



Brandon Hall Group

EXCELLENCE AWARDS 2023

RTA: Best Advance in Leadership Development for Women

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February 2024



Company Background



Company-at-a-Glance	
Headquarters	Dubai, UAE
Year Founded	2005
Employees	5,050
Global Scale (Regions that you operate in or provide services to)	Dubai Government, UAE
Customers/Output, etc. (Key customers and services offered)	Core Business Areas: <ul style="list-style-type: none"> • Licensing • Traffic and Roads • Public Transport • Rail • Support Business Areas: <ul style="list-style-type: none"> • Administrative Services • Technology Services • Strategy and Corporate Governance
Industry	Government
Website	www.rta.ae



Budget and Timeframe

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Overall budget	AED 2,659,412
Number of (HR, Learning, Talent) employees involved with the implementation?	3 employees (Project Sponsor, Project Manager, and Project Coordinator)
Number of Operations or Subject Matter Expert employees involved with the implementation?	2 employees (Logistics and Systems)
Number of contractors involved with implementation	10 external consultants, coaches, and facilitators
Timeframe to implement	24 months
Start date of the program	January 2021

Business Conditions and Business Needs

RTA set ambitious strategy to become a world leader in transport and mobility industry to support the country’s vision through analyzing emerging trends and envision the future, developing strategies and innovations that is taking the transport industry to the next level. The organization managed to transform the face of transportation industry to become a global futuristic landmark.

In alignment with RTA 7th strategic goal “Advance RTA” in 2020-2024 plan, the 4th Theme under the Human Resources and Development Strategy 2020-2023 “Inspire Growth”, and strategic objective 7.1 “Assess leadership current capabilities and identify development programs in line with the future of mobility”. Leadership Academy initiative has been designed, developed, benchmarked with leading entities on national, regional, and international levels in transportation and relevant industries. Future Leaders Program was one of the leadership academy that targeted 34 leaders across the organization.



Future Leaders Program Alignment with RTA Strategies:

Strategy	Strategic Goal	Strategic Objective
Human Resources	Inspire Growth	Assess leadership’s current capabilities and identify development programs in line with the future of mobility.
Corporate	Advance RTA	Attract, develop, and retain talents.
People Happiness	Education	Encouraging personal development and achievement.
Digital	Innovation Pioneering	Accelerate digital innovation.
Innovation	Innovation Talent	Build innovative talent in our people, effectively recruit, develop, and retain innovation talent.
Knowledge Management	Accelerate Learning	Accelerate learning and informal flow of knowledge
National Innovation	Transportation	Innovative individuals and innovative government
The Eight Principles (Country’s Strategy)	A Land for Talent	The country’s prominence, sustainability and competitiveness depend on its capacity to continue attracting skilled and talented people and nurturing the brightest minds to generate innovative ideas.

The identified need was the hiring replacement requests to critical roles inside the organization and talent development responsibility was focused on assessing the shortlisted successors for these critical roles, where internal assessment took place focusing on the following criterion:

- Succession planning outcomes
- Performance records for the last three years
- Internal assessment to measure the potentiality level based on the leadership and behavioral competencies.



The assessments categorized the successors into three different categories as follow:

- Category 1: ready for promotion in 12 months period after completion of four key development themes
- Category 2: ready for promotion in 18 months period after completion of five key development themes
- Category 3: not ready for promotion and still need development to enhance their readiness level.

Overview

In light of the organization's keenness to create a corporate framework supportive for women in line with the best practices for women's empowerment and the government directions, a policy chapter was prepared to highlight the role of women and to take advantage of their potentials of which have a significant impact on the development and employment of women's human energies to drive the future by developing action plans, procedures, and initiatives to activate women's participation in all fields.

Practice aims to:

- Highlight the key activities that RTA undertake to empower women in terms of attraction, employment & deployment in leadership positions, training and competencies development, and facilitating procedures for women to maintain work-life balance.
- The Pioneering and advancing women in all professional and sustainable development fields.
- Empower and build the capabilities of women and enhance her participation in all fields.

