



المؤسسة الاتحادية للشباب
FEDERAL YOUTH AUTHORITY

YOUTH EMPOWERMENT MANUAL

As the UAE embarks on its next 50 years, there is an opportunity to further empower youth and formalize their role in designing and leading the future in the entities they work in. The Youth Empowerment Manual presents a robust, holistic and practical Youth Empowerment Framework to drive a measurable youth empowerment agenda in the UAE's federal entities. This is a first of its kind initiative in the world.

2021



"A country's greatest investment lies in building generations of educated and knowledgeable youth."

The Late Sheikh Zayed bin Sultan Al Nahyan

First President of the United Arab Emirates and 'Father of the Nation'



" The human being is the true wealth of this country, before and after oil. And the interest of the country is the goal that we are all working to achieve day and night "

His Highness Sheikh Khalifa bin Zayed Al Nahyan
President of the United Arab Emirates and the Emir of Abu Dhabi



" Most of our nation is made up of our youth. Our future is in their hands. We are a young country, proud of its youth. We steadfastly support our youth, and will empower them to achieve the highest levels of innovation and creativity in all fields. "

His Highness Sheikh Mohammed bin Rashid Al Maktoum

Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai

TABLE OF CONTENTS

01	<u>INTRODUCTION</u>	06
02	<u>FRAMEWORK</u>	10
03	<u>ASSESSMENT</u>	26
04	<u>INDEX</u>	28
05	<u>MATURITY CLASSIFICATION</u>	32
06	<u>INITIATIVES & INNOVATIVE PRACTICES</u>	34
07	<u>APPENDIX</u>	54



01

INTRODUCTION

In 1971, the forefathers of the United Arab Emirates put forward an ambitious vision to build a modern and prosperous nation. The numerous successes since, have placed the UAE amongst the most progressive and advanced nations in the world. Vision 2021 further propelled the UAE with a focus on embarking on a journey of empowerment at all levels.

As we continue to collectively drive our great nation forward, our leaders recognize and hail the importance of youth in paving the future for the UAE and being the pioneers that will one day carry on our legacy.

The UAE has already made major strides in empowering youth, and in 2016, His Highness Sheikh Mohammad Bin Rashid Al Maktoum, Prime Minister of the UAE and Ruler of Dubai, created the position of Minister of State for Youth Affairs, and appointed Her Excellency Shamma Al Mazrui, the youngest minister in the world. This position not only reaffirms the government's commitment to empower our country's youth, but also demonstrates our trust in youth and in their ability to be the custodians of our future agenda.

Today, youth in our federal entities play a vital role as the agents of change in our government and a source of energy, creativity and new perspectives. Around 12% of our cabinet is considered youth. We currently have over 600 youth in leadership positions in federal entities. As we prepare for the next 50 years, we believe there is an opportunity to further empower youth and formalize their role in designing and leading the future in the entities they work in.

The Youth Empowerment Manual aims to instill youth empowerment within the culture of federal entities and beyond for long lasting impact on youth's potential and future. The Youth Empowerment Index will allow us to quantify, measure and monitor youth empowerment and support the continuous improvement of the government's achievements in this space. We want to ensure accountability, learning and development for youth, and nurture an environment in which they will thrive in leading the future of their entities. At the global level, our objective is to showcase the UAE government's successful experience as a golden standard for youth empowerment, and mainstream our model to benefit and inspire other governments and private sector entities around the world in driving their youth empowerment agendas.

This manual has been created with the support of youth and leaders from various federal entities in order to be relevant and provide tangible recommendations for advancement. The leadership of the UAE are calling upon all federal entities to champion this agenda, take action and create further success stories for our incredible youth.

YOUTH EMPOWERMENT MODEL

The Youth Empowerment Model is comprised of five components and was created to support federal entities in the UAE to understand and measure youth empowerment and implement actions to improve it.

The Model was created with the support of youth and leaders from various federal entities in the UAE who shared their experiences and perspectives and provided tangible recommendations for advancement.

This manual provides information on the five key components of the Youth Empowerment Model and aims to guide entities on how to promote and advance youth empowerment.

01

**FRAMEWORK**

Unified definition and six-pillar framework for youth empowerment

02

**ASSESSMENT**

Submission forms to gather quantitative and qualitative KPIs on an entity's youth empowerment efforts

03

**INDEX**

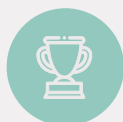
A single score that measures an entity's achieved level of youth empowerment

04

**MATURITY CLASSIFICATION**

Classification of entities based on their total and per pillar index scores to one of five maturity levels

05

**INITIATIVES & INNOVATIVE PRACTICES**

Initiatives, projects, and innovative practices that promote youth empowerment within entities



02

**YOUTH
EMPOWERMENT
FRAMEWORK**

YOUTH EMPOWERMENT FRAMEWORK

UAE YOUTH

Youth in the UAE, defined as those between the ages of 15 and 35, represent the largest demographic with over 35% of the national population falling within this category. This is the largest number of young people to transition to adulthood in the country's history. A large portion of youth are currently serving the UAE by working in the UAE's federal entities, with over 600 of them in leadership positions.

The role of youth is therefore pivotal in driving and supporting the next 50 years and the achievement of the UAE 2071 Centennial plan. Hence, it is important to provide youth with an optimal environment to excel and contribute positively to the Nation on both an economic and societal level.

WHAT IS YOUTH EMPOWERMENT?

Youth empowerment is an ongoing process aimed at amplifying youth's voices and contributions, equipping them with skills and opportunities to grow, and promoting their meaningful participation in key decision-making processes.

Youth empowerment can be addressed through policies, procedures, and initiatives that encourage open communication with youth, recognize their contributions, develop their capabilities, support and guide them, and provide them with opportunities to progress, expand their responsibilities, and fulfil their purpose.

WHY IS YOUTH EMPOWERMENT IMPORTANT?

01 Innovation

Empowered youth are a valuable source of new ideas and perspectives, which are critical in helping achieve the UAE's 2071 Centennial goals. Harnessing these alternative perspectives will allow entities to challenge the status quo and push the frontiers of government excellence.

02 Productivity

Empowered youth are committed, motivated, and hence more productive. This increase in productivity will help entities generate more impact and value to achieve their strategic objectives and the broader UAE Vision.

