

UNITED ARAB EMIRATES  
MINISTRY OF CULTURE & YOUTH



الإمارات العربية المتحدة  
وزارة الثقافة والشباب

المؤسسة الاتحادية للشباب  
FEDERAL YOUTH AUTHORITY

# YOUTH EMPOWERMENT ENTITY SUBMISSION FORM

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# THE YOUTH EMPOWERMENT FRAMEWORK

**The Youth Empowerment Framework provides a unified definition to ensure consistency in the standards for youth empowerment across all federal entities.**

At the core of this framework, sit six pillars of youth empowerment. Entities should drive initiatives and behaviors across these six areas to create an environment for youth to thrive. All pillars are critical in unlocking the boundless value that can be generated by youth. They work hand in hand to collectively foster the desired environment and should therefore all be assessed and treated as priorities.

## **Voice**

Encouraging youth to openly communicate thoughts, ideas and concerns, and actively participate by contributing to decisions and having influence within the entity

## **Recognition**

Acknowledging and meritocratically rewarding and appreciating youth for their achievements, performances and efforts

## **Purpose**

Driving youth's commitment and loyalty towards their entity, and the broader role it plays in contributing to the UAE's vision, while fostering a sense of fulfillment in their work

## **Guidance**

Providing youth with the necessary coaching and mentorship to promote their personal and professional growth in both the short- and long-term

## **Development**

Enabling youth to continuously build their capabilities and skills in both technical and non-technical areas, as well as to continuously improve their job performance

## **Opportunity**

Creating equal opportunities for youth to take on new and broader responsibilities, and progress in their careers

# THE YOUTH EMPOWERMENT ASSESSMENT

**The aim of the Youth Empowerment Assessment is to quantify and measure youth empowerment across federal entities. Measuring youth empowerment will require an objective and comprehensive assessment of both an entity's efforts towards empowering its youth, as well as how empowered youth feel within their entities.**

**The Assessment will be gathered from three sources:**

## **1. Federal Entity Submission**

Indicators measuring an entity's current efforts to empower its youth

An Entity Submission Form was developed to objectively capture an entity's current efforts to empower its youth across the six empowerment pillars. UAE federal entities will be required to complete this Form and asked to provide supporting evidence and documentation for each of the indicators.

## **2. Youth Survey**

Indicators measuring youth's sentiment on their own empowerment

A Youth Survey was developed to allow us to capture youth's self-assessment across the six empowerment pillars. This survey will be implemented centrally on an annual basis, and distributed to all youth across UAE federal entities.

## **3. Centrally Captured Indicators**

Indicators gathered centrally to complement each entity's submission

We will be collating indicators from central entities such as the Prime Minister's Office, Federal Authority for Government Human Resources, and the Federal Competitiveness and Statistics Centre that indicate an entity's youth empowerment efforts. No action is required from entities with respect to these indicators.

# ENTITY SUBMISSION FORM

All UAE federal entities will be required to complete the following Entity Submission Form and provide the supportive evidence for each of the indicators. For each indicator, we provide examples of evidence that can be submitted; however, other forms of evidence that support the indicator can be submitted. The evidence shall be attached to the submission form with the appropriate KPI referencing.

Federal entities will not be required to complete the submission box for the indicators that can be captured through central means.

# ENTITY SUBMISSION FORM

**Federal Entity Name:**

**Form Prepared By:**

Full Name:

Email:

Phone Number

**Form Submission Date:**

**Signature / Stamp:**



# VOICE

| Communication |   |   |               |  |
|---------------|---|---|---------------|--|
| No.           | Question/ KPI   | Definition of KPI   | Entity Answer | Entity Submission  |
| 1.1.01        | Does your entity have <b>formal communication channels</b> where youth can directly communicate with entity leadership? | Existence of formal communication channels (e.g., annual gatherings, meetings, direct submissions) or touchpoint meetings between youth and entity leaders such as Director General, Undersecretary & Ministers | Yes / No      | <p>Example:</p> <ul style="list-style-type: none"> <li>•Screenshots of portals that allow direct contact with leadership through submissions, suggestions, or meeting requests</li> <li>•Recurring meeting invites</li> <li>•Meeting minutes from formal sessions held between youth and leadership</li> <li>•Other evidence as available</li> </ul> |
| 1.1.02        | Does your entity have <b>platforms or channels</b> to submit ideas, suggestions and issues?                             | Existence of platforms or channels to allow for individuals to submit innovative ideas, recommendations or suggestions, or raise issues with leadership, HR, or line managers                                   | Yes / No      | <p>Example:</p> <ul style="list-style-type: none"> <li>•Screenshots of platform submissions in the back-end</li> <li>•Sample of ideas, suggestions, or issues submitted by youth</li> <li>•Other evidence as available</li> </ul>  |



