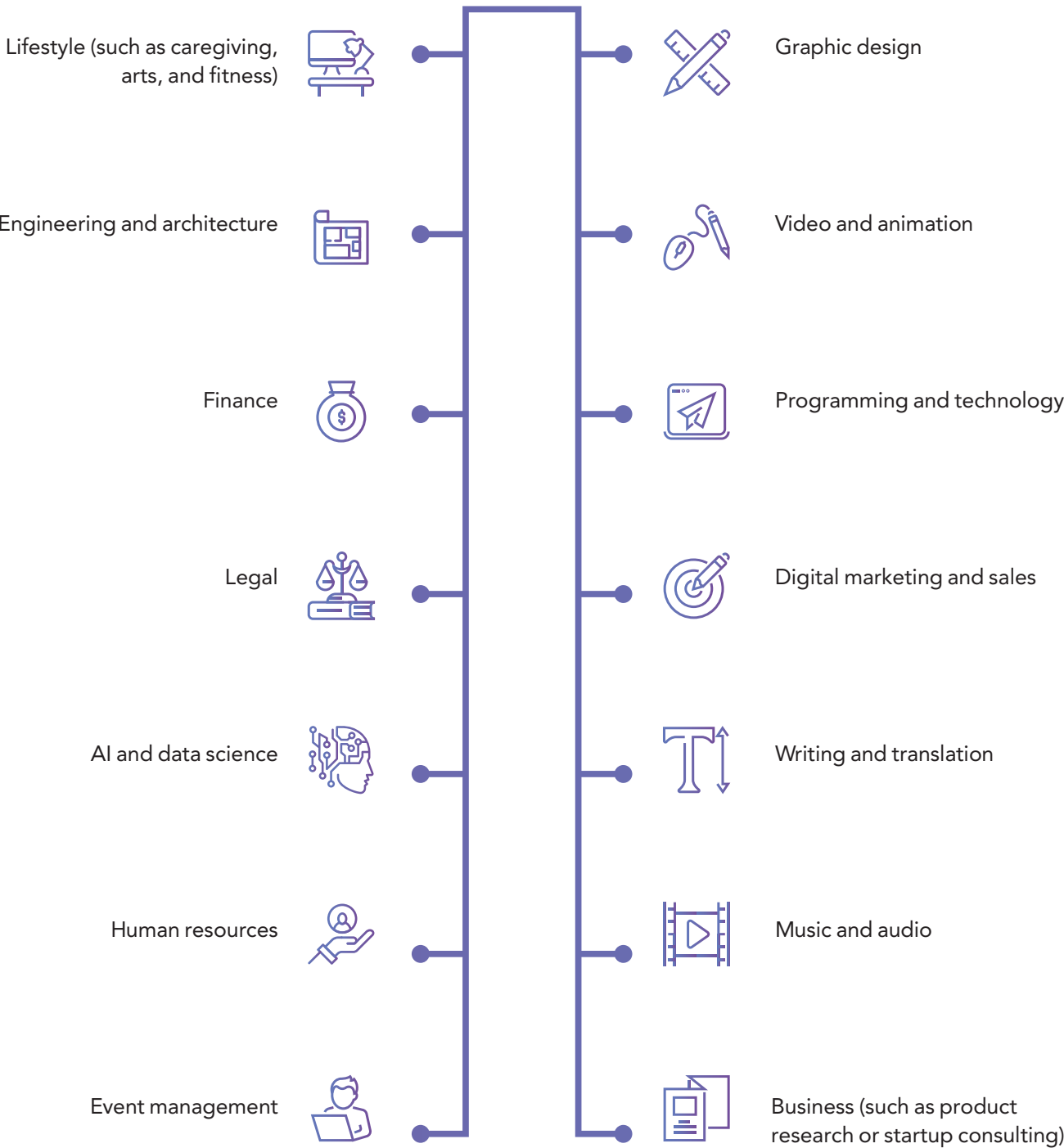
Signing up to Khebrati is free, and all freelancers are vetted and verified before they are allowed to conduct transactions. Similar to other peer-to-peer job boards, the platform charges a 15% fee for each order and additionally offers marketing tools for freelancers to optimize their reach to potential clients.