03 Connectivity

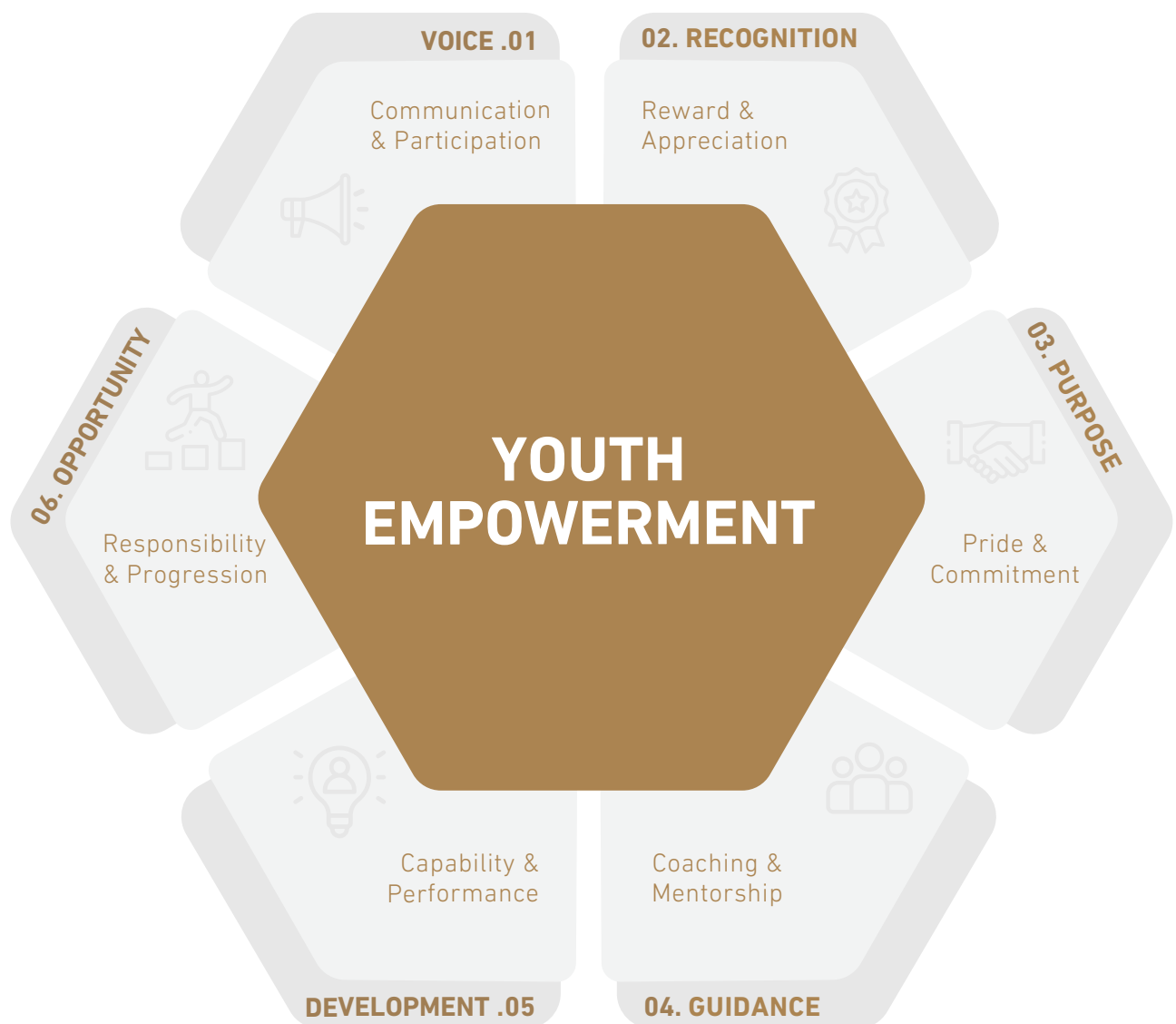
Empowered youth are proactive and establish strong connections and relationships with other stakeholders in the ecosystem. This will help drive inter- and cross-entity connectivity and collaboration towards common goals.

04 Leadership

Empowered youth are ambitious and goal-oriented and invest in acquiring the necessary skills and qualities for leadership; they are hence well-prepared to be the future leaders of UAE government and lead the UAE Centennial plan.

This model is a tool for leaders within UAE federal entities to define and champion their entity's youth empowerment agenda and foster a workplace culture that applauds youth empowerment efforts. To do so, leaders should first have a comprehensive understanding of the Youth Empowerment Framework and recommendations provided in this manual. They should then work hand in hand with youth, managers, department heads, HR, and others to proactively improve youth empowerment, as well as develop internal initiatives, policies and procedures that support youth empowerment. Finally, they should continuously monitor their entity's overall progress towards empowering its youth and ensure accountability through measurable indicators.

THE YOUTH EMPOWERMENT FRAMEWORK



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.

EMPOWERMENT PILLARS

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

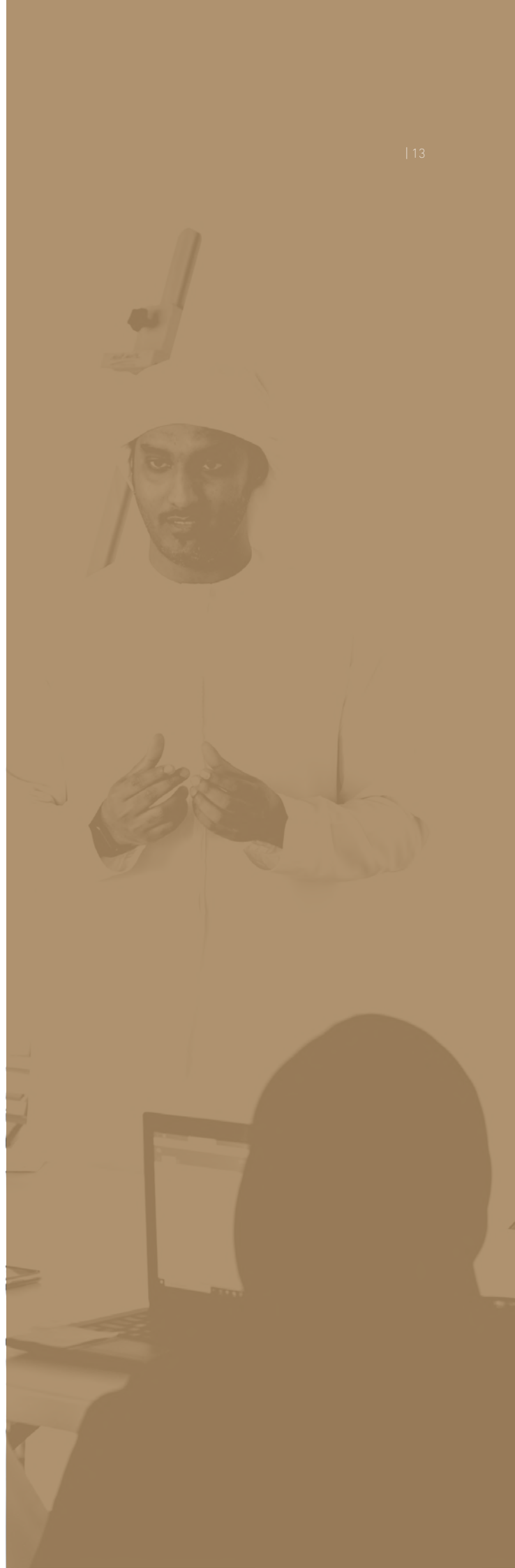
Recognition: Acknowledging and meritocratically rewarding and appreciating youth for their achievements, performance and efforts

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 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 FRAMEWORK

VOICE

Voice is the ability for youth to openly communicate thoughts, ideas and concerns, and actively participate by contributing to decisions and having influence within the entity. Promoting the voice of the youth will allow them to become more involved in daily work products and activities and enable them to be part of the decision-making process. This will support the entity by harnessing new solutions, perspectives and innovative ideas.

This framework defines Voice in two sub-components:

01

Communication The ability of youth to openly share their thoughts, ideas, issues and concerns with peers, line managers, and leaders.

02

Participation The meaningful involvement and representation of youth across the entity. This includes:

- Encouraging youth to take part in and influence processes, decisions and activities
- Promoting youth in leadership roles and positions
- Promoting the participation of youth in key meetings, events, conferences and forums
- Nominating the participation of youth in the entity's official delegations
- Promoting the participation of youth in projects and initiatives



i HOW CAN ENTITIES AND LEADERS SUPPORT?