Empowerment in the Job field which concerned with the empowerment of women employed in public jobs and represents the application scope of this practice. The following are the most prominent areas developed:

- **The Attraction and Employment of Women:** implementation of gender equality in the attraction and recruitment process as most of the jobs in the RTA are gender neutral, enabling the employment of women into the various leadership, supervisory, technical, and support positions. The Female candidates undergo the unified implemented recruitment policies and procedures ensuring equality with men candidates for occupying the various vacant posts at different levels in the RTA.



- Female Training and Development: design be spoke training and development plans by identifying training needs in coordination with the organizational units annually, ensure the identification of training programs that target the developing female employees to perform their job duties, and level up levels of their performance and achievement.

Female Talent Development:

- Prepare career development and career succession plans that include UAE national female employees in succession plans for the various job levels to guarantee that they occupy leadership and supervisory positions.
- Empower and build the capabilities of Emirati female employees to guarantee their deployment in supervisory and leadership positions in the future by enrolling them in leadership and specialized programs to develop and enhance their capabilities, enablers, and skills in the various business areas of the RTA, update and develop these programs and plans according to future aspirations.
- **Events and Initiatives:** activate the participation with the concerned authorities at the country level, such as Dubai Women’s Establishment to hold workshops/seminars/events related to women.
- **Work-Life Balance:** provide flexible working hours, additional exit permits, remote work opportunities according to the work needs, dedicated female gym and nursery.
- **Health and Safety in Work Environment:** provide medical clinic in the head office equipped with all the necessary medical tools and periodically collaborate with specialized physicians in various fields such as gynecology, dietitians, etc.

Design and Delivery of the Program

The following are the three approaches and processes that have been used in the analysis, design, and delivery stages of developing the leadership development program:

- Focus Groups with Senior Leadership Team and Stakeholders: Reviewed the current information of all targeted successors including the performance and engagement records for the last three years, we have arranged a set of focus groups sessions with their direct managers and discussed with them the consolidated information for each successor and the main gaps to be developed, and their recommendations about best solutions, components, readiness and proficiency levels, duration, timeline, expectations and evaluation methods, risks, mitigation plans and all the other related information. All recommendations have validated with the agencies and sectors CEOs and divisional directors. In addition,



- other meetings have arranged with the related teams such as: strategic planning, innovation, knowledge management, future foresight, corporate governance, policies, and studies teams to better understand the corporate expectations from all stakeholders and building a strong strategic alignment between the practice and business results and develop relevant contents and learning interventions.
- Leadership and Behavioral Competencies Assessment: After validating the leadership and behavioral competencies definitions and proficiency levels, an assessment has conducted for all successors to measure their capability against the leadership and behavioral competencies mapped to the identified proficiency levels of their future roles based on an agreed cut-off score for each competency (internal activity), this is in additional to measuring their capability level in areas of verbal and aptitude abilities and their potentiality level (external activity).
 - Benchmark Meetings: Four benchmark meetings have conducted with other organizations operating in same industry to understand the best practices in the market related to the practice such as: strategic partners, accreditation level, development milestones, development contents and themes, duration, timeline, cost, integration between development solutions and L&D initiatives and talent projects (succession planning and career path) and evaluation methods.

Adoption of the Program

The assessment results have indicated the ten competencies, three different categories of successors, and supported the talent development and L&D teams in proposing the leadership development initiative considering the following recommendations:

The following key development themes are identified:

- Strategic Thinking and Planning
- Strategic Decision Making
- Future Foresight
- Leadership Capital
- Managing People
- Leading Digital Transformation

Pre and post 360 assessment and psychometric assessment have conducted to measure the leadership and behavioral competencies and the leadership styles more accurately (total number of raters was 1,049 assessed the dominance levels of 10 leadership competencies and 6 leadership styles).



Assessments conducted through external partner and the results of each successor will be measured against the group average results and organizational database for leadership competencies scores are also required for the future measurements and evaluations of leadership development practices.