# VOICE

| Participation |   |   |   |  |
|---------------|---|---|---|--|
| No.           | Question/ KPI   | Definition of KPI   | Entity Answer   | Entity Submission                            |
| 1.2.01        | Percentage of <b>youth employees</b>                                | % = no. of youth employees / total no. of employees   | No input required from entity   | Central Submission (FAHR)                    |
| 1.2.02        | Percentage of <b>female youth employees</b>                         | The percentage of female youth employees during the last year<br><br>% = average no. of female youth employees during the last year / no. of youth employees during the last year                             | No input required from entity   | Central Submission (FAHR)                    |
| 1.2.03        | Percentage of <b>youth employees of determination</b>               | The percentage of youth employees of determination during the last year<br><br>% = average no. of youth of determination employees during the last year / average no. of youth employees during the last year | No input required from entity   | Central Submission (FAHR)                    |
| 1.2.04        | Percentage of <b>new employees who are youth</b>                    | The percentage of new employees hired during the last year who are youth<br><br>% = no. of new youth employees hired during the last year / total no. of employees hired during the last year                 | No input required from entity   | Central Submission (FAHR)                    |
| 1.2.05        | Percentage of <b>youth who are working in leadership positions</b>  | The percentage of youth working in leadership roles, as per FAHR's grading system<br><br>% = no. of youth in leadership positions / total no. of youth employees  | No input required from entity   | Central Submission (FAHR)                    |
| 1.2.06        | Percentage of <b>youth who are working in supervisory positions</b> | The percentage of youth working in supervisory roles, as per FAHR grading system<br><br>% = no. of youth in supervisory positions / total no. of youth employees  | No input required from entity   | Central Submission (FAHR)                    |
| 1.2.07        | Does your entity <b>have a youth council?</b>                       | Existence of a youth council, which is recommended by the Federal Youth Authority to support peer to peer discussions and represent the perspectives of youth to entity leadership                            | No input required from entity<br><br>Note: If answer is No, please skip Q1.2.08 and Q1.2.09 | Central Submission (Federal Youth Authority) |





# VOICE

| Participation |   |  |                               |   |
|---------------|---|--|-------------------------------|---|
| No.           | Question/ KPI   | Definition of KPI  | Entity Answer                 | Entity Submission   |
| 1.2.08        | Number of <b>youth council meetings</b>   | The total number of youth council meetings that took place during the last year  | Please provide #:<br>(     )  | Example:<br><ul style="list-style-type: none"> <li>•Youth council meetings' schedule in the past year</li> <li>•Minutes of meeting of youth council meetings</li> <li>•Other evidence as available</li> </ul>   |
| 1.2.09        | Number of <b>projects implemented by youth councils</b>   | The total number of projects that were captured, developed and then implemented through youth councils during the last year  | Please provide #:<br>(     )  | Example:<br><ul style="list-style-type: none"> <li>•Minutes of meeting from youth council meetings</li> <li>•Formal documentation of project implementation (e.g., project charter, project plan, project report)</li> <li>•Other evidence as available</li> </ul>          |
| 1.2.10        | Are youth <b>representing your entity in local, regional, or international events?</b>                    | The representation of youth employees at local, regional or international events. Representation is defined as having a degree of involvement as a representative of the entity at the event and not only attendance                           | <b>Yes / No</b>               | Example:<br><ul style="list-style-type: none"> <li>•Formal nomination documents</li> <li>•Emails nominating youth for external engagements</li> <li>•List of events youth participated in (including youth's role in each)</li> <li>•Other evidence as available</li> </ul> |
| 1.2.11        | Percentage of youth who <b>participated in international delegations</b>                                  | The representation of youth employees in international delegations<br><br>$\% = \frac{\text{no. of youth who participated in international delegations}}{\text{total no. of employees who participated in international delegations}}$         | No input required from entity | Central Submission (FAHR)   |
| 1.2.12        | Percentage of total board <b>meetings that had at least one youth member in attendance</b>                | The percentage of board meetings that had at least one youth member in attendance in the past year<br><br>$\% = \frac{\text{no. of board meetings with youth presence in the past year}}{\text{total number of board meetings}}$               | Please provide %:<br>(     )  | Example:<br><ul style="list-style-type: none"> <li>•Documentation of board composition</li> <li>•Sample minutes of meeting highlighting the youth in attendance</li> <li>•Other evidence as available</li> </ul>  |
| 1.2.13        | Does your entity have active and structured <b>youth internship programs?</b>                             | The existence of an internship program that allows for youth to experience the workplace for a period of time with defined learning objectives   | <b>Yes / No</b>               | Example:<br><ul style="list-style-type: none"> <li>•Internship program documentation</li> <li>•Screenshots of internship program announcements</li> <li>•HR report indicating number of interns for the year</li> <li>•Other evidence as available</li> </ul>               |
| 1.2.14        | <b>How many job recruitment events targeting youth has your entity been involved in in the last year?</b> | The number of youth recruitment events your entity has participated in over the last year. Recruitment events are designed to attract and bring youth into the entity, such as: job fairs, recruitment networking events, and career workshops | Please provide #:<br>(     )  | Example:<br><ul style="list-style-type: none"> <li>•Screenshots of recruitment events' announcements and job fair dates</li> <li>•Other evidence as available</li> </ul>  |