- Be approachable and proactively encourage youth to speak up and voice their opinions
- Establish channels and mechanisms to encourage open communication between youth and leaders, such as youth circles, monthly touchpoints with top leadership, workplace huddles, and social gatherings (read more about Youth Circles on p. 37)
- Set up formal ideation or innovation platforms
- Place youth in positions and roles where they are able to lead and influence
- Appoint youth to leadership boards; invite them to participate in board meetings when possible (read more about our Youth Board of Directors Policy on p. 42)
- Establish a youth council to officially represent the voice of youth to management and promote youth-initiated projects and collaborations (read more about Youth Councils on p. 36)
- Encourage youth participation in key events, conferences and delegations (read more about our Youth Participation Policy on p. 43)



KEY TAKEAWAYS



01

Actively encourage youth to share their opinions and thoughts, while also listening and evidencing that their inputs and ideas matter and are valued



02

Implement initiatives such as youth councils and leadership touchpoints to bridge the gap between youth and entity leaders



03

Advocate for youth representation internally by placing youth in leadership positions and roles and entrusting them to represent the entity externally at events and delegations

HOW WILL WE MEASURE VOICE?

SUB-COMPONENT	CHECKLIST AND KEY PERFORMANCE INDICATORS	
Communication	<ul style="list-style-type: none"> • Existence of formal communication channels or touchpoints with entity leadership • Existence of platforms or channels to submit ideas, suggestions, or issues 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Participation	<ul style="list-style-type: none"> • % of employees who are youth • % female youth employees • % youth employees of determination • % of newly hired youth employees • % of youth working in leadership positions • % of youth working in supervisory positions • Existence of a youth council • No. of youth council meetings • No. of projects implemented by youth councils • Youth participation and entity representation in local, regional, or international events • % of youth who participated in international delegations • % of board meetings that had at least one youth member in attendance • Existence of active, structured internship programs • No. of youth recruitment events 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

THE YOUTH EMPOWERMENT FRAMEWORK

RECOGNITION

Recognition is the acknowledgement and meritocratic rewarding of youth for their achievements, performance and efforts. Actively recognizing youth is critical for youth empowerment and will result in improvements in youth satisfaction, motivation, productivity, and retention, improving an entity's overall performance.

This framework defines Recognition in two sub-components:

01 Reward The recognition of deserving youth for their achievements and performance through financial and non-financial rewards.

02 Appreciation The acknowledgement of youth's everyday efforts and performance through expressions of gratitude and recognition.



HOW CAN ENTITIES AND LEADERS SUPPORT?

- Be fair and transparent in your reward and appreciation processes
- Consider both financial and non-financial mechanisms to reward youth, such as salary increases, bonuses, exceptional promotions outside of the standard cycle, and additional annual leave days
- Promote and celebrate outstanding youth achievements in a visible manner
- Consider supporting exceptional promotions for those who significantly exceed expectations and who are already performing at a higher level
- Show and communicate gratitude for youth's everyday effort and implement programs to periodically recognize youth, such as by assigning an employee of the month
- Focus on recognizing both small efforts and achievements and larger ones
- Utilize internal communications in a manner that showcases youth



KEY TAKEAWAYS



01

Meritocratically reward youth for their performance and achievements through both financial and non-financial means



02

Periodically acknowledge and appreciate the efforts of youth in a visible manner across the entity and with senior leadership



03

Develop innovative recognition initiatives for those who exceed expectations and are already acting at a more senior level

HOW WILL WE MEASURE RECOGNITION?

SUB-COMPONENT	CHECKLIST AND KEY PERFORMANCE INDICATORS	
Reward	<ul style="list-style-type: none"> • % of youth who received at least one non-financial reward • Youth can receive an exceptional promotion outside of the standard cycle • % of youth who received a financial reward or bonus • % of youth employees honored in accordance with the rewards and incentives system 	<input type="text" value=""/> <input checked="" type="checkbox"/> <input type="text" value=""/> <input type="text" value=""/>
Appreciation	<ul style="list-style-type: none"> • Existence of periodic appreciation initiatives 	<input checked="" type="checkbox"/>

THE YOUTH EMPOWERMENT FRAMEWORK

PURPOSE

Purpose is about instilling in youth a sense of loyalty, belonging and commitment to their entities and satisfaction in the work they do. Youth who understand the vision, values, goals and strategies of their entity and how they contribute to achieving these will feel more connected to the entities they work in. They will also find more meaning in their work, remain engaged, and develop a sense of determination to achieve their career goals. Federal entities ultimately serve the objectives of the UAE as well; thus, it is important for youth to understand that their role and contributions are pivotal for the UAE to achieve its vision.

This framework defines Purpose in two sub-components:

01

Commitment The loyalty and connection youth feel towards their entity and its mandate, as well as the broader vision of the UAE.

02

Fulfilment Youth's sense of satisfaction in the work they do and its linkage to their personal goals and ambitions.



HOW CAN ENTITIES AND LEADERS SUPPORT?

- Advocate and promote the strategic objectives of the entity and the entity's role as part of the broader UAE Vision
- Learn about youth's personal interests and professional goals; align these to their work and to the entity's broader objectives
- Ensure youth understand the importance of their role and work in achieving the entity's strategic objectives and the broader UAE Vision
- Showcase regularly the key activities leaders undertake to support the Vision of the UAE
- Implement processes that enable youth to communicate the projects and roles they're interested to work in; consider personal ambitions when hiring new employees and assigning them to departments
- Encourage teaming and build an environment where like-minded people work together to achieve common goals



KEY TAKEAWAYS



01

Ensure that the values and strategy of the entity are effectively communicated to allow youth to align their roles to a broader and overarching purpose



02

Actively advocate the long-term Vision of the UAE and explain the importance of youth's role in achieving the Vision



03

Implement steps to consider personal ambitions during the hiring process or when assigning youth to new roles

HOW WILL WE MEASURE PURPOSE?

SUB-COMPONENT	CHECKLIST AND KEY PERFORMANCE INDICATORS
Commitment	<ul style="list-style-type: none"> • Existence of internal communications that drive entity purpose, vision, and strategy <input checked="" type="checkbox"/> • Existence of internal communications that communicate the UAE's Vision and strategy <input checked="" type="checkbox"/> • Youth occupational loyalty rate <input type="checkbox"/> • Youth occupational harmonization rate <input type="checkbox"/>
Fulfillment	<ul style="list-style-type: none"> • Existence of policies or processes allowing youth to work on projects aligned to their interests and goals <input checked="" type="checkbox"/> • Youth job happiness rate <input type="checkbox"/> • Youth positivity rate in the work environment <input type="checkbox"/> • Turnover rate for youth employees <input type="checkbox"/> • Average annual leave days carried over by youth employees <input type="checkbox"/> • Impact of sick leaves on youth's productivity <input type="checkbox"/>

THE YOUTH EMPOWERMENT FRAMEWORK

GUIDANCE

Guidance is a personalized process whereby youth are supported to grow on a professional and personal level. This guidance can be provided by both line managers and more senior individuals within the business. Guiding youth will allow them to feel confident in their abilities, guided when in need of help, and supported in their career.

This framework defines Guidance in two sub-components:

01

Mentorship The receiving of broader advice from senior and experienced individuals who have typically walked their path. Mentors are seen by youth as trusted advisors and role models. They support youth in navigating their careers and take steps to guide their overall career development.

02

Coaching The receiving of personalized advice and guidance from line managers to improve youth's skills and performance. Line managers help youth learn on the job, provide constructive and periodic feedback, and coach youth to address their development areas. By doing so, they prepare them to succeed in their current and future roles.



HOW CAN ENTITIES AND LEADERS SUPPORT?

