

**Company:** Abu Dhabi Customs

**Company Description:** Abu Dhabi Customs is considered one of the first government entities in Abu Dhabi to ensure the security and integrity of the country's borders. As such, it is responsible for all customs trade-related activities to meet international standards and best practices.

**Nomination Category:** Human Resources Categories

**Nomination Sub Category:** Human Resources Department of the Year

**Nomination Title:** ADC Leading HR Department

1. Which will you submit for this nomination, a video of up to five (5) minutes in length or a written essay of up to 650 words? Choose one:

Essay of up to 650 words

2. If you are submitting a video of up to five (5) minutes in length, provide the URL of the nominated video here, OR attach it to your entry via the "Add Attachments, Videos, or Links to This Entry" link above, through which you may also upload a copy of your video:

3. If you are providing a written essay for this nomination, submit in this space an essay of up to 650 words describing the nominee's accomplishments since 1 January 2023:

**Total 648 words used.**

Established in 1966, Abu Dhabi Customs (ADC) is a government entity that aims to provide primary and subsidiary customs services across the UAE's borders. All customs trade-related activities are carried out to monitor the import and export of goods in line with International Standards and best practices.

Earlier, ADC faced HR-related challenges due to ineffective talent acquisition strategies, inadequate HR policies and procedures, inefficient HR systems and technology, and a lack of alignment between HR practices and ADC's set strategic organizational objectives. This compromised organizational performance and limited employee capability.

ADC aims to be a world-class authority, enhancing security by facilitating compliant trade. To address the challenges faced, ADC embarked on a 5-year HR digital transformation strategy, where a clear Vision, Mission and Five-Year Strategic Framework (2019–2023) was established. Afterwards, another Five-Year Strategy Roadmap (2024–2028) focused on AI-driven HR solutions, workforce automation, and competency-based talent development to drive innovation and excellence.

Building on the foundation set in the previous strategy, the 2024–2028 Strategy features 42 projects (28 Strategic/ 14 Operational) designed to drive its transformation journey forward. These projects were supported by a total of 825 organizational KPIs (119 HR KPIs), ensuring a structured approach to transformation.

Since 2023, ADC prioritized:

**Visualization Technologies:** HR adopted a TM strategy that shifts from traditional training methods, which relies on the conscious mind (engaged 5% of the time) to programming concepts using visualization tools (VR/AR/Hologram/Simulator) that relies on the subconscious mind (engaged 95% of the time).

**Person-Centric Model:** HR shifted from a people-centric to a person-centric model, delivering tailored, individualized experiences through an integrated system.

**Employee Journey:** HR developed an Employee Journey within the system to deliver a seamless and comprehensive experience for all employees, enhancing the overall employee experience from onboarding to career development, ensuring consistency and support throughout their tenure.

**HR Digital Transformation:** The HCM/OLM-Clouds integrate 18 HR modules based on AI/ML, such as Performance Management, Payroll and Fusion Analytics Warehouse(FAW) under a single window system. Consequently, a centralized data-warehouse enhanced data-driven decision-making, enabling personalized services and operational efficiency across the employee lifecycle. Also, ADC deployed 9 AI-powered tools (Appendix-1) to enhance talent management practices, such as the patented Spider-Net tool for development and patented Career Development process.

**Wellbeing Initiatives:** HR held events such as future transformation event at Pixoul(2023) and a Wellbeing event at SeaWorld(2024). Also, Health initiatives feature quarterly comprehensive medical checkups (Health Week), mental-health screenings using on-site psychologists, meditation sessions, and Privilee wellness memberships. Also, the Yas Annual Pass(Gold), Esaad/Fazaa/ADNOC Mazaya discount cards were offered to employees and their families.

Consequently, ADC achieved 95% in **collaboration**, 90% in **engagement** and 82% in **enablement**, earning the top rank among Abu Dhabi government entities in 2024.

**Global Recognition:** EY conducted a maturity assessment, where ADC is recognized as a global leader in HR, setting benchmarks for industry standards. Also, ADC earned 62 prestigious HR international awards and 27 ISO certifications (7 in HR). Additionally, ADC actively participated in 60 International Conferences, served as the benchmark for 61 visits, published 2 WCO and 50 HR articles, sharing ADC's HR best practices.

**Talent Development:** The integration of an automated TNA, digitizing 5794 SCORM-based training courses in Oracle's LMS platform, and establishing a courses-dictionary to support the development of technical/behavioral competencies personalized training pathways, enhancing the employee's career development. Moreover, the introduction of the nugget-gamification training methodology, e.g. "Customs-Challenge" educated employees about ADC's operational work. Additionally, ADC positioned itself in the Metaverse to enhance how employees interact and engage with technology.

**Performance Management:** HR cascaded SMART strategic organizational objectives derived from the organizational strategy and their respective KPIs to all employees, systemized the PM Cycle that incorporates the 360°/270° performance evaluations methodology and automated the Calibration process by integrating the Bell-Curve in Oracle, enabling departments to operate autonomously.

**Digital HR Solutions:** ADC reengineered 156 L3 and 1711 L4 HR processes, establishing clear SLAs and a defined RACI-matrix for all HR-Services.

4. In bullet-list form (up to 150 words), a brief summary of up to ten (10) of the nominee's chief achievements since 1 January 2023:

**Total 150 words used.**

ADC achieved significant improvements in organizational performance and employee productivity through its AI-powered HR digital transformation. Consequently, ADC earned the top rank in HR Maturity (97.5% Score) by HRA.

KPI metrics improvements:

- **Employee engagement** increased from 73% (2018) to 93% (2024)
- **Employee productivity** increased from 46% (2018) to 79% (2024)

- **Employee Satisfaction** Korn Ferry Survey scores reached 91 in 2024, positioning ADC as the leading government entity in employee experience

- Classified as a GPTW for 3 consecutive years, where the **GPTW Survey scores** increased from 70% (2022) to 90% (2024)

- **Performance Management impact** rose from 72% (2019) to 92% (2024).

- **Managerial training satisfaction** increased from 69% (2019) to 99% (2024).

- **Talent Acquisition quality** increased from 74% (2019) to 93% (2024).

- **Employee loyalty and harmonization** rose from 81% (2019) to 93% (2024).

- **Compensation satisfaction** rose from 67% (2019) to 90% (2024).

- **Training Satisfaction** increased from 71% (2019) to 92% (2024).



## Attachments/Videos/Links:

[ADC Leading HR Department](#)



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