



# Emiratization Employers Forum 2010 Outcomes summary

February 2010





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## Table of content

- Introduction
  - Forum opening
  - Sector workshops
  - Abu Dhabi Education Council:  
Technical and Professional  
Education, and the way forward
  - Abu Dhabi Tawteen Council's  
delivery capability and experience
  - Panel discussion
- 

# This summary presents the Employer Forum's sequence and key messages



- H.H. Sheikh Nahyan Bin Mubarak Al Nahyan reaffirmed Abu Dhabi's commitment to Emiratization
- H.E. Dr. Mugheer Al Khaili shared his perspectives about the contribution of Education to Emiratization, and the need to build a knowledge based society
- H.E. Mr. Mohammed Omar Abdullah highlighted the role of Emiratization in the 2020 economic vision for Abu Dhabi
- H.E. Mr. Abdullah Al Darmaki presented challenges and opportunities to deliver the Emiratization agenda
- According to Dr. Salwa Al-Nuaimi, Emiratization at Etihad is an official, moral and economical obligation
- Mr. Muneeb Kazim presented the background of ADTC and highlighted the challenges for Emiratization
- Participants were invited to discuss the way forward in sector specific workshops
  - Tourism, Hospitality and Travel
  - Finance and Insurance
  - Innovation
  - Energy and Hydrocarbons
  - Manufacturing & Associated Trade & Services

Participants identified recommendations in terms of policy interventions, private sector initiatives and skills enhancement

- Dr Saleh presented the Technical and Professional Education strategy and shared his perspectives about the way forward
- After a presentation from ADEC about Professional training, The Tawteen Council presented their operational delivery capability and shared their experience of enabling Emiratization
- To conclude, the Tawteen Council opened discussions to exchange views on challenges and actions to promote Emiratization





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## Forum opening



# The Employer Forum brought together the key players in the government and private sector, to drive emiratization forward

مجلس أبوظبي للتوظيف  
ABU DHABI TAWTEEN COUNCIL



Government entities and private sector organizations shared their views on Emiratization, and jointly discussed improvement opportunities for each sector.

طائرة التنمية الاقتصادية  
DEPARTMENT OF ECONOMIC DEVELOPMENT



مجلس أبوظبي للتعليم  
Abu Dhabi Education Council

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CHAMBER OF  
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& INDUSTRY

غرفة  
التجارة  
والمهنة  
أبوظبي



مركز الإحصاء - أبوظبي  
Statistics Center - Abu Dhabi



لجنة تنمية المنطقة الشرقية  
Eastern Region Development Committee



## Private sector co-sponsors, and sample participants:

### Tourism, Hospitality & Travel



- Etihad
- Emirates Palace
- Shangri-La Hotel
- Le Meridien
- Abu Dhabi National Hotel
- Burooj Property
- Al Ain Wildlife Park & Resort
- Abu Dhabi Aviation Co.

### Finance & Insurance



- National Bank of Abu Dhabi
- Abu Dhabi Commercial Bank
- Deutsche Bank
- National Bank Al Ain
- Abu Dhabi National Insurance Company - ADNIC
- Al Wathba National Insurance
- Abu Dhabi Investment House

### Innovation



- Mubadala
- Advanced Technology Investment Company (ATIC)
- Abu Dhabi Media Company
- Injazat Data Centre
- Abu Dhabi Aircraft Technologies
- Etisalat

### Energy & Hydrocarbons



- ADNOC
- Emirates Sembcorp Water & Power Company
- ADGAS
- ADMA-OPCO
- Borouge
- Dolphin Energy
- Halliburton
- ADOC
- Parsons Brinkerhoff

### Manufacturing & Associated Trade & Services



- Emirates Steel Industries
- Abu Dhabi Basic Industries Corporation (ADBIC)
- Emirates Steel Industries
- Musanada
- Abu Dhabi Ship Building Company
- Arkan Building Materials Co.
- Dynamic Parcel Distribution (DPD)
- Unibeton Ready Mix

# Government stakeholders contributed key inputs into the Forum and thought process

مجلس أبوظبي للتوظيف  
ABU DHABI TAWTEEN COUNCIL



Government stakeholders contributed key information which fed into the analysis and scenario assumptions for the Forum. They were also actively involved in the early thought process, namely through the Program Advisory Group.

وزارة التنمية الاقتصادية  
DEPARTMENT OF ECONOMIC DEVELOPMENT



## DED contributed key Economics data and perspectives

- Emiratization challenges and enablers from an Economic growth perspective
- 5 year strategic plan and overall economic activity and growth projections
- Spatial distribution of employment growth across the Emirate of Abu Dhabi
- Current and projected distribution of occupation within the Emirati population



مجلس أبوظبي للتعليم  
Abu Dhabi Education Council

## ADEC was supportive with providing key education data & analysis

- Emiratization challenges and enablers from an education and professional skills development perspective
- Data on the volume of pupils and students per grade, demographics
- Contributions on the volume and profile of Emiratis expected to leave the education system over the next 10 years

مركز الإحصاء - أبوظبي  
Statistics Center - Abu Dhabi



## SCAD's contributions focused on fact based surveys

- Systematic provision of the most updated surveys covering demographics, economics and skills
- Economic activities surveys for the year 2007-08: value of economic activities, manpower volumes, wages and benefits
- Abu Dhabi's population and demographics



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Eastern Region Development Committee



ABU DHABI  
CHAMBER OF  
COMMERCE  
& INDUSTRY

مجلس  
التجارة  
والصناعة  
بأبوظبي

## WRDC, ERCD and ADCCI contributed from a spatial or subject matter perspective

- Ongoing involvement in Emiratization challenges and enablers discussions from both an economic and employment perspective
- Sector and location specific challenges
- Ongoing contributions to the assumptions for economic and employment growth per sector and location

# Previous research and consultation has fed into the two day Forum discussions



The Emiratization report 2009, the Program advisory group, and constructive debates with private sector companies during the Forum contributed to its success.

## The Emiratization report 2009

- 40 companies were interviewed in the 7 priority sectors
- The Emirati workforce supply was analyzed and modeled so as to develop assumptions
- Benchmarking research was conducted to identify good practices



## The Program Advisory Group

- The Program Advisory Group was formed to provide updated economy and employment information
- The key public sector entities, including: DED, ADEC, SCAD, WRDC, ERDC and ADCCI, participated in the PCWG
- A Program Content Workgroup (PCWG) workshop was conducted with this group to validate and agree sector scenarios



## The Employer Forum

- The Employer Forum gave the opportunity to share and discuss the Emiratization agenda with the private sector
- Forum participants jointly identified the required policies, private sector initiatives and skills



# H.H. Sheikh Nahyan reaffirmed Abu Dhabi's commitment to Emiratization



**Sheikh Nahyan Bin Mubarak Al Nahyan**  
Minister of Higher Education and Scientific  
Research

Sheikh Nahyan reaffirmed Abu Dhabi's continued commitment to Emiratization, and highlighted the need for employer leadership to drive economic success