There are two interfaces

one for freelancers

one for buyers or companies
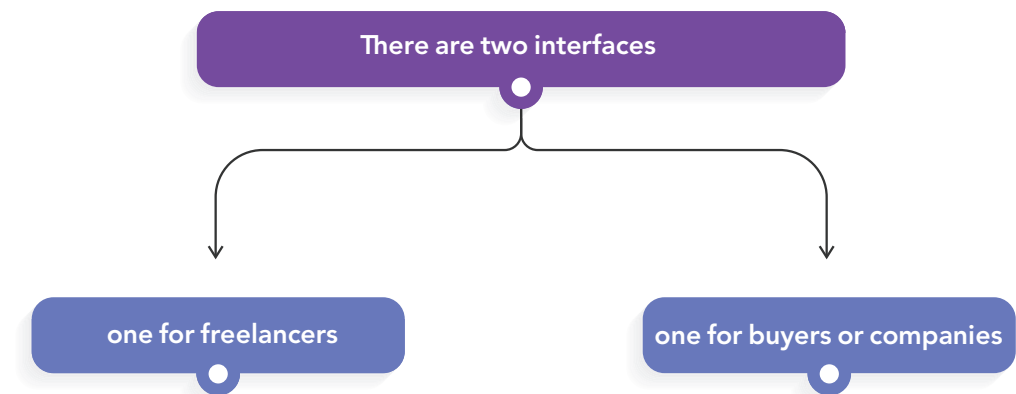
Freelancers create pages that showcase available services and proposals, plus provide requisite information for buyers to help them decide to do business with them. They may offer their services in up to 3 different packages. Also, they can be proactive and send offers of their services preemptively to potential buyers and companies in a customized manner.

Buyers and companies just make sure that they have enough funds to cover the payment for the services they are looking for, via any normal digital channel like PayPal or credit card. Buyers and freelancers are able to chat via a secure messaging tool provided on the platform. They have the opportunity of going through freelancers' profiles to get a feel for what they offer, their response rates, orders in queue, and reviews left by previous buyers. If a buyer is busy and doesn't have the time to search for freelancers, they may post a custom request for the services that they are looking for, and they will receive relevant proposals accordingly.

The complete list of service categories for freelancers includes:

Lifestyle (such as caregiving, arts, and fitness)

Graphic design

Engineering and architecture

Video and animation

Finance

Programming and technology

Legal

Digital marketing and sales

AI and data science

Writing and translation

Human resources

Music and audio

Event management

Business (such as product research or startup consulting)

The Khebrati Platform is a tangible demonstration of Dubai Government›s keenness to provide innovative solutions to challenges facing freelancers and talented people. It helps them to highlight their potential in various sectors, by connecting entrepreneurs and companies with UAE national freelancers directly and without intermediaries. Also, it empowers freelancers to create more opportunities for themselves. The platform additionally highlights the importance of promoting public-private partnerships, employing knowledge and technological development to consolidate Dubai›s sustainable growth. The platform hopes to improve Dubai and the UAE's positioning as a global destination for entrepreneurs and start-ups founders.

مركز محمد بن راشد لإعداد القادة
Mohammed Bin Rashid Center for Leadership Development

11

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The Mohammed Bin Rashid Center for Leadership Development (UAE)

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مركز محمد بن راشد لإعداد القادة
Mohammed Bin Rashid Center for
Leadership Development

Dubai incubates promising citizens to be "leaders of tomorrow"

Established in 2003, the Mohammed bin Rashid Center for Leadership Development (MBRCLD) reflects the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum to cultivate future Emirati leaders who embody excellence, innovation, and strategic foresight. With the mission of «Creating Leaders for Tomorrow,» MBRCLD has been pivotal in shaping a generation of leaders who hold key roles across federal and local agencies, fortifying Dubai's status as a global model of leadership and governance.