- Design and rollout mentorship programs; match youth to experienced individuals from within the entity to act as mentors
- Be approachable and open to youth seeking support, advice, or clarity on their career ambitions
- Execute training to improve coaching and mentorship capabilities of entity leaders
- Monitor and assess the impact of coaching and mentorship programs within the entity
- Promote a culture where asking for guidance from mentors, providing feedback, and coaching team members is encouraged and applauded
- Encourage line managers to proactively coach their teams, assess development areas, and execute steps to help their teams improve; formalize coaching by including it as part of line managers' year-end feedback and reviews



KEY TAKEAWAYS



01

Encourage line managers to actively coach team members; provide training to hone their coaching skills



02

Ensure that all youth have access to mentors in relevant fields who are capable of advising on career ambitions and progress



03

Monitor and evaluate coaching and mentorship programs to assess their effectiveness and impact and make the needed improvements

HOW WILL WE MEASURE GUIDANCE?

SUB-COMPONENT	CHECKLIST AND KEY PERFORMANCE INDICATORS
Mentorship	<ul style="list-style-type: none"> • Existence of formal mentorship programs • Existence of mentorship training for mentors • % of youth with an assigned mentor • Existence of an induction program for new employees
Coaching	<ul style="list-style-type: none"> • Inclusion of coaching in the roles and responsibilities of line managers • % of line managers who received coaching training

THE YOUTH EMPOWERMENT FRAMEWORK

DEVELOPMENT

Development is the continuous process whereby youth master new skills and improve their performance. It is critical for youth to incorporate new skills and knowledge into their behaviors and way of working. Developing youth's skills, knowledge and competencies and helping them continuously improve their job performance are fundamental components of empowering youth. They ensure that youth are continuously growing and equipped to succeed in their careers.

This framework defines Development in two sub-components:

01

Capability The continuous process of learning and retaining new skills and knowledge, technical and non-technical. This can be delivered through formalized learning and development programs, platforms and resources.

02

Performance The process of monitoring, evaluating and improving the performance of youth throughout the year, on an ongoing basis.



HOW CAN ENTITIES AND LEADERS SUPPORT?

- Provide youth with access to learning content through internal and external learning platforms
- Give youth the tools to define, plan and track their learning objectives
- Ensure learning provided equips youth with relevant and competitive skills required to excel in their roles
- Design structured learning paths that advise youth on relevant trainings depending on their level, job function, interests and goals, and development needs
- Motivate youth to enroll in trainings through mandating a minimum number of training hours by grade and offering incentives
- Formalize performance management through structured processes that mandate the setting of individual and team objectives, regular "check-ins," and real-time feedback; support these processes by systems when possible
- Mandate the provision of regular feedback from line managers to youth
- Incorporate youth's feedback in the performance appraisals of line managers
- Monitor youth's performance and provide additional support to those who are underperforming



KEY TAKEAWAYS



01

Provide youth with access to learning content, mandate minimum learning hours and share recommended learning paths



02

Provide performance management mechanisms to track performance against objectives and allow for the receipt of constructive feedback



03

Actively take time to provide constructive feedback that aligns closely with youth's merits and grade and role performance expectations

HOW WILL WE MEASURE DEVELOPMENT?

SUB-COMPONENT	CHECKLIST AND KEY PERFORMANCE INDICATORS	
Capability	<ul style="list-style-type: none"> • Av. training hours per youth employee • % of youth employees who hold a professional certificate • % of youth employees registered in the Federal Government Skills Bank • % of youth who received training • Existence of accessible learning platforms • Availability of technical skills trainings • Availability of soft skills trainings • Existence of mandatory Learning & Development plans by rank • Existence of assigned trainings or minimum learning hours • % of youth who completed their assigned trainings or minimum learning hours • Access to data, resources, templates, documents and tools 	<div>#</div> <div>%</div> <div>%</div> <div>%</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>%</div> <div>✓</div>
Performance	<ul style="list-style-type: none"> • % of youth employees who met, exceeded or significantly exceeded job performance expectations • Existence of policies or KPIs that mandate the provision feedback to employees • % of youth's objectives that were met 	<div>%</div> <div>✓</div> <div>%</div>

THE YOUTH EMPOWERMENT FRAMEWORK

OPPORTUNITY

Opportunity is providing youth with the prospects for career progression and the ability to assume a variety of responsibilities. Youth should be given the opportunity to experience new tasks and projects to allow for balanced and well-rounded growth. Moreover, promoting deserving youth enhances their performance, ambition, motivation, and morale.

This framework defines Opportunity in two sub-components:

01

Responsibility The ability of youth to own, manage and be accountable for their current work and projects, as well as to expand their current responsibilities and experience new assignments and projects. Entities should look to assign important responsibilities to youth early in their careers to accelerate their growth. It is important that these opportunities are communicated to youth and made available for all.

02

Progression The advancement of youth to higher grades within the entity through formal promotions. Aside from supporting promotion cases, youth should be made aware of their career paths and trajectory and be promoted in a fair and timely manner.



HOW CAN ENTITIES AND LEADERS SUPPORT?

- Create an environment that encourages high performance; promote a culture that encourages curiosity and creativity and is accepting of failure
- Provide youth opportunities to expand their responsibilities; for example, invite them to join taskforces, encourage them to volunteer in projects that interest them, enable them to transition between different departments and/or roles, and consider youth for 'acting' roles when suitable
- Provide youth with visibility of the opportunities that are available to them, implement simple processes to allow youth to sign up for these opportunities, and assign them in a fair and transparent manner
- Encourage youth to step up and lead on projects
- Sponsor youth who are ready for promotions and support them in their promotion cases
- Create awareness on career paths and options according to grade, department and job category
- Run transparent and meritocratic promotion processes



KEY TAKEAWAYS



01

Encourage youth to undertake activities that are varied, provide visibility of these opportunities, and promote a culture that is accepting of failure



02

Sponsor youth who are deserving of a promotion and provide them with the support required to represent their cases to leadership



03

Trust youth to head projects for the entity and provide them with the right support and environment to succeed in these projects

HOW WILL WE MEASURE OPPORTUNITY?

SUB-COMPONENT	CHECKLIST AND KEY PERFORMANCE INDICATORS
Responsibility	<ul style="list-style-type: none"> • Visibility on internal opportunities and openings <input checked="" type="checkbox"/> • Existence of policies allowing for the transition of employees between roles and departments <input checked="" type="checkbox"/> • Existence of policies accounting for additional responsibilities in the annual performance assessment <input checked="" type="checkbox"/> • % of youth who horizontally transitioned into new roles <input type="checkbox"/> • % of youth who formally got assigned into a leadership role <input type="checkbox"/> • % of projects headed by youth <input type="checkbox"/> • % of youth employees working in critical positions <input type="checkbox"/> • % of youth employees working in specialized and technical positions <input type="checkbox"/> • % of youth employees working in administrative positions <input type="checkbox"/>
Progression	<ul style="list-style-type: none"> • % of youth who received a promotion <input type="checkbox"/> • Existence of clear career paths and promotion timelines <input checked="" type="checkbox"/>



03

**YOUTH
EMPOWERMENT
ASSESSMENT**

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. Accordingly, the Assessment will be gathered from three sources:

01

Federal Entity Submission

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

A Federal 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.

02

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.

03

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.

The Federal Entity Submission form and Youth Survey can be found in the appendix.



04

**YOUTH
EMPOWERMENT
INDEX**

YOUTH EMPOWERMENT INDEX

A Youth Empowerment Index is a metric that indicates a federal entity's overall achieved level of youth empowerment. Each federal entity will be provided with a score based on a holistic assessment of the Federal Entity Submission, Youth Survey, and centrally captured indicators.

In addition to its Youth Empowerment Index, each entity will be provided with its score for each of the six youth empowerment pillars, as well as their overall and per empowerment pillar Federal Entity Submission and Youth Survey scores. This will allow entities to understand what is driving their overall Youth Empowerment Index and identify areas where improvement is possible to guide their efforts in the future. Federal entities can also refer to the recommendations and action points in this manual to support them in their improvement endeavors.

