



United Arab Emirates

UAE Federal Government

Attrition Analysis

Year 2011



United Arab Emirates

Agenda

- Executive Summary : 2011
- Analysis Parameters
 - *Nationality & Gender*
 - *Age group*
 - *Qualification*
 - *Grade bands*
 - *Length of Service*
- Next Steps



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Executive Summary : Attrition 2011

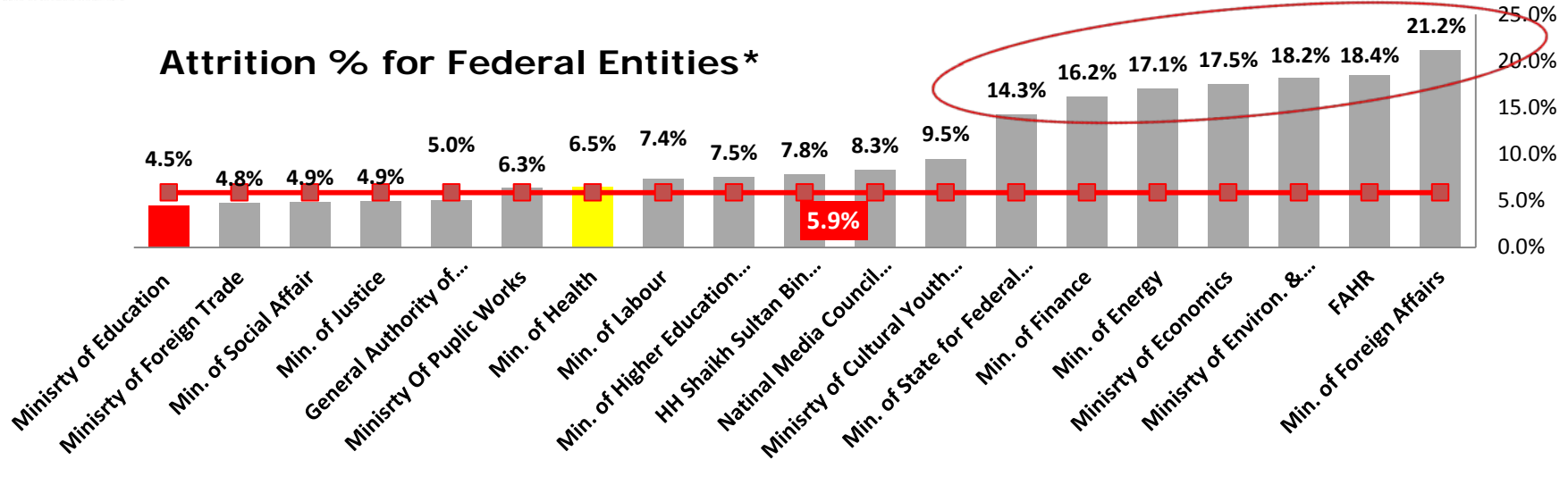
- Employee turnover is definitely challenging, yet provides great **opportunity** to pump in **fresh talent** to drive organizational goals in right direction
- Attrition is not BAD always if the process of employee leaving the organisation is **well planned** and kept **under control** by the Management
- **Scope** of current study
 - Attrition analysis was done based on the available data from Bayanati - HR System.
 - Total 15 ministries and 4 authorities follows HR Law & FAHR Bayanati System
 - Out of scope 4 ministries and 23 authorities
- This analysis will provide **vital insights** about attrition trends and possible **areas of concerns**.



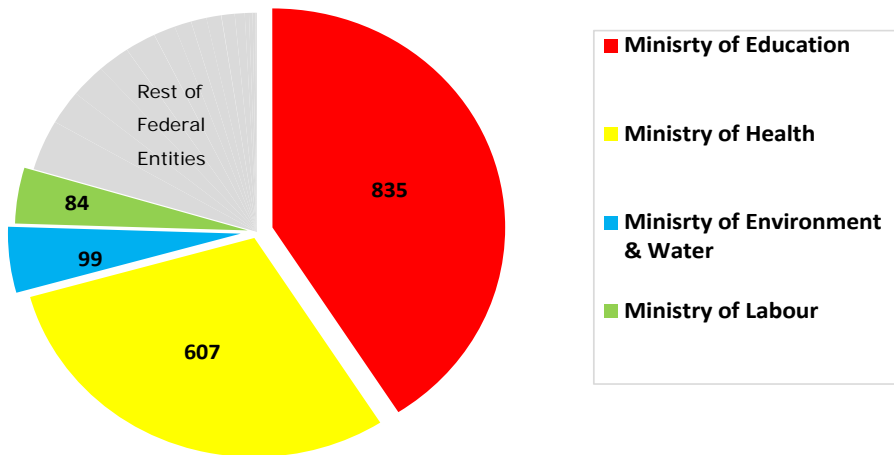
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Executive Summary : Attrition 2011

Attrition % for Federal Entities *



Leavers' Distribution : Federal Entity



Highlights :

- Overall Attrition rate : 5.9%
- Top 7 entities attrition : > 10% ↑
- MOE : Highest numbers but Lowest %
- MoE + MoH = 70% ↑ of total leavers
- Total Leavers : 2,041
- Total Joiners : 2,007
- Employee count : 34,709