# RECOGNITION

| Reward       |  |   |                               |   |
|--------------|--|---|-------------------------------|---|
| No.          | Question/ KPI  | Definition of KPI   | Entity Answer                 | Entity Submission   |
| 2.1.01       | Percentage of <b>youth who received at least one non-financial reward</b> during the last year             | <p>The percentage of youth who received at least one non-financial reward during the last year, such as additional days of leave and achievement medals</p> <p>% = no. of youth who received at least one non-financial reward in the past year / average number of youth in the past year</p>                              | Please provide %:<br>(     )  | <p>Example:</p> <ul style="list-style-type: none"> <li>•Screenshots of communications on rewarding youth with non-financial rewards (e.g., emails from management providing the team with happiness hours)</li> <li>•Formal documentation on rewarding youth with non-financial rewards</li> <li>•Other evidence as available</li> </ul>  |
| 2.1.02       | Did any of your youth receive <b>an exceptional promotion</b> outside of the standard cycle?               | The awarding of a promotion outside of the standard performance cycle for youth who show exceptional performance during the past year   | <b>Yes / No</b>               | <p>Example:</p> <ul style="list-style-type: none"> <li>•Promotion documentation regarding specific individuals who received an exceptional promotion outside of the standard cycle</li> <li>•Other evidence as available</li> </ul>   |
| 2.1.03       | Percentage of <b>youth who received a financial reward or bonus</b>  | <p>The percentage of total youth who received a financial reward or bonus during the last year</p> <p>% = no. of youth who received one or more financial rewards in the past year / average no. of youth employees in the past year</p>  | Please provide %:<br>(     )  | <p>Example:</p> <ul style="list-style-type: none"> <li>•Rewards and Incentives Committee report documenting decisions to financially reward youth</li> <li>•Other evidence as available</li> </ul>  |
| 2.1.04       | Percentage of <b>youth employees honored as per the federal government's rewards and incentives system</b> | <p>Percentage of youth rewarded according to the federal government's rewards and incentives system</p> <p>% = no. of rewarded youth employees / total no. of youth employees</p>   | No input required from entity | Central Submission (FAHR)   |
| Appreciation |  |   |                               |   |
| No.          | Question/ KPI  | Definition of KPI   | Entity Answer                 | Entity Submission   |
| 2.2.01       | Do you have <b>periodic appreciation initiatives</b> ?   | <p>Existence of initiatives or activities that are run on a periodic basis to publicly show appreciation for youth's efforts</p> <p>Examples include:</p> <ul style="list-style-type: none"> <li>•"Employee of the Month" initiative</li> <li>•Company-wide monthly newsfeeds highlighting high-performing youth</li> </ul> | <b>Yes / No</b>               | <p>Example:</p> <ul style="list-style-type: none"> <li>•Evidence of executed appreciation initiatives in the past year</li> <li>•Screenshots of communications highlighting periodic initiatives/ activities to visibly acknowledge youth and youth who were acknowledged</li> <li>•Minutes from entity calls highlighting periodic initiatives/ activities to visibly acknowledge youth and youth who were acknowledged</li> <li>•Other evidence as available</li> </ul> |