- *"At first glance, it appears that full employment of citizens of the UAE should be a fairly simple matter. (...) However, there are many complications connected with social, economic and technological considerations that affect the placement of nationals seeking employment"*
- *"We must explore ways to increase the share of employment for Nationals in the private sector. We seek a situation where every private sector employer develops and implements a plan to aggressively recruit and employ nationals"*
- *"We must develop strategies with private sector employers to help persuade Nationals that employment in the private sector is highly desirable."*

# H.E. Dr. Mugheer shared his perspectives about the contribution of Education to Emiratization, and the need to build a knowledge based society



**Dr. Mugheer Al Khaili**  
Director General – Abu Dhabi Education Council

- *“From an education viewpoint, there are a number of fundamental and difficult challenges before us,  
(...) insufficient quality of our public and private schools,  
(...) misalignment between the output of our education system and the labor market needs.”*
- *ADEC’s strategic plan will enable to “overhaul the education system in our schools, provide a variety of pathways including technical and professional education, and better align the output of the higher education system with the labor market”*
- *“Abu Dhabi’s 2030 socioeconomic vision can only be achieved by building a knowledge-based society that values innovation, research and development”*
- *Emiratization stands for “promoting our culture and heritage while at the same time building a knowledge-based society that is connected to the global economy”*

# H.E. Mr. Mohammed Omar highlighted the role of Emiratization in the 2020 economic vision for Abu Dhabi



**Mohammed Omar Abdullah**  
Under secretary – Department of  
Economic Development

- *“The UAE National is the main target and the biggest enabler and propeller behind most of the policies and the economic and social development initiatives”*
- *“Our UAE national citizens are the real asset. They represent a wealth of human capital, capable to deal with the challenges of the future.”*
- *“Our efforts under the umbrella of Emiratization are not confined only to the horizontal movements to secure raising participation rates (...), but extend much further to the vertical movements which evolve through the ongoing development of skills and capabilities of the national work force, within the scope of jobs which reflect positively on productivity, as well as redistribution within sectors and jobs with high value-added”*
- *“As part of its drive towards serious and concrete improvements in the efficiency of the labor market, Abu Dhabi envisions the necessity to provide the best tools for a thriving private sector”*

# H.E. Mr. Abdullah presented challenges and opportunities to deliver the Emiratization agenda



**Abdullah Al Darmaki**  
General Manager – Abu Dhabi Tawteen Council

- *“Emiratization is an issue of vital national importance, both from economic prosperity and social inclusion perspectives”*
- *“Today's event aims to help private sector employers understand the government's commitment and plans for sustainable Emiratization. Through this forum, we invite UAE business leaders to work with us by sharing their Emiratization experiences and thereby helping to influence future public policy developments. By working together with employers in this way we will achieve a sustainable, productive and valued Emirati workforce”*
- *“The challenge is to place the appropriate number of Emirati job seekers into the focus sectors, in line with the Abu Dhabi Vision 2030. Of course we cannot deliver this agenda alone and in isolation”*
- *“We need to work together to set our goals, develop effective strategies, deliver progress and monitor performance to ensure a sustainable economic and social progress in Abu Dhabi.”*

# According to Dr. Salwa Emiratization at Etihad is an official, moral and economical obligation



**Dr. Salwa Al-Nuaimi**  
Etihad, Vice President  
Talent Acquisition

Dr. Salwa presented Etihad's perspective about Emiratization, and its progress

- Etihad is taking focused action around Emiratization, and targets a significant growth of the Emirati workforce by 2012
- Etihad's approach to Emiratization is based on the promotion of Emiratization across the board, and a belief that Emiratization is *"an official, moral and economical obligation"*
- According to Dr. Salwa, the private Sector has an official obligation to achieve reasonable % nationalisation of the workforce
- Furthermore, the industry has a moral obligation to contribute to preserving and promoting the UAE's culture and traditions
- Local companies also have an 'Economical' obligation – by employing Nationals the 'income' is retained in the UAE, not expatriated
- An ongoing leadership commitment and effective Expatriate replacement programs are key to the success of Emiratization

# Mr. Muneeb presented the background of ADTC and highlighted the challenges for Emiratization



**Mr. Muneeb Kazim**  
Executive Director, Strategy, Planning  
& Policy

Mr. Muneeb presented ADTC and identified challenges that need to be addressed to achieve Emiratization

- *“Our mission is to:*
  - *Ensure that every Emirati job seeker finds a job,*
  - *Work with employers to ensure that job opportunities for Emiratis will be created, and*
  - *Advise the Abu Dhabi Government on policies and mechanisms to increase Emiratization, especially in the private sector”*
- *“In the past, employers have mentioned challenges related to education, job seekers expectations and low retention”*
- *“Job seeker’s feedback usually refers to the salary gap with the private sector, long working hours, the little prestige of the private sector, and a perception of limited opportunities to evolve”*



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## Sector workshops





# The voice of the Tourism Hospitality and Travel sector



# The workshop was attended by key players from the sector



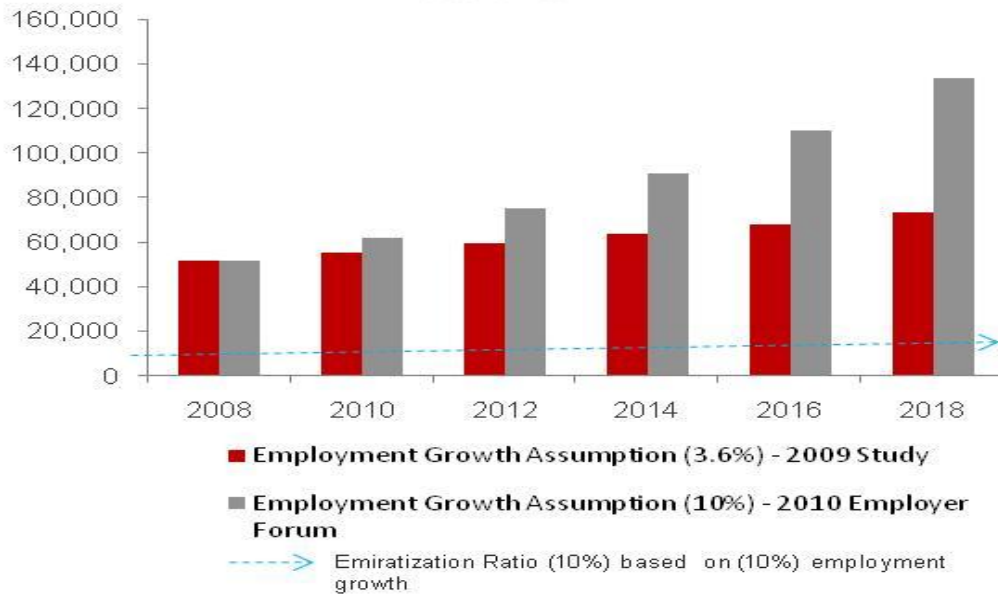
- Emirates Palace
- Etihad Airways
- Majid Al Futtaim
- Emirates Securities Services
- Sheraton Abu Dhabi Hotel & Resort
- Abu Dhabi National Hotels
- Abu Dhabi Tourism Authority
- Sorouh
- ALDAR Properties PJSC
- United Arab Emirates University
- Emirates Securities Services
- Anantara
- Davis Langdon
- TDIC
- Abu Dhabi National Hotels
- Knowledge Point
- Oryx Hotel
- Abu Dhabi Airport Company
- Recruitment Magazine
- Le Meridien Abu Dhabi
- United Al Saqer Group
- Shangri-La Hotel, Abu Dhabi
- Total FMS
- AL Muhairy Group
- Al Masaood Group
- Burooj Properties
- Grand Moov Hotel
- AL QUDRA
- Clyde & Co
- Crowne Plaza Abu Dhabi Yas Island
- Al Ain Wildlife Park & Resort
- Abu Dhabi Aviation Co. (ADA)
- National Corp for Tourism and Hotels
- Al Hilal Travel
- Golden Tulip Al Jazira Hotel and Resorts