Leadership Programs

MBRCLD offers 14 specialized programs, the flagship initiative is:

Mohammed Bin Rashid Leaders Program

This nine-month program is designed for senior leaders, offering a transformative learning journey rooted in the Mohammed bin Rashid Leadership Framework. The program challenges participants to push beyond their comfort zones and develop the capabilities necessary to lead organizations and boards effectively. Delivered in collaboration with world-class universities, innovation labs, and global experts, the program emphasizes both theoretical learning and experiential application.

Participants engage with international best practices through curated projects and overseas visits, ensuring their leadership development directly impacts Dubai and the UAE. The program's curriculum, aligned with Dubai's leadership needs, equips participants to tackle contemporary challenges and drive sustainable growth.

Empowering Alumni for Ongoing Success

MBRCLD graduates are equipped with unparalleled opportunities to continue their professional development, including:

- Networking with peers, decision-makers, and global experts.

- Access to mentorship from international leaders.

- Participation in exclusive academic learning opportunities and tailored courses.

To date, MBRCLD has graduated over 800 leaders, 120 of whom occupy critical roles as ministers, director generals, CEOs, and assistant CEOs. These graduates, inspired by HH Sheikh Mohammed bin Rashid Al Maktoum's leadership philosophy, play a pivotal role in achieving Dubai's vision of becoming a global powerhouse.

A Hub for Leadership Excellence

MBRCLD fosters a dynamic and inclusive learning environment for aspiring and established leaders across sectors. The Center serves as a global leadership hub, empowering participants to advance their careers and pursue their passions while emphasizing sustainability, inclusivity, and global impact.

Leadership Framework Pillars

MBRCLD's programs are rooted in the Mohammed bin Rashid Leadership Framework and the Eight Principles of Governance of Dubai. These pillars guide participants toward achieving leadership excellence:

- **Strategic foresight:**
  Anticipating future needs and mobilizing teams around a vision for sustainable growth.

- **Global citizenship:**
  Embracing international perspectives while managing local dynamics.

- **Diversity & Inclusion:**
  Cultivating an inclusive culture that values diverse perspectives and fosters openness.

- **Disruptive Mindset:**
  Encouraging innovation, experimentation, and competitive thinking.

- **Passion & Commitment:**
  Aligning actions with organizational goals to inspire meaningful change.

- **People First:**
  Investing in continuous individual and team development.

- **Curiosity & Agility:**
  Promoting lifelong learning and adaptability in dynamic environments.

- **Value Creation:**
  Translating vision into measurable outcomes for individuals, organizations, and society.

Shaping Dubai's Leadership Landscape

MBRCLD stands as a beacon of leadership development, continually introducing exceptional programs tailored to Dubai's evolving needs. Its alumni embody the values of sustainability, inclusivity, and global impact, setting global standards in their respective roles.

By equipping leaders with essential tools and fostering connections within the global leadership community, MBRCLD remains committed to realizing Dubai's vision of global leadership, ensuring a thriving future for both the UAE and the world.