* Date source – FAHR system database



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Analysis Parameters

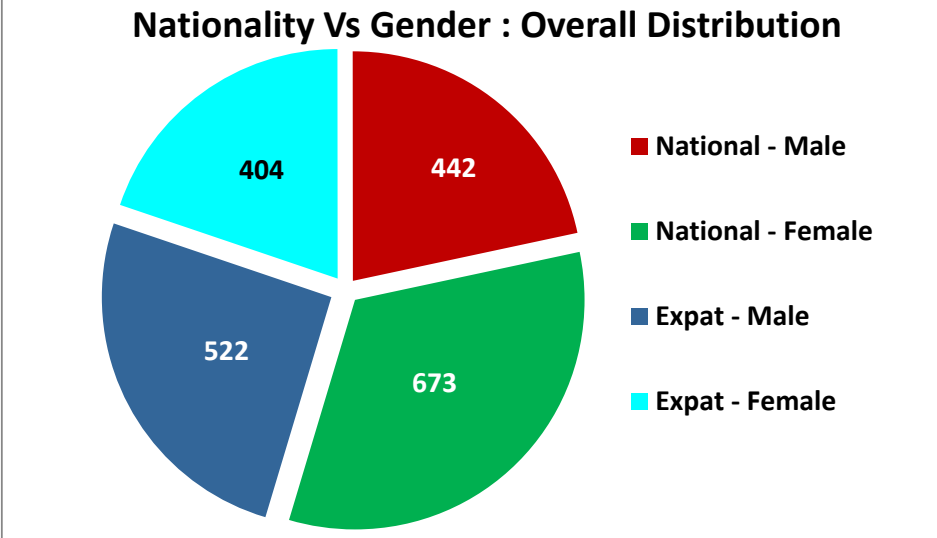
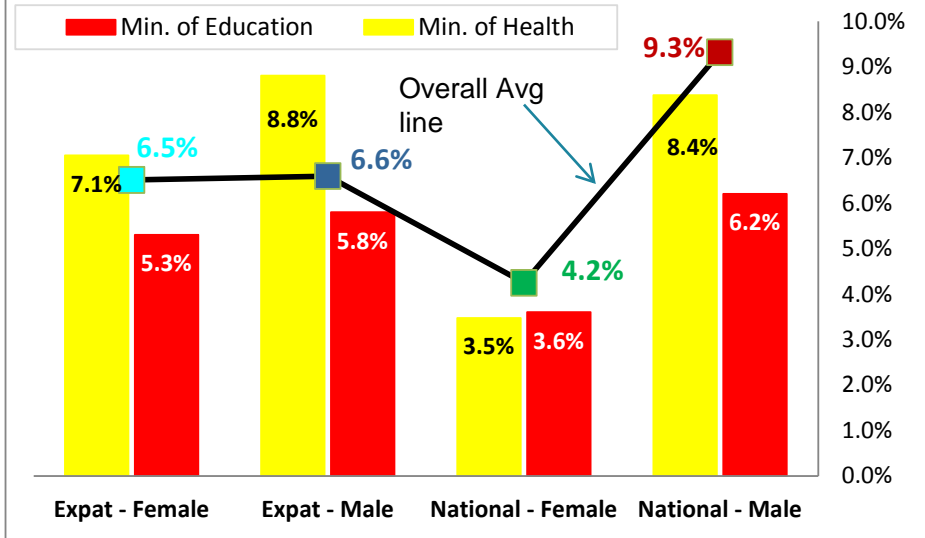
- The available data set was further analyzed based on –
 - *Nationality*
 - *Gender*
 - *Age group*
 - *Qualification*
 - *Grade bands*
 - *Length of Service*
 - *Federal Entity*

- This analysis can provide **vital insights** about attrition trends and possible **areas of concerns**.
- Comprehensive study need to be done by each federal entity to identify the core **reasons** and **potential corrective** action, if required.



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Nationality & Gender



	Min. of Education	Min. of Health
National - Male	112	56
National - Female	384	91
Expat - Male	229	181
Expat - Female	110	279
TOTAL	835	607