# Economic and employment perspectives were presented and discussed



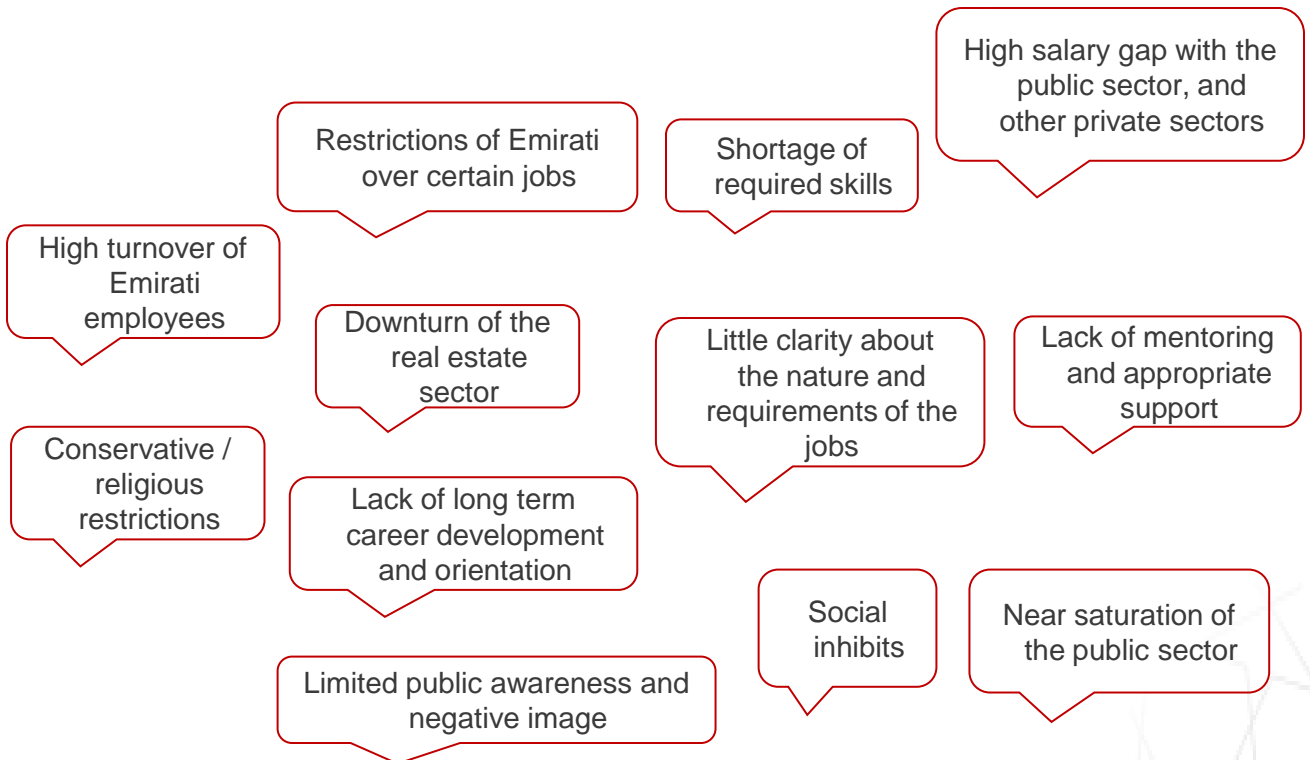
### Tourism, Hospitality & Travel - Employment Growth Scenarios



# Challenges were identified and Etihad shared their view on Emiratization and good practice



## Key challenges faced in the sector



## **Etihad co-sponsored the Tourism, Hospitality and Travel workshop, and shared their views on good practice**

Etihad attracts, develop and retain Emiratis supported by specific development program, and recommends various actions such as: awareness campaigns, strategic partnerships with educational institutes, an increased orientation focus, and clear career paths.

# The group identified recommendations to achieve a higher and sustainable Emiratization



Group recommendations were identified in the area of Policy, Private sector initiatives and skills development

*The workgroup recommended the following policy interventions*

## **Short term**

- Create and promote a specialized Academy for THT education and vocational programs
- Implement advertising and promotional campaigns

## **Medium term**

- Decrease the public / private sector wage differential by introducing a wage subsidiary system

## **Long term**

- Enforce the allocation of a certain percentage of revenues to training and development
- Enforce mandatory Emiratization

*Recommendations for private sector initiatives were developed*

- Create awareness in the early stages by promoting the industry in schools and universities
- Implement internship programs to create awareness of the different facets of the THT sector
- Enable increased communication between the education system and the industry to align educational programs with the market actual needs and requirements
- Develop a retention plan for Emiratis, covering career orientation, development plans, training programs, and a mentoring system

*Skills requirements and related initiatives were identified*

### **Skills needs were identified in terms of:**

- Language skills (basic English skills are a minimum requirement)
- Leadership and communication skills
- Technical skills (e.g. hospitality management, customer service, industry knowledge)
- Experience, and limited practicality of previous learnings

### **To help address skills requirements, participants identified opportunities to:**

- Develop mentoring shadowing programs
- Provide training in Communications and basic English
- Enable internship and practical training in schools



