ProTalent Advisory
HR & PEOPLE ADVISORY

2027 EDITION

HR Roadmap & Key Decisions for 2027

A practical guide for UAE business owners and HR leaders: the plan to follow, and the ten decisions that will shape how well it works.

01

The Roadmap

A five-step framework to link HR to business goals, set milestones, measure results, share ownership and keep improving.

02

The 10 Decisions

The choices on AI, skills, authority, operating model and investment that decide whether the roadmap delivers.

03

Your Next Steps

A short, practical way to turn both into action in the next quarter, with support if you want it.

Why this matters now. HR in 2027 is no longer about paperwork and policies alone. AI is reshaping work, skills are becoming the real currency, and compliance in the UAE keeps moving. Businesses that plan their people strategy deliberately, rather than reacting, will hire better, keep their teams longer and spend smarter.

Who it is for. Founders, owners, HR managers and leadership teams of SMEs, startups and UAE / India-linked businesses.

ProTalent Advisory
HR & PEOPLE ADVISORY

JANVI MISTRY · FOUNDER & MD

PART 1 · THE PLAN

2027 HR ROADMAP

From strategy to results: how to build a people plan that actually gets delivered.

1 Strategy & Vision	2 Timeline & Milestones	3 Metrics & Measurement	4 Ownership & Accountability	5 Adapt & Improve
Tie every HR initiative to where the business is heading.	Split the plan into 90-day, 6-month and 12-month goals, each with an owner and a date.	Track a short list of KPIs that show progress and prove the return.	Make sure everyone knows their part in delivering the plan.	Review the roadmap often so it keeps pace with the business.

Focus areas

- Hiring & workforce planning
- Engagement & wellbeing
- Learning & upskilling
- HR tech & automation
- Performance & culture
- UAE compliance & Emiratisation

Milestone examples

- Launch an HRIS / payroll platform
- Roll out a people-manager programme
- Start a regular engagement and feedback cycle

Key metrics

- **Hiring:** *time-to-fill, cost-per-hire, quality of hire*
- **Engagement:** *eNPS, survey response rate*
- **Retention:** *retention rate, voluntary vs. involuntary exits*
- **Learning:** *completion rate, internal promotions*
- **Inclusion:** *representation by level, pay equity, Emiratisation targets*

Who does what

- **Owners / leadership:** *set direction, approve investment*
- **HR team or HR partner:** *drive delivery, apply best practice*
- **Line managers:** *champion programmes, lift participation*
- **Employees:** *share feedback that sharpens the plan*

Key tools

- Quarterly reviews
- Pulse surveys
- Benchmarking against market practice

The takeaway: a roadmap only works when it is tied to business goals, measured with a few honest KPIs, and owned by named people. Start small, review every quarter and adjust.

ProTalent Advisory
HR & PEOPLE ADVISORY

JANVI MISTRY · FOUNDER & MD

PART 2 · THE CHOICES

10 DECISIONS HR MUST MAKE IN 2027

WORK DESIGN

01 Where AI goes first

Pick the workflows that create the most business value, map the steps inside them and sequence AI effort to match.

02 Where people stay in charge

Draw a clear line between AI support and human decisions, backed by real oversight and accountability.

CAPABILITY

03 Build, buy or borrow

Compare the skills the business needs with what it has, shape entry routes around the gap and protect know-how before it walks out.

04 What skills data is for

Decide whether skills data will guide hiring, mobility and redeployment, or stay a spreadsheet nobody uses.

AUTHORITY

05 What HR truly owns

Name the business decisions HR must lead or co-own, then set up the governance that makes it stick.

06 How people impact enters the business case

Decide whether workforce impact shapes investment choices, and show HR's commercial contribution in numbers.

OPERATING MODEL

07 What kind of work HR does

Separate everyday service from strategic work, and decide what to centralise, embed, automate or stop.

08 How HR partner roles work

Split coordination, partnership, advisory and architecture into distinct responsibilities.

INVESTMENT

09 Where HR's money goes next

Compare current spend with business demand and stop funding work that no longer earns its place.

10 How reinvestment is tracked

Move freed-up budget to scarce capabilities and review the HR budget like a portfolio, not a fixed cost.

CONCLUSION

From plan to action

The roadmap tells you **how** to organise your people strategy. The ten decisions tell you **what** to settle so it holds up in practice. Together they move HR from administration to a function that helps the business grow, and in the UAE that also means staying ahead of compliance and Emiratisation requirements.

You do not need to tackle everything at once. Here is a simple way to begin this quarter:

1

Choose your priorities

Pick the three decisions that matter most to your business right now and agree who owns each.

2

Set goals and KPIs

Turn them into 90-day milestones and a short list of metrics you can actually track.

3

Review every quarter

Use a pulse survey and a quarterly check-in to see what is working, then adjust.

7+	99%	40+	10M
Years of experience	Client retention rate	Satisfied clients	Revenue growth

How ProTalent Advisory can help. We work with SMEs, startups and UAE / India-linked businesses across HR advisory, recruitment, Emiratisation and wider people strategy. If you would like support turning this roadmap into a plan for your business, get in touch using the details below.

Let's build your 2027 people plan together.

UAE
Call: +971 50 932 2912
WhatsApp: +971 54 733 9626

INDIA · CALL & WHATSAPP
+91 96873 64484
+91 99786 84484

LINKS
protalentadvisory.net
linktr.ee/JanviKM
topmate.io/janvi

📍 6th Floor, Building A, Ajman Boulevard, Al Hassan Al Basri Street, Ajman, UAE

Frameworks inspired by AIHR's 2027 HR research · Reworked for UAE businesses by ProTalent Advisory FZE