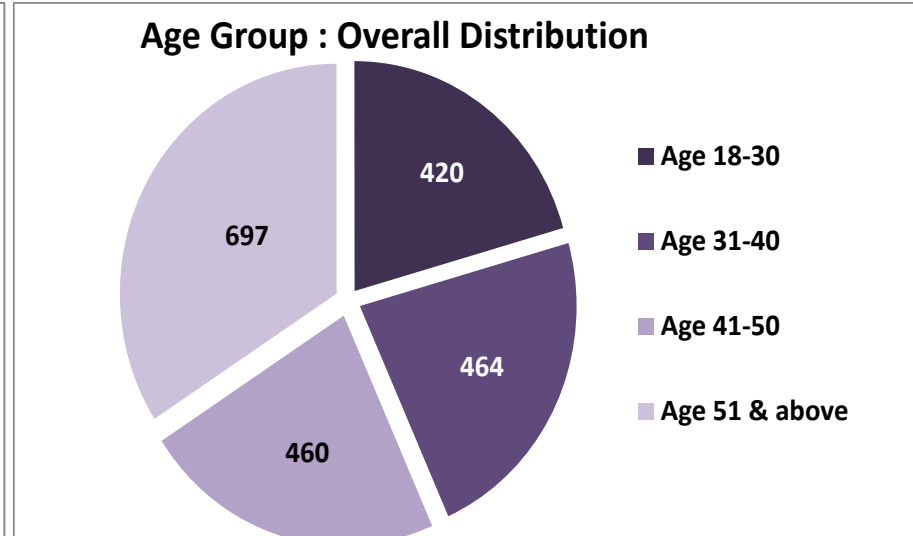
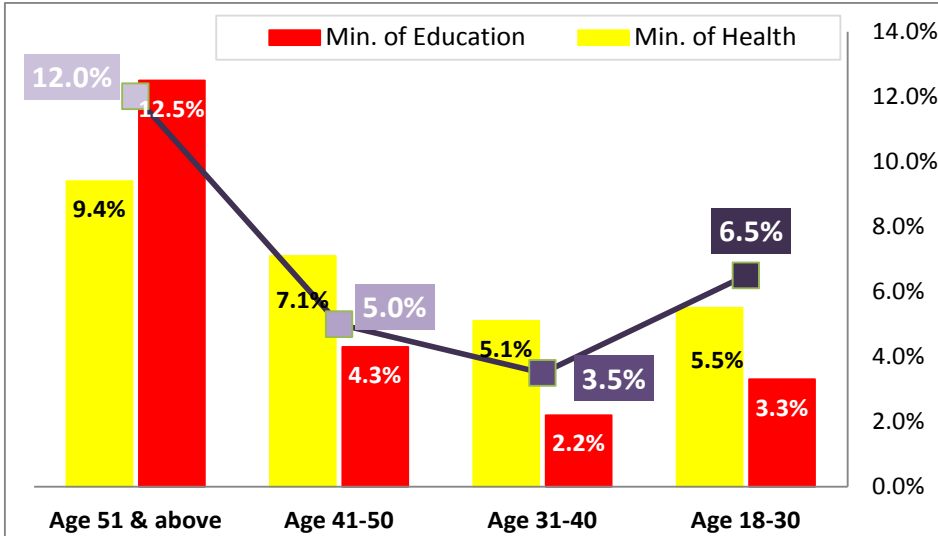
Highlights :

- National Male attrition : 9.3%
- 33% of leavers are National Females
- MoE
 - National Male % high for MoE : 6.2%
- MoH
 - Attrition for Males in MoH : > 8% ↑
 - 75% MoH leavers are Expats
 - Expat Female leavers are 46% of MoH



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Age Group



	Min. of Education	Min. of Health
Age 18-30	85	110
Age 31-40	169	168
Age 41-50	237	152
Age 51 & above	344	177
TOTAL	835	607

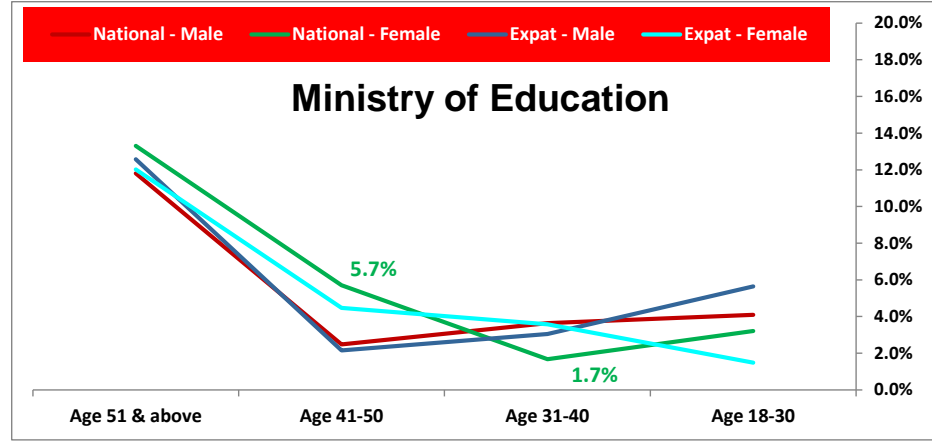
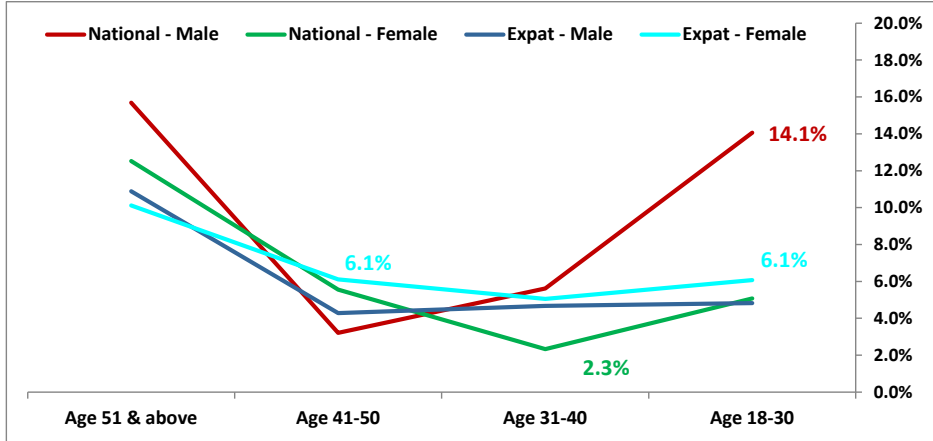
Highlights :

- Age 51 & above numbers and % could be higher due to voluntary retirements
- Young leavers % noticeable : 6.5%
- 60% of MoL leavers are below Age 30
- MoE
 - 28% of leavers between Age 41-50
- MoH
 - ¼ MoH leavers between Age 41-50