# The voice of the Finance and Insurance sector



# The workshop was attended by key players from the sector



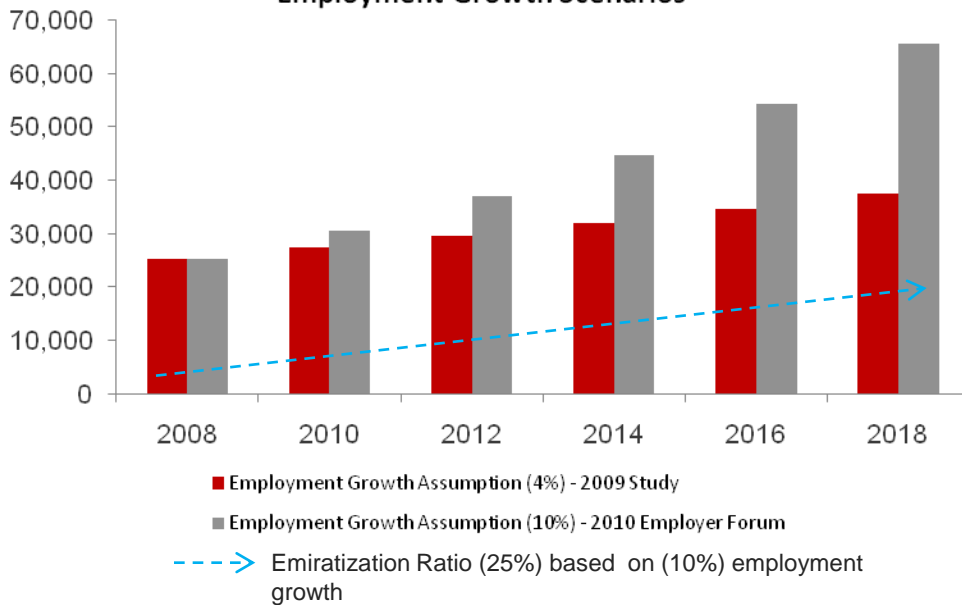
- First Gulf bank
- Al Wathba National insurance
- Emirates Identity
- Abu Dhabi Islamic Bank
- Al Hilal Bank
- United Insurance Co.
- ALICO Department
- Emirates Foundation for Philanthropy
- Abu Dhabi Commercial Bank
- Abu Dhabi National Insurance Company - ADNIC
- Executive Solutions
- National Bank of Abu Dhabi
- Al Khazna Insurance Company
- Daman Health
- Abu Dhabi Council for Economic Development
- HLB Jivanjee & Company
- CAPM Investment PJSC
- Al Ansari Exchange
- Union National Bank
- Abu Dhabi Investment House
- Emirates Banking institute
- FOSTERNET TPA LLC
- National Health Insurance
- Abu Dhabi Commercial Bank
- Oman Insurance Company (P.S.C)
- Gulf Finance
- HSBC Bank Middle East
- Abu Dhabi Capital Group
- Standard Chartered Bank
- Randstad Friends Provident International
- Al Masraf
- DIFC
- Takaful
- Deutsche Bank
- Gulf Finance
- Union National Bank Union
- National Bank Al Ain
- Ahlia Insurance Company



# Economic and employment perspectives were presented and discussed



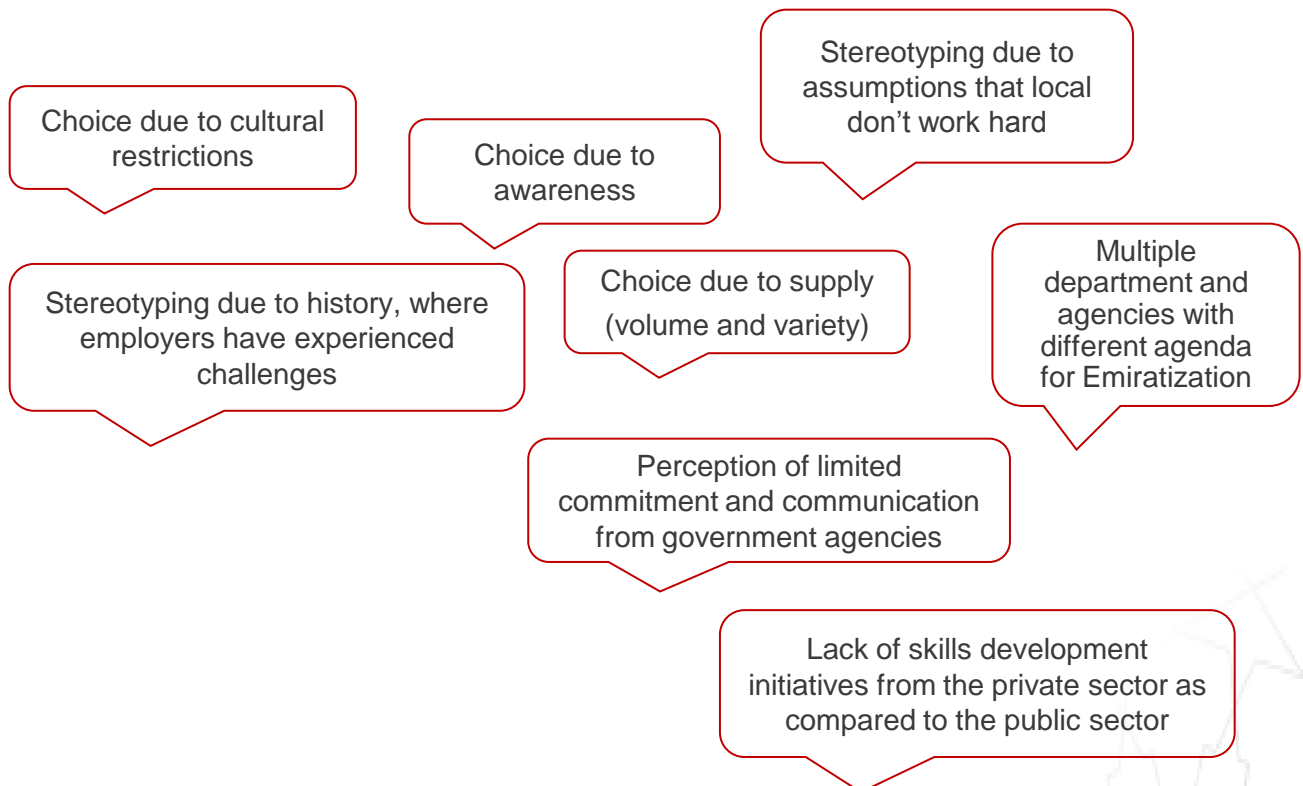
## Finance & Insurance Employment Growth Scenarios



# Challenges were identified and Etihad shared their view on Emiratization and good practice



## Key challenges faced in the sector



## NBAD co-sponsored the Finance & Insurance workshop, and shared their views on good practice



NBAD has high ambitions for Emiratization which has reached 37% employed Nationals. Providing Nationals with long term incentives, and placing an effort on career development plans at all levels is key to their success.

# The group identified recommendations to achieve a higher and sustainable Emiratisation



Group recommendations were identified in the area of Policy, Private sector initiatives and skills development

*The workgroup recommended the following policy interventions*

## **Short term**

- Attract the private sector interest in Emiratisation through tax/fee incentives
- Provide subsidies for hiring Emiratis for a duration of 3 years

## **Medium term**

- Provide coaching and training to Nationals with prospects to reaching high positions
- Establish a HR committee with representatives from the Government

## **Long term**

- Develop policies and system to ensure that supply of college graduates is aligned to market demand and need

*Recommendations for private sector initiatives were developed*

- Career guidance at an early stage in the education path, and development of a career plan for new joiners at work
- Partnerships, signing agreements with local universities for professional qualifications
- Flexible timing, e.g. five day working schedule as opposed to the 6 day
- Knowledge sharing and networking through government agencies
- Performance management system to support and monitor the ongoing development of Emiratis
- Implement a performance management system ,managed by ADTC, to ensure the objective and ongoing development of Emiratis

*Skills requirements and related initiatives were identified*

### **Skills needs were identified in terms of:**

- Technical skill, e.g. Islamic finance, credit analysis, actuarial, and accounting
- Soft skills, e.g. leadership, people management, customer centricity

### **To help address skills requirements, participants identified opportunities to:**

- Develop practical industry specific programs (e.g. including case studies)
- Promoting internships sponsored by the private sector
- Develop customized skills development programs on the workplace to enable Emiratis to consistently learn and progress, and to achieve retention