12

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"Hayat Program" to provide psychological and moral support to UAE Government Employees
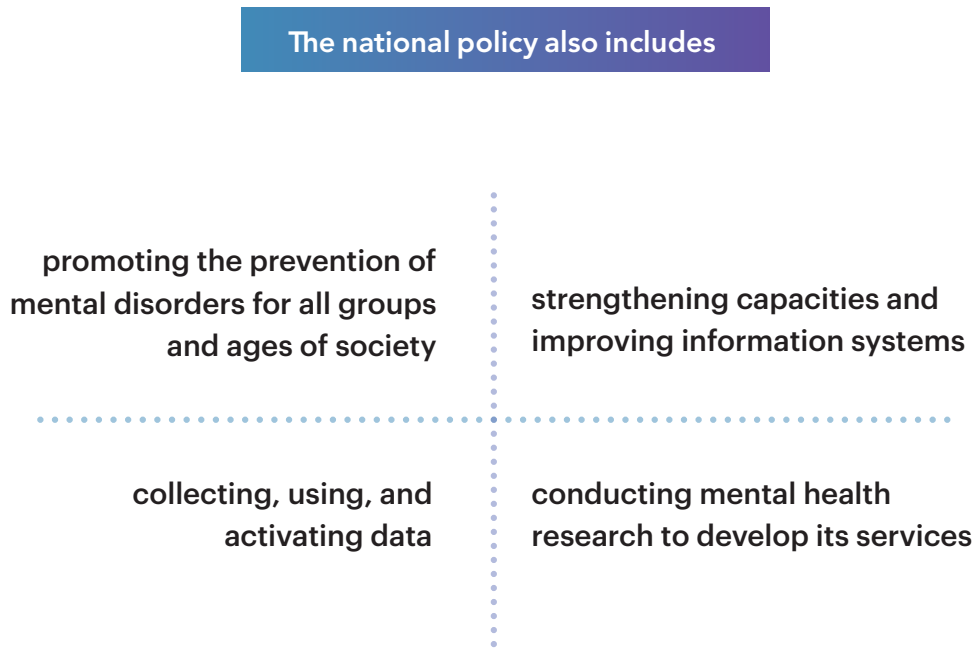(UAE)

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The World Health Organization report on the state of mental health at the global level (World Mental Health report) - issued in June 2022 - showed that nearly one billion people were exposed to mental disorders, during the year 2019, the year before the emergence of the Covid-19 pandemic.

Some estimates indicate that the incidence of depression and anxiety increased by 25% in the first year only of the emergence of the Covid-19 pandemic, which prompted greater global attention to mental and psychological health, to members of society in general, and we hear and read more about the determinants of mental health and methods of prevention. And treatment, not in a specific country, but on the world level, where the pandemic has been prolonged.

The United Arab Emirates, as usual, was proactive in paying attention to the importance of the matter, providing direct channels of communication, and support programs to preserve the mental health of members of society during the pandemic, and it was enlightened by the national policy to promote mental health in the country.

which was approved by the Council of Ministers nearly three years before the emergence of the pandemic. It included five main objectives, including (enhancing the effectiveness of leadership aspects in the field of mental health, developing, strengthening, and expanding the scope of comprehensive, integrated, and responsive mental health services that are responsive to the needs and directed to the community of all categories and ages, as well as enhancing multi-sectoral cooperation to implement the mental health promotion policy).

The national policy also includes

promoting the prevention of mental disorders for all groups and ages of society

strengthening capacities and improving information systems

collecting, using, and activating data

conducting mental health research to develop its services

With the emergence of the Covid-19 crisis that struck the world, the Federal Authority for Government Human Resources tried to play an active role in limiting its repercussions at the level of the federal government, ensuring business continuity and service provision, and at the same time preserving the health of federal government employees, their families, and customers, it launched many creative initiatives that would empower human resources and enhance the efficiency of government performance within a happy, stimulating and attractive work environment that attracts talents and competencies.

In light of the psychological health, and social pressures and challenges that accompanied the pandemic, the need to provide psychological and moral support to federal government employees arose, so the Authority launched the "Hayat" program, which is concerned with providing psychological and moral support to federal government employees, with the support of specialists and consultants in leading companies at the country level.

When launching the "Hayat" program, the authority primarily sought to (enhance the mental and psychological health of employees and their families, raise efficiency and productivity by reducing work and life challenges, raise the quality of life levels in the work environment, and achieve more jobwell-being at the federal government level, and to ensure the achievement of the required balance between the professional and social life of the employees (intellectually, physically, and emotionally).

The program also promotes building strong relationships between employees, team spirit, institutional loyalty, integration, and participation, as well as building mutual trust between employees and institutions, and raising productivity levels, after enabling employees to advance in their careers and developing their skills continuously, in light of the appreciation of achievement.