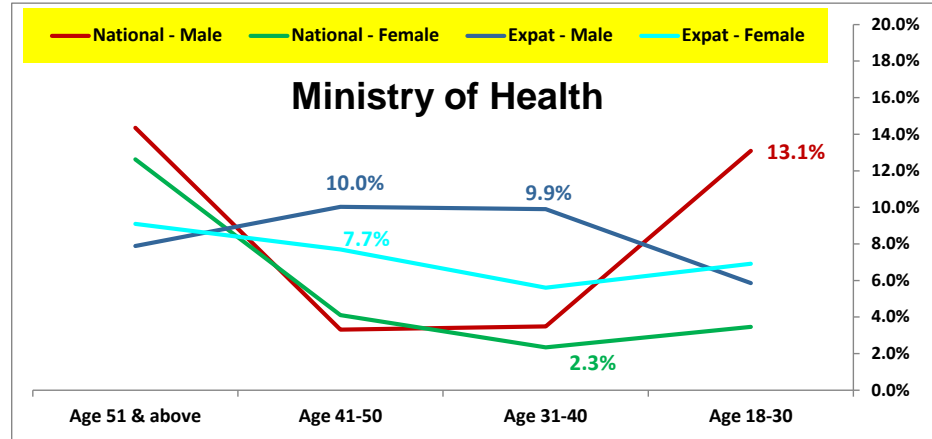
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Age Group



Highlights :

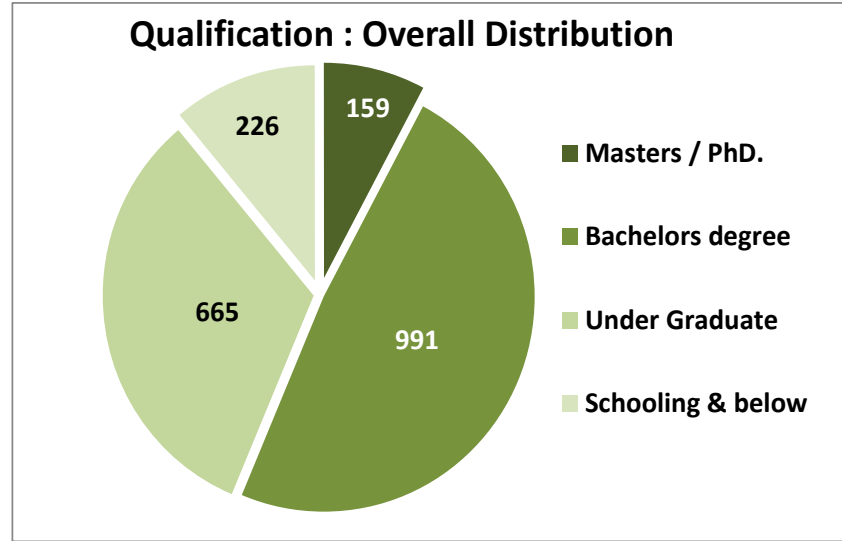
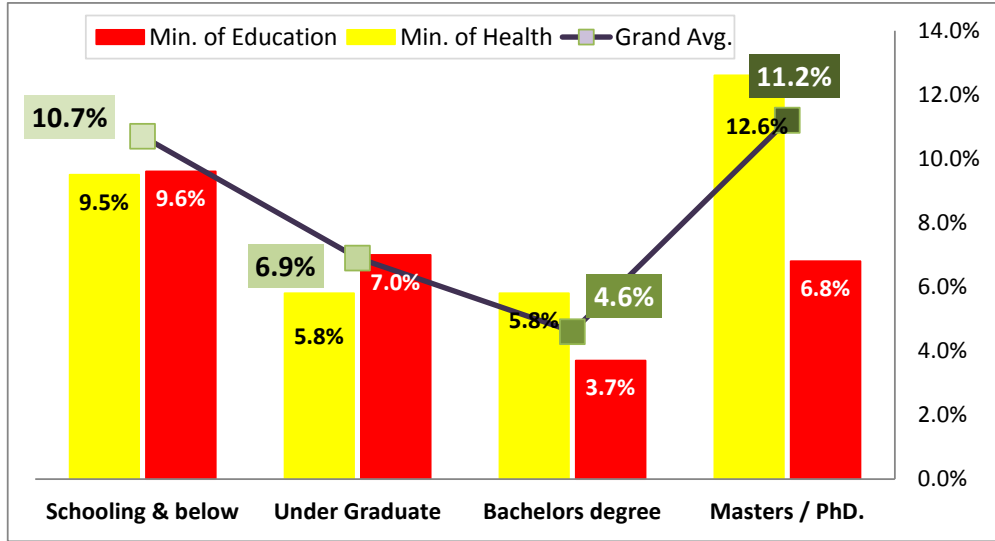
- Highest attrition for Young National Male
- Expat Females attrition % noticeable
- MoE
 - High % for National Female Age 41-50
- MoH
 - National Male high attrition 13.1%
 - High % for Expat Male Age 31- 50
 - Age 41-50 Expat Female % noticeable





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Qualification



	Min. of Education	Min. of Health
Masters / PhD.	25	100
Bachelors degree	559	187
Under Graduate	143	285
Schooling & below	108	35
TOTAL	835	607