# The workshop was attended by key players from the sector



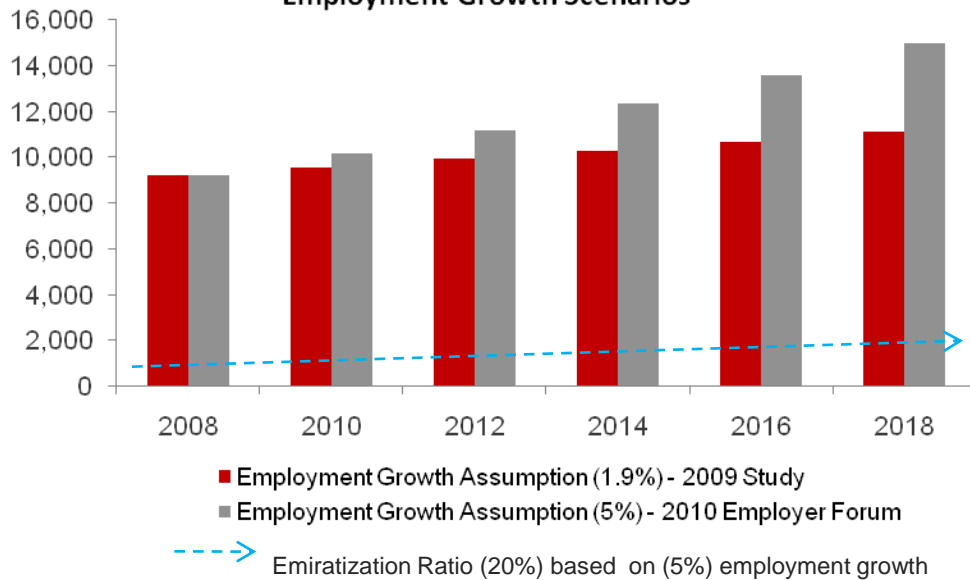
- PeopleFirst
- CNIA
- Alrowad
- Emirates Institute
- BSTechnologies
- Abu Dhabi Council for Economic Development
- National Media Council
- UAE University
- ATIC Advanced Technology Investment Company
- Investment Company
- AD Executive Consultants
- Mubadala
- Gazing Performance Systems Arabia
- Clarendon Parker - Manpower Inc
- Emirates Center for Strategic Studies and Research
- Dascam Consulting Olive Group
- Microsoft
- Advanced Technology Investment Company (ATIC)
- VETI Abu Dhabi
- Hadeef & Partners
- Vocational Education & Training Institute
- Abu Dhabi Norton Rose (Middle East) LLP
- Ideal Choice IT Consultancy
- Bain & Company
- DU
- Abu Dhabi Media Company
- Injazat Data Centre
- Al Taif Technical Services
- Atlas Interactive
- Abu Dhabi Aircraft Technologies
- TechZone
- Etisalat
- Institute for Professional Development
- Emirates National Development Programme



# Economic and employment perspectives were presented and discussed



### Innovation (Media, Communication & Technology - Employment Growth Scenarios



# Challenges were identified and Etihad shared their view on Emiratization and good practice



## Key challenges faced in the sector

The private sector is not considered as prestigious to work in as the public sector

Why work in the private sector when you can work in the public sector? Show me the benefits of switching?

The private sector does not provide as good salaries as the public sector

How can we have previous working experience when several of the private sectors just recently have been introduced onto the UAE marketplace?

I need to have flexible working hours, otherwise I'm not willing to work

It is more expensive to employ an Emirati on lower level positions

It is very hard to even get an interview in the private sector

There is no information to students about potential career paths

It is very tough to find any internships in the private sector for us students

## Mubadala co-sponsored the Innovation workshop, and shared their views on good practice

Mubadala promotes skills transfers from Expatriate resources to Emiratis. Mubadala also support skills development and career progression through encouraging their employees to transfer to key positions within their affiliate companies.



# The group identified recommendations to achieve a higher and sustainable Emiratization



Group recommendations were identified in the area of Policy, Private sector initiatives and skills development

*The workgroup recommended the following policy interventions*

## **Short term**

- Increase the number of multicultural schools
- Encourage organizations to share their manpower plan
- Monitor Emiratization progress

## **Medium term**

- Develop incentive programs (rewards) for private companies meeting or exceeding the Emiratization goals

## **Long term**

- Develop strategic partnerships with International Educational peers

*Recommendations for private sector initiatives were developed*

- Provide salary subsidies to bridge the gap with the public sector
- Incentivize studies and career paths within prioritized areas
- Prioritize funding study programs which include work experience
- Flexible work hours and job sharing
- Encourage leaders to push for a patriotic incentive, i.e. engage the private sector to take a more sustainable responsibility while being present in the UAE
- Build private sector councils to facilitate a forum, enabling communication between supply and demand - the forum will also be an important channel to better understand the specific requirements of Innovation organizations

*Skills requirements and related initiatives were identified*

### **Skills needs were identified in terms of:**

- Technical skills, such as Research & Development, Telecommunications, Computer Science, Semiconductor / Silicon, Nuclear, Media / Communication and Helpdesk
- Soft skills, such as Entrepreneurial skills, employability skills, communications

### **To help address skills requirements, participants identified opportunities to:**

- Develop technical education programs, aligning them to the sector's requirements
- Promoting UAE Nationals role models to encourage enrolments
- Ongoing and customized training on the work place, and incentivized orientation on the areas of large demand (studies, careers)



# The voice of the Energy & Hydrocarbons sector



The workshop was attended by key players from the sector



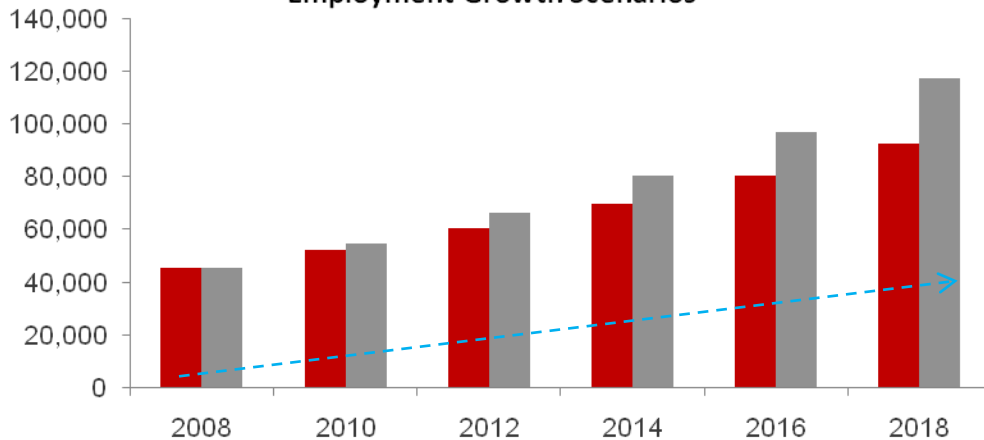
- ADNOC
- ADGAS
- ADMA-OPCO
- Borouge
- Dolphin Energy
- Halliburton
- ADOC
- Federal Authority for Nuclear Regulations
- Emirates Sembcorp Water & Power Company
- Abu Dhabi Council for Economic Development (ADCED)
- UAE University
- Parsons Brinkerhoff
- Clyde & Co.
- Southern Gulf
- Recruitment Magazine