| Commitment |   |   |                               |   |
|------------|---|---|-------------------------------|---|
| No.        | Question/ KPI   | Definition of KPI   | Entity Answer                 | Entity Submission   |
| 3.1.01     | Does your entity <b>communicate its purpose, vision, and strategy to youth?</b> | Existence of internal communications that state the entity's purpose, vision and strategy<br><br>Examples include:<br>• Newsletters<br>• Entity wide mailers<br>• Department calls<br>• Entity wide calls | <b>Yes / No</b>               | Example:<br><br>• Screenshot of townhalls meeting invites about the entity's purpose, vision, and strategy<br><br>• Newsletters covering the entity's purpose, vision and strategy<br><br>• Entity-wide mailers that communicate the entity's purpose, vision and strategy<br><br>• Other evidence as available |
| 3.1.02     | Does your entity <b>communicate the UAE's Vision and strategy to youth?</b>     | Existence of internal communications that state the UAE's Vision and strategy<br><br>Examples include:<br>• Newsletters<br>• Entity-wide mailers<br>• Department calls<br>• Entity-wide calls             | <b>Yes / No</b>               | Example:<br><br>• Screenshot of townhalls meeting invites about the UAE's Vision and strategy<br>• Newsletters covering the UAE's Vision and strategy<br><br>• Entity-wide mailers that communicate the UAE's Vision and strategy<br><br>• Other evidence as available  |
| 3.1.03     | <b>Youth occupational loyalty rate</b>  | The degree of youth employees' loyalty towards the workplace  | No input required from entity | Central Submission (PMO)  |
| 3.1.04     | <b>Youth occupational harmonization rate</b>                                    | The extent of youth employees' linkage to their work and workplace, and relationships with their co-workers and line managers   | No input required from entity | Central Submission (PMO)  |



| Fulfilment |   |   |                               |   |
|------------|---|---|-------------------------------|---|
| No.        | Question/ KPI   | Definition of KPI   | Entity Answer                 | Entity Submission   |
| 3.2.01     | Does your entity <b>have policies and processes in place to allow youth to work on projects aligned to their interests and goals?</b> | <p>Existence of policies or processes that allow youth to work on projects aligned to their interests and professional goals</p> <p>Examples include:</p> <ul style="list-style-type: none"> <li>• Having programs in place where youth can request to work on projects they are interested in</li> </ul>   | <b>Yes / No</b>               | <p>Example:</p> <ul style="list-style-type: none"> <li>• Screenshots of emails from youth requesting project placements</li> <li>• Documentation of policies or procedures enabling youth to request project placements</li> <li>• Other evidence as available</li> </ul> |
| 3.2.02     | <b>Youth job happiness rate</b>   | The happiness rate of youth in the work environment   | No input required from entity | Central Submission (PMO)  |
| 3.2.03     | <b>Youth positivity rate in work environment</b>  | The degree of youth employees' positivity in the workplace  | No input required from entity | Central Submission (PMO)  |
| 3.2.04     | <b>Turnover rate of youth employees</b>   | <p>The percentage of youth employees that left the entity within the past year</p> <p>% = no. of youth who left the entity in the past year / average no. of youth in the past year</p>   | No input required from entity | Central Submission (FAHR)   |
| 3.2.05     | The <b>average number of annual leave days carried over by youth employees</b>  | <p>The average number of annual leave days of youth employees carried over for the following year</p> <p>Average = total number of annual leave days carried over by youth employees during the past year / average no. of youth employees</p>  | No input required from entity | Central Submission (FAHR)   |
| 3.2.06     | The <b>impact of sick leaves on the productivity of youth employees</b>   | <p>The impact of sick leave on the productivity of youth employees (to be measured by identifying short or frequent absenteeism cases or absenteeism that requires attention or action by the human resources department)</p> <p>% = no. of youth whose leave impact factor falls within the fourth and fifth categories / total no. of youth employees</p> | No input required from entity | Central Submission (FAHR)   |