There is no doubt that the program reflects the interest of the United Arab Emirates in general, and the authority in particular, in the human element, as it is one of the most important pillars of the human resources system. It also constituted a highly reliable platform, specialized in providing psychological and moral support to federal government employees and their families.

The idea of «Hayat» is based on providing free consultations, by specialists and experienced consultants whether via e-mail, phone, or WhatsApp, with all guarantees of maintaining privacy and confidentiality, in cooperation with the (life works) center working in Dubai, which specializes in providing counseling and support in the field of mental health.

The success of the program was crowned with the launch of its smart application «Hayat», through which all psychological support services can be viewed and benefited from. Each employee is given 4 free consultations, in addition to a 30% discount on counseling and psychological support services for the employee and his family members.

It was not easy at the beginning, as persuasion and changing the culture of society and federal government employees, especially the importance of psychological and moral support,

and the keenness of the authority and the specialized support center on the confidentiality of data and information related to cases of psychological support, but with time this issue was overcome through continuous awareness and confidence-building in the program, many workshops and virtual sessions were held to raise awareness of the importance of mental and psychological health in general, and in the work environment in particular, attended by nearly 40,000 employees.

The «Hayat» program, which was a quick response to face the repercussions of Covid-19, provided support for more than 900 cases by the end of the year 2021, which contributed to improving their psychological and moral conditions, and the percentage of happiness and satisfaction with them reached 85% to form the nucleus of an integrated system that the authority seeks to consolidate, to provide psychological and moral support to federal government employees, and to enhance the quality of life in the work environment.

In conclusion, we can say that mental health is in no way separated from physical health and is no less important than it, and therefore it must be a priority for all of us, so you can work at high performance without mental health, but this will not last long, and it will be for a while it is short, and it will undoubtedly steal a lot of life, according to specialists.

FUTURE GOVERNMENT TALENTS

" "Jahiz " - Future Government Talents

(UAE)

FUTURE GOVERNMENT TALENTS

About "Jahiz"

Arabic for 'ready', "Jahiz" is a talent development initiative launched by the UAE Government to ensure that all federal government talents are ready and armed with the skills to face challenges of the future. It was designed as a proactive measure to respond to those challenges, spearhead the development of federal government employees, and enhance their resilience and preparedness for the future.

"Jahiz" is created in a partnership between the Government Development and the Future Office and the Federal Authority for Government Human Resources. It was launched by His Highness Sheikh Mohammed bin Rashid Al Maktoum UAE Vice President, Prime Minister and Ruler of Dubai in November 2022.

Objectives of "Jahiz"

Jahiz aims to

1
Enhance the future readiness of federal government employees and empower them with future skills.

2
Elevate the competitiveness of Emirati government talents to boost the government's global leadership and competitive edge.

3
Build the best government in the world in terms of performance, productivity, and future readiness.

Phases of "Jahiz"

Phase 1: 2022-2023

"Jahiz" was initially launched with two tracks: a track for all employees and another for the senior leadership cadre which was delivered through video content and specialised master-classes. The content focused on building knowledge on a foundational level as the initiative targeted employees across all levels.

Phase 2: 2024

The second phase of "Jahiz" offers an enhanced learning journey that elevates the knowledge acquired in phase 1, by looking in-depth at key future skills and specialised content.

Skills targeted

Phase 1 covered four main skill groups and 22 sub-skills.

Skills targeted

Phase 2 covered 7 skill groups: 5 in learning offered to all employees, and 2 in the learning targeting specialised professions.

Digital Skills

Targeting topics such as blockchain, cloud computing, programming, web 3.0, and the metaverse.

Data and AI Skills

Upskilling in key areas like data management, data analytics, and big data.

New Economy Skills

Enhanced awareness around concepts that included the circular economy, net zero, the digital economy, and cryptocurrency.