# Economic and employment perspectives were presented and discussed



## Energy & Hydrocarbons Employment Growth Scenarios



■ Employment Growth Assumption (7.4%) - 2009 Study

■ Employment Growth Assumption (2.5%) - 2010 Employer Forum

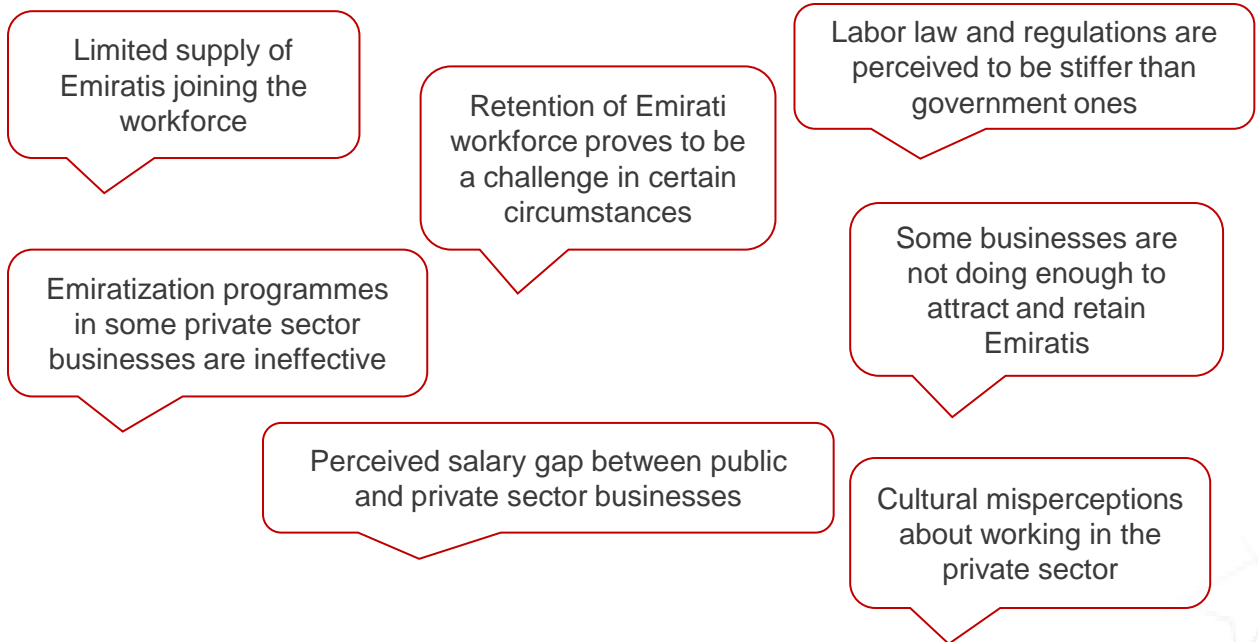
---> Emiratisation Ratio (30%) based on (25%) employment growth



# Challenges were identified and Etihad shared their view on Emiratization and good practice



## Key challenges faced in the sector



## ADNOC co-sponsored the Energy workshop, and shared their views on good practice

ADNOC develops the skills and capabilities of Nationals through the establishment of the Petroleum Institute (PI) and ADNOC Technical Institute (ATI).

They create awareness about the industry among young Emiratis through the Achiever Oasis Program which prepares them to join the scholarships program and Petroleum Institutes.



# The group identified recommendations to achieve a higher and sustainable Emiratization



Group recommendations were identified in the area of Policy, Private sector initiatives and skills development

## *The workgroup recommended the following policy interventions*

- Lead initiatives across the educational institutes and the media to educate Emiratis about the opportunities available in the private sector
- Provide financial stimulus to private sector businesses to employ Emiratis
- Enable governmental subsidies of training and development
- A public policy requiring Emiratization achievements in order to be accepted as a public sector supplier or expand as a supplier
- Bridge the gap between the employment laws and regulations across the public and private sectors

## *Recommendations for private sector initiatives were developed*

- Leverage the experience and capabilities of leading businesses in the sector who have a full fledged Emiratization programs, through mutual cooperation
- Provide the opportunity for Emirati students to experience working in the private sector
- Create sector specific training programs / institute
- Enable Flexible employment practices (e.g. flexible working hours)
- Develop a unique and complete data base for UAE Nationals, to share information about their qualifications, skills and capabilities

## *Skills requirements and related initiatives were identified*

### **Skills needs were identified in terms of:**

- Technical skills, e.g. Renewable energies, new technologies, exploration and exploitation, supply chain, program management, Health and safety
- Sift skills, e.g. leadership, people management, change management

### **To help address skills requirements, participants identified opportunities to:**

- Develop sector wide training programs
- Design a structured competency framework, and implement associated development program
- Career development and coaching to enhance soft skills



The workshop was attended by key players from the sector



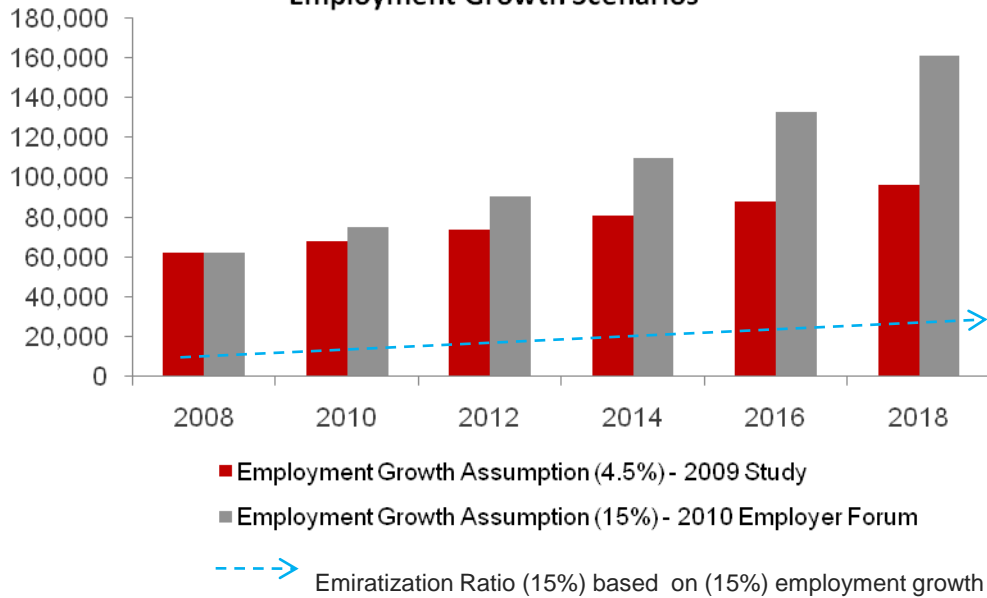
- Abu Dhabi Basic Industries Corporation (ADBIC)
- Emirates Steel Industries
- Abu Dhabi Ship Building Company
- Arkan Building Materials Co. (ARKAN)
- Dynamic Parcel Distribution (DPD)
- Unibeton Ready Mix
- Prime Decor
- Musanada
- New Medical Center
- UAE University
- Clyde & Co. LLP