| Mentorship |   |   |                               |   |
|------------|---|---|-------------------------------|---|
| No.        | Question/ KPI   | Definition of KPI   | Entity Answer                 | Entity Submission   |
| 4.1.01     | Does your entity <b>have a formal mentorship program</b> ?          | Existence of programs to ensure youth within the entity are assigned a formal mentor from within the entity   | Yes / No                      | <p>Example:</p> <ul style="list-style-type: none"> <li>•Extracts of the policies detailing an internal mentorship program</li> <li>•Extracts of announcements of an internal mentorship program</li> <li>•Extracts of documentation on internal mentorship program structure, objectives, details, or others</li> <li>•Other evidence as available</li> </ul> |
| 4.1.02     | Does your entity <b>provide mentorship training for mentors</b> ?   | Existence of training seminars, e-learning, workshops, and other forms of learning content that is targeted towards building mentorship skills  | Yes / No                      | <p>Example:</p> <ul style="list-style-type: none"> <li>•Screenshots of mentorship toolkits</li> <li>•Screenshots of mentorship guidelines</li> <li>•Extracts of mentorship training plans</li> <li>•Screenshots of mentorship seminar schedules</li> <li>•Other evidence as available</li> </ul>  |
| 4.1.03     | Percentage of <b>youth with an assigned mentor</b>                  | <p>The number of youth with a formally assigned mentor as a percentage of total youth in the entity</p> <p>% = no. of youth with an assigned mentor in the past year / average no. of youth in the year</p> | Please provide %:<br>(      ) | <p>Example:</p> <ul style="list-style-type: none"> <li>•Extract from mentorship tracker highlighting total number of youth who've been assigned mentors and those who haven't</li> <li>•Other evidence as available</li> </ul>  |
| 4.1.04     | Do you have an <b>induction program for newly hired employees</b> ? | The existence of an induction program to help newly hired employees get acquainted with the entity and settle into their new positions  | Yes / No                      | <p>Example:</p> <ul style="list-style-type: none"> <li>•Documentation on entity induction program objectives, structure and content covered</li> <li>•Documentation on induction programs that were held during the past year</li> <li>•Other evidence as available</li> </ul>  |



| Coaching |   |  |                 |  |
|----------|---|--|-----------------|--|
| No.      | Question/ KPI   | Definition of KPI  | Entity Answer   | Entity Submission  |
| 4.2.01   | Is <b>coaching</b> documented as <b>part of the roles and responsibilities of line-managers</b> ?         | The existence of coaching requirements as part of the roles and responsibilities of all line managers that are part of the federal entity  | <b>Yes / No</b> | Example:<br><ul style="list-style-type: none"> <li>•Extracts of job descriptions that include coaching of line managers to team members</li> <li>•Other evidence as available</li> </ul>   |
| 4.2.02   | Percentage of <b>line managers who received training on how to coach their teams during the last year</b> | The number of line managers who received training on how to coach their teams as a percentage of total line managers in the entity<br><br>% = no. of line managers who received coaching training in the past year / average no. of line managers in the past year | <b>Yes / No</b> | Example:<br><ul style="list-style-type: none"> <li>•Screenshots of coaching training schedules and plans</li> <li>•Extract from coaching tracker highlighting total number of line managers that received coaching training</li> <li>•Other evidence as available</li> </ul> |