10X Skills

These are the skills of accelerating and multiplying the effect of projects and initiatives. This covered topics such as communication for impact, growth mindset, and boosting productivity.
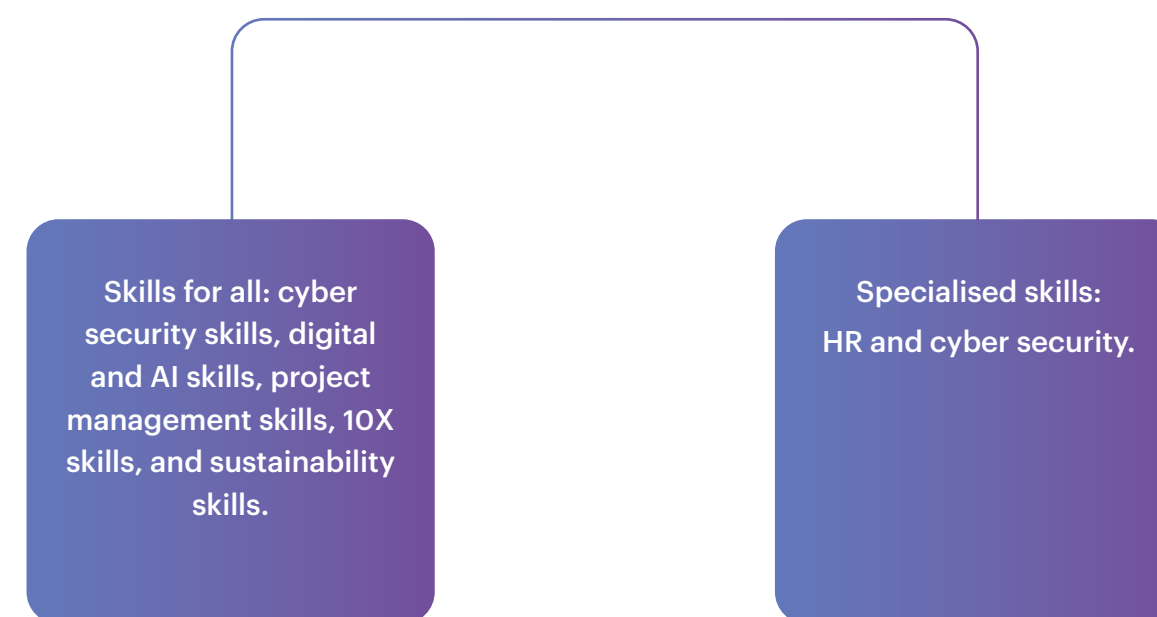
Skills for all: cyber security skills, digital and AI skills, project management skills, 10X skills, and sustainability skills.

Specialised skills: HR and cyber security.

Delivery mode: masterclasses and video content followed by a quiz and a certificate awarded upon completion of each module.

Delivery mode: video content, infographics, interactive and gamified modules, reading materials, podcasts. A mobile app is also being introduced in the second phase to enhance accessibility to the content on "Jahiz".

As participants complete their learning and related assessments, they are awarded badges that are logged into their Future Skills Wallet. A key strength of "Jahiz" is that it is directly linked to the Federal Human Resources Management Information System, "Bayanati". This allows for seamless integration and tracking, as well as supporting employee objectives, performance management, and ultimately performance reviews and promotions.