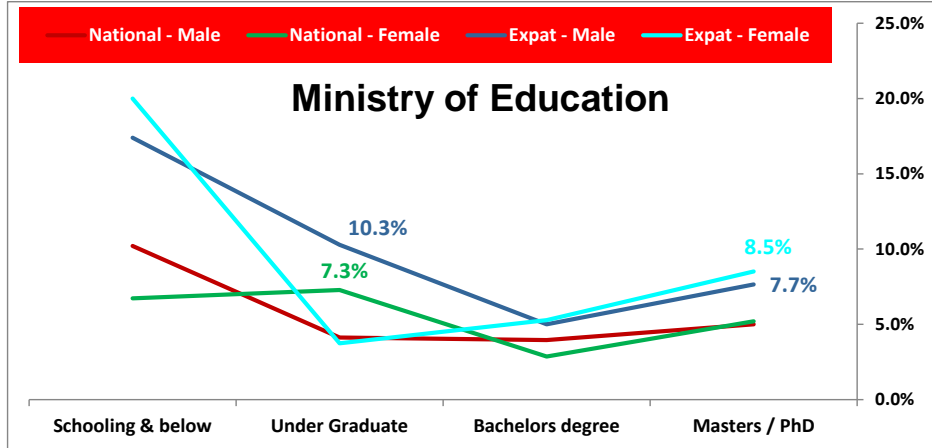
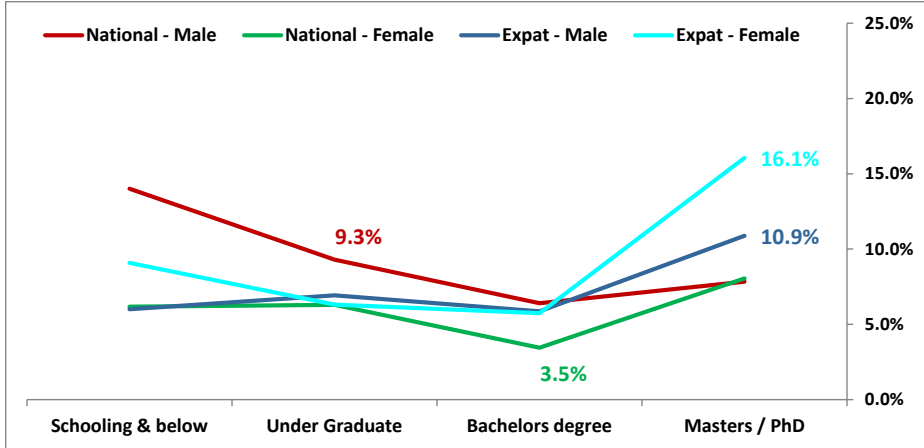
Highlights :

- **Very High attrition for Masters / PhD.**
- **48% ↑ leavers have Bachelors degree**
- **MoE**
 - Noticeable % for Masters
 - # 559 : 66% of leavers = 3.7%
- **MoH**
 - **Very High attrition for Masters / PhD.**
 - # 187 : 30% of leaver = 5.8%



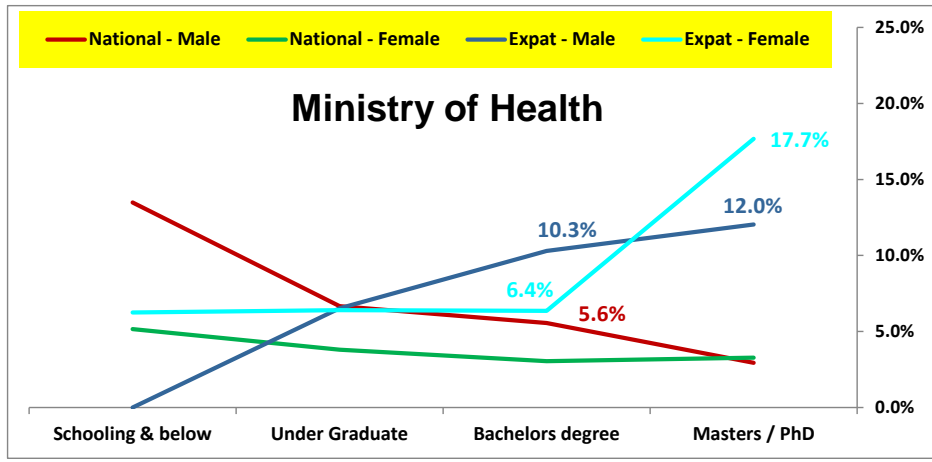
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Qualification



Highlights :