# DEVELOPMENT

| Capability |   |  |                               |  |
|------------|---|--|-------------------------------|--|
| No.        | Question/ KPI   | Definition of KPI  | Entity Answer                 | Entity Submission  |
| 5.1.01     | Average <b>training hours</b> per youth employee                                      | <p>The average number of hours of technical and non-technical training completed by youth during the last year</p> <p>Average = total no. of training hours completed by youth employees / total no. of youth</p>  | No input required from entity | Central Submission (FAHR)  |
| 5.1.02     | Percentage of <b>youth employees with a professional certificate</b>                  | <p>The percentage of youth employees who hold a professional certificate</p> <p>% = no. of youth employees who hold a professional certificate / total no. of youth</p>  | No input required from entity | Central Submission (FAHR)  |
| 5.1.03     | Percentage of <b>youth employees registered in the Federal Government Skills Bank</b> | <p>The % of youth employees registered in the Federal Government Skills Bank. The Federal Government Skills Bank is an initiative by FAHR to assist and empower federal entities to benefit from the professional knowledge and expertise of specialists in various fields and disciplines, learn from their experience in developing the federal government's institutional work system, and establish a knowledge management culture</p> <p>% = no. of youth employees registered in the Government Skills Bank / total no. of youth employees</p> | No input required from entity | Central Submission (FAHR)  |
| 5.1.04     | Percentage of <b>youth who received training</b>                                      | <p>The percentage of youth employees who received training</p> <p>% = no. of youth employees within the approved occupational categories who received training during the calculation period / total number of youth employees planned to be trained in the approved occupational categories at the end of calculation period</p>  | No input required from entity | Central Submission (FAHR)  |
| 5.1.05     | Does your entity <b>have accessible learning platforms?</b>                           | The existence of internal and external learning platforms that are accessible to all youth, such as subscriptions to online learning platforms   | <b>Yes / No</b>               | <p>Example:</p> <ul style="list-style-type: none"> <li>•Screenshots of internal online learning platforms</li> <li>•Evidence of entity-wide subscription to external learning platforms</li> <li>•Other evidence as available</li> </ul> |

# DEVELOPMENT

| Capability |   |   |   |   |
|------------|---|---|---|---|
| No.        | Question/ KPI   | Definition of KPI   | Entity Answer   | Entity Submission   |
| 5.1.06     | Does your entity <b>offer technical skills</b>                            | The availability of learning content focused on technical skills. Topics can include: digital literacy, innovation methods, finance, business planning, project management, technical writing, etc. | <b>Yes / No</b>   | Example: <ul style="list-style-type: none"> <li>•Screenshots of learning materials and content focused on technical skills</li> <li>•Screenshots of e-learnings</li> <li>•Evidence of learn-by-doing</li> <li>•Screenshots of training session schedules</li> <li>•Sample copies of certifications</li> <li>•Sample copies of diplomas</li> <li>•Other evidence as available</li> </ul> |
| 5.1.07     | Does your entity <b>offer soft skills trainings</b>                       | The availability of learning content focused on soft skills. Topics can include: leadership, emotional IQ, presentation skills, communication skills, etc.  | <b>Yes / No</b>   | Example: <ul style="list-style-type: none"> <li>•Screenshots of learning materials and content focused on soft skills</li> <li>•Screenshots of e-learnings</li> <li>•Evidence of learn-by-doing</li> <li>•Screenshots of training session schedules</li> <li>•Sample copies of certifications</li> <li>•Sample copies of diplomas</li> <li>•Other evidence as available</li> </ul>      |
| 5.1.08     | Does your entity <b>mandate Learning &amp; Development plans by rank</b>  | The existence of grade-specific mandatory learning maps that are accessible and provide youth with guidance on what learning to undertake   | <b>Yes / No</b>   | Example: <ul style="list-style-type: none"> <li>•Screenshot of a system that highlights the recommended Learning &amp; Development plans by rank</li> <li>•Screenshot of communications (documents, emails, or announcements) that highlight the recommended Learning &amp; Development plans by rank</li> <li>•Other evidence as available</li> </ul>                                  |
| 5.1.09     | Does your entity <b>have assigned trainings or minimum learning hours</b> | The existence of assigned trainings or minimum number of mandatory learning hours, covering both soft and technical skills.   | <b>Yes / No</b><br>Note: If answer is No, please skip Q5.1.10 | Example: <ul style="list-style-type: none"> <li>•Extracts of assigned trainings or mandatory learning hours policy</li> <li>•Communications from leadership expressing enforcement of assigned trainings or mandatory learning hours</li> <li>•Other evidence as available</li> </ul>   |