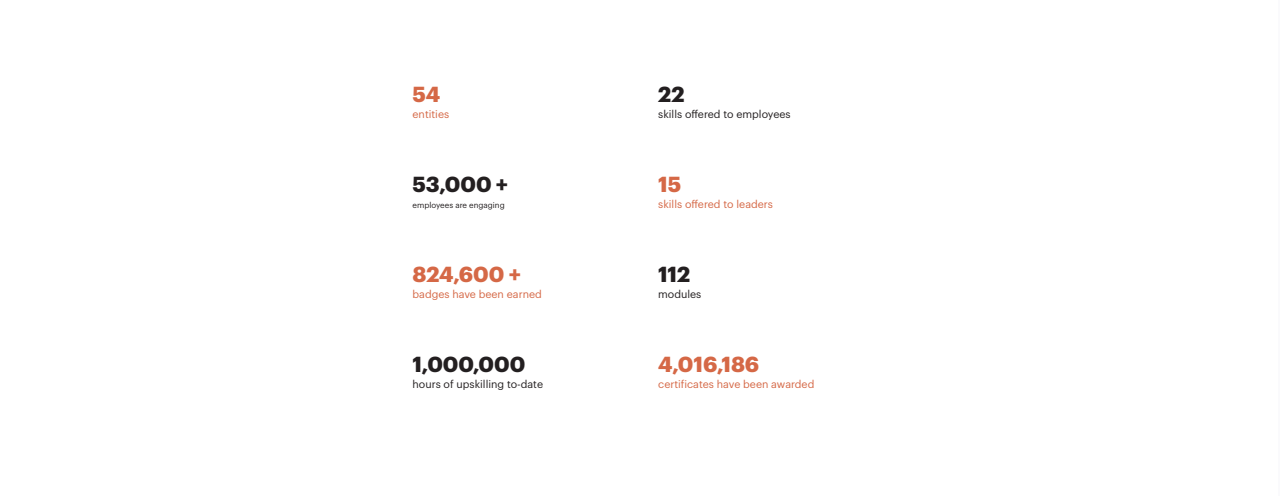## Challenges

Key challenges:

Challenge: Curating high-quality future-focused upskilling content.
Solution: Selecting leading experts and partners locally and globally to develop content specifically curated for UAE government employees and ensure the quality of learning materials.

Challenge: Raising awareness of the significance of the «Jahiz» platform and its connection to the Performance Management System for federal government employees.
Solution: Communicating with the target groups including employees and training managers through media campaigns and awareness workshops.

Challenge: Providing the necessary support to a large number of employees (50,000+).
Solution: Creating a dedicated support line for "Jahiz" as part of FAHR's call centre and then training call centre employees and the Customer Happiness team on the «Jahiz» platform; to deliver high-quality services and professional responses to customers.

"Jahiz" Strategic Partners"

"Jahiz" partners network includes 18 strategic partners from government entities and international companies, who have provided customised, world-class, specialised and practical content. They are:

"Jahiz" Results in 2023"

54 entities	**22** skills offered to employees
53,000 + employees are engaging	**15** skills offered to leaders
824,600 + badges have been earned	**112** modules
1,000,000 hours of upskilling to-date	**4,016,186** certificates have been awarded

Awards and Accolades

Future Workplace Awards 2023
"Jahiz" received the "Best L&D Technology Implementation" Award.

World Economic Forum 2024
"Jahiz" was selected among the top 9 global projects featured in WEF's global report, "Building a Resilient Tomorrow".

MENA Stevie Awards 2024
"Jahiz"
received the Gold Stevie Award for Innovation in Education or Training Websites.

UAE Innovates Awards 2024
"Jahiz" received the "Best L&D Technology Implementation" Award.

Jahiz Impact

A survey was conducted in 2023 about "Jahiz" in which around 11,300 responses were received. Survey results showed the following:

75% of the respondents reported that the content on "Jahiz" increased their performance and productivity at work. Some examples include:

- Policy-makers thought "Jahiz" helped them understand and apply the concepts in policy-making, such as digital transformation and circular economy.

- Many employees reported that they were inspired to generate new ideas for projects and present them to leadership.

- Numerous employees mentioned that skills under the 10X pillar led to better performance resulting from a better lifestyle (from sleep and nutrition to time management and better communication skills).

- The Cyber Security Council, the entity responsible for cybersecurity in the UAE, was facing some challenges getting all employees up-to-date on cyber protection measures, but through "Jahiz" they managed to reach every federal government employee.

On the long term, the federal government aims to benefit from the impact of «Jahiz» on federal government employees by acquiring the required future skills that align with the Principles of the 50 of the United Arab Emirates, and help employees deliver best-in-class services to citizens and residents.