



HUMAN RESOURCES

CIVIL SERVICE AND TALENT MANAGEMENT



2022

2023

2024

2025

- Modernizing the human resources and workload planning system and the redeployment policy, in addition to strengthening institutional and individual capacities in these areas.
- Modernizing the mobility policy and moving and transferring employees between public sector institutions and outside them, which contributes to providing employees with different knowledge and experiences.
- Modernizing the recruitment, selection and appointment system (competitive examinations and comprehensive contracts), and strengthening institutional and individual capacities with a focus on granting equal opportunities to women, youth and persons with disabilities.
- Institutionalizing the process of developing the Government Competency Assessment Center and implementing the first phase which includes management, health, and education functions.
- Institutionalizing the process of forming government support teams and the cloud of specialized expertise (talent cloud) as innovative tools to promptly meet the needs of departments.
- Developing an integrated system for job grades and salaries based on a quantitative and objective classification and evaluation system (Position based system), and completing the first phase that includes senior management positions and comprehensive contracts.
- Developing plans to modernize the work environment according to the results of the Employee Engagement Index survey.
- Developing functional competencies frameworks (first phase) so that they include health and educational jobs and the specialized technical group.
- Developing the performance evaluation management system for civil servants, enhancing institutional capabilities and forming a specialized technical support team in this field.
- Launching a program to hone the basic digital skills for civil servants to support the digital transformation environment (21st century skills) and granting them a digital literacy license.
- Launching development and learning plans for the period (2023-2026) to fill the competency gap within the target groups such as employees working in the public administration, development and digital transformation, in addition to front-line service providers in the centers and governorates.
- Concluding agreements to coordinate training efforts between the Institute of Public Administration and government training centers in the areas of public administration and development.
- Modernizing the government policies on scholarships and directing them towards specialized and accredited professional programs inside or outside the Kingdom, so that they include criteria that grant equal opportunities in training courses, international courses, and scholarships for women, youth, and persons with disabilities.
- Developing an operational framework to translate the future perception of the approved human resources management structure, and developing plans for the years (2023 - 2025) to enable the Service and Public Administration Commission and human resources units to carry out their new responsibilities in the field of human resources management.
- Developing indicators for human resources management to evaluate the performance of departments in this field, and integrating them in government management performance agreements.





- Automating the process of human resource and workload planning, and the process of redeployment.
- Developing medium-term human resource plans and conducting studies on workload and productivity (the first phase includes 50 departments) in the sectors of health, education, social development, transport, investment and business environment.
- Enacting a policy for regulating appointments for the years (2023-2025) to address defects and realize the modernization agenda.
- Using redeployment methodologies to fill vacancies in the third-category jobs and jobs affected by changing work methods, digital transformation and workload on the 2023 formation list (50%).
- Developing the second phase of the Government Competency Assessment Center to include specialized technical positions in finance and procurement, comprehensive contracts, and critical functions.
- Establishing government support teams and a cloud of specialized expertise (talent cloud), the first phase, in the areas specified in the civil service and talent management document.
- Institutionalizing the process of HR outsourcing.
- Finalizing the quantitative classification and evaluation (second phase) of health and education jobs, specialized technical jobs and other jobs.
- Finalizing the functional competencies frameworks (second phase) for specialized technical jobs and critical functions, as well as the jobs in the social, water, transportation and investment environment sectors.
- Implementing performance evaluation in (30) departments, and adopting performance evaluation mechanisms for health and education jobs that take into account the special nature of these two sectors.
- Reviewing and updating the matrix of powers, and accountability and motivation policies related to performance, which contributes to encouraging high and distinguished performance.
- Developing a set of work environment policies; including a code of conduct, and policies on whistleblowing, disclosure, violence and harassment, inclusion, employee wellbeing, and working remotely.
- Implementing training programs (first phase) targeting (40%) of the staff of public administration, development, human resources management, digital transformation and front-line service providers.
- Developing specialized career paths for employees working in public administration, development, human resource management, digital transformation, front-line service providers, finance and procurement positions.
- Launching networks for people who work in the areas of development and digital transformation.
- Enabling departments to analyze the competency gap for specialized jobs, and developing a competency map and training programs.
- Developing monitoring and control tools and providing technical and advisory support to departments in the field of human resources.



- Finalizing the development of medium-term human resource plans and studies on workload and productivity for the remaining departments.
- Using redeployment methodologies to fill vacancies for the third-category jobs and the jobs affected by changing work methods and digital transformation on the 2024 formation list (50%).
- Developing the third phase of the Government Competency Assessment Center to include jobs in the sectors of social development, water, transportation, and the business environment.
- Establishing the government support team and a cloud of specialized expertise, the second phase: (framework agreements, specialized project management, change management, contracting, delegation, contract management, and digital transformation).
- Finalizing quantitative classification and evaluation (third phase) for the remaining basic, specialized, engineering and medical jobs.
- Developing the competencies frameworks for the remaining jobs, and linking them to the stages of establishing the Competency Assessment Center.
- Implementing performance evaluation in (30) departments.
- Developing talent management policies and paths, enhancing institutional capabilities, and applying them to a range of technical and specialized jobs.
- Implementing the second phase of training programs for the target groups in the field of public administration and development (50%).
- Finalizing the modernization of human resource policies and procedures to make them aligned with development pillars stated in the plan and reflecting them in legislations.
- Finalizing an integrated electronic system for human resource management.
- Reviewing the foundations for promotion and progress in the job to ensure fair and equal treatment of employees of both genders.