Upon calculating all federal entity Youth Empowerment Index scores, a single, national UAE Youth Empowerment Index will be calculated annually and considered a national key performance indicator. This indicator will be used as a baseline to assess the UAE's achieved level of youth empowerment and capture improvement efforts over time.

Federal Entities' Youth Empowerment Index Scores

01

Scoring Process

a. Federal Entity Submissions:

- i. The Federal Entity Submission includes a total 62 indicators across the six empowerment pillars, out of which 25 will be gathered centrally. Each federal entity will complete one Federal Entity Submission form
- ii. Evidence provided for each indicator in the Federal Entity Submission form will be reviewed and validated
- iii. Indicators on the Federal Entity Submission form, including the centrally captured indicators, are either binary or numeric
- iv. If the indicator is binary (No, Yes), a score of 1 or 5 will be provided respectively
- v. If the indicator is numeric, a score of 1 (min) to 5 (max) will be provided based on the entity's relative performance in comparison to other entities. As further data is collected in the future, a baseline will be defined for each indicator and an entity's level of performance will be compared to the baseline per indicator

b. Youth Survey:

- i. The Youth Survey includes 59 indicators across the six empowerment pillars. All youth within each federal entity will be asked to complete the Youth Survey
- ii. Indicators on the Youth Survey are either binary or the sentence should be "indicators
- iii. If the indicator is binary (No, Yes), a score of 1 or 5 will be provided respectively
- v. If the indicator is numeric, it will be measured on five-point Likert scale (ranging from 1 to 5), with higher scores corresponding to a higher level of agreement

02

Youth Empowerment Pillar Scores per Federal Entity Submission and Youth Survey

The overall score per youth empowerment pillar will be calculated for the Federal Entity Submission form, which includes the centrally captured indicators, and Youth Survey respectively

a. Federal Entity Submission:







- A score for each of the six empowerment pillars per federal entity will be calculated by averaging each entity's scores on the indicators corresponding to each empowerment pillar
- The empowerment pillar scores per federal entity, corresponding to the Federal Entity Submission, will be normalized to a scale ranging from 0 and 100

b. Youth Survey:

- A score for each of the six empowerment pillars for each youth who completed the Youth Survey will be calculated by averaging an individual youth's scores on the indicators corresponding to each empowerment pillar
- An average score per pillar for all youth in a federal entity will be calculated by averaging the empowerment pillar scores for all youth per federal entity
- The empowerment pillar scores per federal entity, corresponding to the Youth Survey, will be normalized to a scale ranging from 0 and 100

c. Youth Empowerment Index Calculation per Federal Entity:

- The total score per empowerment pillar for each federal entity will be calculated by averaging an entity's score on the Federal Entity Submission (2a), which includes the centrally captured indicators, and Youth Survey (2b). As such, the Federal Entity Submission and Youth Survey are weighted equally
- The total score per empowerment pillar will be multiplied by the weighting of each pillar to calculate the weighted score per pillar. The weights per pillar, ranging from 10% to 20% (shown below), were determined after in-depth discussions with youth and federal entities on the importance of each empowerment pillar
- Total weighted scores for each of the six pillars will be added to calculate each federal entity's Youth Empowerment Index score. This score will be reported out of 100

YOUTH EMPOWERMENT PILLAR WEIGHTINGS					
VOICE	RECOGNITION	PURPOSE	GUIDANCE	DEVELOPMENT	OPPORTUNITY
20%	15%	10%	15%	20%	20%
 Communication & Participation	 Reward & Appreciation	 Pride & Commitment	 Coaching & Mentorship	 Capability & Performance	 Responsibility & Progression

UAE Youth Empowerment Index Score

- Each entity will be given a weight based on its size, measured in terms of the total number of employees
- A weighted Youth Empowerment Index score will be calculated for each federal entity
- All weighted scores will be added to compute a national UAE Youth Empowerment Index score. This score will be reported out of 100

A background image showing a group of people sitting at a table, working on laptops. The image is heavily blurred and has a warm, brownish-orange tint. The focus is on the hands and arms of the people, with their faces being out of focus. A laptop is visible on the table in the lower right.

05

MATURITY CLASSIFICATION

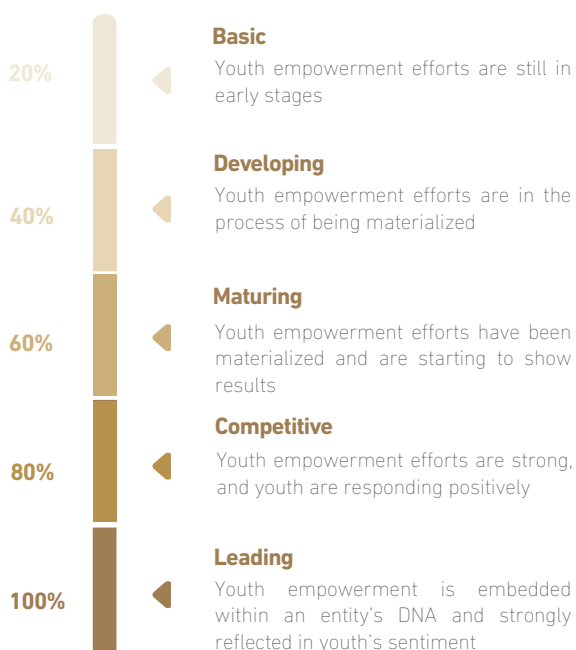
MATURITY CLASSIFICATION

THE YOUTH EMPOWERMENT MATURITY MODEL WAS DEVELOPED TO DETERMINE AN ENTITY'S CURRENT DEGREE OF MATURITY IN TERMS OF THEIR ACHIEVED LEVEL OF YOUTH EMPOWERMENT AND WILL ACT AS A BASELINE FOR THE ENTITY'S PERFORMANCE YEAR ON YEAR.

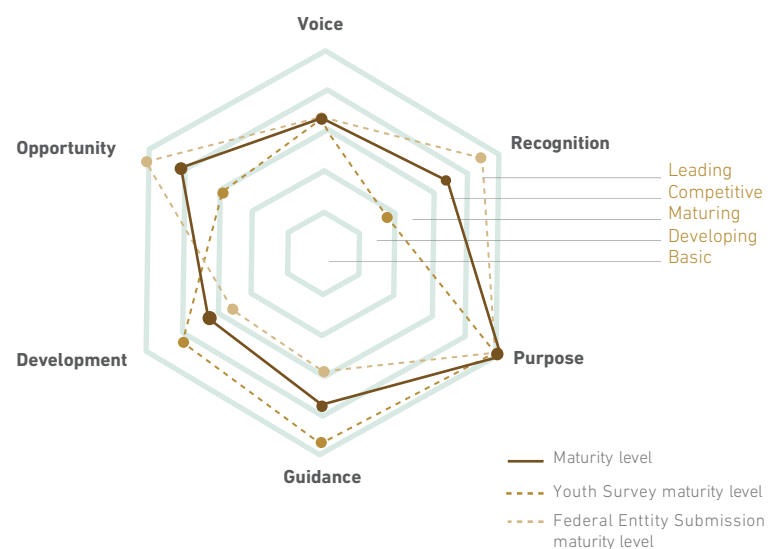
The Model consists of five maturity levels. UAE federal entities will be allocated to one of these maturity levels depending on their overall Youth Empowerment Index score. This Model will continuously evolve in line with the UAE government's efforts to achieve excellence in youth empowerment.