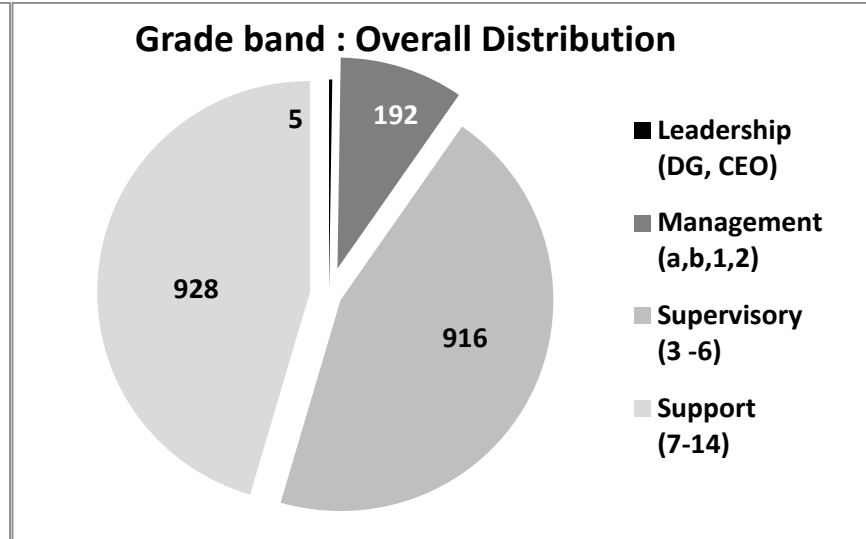
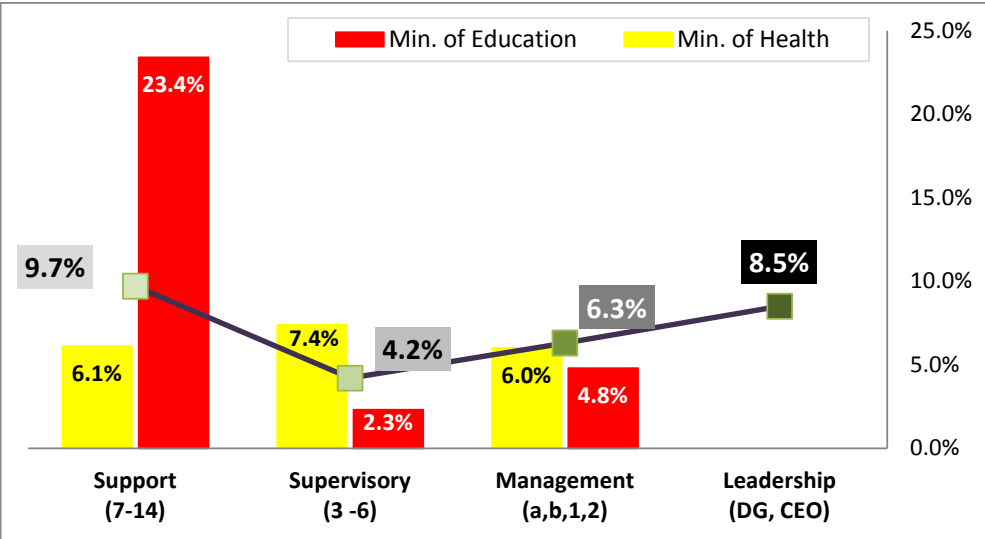
- Highest % for Expat with Masters / PhD.
- National Male Under Grad % noticeable
- MoE
 - High % for Expat with Masters / PhD.
 - Under Grad dominated by Expat Male and National Females
- MoH
 - Very High % for Expat with Masters / PhD and Bachelors degree
 - Noticeable % for National Male with Bachelors degree





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Grade Band



	Min. of Education	Min. of Health
Leadership (DG, CEO)	-	-
Management (a,b,1,2)	51	48
Supervisory (3-6)	359	223
Support (7-14)	425	336
TOTAL	835	607

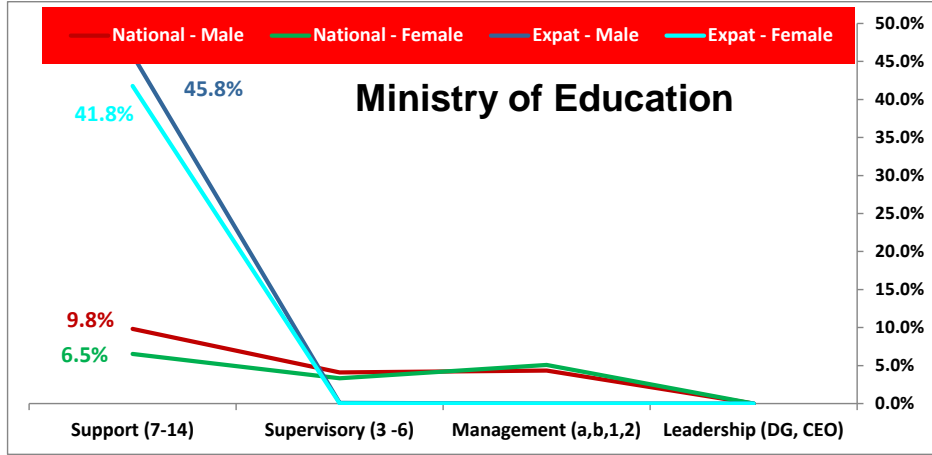
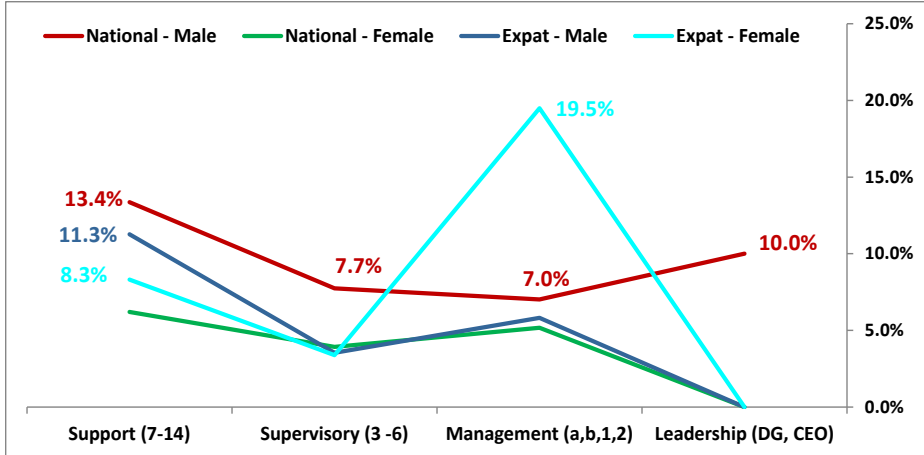
Highlights :