# DEVELOPMENT

| Capability |   |   |                               |  |
|------------|---|---|-------------------------------|--|
| No.        | Question/ KPI   | Definition of KPI   | Entity Answer                 | Entity Submission  |
| 5.1.10     | Percentage of <b>youth who completed their assigned trainings or minimum learning hours</b>   | <p>The percentage of youth employees who completed their assigned trainings or minimum learning hours during the past year</p> <p>% = no. of youth who successfully completed assigned trainings and/ or minimum learning hours during the past year/ average no. of youth employees during the past year</p> | Please provide %:<br>(      ) | <p>Example:</p> <ul style="list-style-type: none"> <li>•Extract from the learning and development internal tracker or log indicating the total number of youth who completed their assigned trainings</li> <li>•Extract from the learning and development internal tracker or log indicating total hours of learning per youth employee and highlighting those who met or exceeded the minimum learning hour requirements</li> <li>•Other evidence as available</li> </ul> |
| 5.1.11     | Do youth in your entity <b>have access to data, resources, templates, documents, and tools that support them in the completion of their work?</b> | The ability to access entity-wide data, resources, templates, documents, tools, and other resources that are needed to develop employees' capabilities and/ or support them in the completion of work assignments   | Yes / No                      | <p>Example:</p> <ul style="list-style-type: none"> <li>•Screenshots of available platforms or portals that allow access to entity-wide data, resources, templates, documents, tools, and other resources</li> <li>•Other evidence as available</li> </ul>  |

# DEVELOPMENT

| Performance |  |   |                               |   |
|-------------|--|---|-------------------------------|---|
| No.         | Question/ KPI  | Definition of KPI   | Entity Answer                 | Entity Submission   |
| 5.2.01      | Percentage of <b>youth employees who met, exceeded or significantly exceed job performance</b> | <p>The percentage of youth employees who met, exceeded, or significantly exceeded performance expectations based on their performance management system rating</p> <p>% = no. of youth employees who met, exceeded, or significantly exceeded performance expectations during the past year / total no. of youth employees during the past year</p> | No input required from entity | Central Submission (FAHR)   |
| 5.2.02      | Does your entity <b>mandate the provision of feedback to employees?</b>                        | Existence of a policy, performance assessment metric, or other means to mandate line managers to provide proper feedback to their teams in a periodic manner  | <b>Yes / No</b>               | <p>Example:</p> <ul style="list-style-type: none"> <li>•Extracts of policy, documentation or communications indicating the mandatory provision of feedback</li> <li>•Screenshots of performance management tool or system indicating minimum feedback requirements</li> <li>•Other evidence as available</li> </ul> |
| 5.2.03      | Percentage of <b>objectives of youth that were met</b>   | <p>The percentage of objectives documented by youth at the beginning of the last year that were met</p> <p>% = no. of youth objectives that were met in the past year / total no. of youth objectives for the last year</p>   | Please provide %:<br>(     )  | <p>Example:</p> <ul style="list-style-type: none"> <li>•High level report of total youth objectives captured and the number that were met</li> <li>•Other evidence as available</li> </ul>  |



# OPPORTUNITY

## Responsibility

| No.    | Question/ KPI   | Definition of KPI  | Entity Answer                 | Entity Submission   |
|--------|---|--|-------------------------------|---|
| 6.1.01 | Does your entity <b>provide visibility on available opportunities</b> ?   | The existence of platforms, portals, accessible central documents, or emails accessible to all youth that highlight the available opportunities including role vacancies, ad-hoc support, taskforces and internal/ external initiatives  | Yes / No                      | <p>Example:</p> <ul style="list-style-type: none"> <li>•Screenshots of available platforms or portals that provide access to available opportunities</li> <li>•Screenshots of centralized documents</li> <li>•Screenshots of communications (announcements or emails) of available opportunities, ad hoc support, internal/ external initiatives, etc.</li> <li>•Other evidence as available</li> </ul> |
| 6.1.02 | Does your entity <b>have policies allowing for the transition between roles and departments</b> ?                         | The existence of policies in place to allow for youth to transition to different roles, either within the same department or to different departments across the entity  | Yes / No                      | <p>Example:</p> <ul style="list-style-type: none"> <li>•Extracts of the policy allowing transition between departments and roles</li> <li>•Extracts of announcements communicating the ability to transition between departments and roles</li> <li>•Other evidence as available</li> </ul>   |
| 6.1.03 | Does your entity <b>have policies that account for additional responsibilities in the annual performance assessment</b> ? | <p>The existence of policies in place to account for additional responsibilities as part of the annual performance review process. For example:</p> <ul style="list-style-type: none"> <li>•Being assigned to acting or deputy interim positions</li> <li>•Volunteering in entity-wide programs (e.g., lead of the entity's graduate recruitment program)</li> </ul> | Yes / No                      | <p>Example:</p> <ul style="list-style-type: none"> <li>•Extracts of the policy requiring the consideration of additional responsibilities as part of an employees' annual performance review</li> <li>•Extracts of the HR system highlighting the capturing and consideration of additional responsibilities as part of performance review</li> <li>•Other evidence as available</li> </ul>             |
| 6.1.04 | Percentage of <b>youth who transitioned into new roles</b>  | <p>The number of youth who transitioned into a new role as a percentage of total youth within the entity. Transitions are horizontal transfers to a different role, either within the same department or to another department</p> <p>% = no. of youth who horizontally transitioned into new roles in the past year / average no. of youth in the part year</p>     | Please provide %:<br>(      ) | <p>Example:</p> <ul style="list-style-type: none"> <li>•HR system report on horizontal youth role transitions in the past year</li> <li>•Other evidence as available</li> </ul>   |