That said, entities should continue to further their maturity in each of the six pillars, which will consequently impact their overall maturity level and their classification across the UAE federal entities. The Youth Empowerment Maturity Model will also enable entities to benchmark their youth empowerment efforts against recognized best practices.

THE FIVE MATURITY LEVELS ARE DEFINED AS FOLLOWS:



MATURITY LEVEL OF YOUTH EMPOWERMENT INDEX SCORES BY PILLAR



* Illustrative example on the Youth Empowerment Index calculation results per youth empowerment pillar



06

**INITIATIVES &
INNOVATIVE
PRACTICES**

YOUTH EMPOWERMENT INITIATIVES



"A COUNTRY'S GREATEST INVESTMENT LIES IN BUILDING GENERATIONS OF EDUCATED AND KNOWLEDGEABLE YOUTH"

- THE LATE SHEIKH ZAYED BIN SULTAN AL NAHYAN

In 2018, the Federal Youth Authority (FYA) was established by the UAE government as a startup initiative that aims to connect all UAE ministers, decision-makers, and policies to the needs and values of youth.

FYA INVESTS IN YOUTH BY NURTURING THEIR CHARACTER, CREATING A CONDUCTIVE ENVIRONMENT, AND MAXIMIZING YOUTH PARTICIPATION:

01

NURTURE CHARACTER: Shaping and nourishing Emirati youth character through instilling values and national pride, raising awareness, and equipping youth with capabilities and competencies

02

CULTIVATE ENVIRONMENT: Creating a conducive, world-class ecosystem that enables and accelerates positive youth outcomes

03

MAXIMIZE PARTICIPATION: Activating and maximizing youth's meaningful participation and contribution in local, national, regional and international platforms

Over the past 5 years, FYA ran over 30 initiatives that inspired and mobilized youth to make vital contributions and give back to the community.

For more information, please visit www.youth.gov.ae

YOUTH COUNCILS

مجالس الشباب YOUTH COUNCILS

The vision of the UAE Leadership is to invest in and empower Emirati youth to lead the world in every field and in every international benchmark. Accordingly, the UAE government developed Youth Councils as a unique tool to ensure Youth represent their points of view and needs at all stages of the policy development process.

Today, the ecosystem of Youth Councils enables the implementation and execution of the UAE's National Youth Agenda. Councils also serve as bridges that allow youth to organize and take a leading role in addressing the youth sector in their respective entities and organizations.

FYA HAS ESTABLISHED FIVE TYPES OF YOUTH COUNCILS:

01

Emirates Youth Council serves as the consultative branch of the UAE Government focused on Emirati youth; the Council advises the UAE leadership on policies, strategies and initiatives to empower youth

02

Local Youth Councils exist in each Emirate and serve as a local voice for youth. The Councils implement grassroots policies, organize programming, and host events for youth

03

Ministerial Councils function as representative arms of youth across ministries

04

Corporate Councils function as representative arms of youth across the UAE's private or public sector enterprises.

05

Global Youth Councils bring together Emirati students from across the world to promote cross-cultural understanding, boost leadership skills, and prepare students to make a positive impact in their universities and communities

YOUTH COUNCILS are effective methods for engaging youth, getting them involved in high stake decision-making matters and nurturing a generation of future leaders. Councils give youth the opportunity to become the voice of young Emiratis at the entity, national and international levels. Moreover, Councils provide youth with the opportunity to have direct access to policymakers and assume a role in building the future and leading the nation to prosperity.

YOUTH CIRCLES



The Youth Circles initiative is governed by FYA and was launched by His Highness Sheikh Mohammed bin Rashid Al Maktoum to inspire youth-centric dialogue across a variety of subjects, sustainably engage with youth, and gain their perspectives in shaping innovative solutions to global challenges. Youth Circles were designed by and developed for youth, providing a channel for direct dialogue between youth, government, public and private sectors, and global leaders.

Youth Circles provide a platform for youth to express their voices and share their ideas, aspirations and recommendations. With support from the Federal Youth Authority, host leaders hold Youth Circles around today's and tomorrow's most pressing topics that require injections of Youth innovation, passion and action. Youth Circles are organized around different themes, where each Circle seeks to answer a central question through action-oriented discussion and youth-inspired recommendations. Participants are selected based on their backgrounds and interests.

THE YOUTH CIRCLES INITIATIVES AIMS TO ACHIEVE THE FOLLOWING OBJECTIVES:

01

Engage with youth to know their aspirations, opinions and views about a topic

02

Gather youth feedback on upcoming projects or policies

03

Gather data and recommendations from youth

04

Crowdsource ideas, skills and talents to shape solutions or develop policies

To create effective opportunities for change, policymakers need to find effective ways for involving youth in the decision-making process. **YOUTH CIRCLES** embody the spirit of innovation, as youth become more involved in future-focused discussions. Youth Circles are important in developing practical, innovative solutions and effective policies that aim to improve youth outcomes. Moreover, Circles provides youth with the opportunity to share their thoughts, views and recommendations, as they meaningfully participate and contribute to key discussions that have an impact on their country's future.

100 MENTORS



100 Mentors program launched by FYA, with the aim to build national heroes across all sectors in the UAE by establishing direct channels with mentors. 100 leaders were selected and nominated from the UAE's public and private sectors to mentor youth from different backgrounds. The Mentors work closely with FYA to nurture national heroes and harness full potential of Emirati youths.

The program is structured to deliver 100 Group Mentoring sessions. The sessions aim to strengthen mentor-mentee relationships by establishing direct channels between 100 leaders and the youth. Furthermore, the 100 mentors program empowers and encourages youth to pursue professional development necessary to perform at the highest level.

100 MENTORS AIMS TO ACHIEVE THE FOLLOWING OBJECTIVES:

01

Provide youth with inspiration through storytelling

02

Help create opportunities for youth to meet and partner with professionals from different specializations and fields

03

Answer youth questions in an informal and casual format to help participants identify career goals and aspirations

04

Provide youth with takeaways and tips on achieving their career ambitions

Mentorship is an excellent and proven method for engaging and encouraging youth to seek professional development, navigating through career challenges, archiving career ambitions and unlocking youth potential. It is a shared accountability between the mentor and the mentee with the unified goal of assisting the mentee in realizing their career goals. **100 MENTORS** is a great starting point to help youth identify their aspirations, which will be needed to drive their careers forward. It builds a culture that sees mentoring as an effective way for developing the youth into future leaders.

THE EMIRATES YOUTH PROFESSIONAL SCHOOL

المدرسة المهنية
لشباب الإمارات
Emirates Youth Professional School

The Emirates Youth Professional School (EYPS), launched in August 2019 by His Highness Sheikh Mohammed bin Rashid Al Maktoum, provides an avenue for youth to continuously invest in their professional and personal development and hone their skills to remain competitive in today's changing job market. All Youth in the UAE are eligible to take free virtual and physical classes.

The School has a unique crowdsourcing model to provide competitive courses and trainings to youth. EYPS's model is built on crowdsourcing courses from experts and professionals working in the UAE's leading private and public companies. EYPS then channels these courses to youth across the UAE. As such, EYPS owns no teachers or courses or classrooms.

THE EMIRATES YOUTH PROFESSIONAL SCHOOL AIMS TO ACHIEVE THE FOLLOWING OBJECTIVES:

01

Offer ongoing, market-oriented, and free professional programs for all youth

02

Build tomorrow's professional workforce that can thrive in a changing, competitive economy

03

Equip youth with competitive skills in key areas

Today's labor market is rapidly changing with the onset of the 4th Industrial Revolution and technological disruption. It is becoming increasingly important for youth to keep up with the changes of the labor market through training and development. Accordingly, the mission of **EYPS** is to prepare youth to thrive in the jobs of the future by creating a model that is sustainable, built on private-public sector partnership, and that can reach all youth. EYPS courses are provided by leading employers from the public and private sectors, thus ensuring they are current and relevant to the skills demanded in today's labor market.