# Economic and employment perspectives were presented and discussed



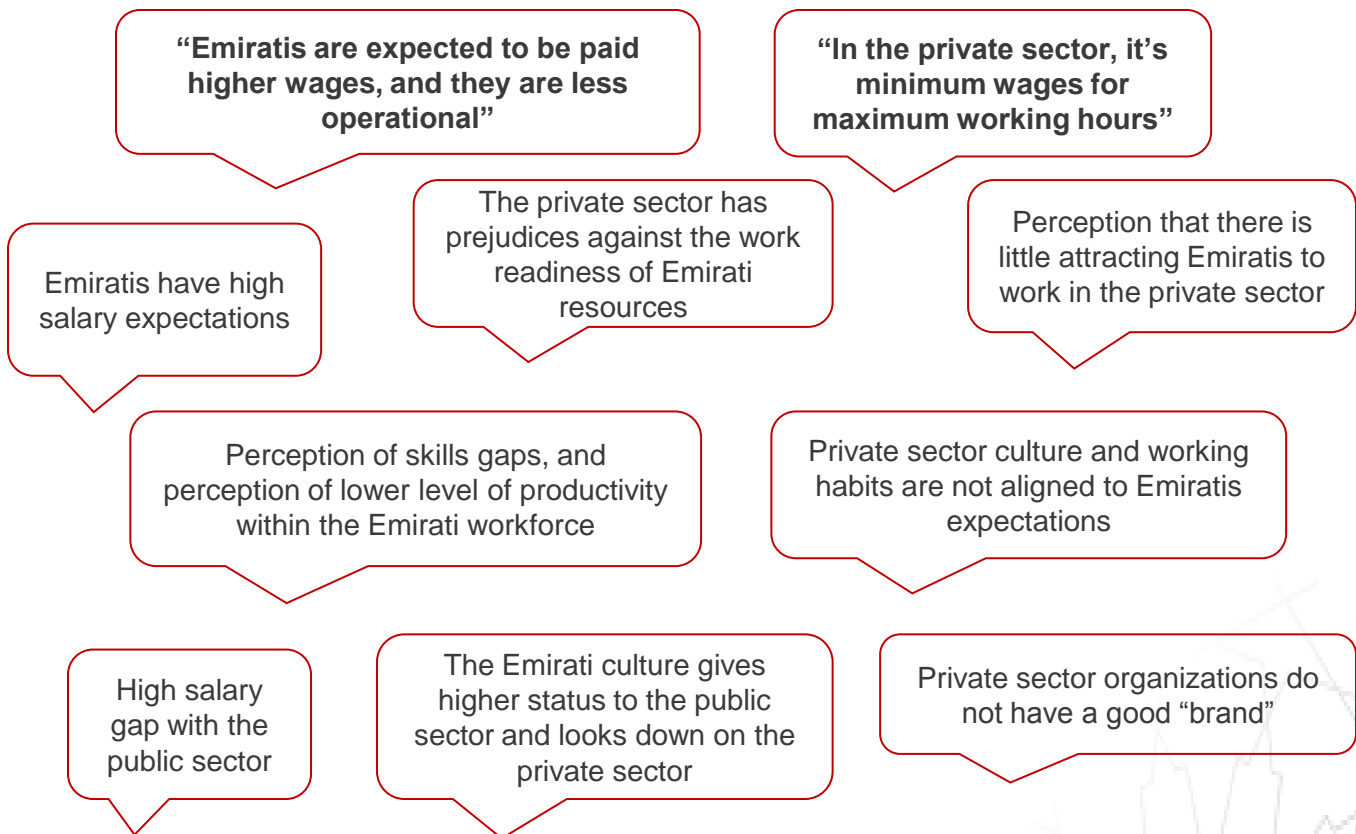
### Manufacturing and Associated Trade & Services Employment Growth Scenarios



# Challenges were identified and Etihad shared their view on Emiratization and good practice



## Key challenges faced in the sector



## ESI co-sponsored the Manufacturing workshop, and shared their views on good practice



ESI promotes “on the job” coaching and of skills transfers from Expatriate resources to Emiratis, supported by Expatriates limited duration contracts.

A key identified success factor is the commitment of the Leadership team to the Emiratization initiative.

# The group identified recommendations to achieve a higher and sustainable Emiratization



Group recommendations were identified in the area of Policy, Private sector initiatives and skills development

*The workgroup recommended the following policy interventions*

## **Short term**

- Create a conditional public procurement policy (based on minimum Emiratization achievements)
- Create a policy to promote flexible labor

## **Medium term**

- Provide a stimulus to the private sector to employ Emirati resources, and reduce the gap with public sector wages
- Support internships in the private sector

## **Long term**

- Create a national labor exchange, prioritizing Emiratis, and making going through the process of the national labor exchange a required condition to renew trade licenses

*Recommendations for private sector initiatives were developed*

- Develop Industry / company awareness initiatives
- Promote internships to raise early interest in the sector, and also identify talent
- Sponsor internships, Sponsored scholarships
- Combined with the commitment from the student to work for the company after his/her studies for a determined period
- Provide visibility on skills requirements to help anticipate future demand
- Sponsor and facilitate core and industry specific leadership and training programs
- Communicate an annual reporting about Emiratization

*Skills requirements and related initiatives were identified*

### **Skills needs were identified in terms of:**

- Technical skills, e.g. maintenance, machining, control systems and engineering
- Soft skills, e.g. communication, time management, problem solving, decision making, interpersonal skills

### **To help address skills requirements, participants identified opportunities to:**

- Provide career guidance in schools and universities
- Provide systematic induction programs for new joiners to set expectations and understand possible gaps
- Include soft skills in the curriculum, and specific “Professionalism” training



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# Abu Dhabi Education Council: Technical and Professional Education, and the way forward



Dr Saleh presented the Technical and Professional Education strategy and shared his perspectives about the way forward



- DR. Saleh presented ADEC's objectives and ongoing initiatives
- After presenting the Technical and Professional Education strategy, programs, and the importance of building technical capabilities, Dr. Saleh shared his perspectives about the way forward

***Dr. Saleh Al Ashemi***  
*Executive Director of Technical & Professional Development, ADEC*



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## Abu Dhabi Tawteen Council's delivery capability and experience



# The Tawteen Council presented their operational delivery capability and shared their experience of enabling Emiratization

The Tawteen Council's responsibilities cover both a strategic and operational mandate. In order to deliver its services, the Abu Dhabi Tawteen Council has adopted structured processes, and facilitates initiatives on the ground.