- Noticeable % for Leadership category
- High attrition of Support staff
- MoE
 - Huge exodus of support staff
- MoH
 - Noticeable attrition for Supervisory band



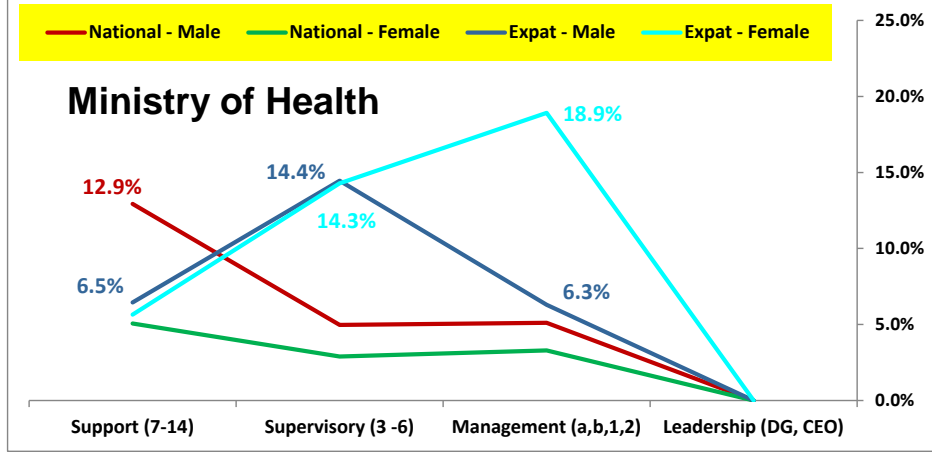
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Grade Band



Highlights :

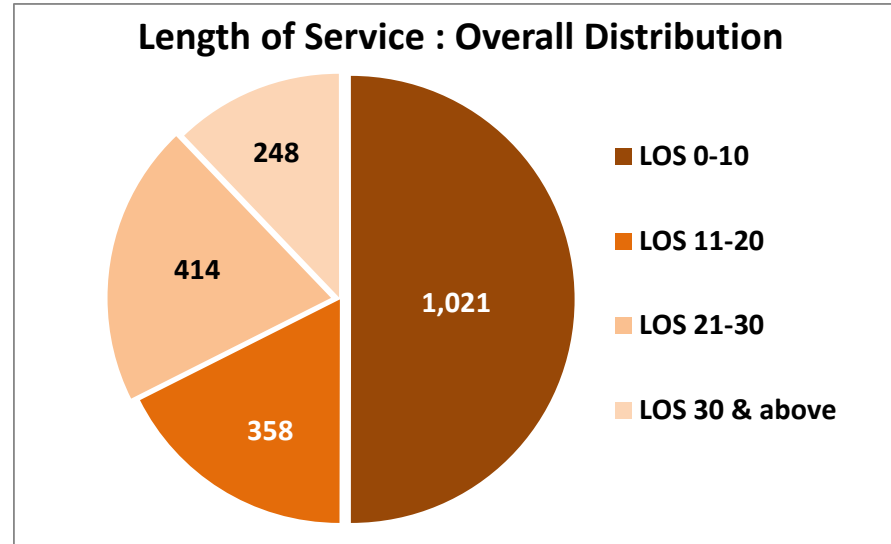
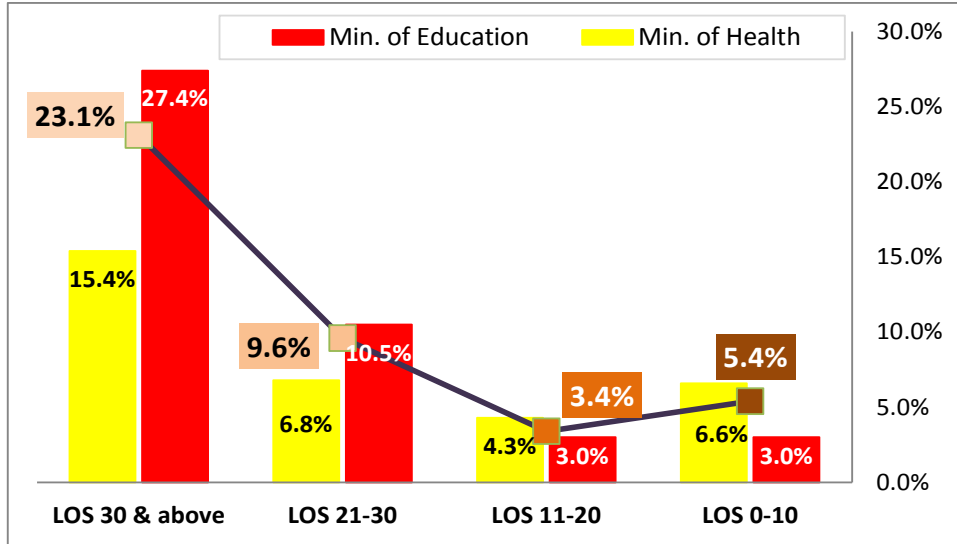
- Highest % for Expat Females in Mgt.
- Major focus on support staff attrition %
- National Male attrition % noticeable
- MoE
 - Major exodus of Expat Support Staff
- MoH
 - Very High attrition % for Expat in Supervisory & Management band
 - Noticeable % for National Male from Support category