The elements of the fourth industrial revolution are identified as key future skills needed in the leadership development to lead the organizational agility, innovation and digital transformation strategies includes: Internet of Things, Blockchain, Big Data, AI & AR, and Smart Cities. Moreover, more understanding to the currently used strategic planning tools and techniques are required for all successors and additional tools would be an advantage.

Individual leadership development reports have developed with detailed development plans for each successor.

Designed, developed and implemented a blended leadership development solution includes workshops, coaching sessions, online courses, business simulations, assignments, and strategic projects.

Evaluation committee has been structured with 6 senior leadership members and 2 external industry SMEs to evaluate the graduation projects and official communication from the Committee’s president to the Chairman to approve the implementation of the recommended projects (supported with impact feasibility studies on the impact of these projects on RTA).

Summary of the adoption plan:

Components	Milestones and Deliverables	Description and Business Needs Alignment
Workshops	18 Workshops	6 workshops designed and developed for 3 groups of participants covering the organizational leadership competencies to enable the participants to practice the current strategic tools and techniques that used in the organization and introducing new tools to improve their abilities. The 6 modules are: <ol style="list-style-type: none">1. Strategic Thinking and Planning2. Strategic Decision Making3. Future Foresight4. Leadership Capital5. Managing People6. Leading Digital Transformation



1:1 Feedback Coaching Sessions	72 Feedback Coaching Sessions	1:1 Feedback coaching sessions are designed and implemented on 2 phases: <ol style="list-style-type: none">1. Before the program to better understand competency, gaps and developing the individual development plans.2. After the program: to evaluate participants performance on their development plans and measure the development achieved.
Business Simulation	3 Business Simulations	A risk-free strategic decision-making business simulation to identify decision making gaps and its long-term impact on the business performance.
Group Coaching Sessions	90 Coaching Sessions	Coaching sessions for all participants to support them on applying the acquired knowledge and reflect it on their assignments and strategic projects.
Psychometrics Assessments	36 Assessments	Assessments to measure participants dominance level of leadership and behavioral competencies and identify key areas of development and what improvement has achieved after the program completion.
360 Degree Assessments	72 Assessments (pre and post)	
Assignments	180 Assignments	5 assignments for each participant to measure 3 key areas: 1) comprehensiveness, 2) application of acquired knowledge, and 3) quality of strategic thinking.
Strategic Projects	20 Strategic Projects	Graduation projects include business case for a new or development initiative supported with a feasibility study for implementation and its impact on the business. All projects are developed based on the acquired tools and techniques and evaluated by an evaluation committee with internal and external evaluators.



Measurable Benefits

The successful implementation of eight strategic projects and initiatives (5 new concepts and 3 developed concepts) that have been designed and developed during the leadership development program and evaluated by the Evaluation Committee formed to evaluate projects feasibility studies and approve the high impact projects, the project benefits are summarized below:

Business Results:

#	Strategic Project	Benefits
1	Vehicle License Renewal Service	The controlled groups methodology used to measure the business impact and ROI, where the three projects implemented on 24 licensing center and kept the old process the same for 19 licensing centers and below are the achieved results of the targeted centers where all KPIs have been increased as follow: <ul style="list-style-type: none"> A. Overall KPIs <ol style="list-style-type: none"> 1. Customer Happiness: 6% 2. Mystery Shopping Feedback: 5% 3. Customer Overall Feedback on Services: 4% B. Service Specific KPIs <ol style="list-style-type: none"> 4. Speed of service delivery: 10% 5. Queue waiting time: 7% 6. Information clarity: 6% 7. Process and procedures: 5% 8. Ease of application: 5% 9. Information privacy: 4%
2	Digital Transformation for Vehicle Registration Service	
3	Visual Communication for Registration and Transfer of Vehicle Ownership	<p>Total Costs:</p> <ul style="list-style-type: none"> i. One-time initial cost: AED 300,000 ii. Annual running cost: AED 112,000 <ul style="list-style-type: none"> • Total Costs (year 1): AED 412,000 • Total Costs (year 2-5): AED 112,000 <p>Total Benefits:</p>