THE YOUTH INTERNSHIP PROGRAM

برنامج التدايب
المهني للشباب
YOUTH INTERNSHIP PROGRAM

The Youth Internship Program is an online portal that connects Emirati Youth to private sector internships in the UAE and abroad. The Internship Program aims to raise awareness among Emirati youth on the importance and benefits of working in the private sector. The UAE government believes in helping youth acquire skills that prepare them for employment in the private sector, making them competitive global professionals who can contribute to a healthy ecosystem of private enterprise in the country and beyond.

THE YOUTH INTERNSHIP PROGRAM AIMS TO ACHIEVE THE FOLLOWING OBJECTIVES:

01

Support young people to experience work in the private sector

02

Build youth's competencies and provide them with opportunities to acquire relevant work experience

03

Support youth in obtaining a full-time job in the entities they are completing their internship in

04

Support young people to put their free time to good use and discover their interests

Internships provide multiple benefits to youth from helping them develop new skills and exploring career paths to networking with professionals in the field. The UAE also aims to increase Emirati labor force participation in the private sector. Accordingly, the **YOUTH INTERNSHIP PROGRAM** will both help youth gain invaluable work experience, while also exposing them to working in top leading companies in the private sector.

YOUTH DEBATES

Stemming from the vision of His Highness Sheikh Mohamed Bin Rashid Al Maktoum to construct abundant channels of knowledge throughout the UAE, FYA launched Youth-led Debates to connect inquisitive Emirati youth who have a passion for knowledge to learn with top global experts on the most current and pressing issues of our time. The civil debates with regional experts sharpen youth critical thinking, research and public speaking skills.

Youth Debates cultivate a culture where youth can explore the ideas that shape our nation and world, speak about both sides of the issues intelligently, and form their own opinions through constructive debate and life-long learning habits beyond the classroom.

YOUTH DEBATES AIMS TO ACHIEVE THE FOLLOWING OBJECTIVES:

01

Teach youth the art of skilled debating from regional experts

02

Hone youth's critical thinking and public speaking skills

03

Enhance youth's research skills

04

Teach youth the power of teamwork and persuasion

Listening carefully, communicating effectively and thinking critically are fundamental building blocks to a strong society. **YOUTH DEBATES** allow youth to deepen their thinking on today's most important topics, question the evidence behind a particular stance or conclusion, and share their ideas through reasoned and well-thought out arguments.

Entities can host a **YOUTH DEBATE**, where young employees can discuss issues and topics related to the strategic direction and future trends of their sectors. This will provide entities a means to engage talent and prospective talent and explore youth ideas, insights and recommendations on key topics.

YOUTH BOARD OF DIRECTORS POLICY



In June 2019, The UAE Cabinet adopted a decision to increase and promote the participation of Emirati youth (aged below 30) in the boards of government entities, in order to ensure that their voice and views are part of the government work.

In February 2020, Cabinet appointed 31 young Emiratis, from more than 3,300 applications, as board members of key federal government bodies.

The policy aims to engage young Emiratis in government work and introduce new perspectives to the boards. An e-portal was also launched for the registration and application.

THE YOUTH ON BOARDS OF DIRECTORY POLICY AIMS TO ACHIEVE THE FOLLOWING OBJECTIVES:

01

Enhance the role of youth and empower them

02

Ensure youth voice and views are part of government work and decisions

03

Promote youth contribution to the overall development of the UAE

Meaningful youth empowerment is about ensuring youth take a real seat at the decision-making table, where their ideas and suggestions are taken seriously. The **YOUTH ON BOARDS OF DIRECTORS POLICY** enables youth to contribute to key decisions, voice their opinions and be heard, and serve the nation and its citizens.

YOUTH PARTICIPATION IN OFFICIAL DELEGATIONS POLICY



In February 2020, the UAE approved the Youth Participation in Official Delegations' policy, a first of its kind in the world, which ensures and enhances the representation of young employees in all UAE official delegations.

Accordingly, all ministries and federal entities will commit to ensuring the representation of youth employees (aged below 35) in the entity's official delegations, while taking into consideration the specialization, experience and gender balance in choosing the young delegation participants.

THE YOUTH PARTICIPATION IN OFFICIAL DELEGATIONS POLICY AIMS TO ACHIEVE THE FOLLOWING OBJECTIVES:

01

Building leaders in the diplomatic field

02

Adding a youth lens in the UAE's international delegations

03

Designing a sustainable framework that supports youth representation

04

Activating Emirati youth's role globally

05

Showcasing Emirati youth's character internationally

06

Promote the UAE as a soft power and showcase the government's youth engagement approach

Empowerment entails ensuring the meaningful representation of youth in key events and conferences locally but also in regional and international events. The **YOUTH PARTICIPATION IN OFFICIAL DELEGATIONS POLICY** enables youth to be a part of the UAE's official delegations and government missions abroad and represent the UAE to the world.

INNOVATIVE GLOBAL & NATIONAL PRACTICES

CIVIL SERVICE FAST STREAM



Civil Service
Fast Stream

The Civil Service Fast Stream is an accelerated leadership development program that provides talented graduates from a range of backgrounds with the experience, skills and knowledge needed to become senior leaders within the Civil Service. Youth are employed as “Fast Streamers” to work across the Civil Service, typically gaining experience of working in different government departments, as they are developed to become our future leaders. The program offers unlimited career potential to reach the very highest levels of the organization.

KEY TAKEAWAYS

- 01 Offering youth **accelerated and supported career** paths will help ensure their success within the organization
- 02 **Pairing new joiners with career coaches and mentors** will foster youth's motivation and career development
- 03 **Encouraging youth to participate and contribute to key discussions** will instill in youth a sense of responsibility and trust

INNOVATIVE GLOBAL & NATIONAL PRACTICES

THINK BIG PROGRAM



The 'Think Big' program, which is run by a private telecommunications services provider 'O2' in partnership with the National Youth Agency and UK Youth, is a program designed with the ambition to develop youth to become project leaders and active participants in the community. They do that by inviting youth to decide what is important to them and to lead their own projects across different topics around community and people development. In addition to a cash investment, participating youth are provided with training, support and access from one of the youth charities supporting the program, and are given the opportunity to lead community projects across the UK.

KEY TAKEAWAYS

- 01 **Government collaboration with the private sector** can benefit youth and promote community development simultaneously
- 02 **Providing youth with the opportunity to develop their skillsets** will improve their productivity, experience and output

INNOVATIVE GLOBAL & NATIONAL PRACTICES

YOUTH CORPS SINGAPORE



Youth Corps Singapore (YCS) provides youth with multiple volunteering opportunities to serve the community, as it equips them with skills to contribute positive changes and developments to society. YCS offers training programs (in partnership with national agencies and community partners), internship schemes, and a 'Leaders Program' that empowers youth to conceptualize and implement their own service learning projects. The Leaders Program also provides them with great flexibility to design and customize their journey based on project pathways and partners¹.