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Length of Service



	Min. of Education	Min. of Health
LOS 0-10	265	377
LOS 11-20	205	95
LOS 21-30	275	64
LOS 30 & above	90	71
TOTAL	835	607

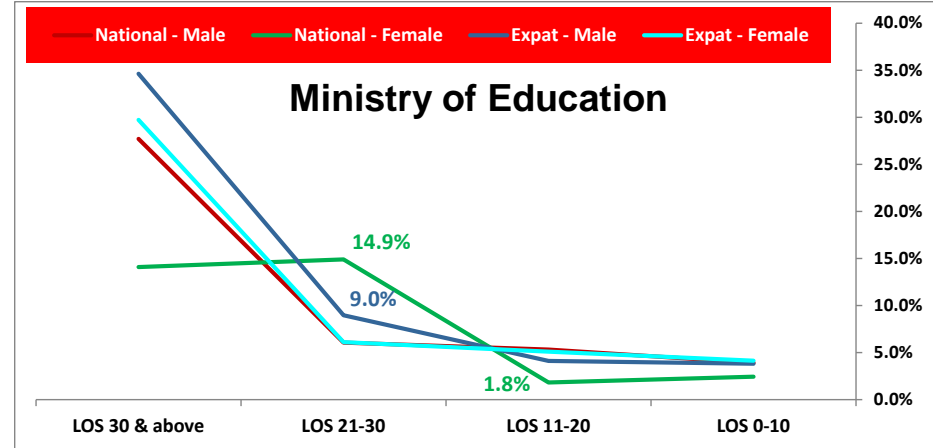
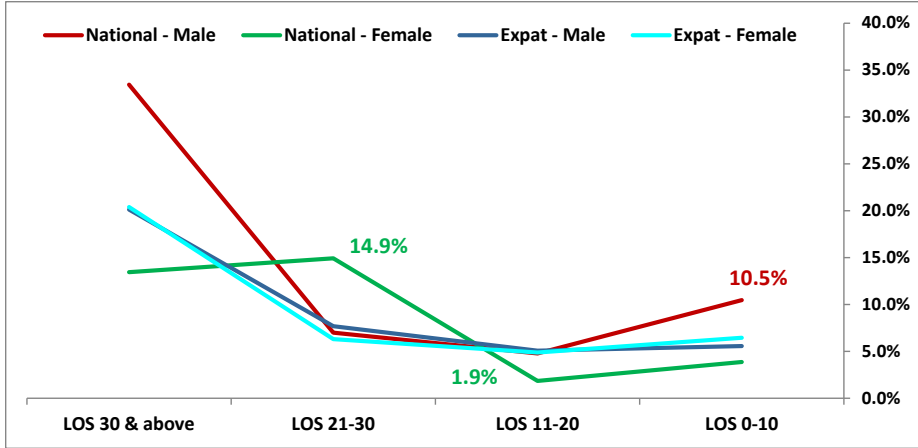
Highlights :

- 50% ↑ leavers with LOS < 10 years
- Noticeable attrition % for LOS 21-30
- MoE
 - High attrition % for LOS 21-30
 - # 275 : 32% of leavers = 10.5%
- MoH
 - # 377 : 62% of leaver = 6.6%



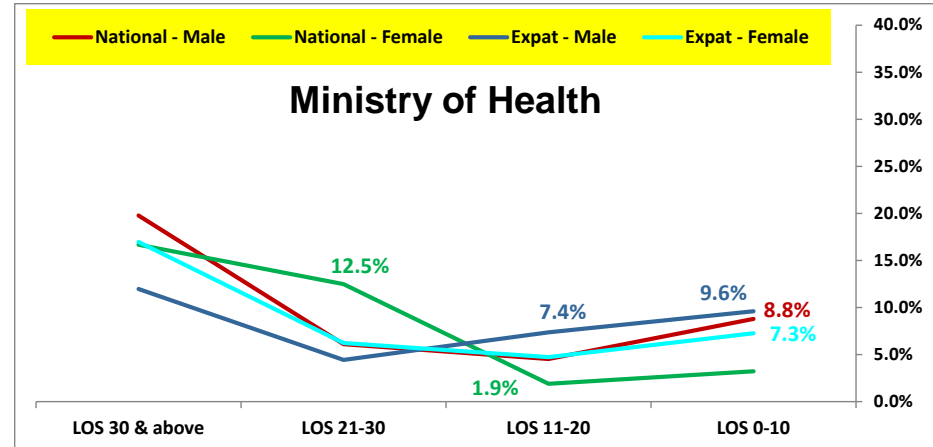
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Length of Service



Highlights :

- Highest attrition % National Female
- National Male with < 10 years noticeable
- MoE
 - High % for LOS 21-30 dominated by National Females and Expat Male
- MoH
 - High % for LOS < 10 years
 - National Female dominate % for LOS 21-30
 - Noticeable % for Expat Male in LOS 11-20





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Next Steps

- Based on the **vital insights** on attrition trends, the **possible areas** of concern could be
 - National Male – Age 18-30 – Bachelors degree – LOS less than 10 years
 - Expat Male – Age 30-50 – Master / PhD. – Mgt. & Supervisory – LOS less than 20 years
 - Expat Female – Age 41-50 – Masters / PhD. – Mgt. & Supervisory – LOS less than 10 years
- Comprehensive study need to be done by each federal entity to identify the underlying **reasons** and plan for **potential corrective** action, if required.
- Job Family based in-depth analysis need to be done for MoE & MoH for better understanding of attrition impact