		<ul style="list-style-type: none"> i. Annual revenues: AED 1,440,000 ii. Annual cost savings: AED 1,290,000 • Total annual Benefits: AED 2,730,000 • Discounted annual benefits (10%): AED 273,000 <p>Achieving approximated ROI starting from the second year onwards 59% (PP; 5 years)</p>
4	Proactive Auditing Process	<p>Total Costs:</p> <ul style="list-style-type: none"> iii. One-time initial cost: AED 43,000,000 iv. Annual running cost: AED 22,900,000 • Total Costs (year 1): AED 65,900,000 • Total Costs (year 2-5): AED 22,900,000 <p>Total Benefits:</p> <ul style="list-style-type: none"> iii. Annual revenues: AED 410,800,000 iv. Annual cost savings: AED 23,680,000 • Total annual benefits: AED 434,480,000 • Discounted annual benefits (10%): AED 43,448,000 <p>Achieving approximated ROI starting from the second year onwards 53% (PP; 5 years)</p>
5	Functional Academy	
6	Departments Smart Assessment	
7	Neighborhood Electric Vehicle	
8	Mechanism to Review Operational Contracts	

Human Resources Results

A remarkable improvement has been achieved on Human Resources and Development KPIs as follow:

- Retention Rate (100%): RTA has retained all the participants for at least 36 months, which is critically important due to the uniqueness of RTA core business.
- Performance Rate (84%): performance improvement based on the performance management ratings for 29 participants.
- Succession Rate: 17 participants have been added on the succession planning.
- Promotion Rate (18%): 6 participants have been promoted.



Organizational Culture Results

A women committee has been formed with annual agenda to achieve the following objectives:

- Provide opportunities by investing in female capabilities in the professional and social fields.
- Contribute to the decision making.
- Ensure active participation in the sustainable development projects and initiatives.
- Women committee pillars and implemented programs:
 - Personal and professional development
 - Honoring talented female employees
 - Top management meetings
 - Launch the mother and child corner.
 - Innovative women leadership program
 - Health and safety
 - Breast cancer awareness workshop
 - Nutrient workshops
 - Clinical examination for cancer detection

First-aid workshop

- Social communication
 - Family support
 - Iftar gathering for female taxi drivers.
 - Eid happiness day for kids
- Sports
 - Championships: volleyball, basketball, handball, chess, bicycles, badminton, road race, ping pong and paddle tennis
- Social responsibility
 - Dubai fitness challenge
 - Triathlon challenge for people of determination
 - Mother's Day celebration



Overall

- Virtual learning: all modules were originally designed to be delivered in face-to-face workshops. There is an opportunity in the future to design and replace the structured workshops with virtual workshops (4 half-days virtual workshops instead of 2 full-days workshops). This will be considered in the design phase of the coming projects to make sure that we have an alternative virtual delivery channel for all workshops.
- Option dates: although we have provided 3 different option dates for the workshops and 6 different option dates for the coaching sessions but we will need to consider the same approach in the future with longer time between all option dates, example: instead of offering 3 option dates over 2 weeks period, we will need to make it over 6 weeks period to support the participants in not missing any of the milestones while they are on annual or long sick leaves.
- Learning contract: changing the minimum completion percentage of the program's milestones in the signed learning contract to be 90% instead of 100% where we have discovered that 100% is challengeable for this level of leaders who might not be able to attend 100% due to critical business commitments.
- Coaching sessions: each participant has attended 20 coaching sessions with external coaches, we need to think about qualifying an internal certified coaches to deliver part or all the coaching sessions for the future programs which will create stronger business alignment and internal coaches will be more aware with the organizational culture and strategic directions.

Learned Lessons "future outlook" Communication Plan:

- Inside the organization: the above mentioned 4 learned lessons have already integrated in the leadership academy design and will be applied on all the future leadership development programs. The updated scope of the leadership academy has been presented and approved by the Human Resources Director and the Executive Committee.
- Outside the organization: all RFPs of the future leadership development program have been updated to include the above-mentioned corrective actions to be as a mandatory requirement before awarding future programs to external partners.



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