KEY TAKEAWAYS

- 01 Investing in leadership programs will help youth acquire and develop core leadership competencies** that will benefit their workplace in the long-term, as they will become better equipped to offer innovative and constructive solutions
- 02 Starting capability and knowledge development programs at an early stage** is important and will result in positive outcomes
- 03 Enabling youth to continue their development through on-job-training and learning experience in the community** will motivate them to contribute back to society

INNOVATIVE GLOBAL & NATIONAL PRACTICES

UAE GOVERNMENT LEADERS PROGRAMS



The UAE Government Leaders Programme was launched by His Highness Sheikh Mohammed Bin Rashid Al Maktoum in 2008, with a view of developing distinguished Emirati leaders of the future in collaboration with world-class institutions around the globe. Powered by formidable leadership, the UAE Government Leaders Programme will contribute effectively to the growth of the UAE and translate the Nation's long-term vision into reality.

The Future Leaders and UAE Youth Leaders Programmes, two of the programs launched by the Government Leaders Programme, are designed to develop and prepare national youth to achieve the goals of the UAE Vision 2021 and UAE Centennial 2071. These programs will provide youth with the skillset needed to undertake greater responsibilities, and develop a new generation of leaders that can live up to the Government Leadership Model.

KEY TAKEAWAYS

- 01 Providing youth with leadership development opportunities** will help continuously develop the country's human capital
- 02 Ensuring leadership development programs include trainings, personalized guidance, and strategic networking opportunities** will enable youth to grow into well-rounded leaders
- 03 Trusting youth to lead and providing them a means to do so** will inspire youth to dream more, learn more and do more to realize their potential and fulfill their ambitions

INNOVATIVE GLOBAL & NATIONAL PRACTICES

THE UAE MINISTRY OF FINANCE WEBSITE'S YOUTH TOOLBAR



The UAE's Ministry of Finance has incorporated in its website a toolbar that highlights the Ministry's youth empowerment efforts. The toolbar includes:

- Key statistics about the ministry's young employees (% young employees in the ministry, % of youth activity managers, % of youth department heads, % of youth department managers)
- The Ministry of Finance's Youth Council objectives and key activities
- The involvement of the Ministry's leadership in youth empowerment projects and activities
- Key governmental youth empowerment activities related to the Ministry of Finance's mandate

KEY TAKEAWAYS

- 01 Publicly highlighting the organization's youth empowerment efforts** will communicate internally and externally leadership's commitment to youth empowerment, ensuring youth are more confident and represented
- 02 Publicly sharing youth empowerment efforts and activities** will also inspire others to prioritize youth empowerment and roll-out initiatives to support and empower youth

INNOVATIVE GLOBAL & NATIONAL PRACTICES

MENTAL WELLBEING AND RESILIENCE



The Emirates Global Aluminum (EGA) Mental Wellbeing and Resilience initiative has touched almost all EGA employees in a difficult time brought about by the global pandemic. Almost 5000 employees have taken part in over 40 webinars on mental wellbeing to date. There have been five surveys on mental wellbeing, with over 5,600 employees participating. More than 100 employees have been trained as mental health first aiders and mental health advocates. EGA has also developed new projects in residential areas that support mental-wellbeing, including restoring gardening areas and preparing new outdoor activities. Moreover, EGA developed innovative solutions such as a Mental Wellbeing app for employees to request support, to be launched soon. They have played an important role in directly supporting employees during workforce rightsizing.

KEY TAKEAWAYS

- 01 **Actively promoting the well-being of employees** will lead to greater employee productivity, morale and retention
- 02 **Education about mental health and creating an open dialogue, as well as providing resources that promote awareness,** will foster an accessible and positive workplace that bolsters employee engagement and fulfillment

INNOVATIVE GLOBAL & NATIONAL PRACTICES

THE DOT COLLECTOR



Bridgewater operates on the principle of idea meritocracy – employing methods to make sure the best ideas come to the fore so the best decisions can be made. The Bridgewater system of thoughtful disagreement that evolved from that principle, The Dot Collector, improved Bridgewater's decision-making and gave it a competitive edge through a pioneering workplace culture that relies on truthful and transparent communication to ensure the best ideas win out.

The key principles behind an idea meritocracy is to have radical transparency and radical truthfulness, radical transparency means everyone is willing to share their rationales, while radical truthfulness enables employees to speak how they really feel and challenge others. Dots are systematically collected and shared so organizations can make adjustments in the moment and learn from them over time. The Dot Collector can be used anywhere with everyday tools such as, Slack, Zoom and MS Teams.

Bridgewater believes that meaningful work and meaningful relationships emerge when you assemble high-performing teams and push them to engage in rigorous and thoughtful inquiry.

KEY TAKEAWAYS

- 01 **Creating a culture of encouraging open and honest dialogue** will empower youth to contribute with their ideas and solutions, allowing the best thinking to prevail
- 02 **Creating a culture where employees feel free to speak up, even when they have disagreements,** will enable high performing teams
- 03 **Promoting collaboration, inclusivity, trust and transparency,** will promote a culture where employees help each other reach their highest potential

INNOVATIVE GLOBAL & NATIONAL PRACTICES

THE 20% PROJECT



The 20% Project is an initiative where employees are given twenty-percent of their paid work time to pursue personal projects. The objective of the program is to inspire innovation and increase company potential.

Google created a formal process for project selection, monitoring, and evaluation. Innovation time is tracked and the company knows exactly which projects are being pursued. Employees who want to take advantage of innovation time off should submit a brief proposal and timeline, and be able to articulate how they will measure success. This champions ideas and risk taking, and amplifies youth voice by allowing them to present directly to senior management.

KEY TAKEAWAYS

- 01 **Providing employees with the flexibility to work on projects they are passionate about** will lead to innovation and creativity
- 02 **Encouraging employees to propose projects and be responsible for them** will foster employee's intrinsic motivation

INNOVATIVE GLOBAL & NATIONAL PRACTICES

FACEBOOK



Facebook's signature Engineering Bootcamp is a six-week introduction that all new Facebook engineers must go through. Facebook hires engineers in a general rather than specialized way and then uses the Engineering Bootcamp to determine which department they fit best in.

When the Engineering Bootcamp begins, each new engineer is assigned a senior engineer as a mentor and given different tasks to perform, such as fixing bugs scattered on one of the company's applications. Mentors check the engineers' work before it goes live.

The Bootcamp has become an extension of HR Chief Lori Goler's mission to render Facebook an organization that is "strengths-based," where managers encourage employees to work on projects they are passionate about.

KEY TAKEAWAYS

- 01 Introducing new employees to the work environment** will help them make a smoother transition into the organization and assimilate into the company culture
- 02 Allowing new joiners to determine how they want to contribute and what interests them most** will boost employee motivation, engagement and fulfillment
- 03 Pairing employees with mentors** will encourage and enable their personal and professional development and foster leadership

INNOVATIVE GLOBAL & NATIONAL PRACTICES

CISCO SOCIAL MEDIA TRAINING



Cisco has invested in a global social media training program for its employees and contractors to build and leverage their social media skillset. However, with over 46 courses as part of the program, it was overwhelming for employees to figure out where and how to start.

Accordingly, Cisco gamified its learning content and introduced three levels of certification for its social media training program: Specialist, Strategist and Master, as well as four sub-certification levels for HR, external communications, sales and internal partner teams. It also integrated team challenges to encourage collaboration and promote a fun, healthy competition into earning certifications. Employees begin at a foundational level, build their knowledge by becoming members of study groups, and then advance to the specialist or expert classifications.

Cisco incorporated gamification into its learning programs, so that employees could learn subject matter expertise, test on it through answering questions, and earn certifications for mastering specific areas of knowledge in a fun and easy manner.

KEY TAKEAWAYS

- 01 **Relevant training and development programs** will both sharpen existing skills and equip employees with new ones, allowing them to perform better and become better leaders
- 02 **Gamification can increase employee engagement in training and development while rendering the process fun and enjoyable**