- Making development proposals to raise the effectiveness and productivity of employees based on workload, simplifying and automating procedures, and the optimal utilization of resources which is one of the inputs to the modernization plan for the years (2026-2029).
- Developing sectoral government human resources maps to identify future jobs and those that will disappear, which is one of the inputs to the next modernization plan.
- Developing (the fourth phase) of the Government Competency Assessment Center to include the remaining jobs.
- Evaluating the initiatives of the executive program for the civil service and talent management component, and identifying shortcomings and areas for improvement, which is one of the inputs to the modernization plan for the years (2026-2029).
- Conducting the second survey for the employee engagement index, and using the results to evaluate the performance of government leaders.
- Implementing performance evaluation in (30) departments and applying talent management policies in (30) civil service departments.
- Implementing (the third phase) of the training programs for the target groups like employees working in the field of public administration and development.
- Launching the Professional Diploma Program for Public Sector Development.





- Adopting the leadership competencies framework developed by the Modernization Committee, and issuing a guideline to describe competencies, their indicators, weights, and assessment tools.
- Updating the job description card for government leaders (first phase) which includes leaders in the fields of public administration and public sector development, and the sectors of health, education, water, transportation, social development and investment.
- Launching the “Government Leadership Competencies” website to define competencies and assessment tools.
- Understanding the current status of executive leaders, identifying potential future leaders early on, and developing a government plan to meet the needs according to the results of the assessment based on the competency framework.
- Launching a pilot program for qualifying government leaders, whose name is proposed to be (King Abdullah II Program for Government Leaders) (with the participation of 15 leaders).
- Establishing a government leadership development fund to coordinate the efforts of qualifying government leaders funded by support programs, and directing the efforts towards achieving objectives in accordance with unified government steps.
- Developing a process for the selection, promotion and succession of executive leaders, according to the criteria of eligibility, competitiveness, transparency and governance, while adopting the gender criterion within the evaluation criteria to ensure increased appointments of women, youth and persons with disabilities in executive leadership positions.
- Developing a unified government leadership management system (legislative, organizational, procedural and technical) that includes an integrated cycle of policies to develop and qualify government leaders.
- Developing a unified system for managing the performance of government leaders (legislative, organizational, procedural, technical, and governance) and preparing the first phase of performance agreement forms, indicators and measurement mechanisms in the following sectors: health, education, water, social welfare, transport and investment.



- The official launch of the King Abdullah II Program for Government Leaders, with the participation of (25) participants, half of whom are females.
- Launching the Fast Track Program for Leadership Development (Prince Hussein bin Abdullah Program for Young Government Leaders (Forsa)) (with 50 participants, half of whom are females).
- Developing the talent management process for future leaders, developing and automating procedural manuals, and enhancing institutional capabilities.
- Updating the process of selecting government leaders according to the approved pillars and enhancing capabilities in this field, and adopting the gender criterion within the evaluation criteria to ensure an increase in the percentage of women, youth and persons with disabilities in leadership positions.
- Strengthening institutional and individual capacities in the field of performance management for government leaders, and completing the second phase of preparing performance agreement forms, and activating the process to conclude performance agreements with secretaries, general managers and executive leaders.
- Launching a plan for the continuous development and learning of current leaders for the period (2023-2026), and launching the first phase of the training program which targets up to 1500 leaders in the following sectors: education, health, social development, water, transport and investment.
- Promoting the launching of the networking program and coaching program for government leaders.
- Developing contract forms that reflect all modernization procedures on the government leadership management.



- Applying talent management policies and procedures to graduates of the Government Leadership Program and the Fast Track Program, and issuing a report on the results.
- Launching the second round of the King Abdullah II Program for Government Leaders, with the participation of (25) participants, half of whom are females.
- Launching the second round of the Prince Hussein bin Abdullah Program with (50) participants.
- Conducting the annual review to evaluate the performance of government leaders based on performance agreements, and reviewing performance agreements based on the results of the evaluation.
- Continuous learning program for current leaders (the third phase) targeting (2000) participants and holding (6) meetings for networking groups.
- Developing the talent management process for potential future leaders and managing their career paths.
- Reviewing and amending the matrices of technical, administrative and financial powers to enable middle managements in the civil service.
- Developing handover and transition policies for government leadership positions.



- Launching the third round of the King Abdullah II Program for Government Leaders, with 25 participants, half of whom are females.
- Launching the third round of the Prince Hussein bin Abdullah Program for Young Government Leaders “Forsa”, with 50 participants.
- Evaluating the performance of government leaders and announcing the results, honoring leaders with outstanding performance, and concluding performance agreements with new targets for the upcoming two years.