# OPPORTUNITY

## Responsibility

| No.    | Question/ KPI   | Definition of KPI  | Entity Answer                 | Entity Submission   |
|--------|---|--|-------------------------------|---|
| 6.1.05 | Percentage of <b>youth who formally got assigned into a leadership role</b>         | <p>The number of youth who were formally assigned into a leadership role, such as being assigned to acting or deputy heads of departments or teams</p> <p>% = no. of youth who formally got assigned into a leadership role in the past year / total no. of youth in the year</p>                | Please provide %:<br>(     )  | <p>Example:</p> <ul style="list-style-type: none"> <li>•Screenshots of emails communicating new role assignments directly to youth</li> <li>•Comprehensive HR report with the list of youth formally assigned into a leadership role</li> <li>•Other evidence as available</li> </ul> |
| 6.1.06 | Percentage of <b>projects headed by youth</b>                                       | <p>The number of projects that are led by youth as a percentage of total projects from across the entity. A project can be an activity, initiative, program, or improvements implemented within each entity</p> <p>% = no. of projects led by youth in the past year / total no. of projects</p> | Please provide %:<br>(     )  | <p>Example:</p> <ul style="list-style-type: none"> <li>•High-level list of entity's projects and list of projects that are led by youth</li> <li>•Other evidence as available</li> </ul>  |
| 6.1.07 | Percentage of <b>projects headed by youth</b>                                       | <p>The percentage of youth working in critical positions, classified as essential positions as per the strategic workforce planning system in the federal government</p> <p>% = no. of youth working in critical positions / total no. of youth employees</p>                                    | No input required from entity | Central Submission (FAHR)   |
| 6.1.08 | Percentage of <b>youth employees working in specialized and technical positions</b> | <p>The percentage of youth working in specialized and technical positions</p> <p>% = no. of youth working in specialized and technical positions (as per FAHR's classification)/ total no. of youth employees</p>  | No input required from entity | Central Submission (FAHR)   |
| 6.1.09 | Percentage of <b>youth employees working in administrative positions</b>            | <p>% = no. of youth working in administrative positions (as per FAHR's classification) / total no. of youth employees</p>  | No input required from entity | Central Submission (FAHR)   |



# OPPORTUNITY

## Progression

|        |  |   |                               |  |
|--------|--|---|-------------------------------|--|
| 6.2.01 | Percentage of <b>youth who received a promotion</b>                      | <p>The total no. of youth who received a promotion as a percentage of total youth within the entity</p> <p>% = no. of youth who received a promotion in the past year / average no. of youth in the past year</p> | No input required from entity | Central Submission (FAHR)  |
| 6.2.02 | Does your entity have <b>clear career paths and promotion timelines?</b> | The existence of formally documented career paths and promotion timelines   | <b>Yes / No</b>               | <p>Example:</p> <ul style="list-style-type: none"> <li>•Screenshots of career path guidelines or documents</li> <li>•Screenshots of promotion documents or guidelines</li> <li>•Other evidence as available</li> </ul> |

For any inquiries related to this  
form, please contact the  
Ministry of Culture and Youth at  
**[empowerment.youth@mcy.gov.ae](mailto:empowerment.youth@mcy.gov.ae)**