## Strategic Mandates

- Collaborate with private sector to establish and control the mechanism for increasing the employment percentage of UAE Nationals
- Issue recommendations to direct and stimulate education and training programs toward meeting the needs of the Abu Dhabi labor market
- Provide suggestions and recommendations to government policy regarding issuing the required legislations and adopting policy mechanisms in support of Emiratization
- Coordinate with both the public and private institutions to achieve support to its efforts to execute Abu Dhabi Emiratization strategies and plans

## Operational Mandates

- Establish, develop and support Emiratization programs in both public and private sectors
- Establish a database including population, workforce, unemployment statistics and available vacancies for Nationals in Abu Dhabi
- Set a definition for the jobless person and unemployment
- Set up programs and plans to support initiatives for self-employment and sole proprietorship
- Support and develop active and new programs, which support qualifying local talent to fill the required vacancies in Abu Dhabi

## The placement support process

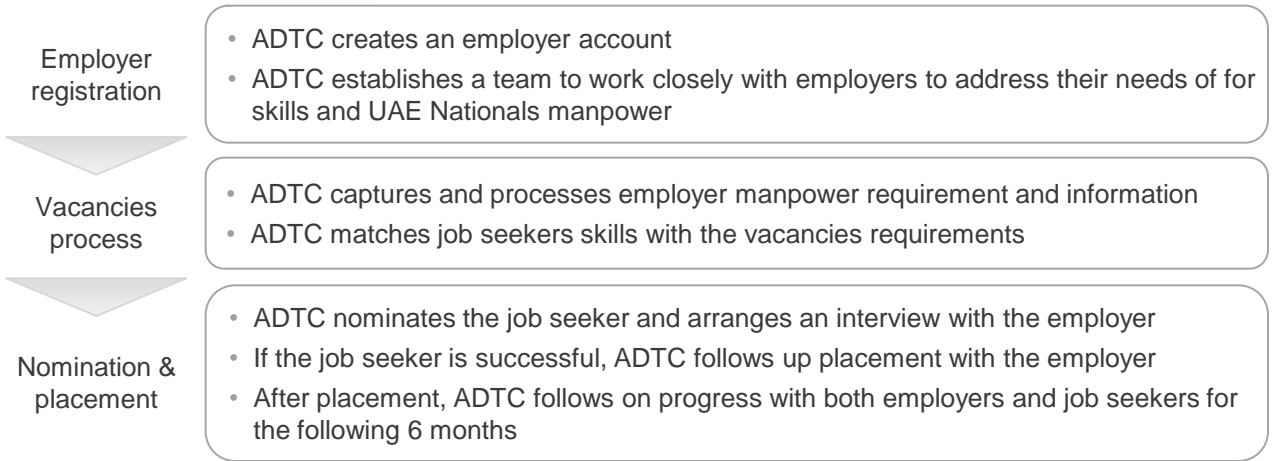


# The Tawteen Council presented their operational delivery capability and shared their experience of enabling Emiratization



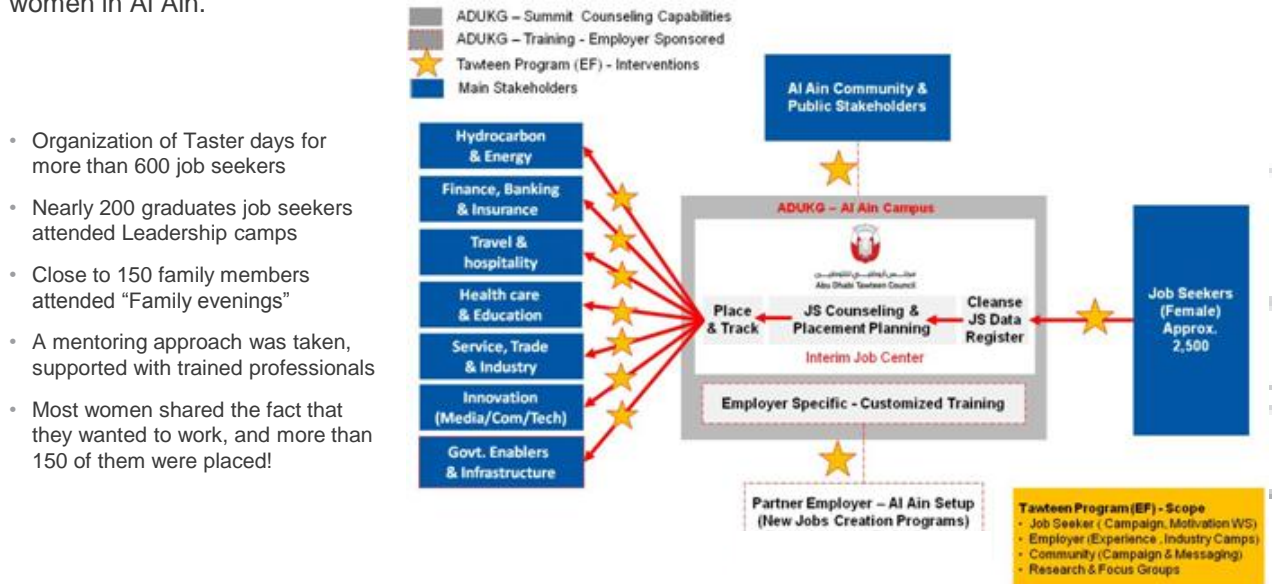
In order to deliver its services, the Abu Dhabi Tawteen Council has adopted structured processes, and facilitates initiatives on the ground.

## The employer engagement process



## An experience on the ground: the Al Ain Mustaqbal customized program

ADTC facilitated the provision of counseling, training and targeted interventions to enable the placement of women in Al Ain.





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## Panel discussion



# The Tawteen Council opened discussions to exchange views on challenges and actions to promote Emiratization



The Tawteen Council facilitated a panel discussion about challenges, and the way forward for Emiratization.

## Chairman

Mr. Muneeb Kazim, Executive Director – Strategy, Planning and Policy

## Panel members

Dr. Ali Faqeeh, Advisor - Counseling

Dr. Ahmad Badr, Director ADUKG

Mr. Rashed Al Marshoudi, Director - Employers Relations

Mr. Mohamed Al Neaimi, Director of the Tawteen Program of Emirates Foundation



A wide range of issues were discussed during the interactive session. Audience participation was high, and some of the key discussion points included:

- **The challenge to build effective counselling capabilities and coach job seekers**, through communications and engagement, so that they understand the full benefits of private sector opportunities.
- **The challenges faced with coordinating with private sector organisations**, and the steps taken by ADTC to be more visible and engage with employers: ADTC primarily engages with the responsive businesses. To enhance its reach, ADTC also communicates in a transparent way the private sector demands and the needs of job seekers. Organizations will know where to go, what will be expected from them (e.g. manpower plans, post interview feedback), and when, which is key to the success of the Tawteen Council's capability.
- **Emiratization efforts and interventions need to be tailored for each geography**. Each region has its own challenges, thus requires its own program which addresses the specific circumstances of a region.
- **The Tawteen Council seeks to ensure that 'employment ready' Emiratis are proposed to employers**: ADTC provides a foundation through matching skills and job profiles. Through ADTC's support role, these interactions will gain in terms of providing an enhanced learning opportunity for Emiratis, thus improving retention beyond immediate placements.
- **ADTC measures the success of work placements**, through follow up mechanisms and continuous support to both employers and employees
- Requirements to **motivate Emiratis to work in the private sector, and how the private sector can be encouraged to hire Emiratis, through**
  - Developing and implementing an effective counselling process
  - Manage the expectations of businesses and job seekers
  - Manage expectations
  - Create awareness about industries and specific types of jobs in the private sector.

