

The Federal Authority for Government Human Resources

Report on Customer Satisfaction Results

June, 2011

This Report Comprises of the Following Sections

| SECTION | | |
|------------------|--|-----------------------------|
| Section 1 | Overall Results of Authority’s Customers Satisfaction | |
| | Detailed Results of Authority’s Customers Satisfaction. They include: | |
| Section 2 | Criterion 1 | General Impression |
| | Criterion 2 | Services |
| | Criterion 3 | Rendering of Service |
| | Criterion 4 | Transparency |
| Section 3 | Demographic Aspects | |
| Section 4 | Open-ended Questions | |
| Section 5 | Recommendations | |
| Section 6 | Appendix (Completed Customer Satisfaction Questionnaires) | |

Introduction and Methodology

As part of the UAE Government Strategy aimed at achieving excellence across all entities and authorities of the UAE Government sector, the Federal Authority for Government Human Resources has explored the customer satisfaction levels as a vital indicator to its organizational performance

The purpose of this report is to assist the Federal Authority for Government Human Resources in measuring the satisfaction levels among different categories of customers and identifying possible areas for improvement of its services.

The report provides a description of the questionnaire survey, and presents its outcomes and resulting recommendations based on the participants' responses. Generally, the report seeks to achieve the following objectives:

- Improve services rendered to customers and endeavour to satisfy their needs.
- Identify the best ways to maintain quality of services and customer care.

The report highlights crucial issues and strategic priorities to be considered by the Authority in setting the objectives of meeting the customer needs and realize its mission through providing best services. It also identifies strengths and areas for improvement (performance gaps) within the Authority.

The customer satisfaction questionnaire has been designed and developed to evaluate the Authority's overall efficiency and effectiveness in light of customer perceptions based on the following areas:

- General Impression
- Services
- Rendering of Services
- Transparency

This report provides a general picture on the customers' views of the Authority, with detailed breakdown of each aspect of performance. The report will greatly help the Authority in identifying and planning for areas of improvement for better performance.

Data Collection Methods

The customer satisfaction questionnaire has been conducted through phone calls and personal interviews with Authority customers. The total number of survey sample was 72 respondents.

Data was Analyzed and reviewed based on the assessment approach shown below:

| Performance Level | 1 | 2 | 3 | 4 | 5 |
|-------------------------------|-------------------------|-----------------|-----------------------|--------------|----------------------|
| Descriptive Assessment | Totally Disagree | Disagree | Somewhat Agree | Agree | Totally Agree |

A 5-point scale has been used to measure the customers satisfaction levels based on their awareness of the role of the Federal Authority for Government Human Resources. Performance assessment ratings have been converted to equivalent percentages to compare them with the targeted percentage of 80%.

Performance gaps are identified by comparing the actual performance and the targeted performance, as illustrated below:

| Key Result Areas | | | |
|-------------------------------------|---|--|---|
| Performance Indicator | + 80% | 75% - 80% | - 75% |
| Gap Size | No Gap | Average | Huge |
| Performance Type | Good | Average | Poor |
| Performance Zone | Pioneering Excellence | Relaxation and Inaction | Imminent Danger |
| Overall Improvement Strategy | <ul style="list-style-type: none"> • Strengthen and Consolidate Performance • Repeat Success • Reward Achievers | <ul style="list-style-type: none"> • Increase Effectiveness • Increase Efficiency • Periodic Audit | <ul style="list-style-type: none"> • Eliminate Causes • Learn from Mistakes • Get out of Danger |

Section One

Overall Customer Satisfaction Survey Results

Results of Gap Analysis Between Achieved and Target Performance

In addition to the general satisfaction with the Authority, this section reviews the overall Level of Satisfaction based on the following criteria:

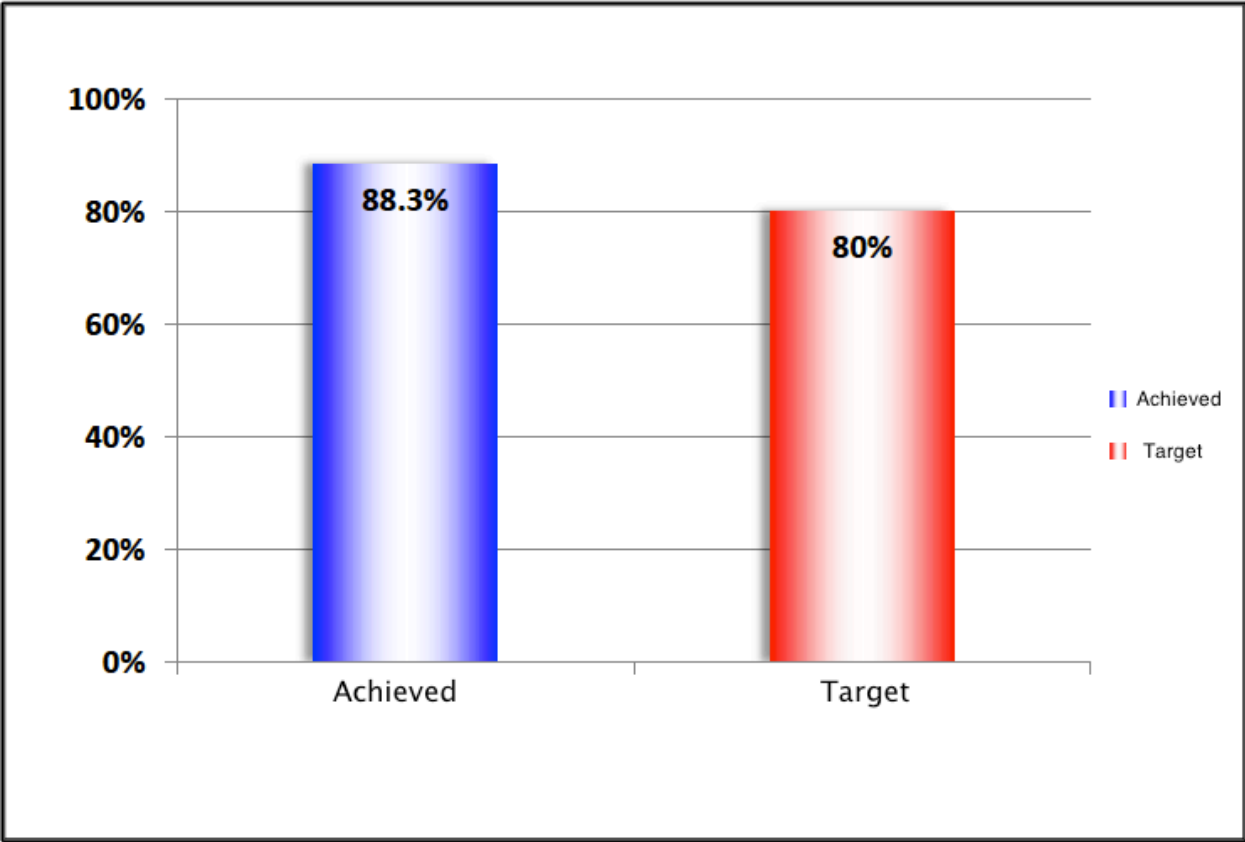
| | |
|-------------|----------------------|
| Criterion 1 | General Impression |
| Criterion 2 | Services |
| Criterion 3 | Rendering of Service |
| Criterion 4 | Transparency |

Gap Analysis for Total Customer Satisfaction with the Federal Authority for Government Human Resources

Table 1: Overall Level of Satisfaction with the Federal Authority for Government Human Resources

| Level Achieved | Target Level | Gap | Type of Gap |
|----------------|--------------|------|-------------|
| 88.3% | 80% | 8.3% | Good |

Fig. 1: Overall Level of Satisfaction with the Federal Authority for Government Human Resources

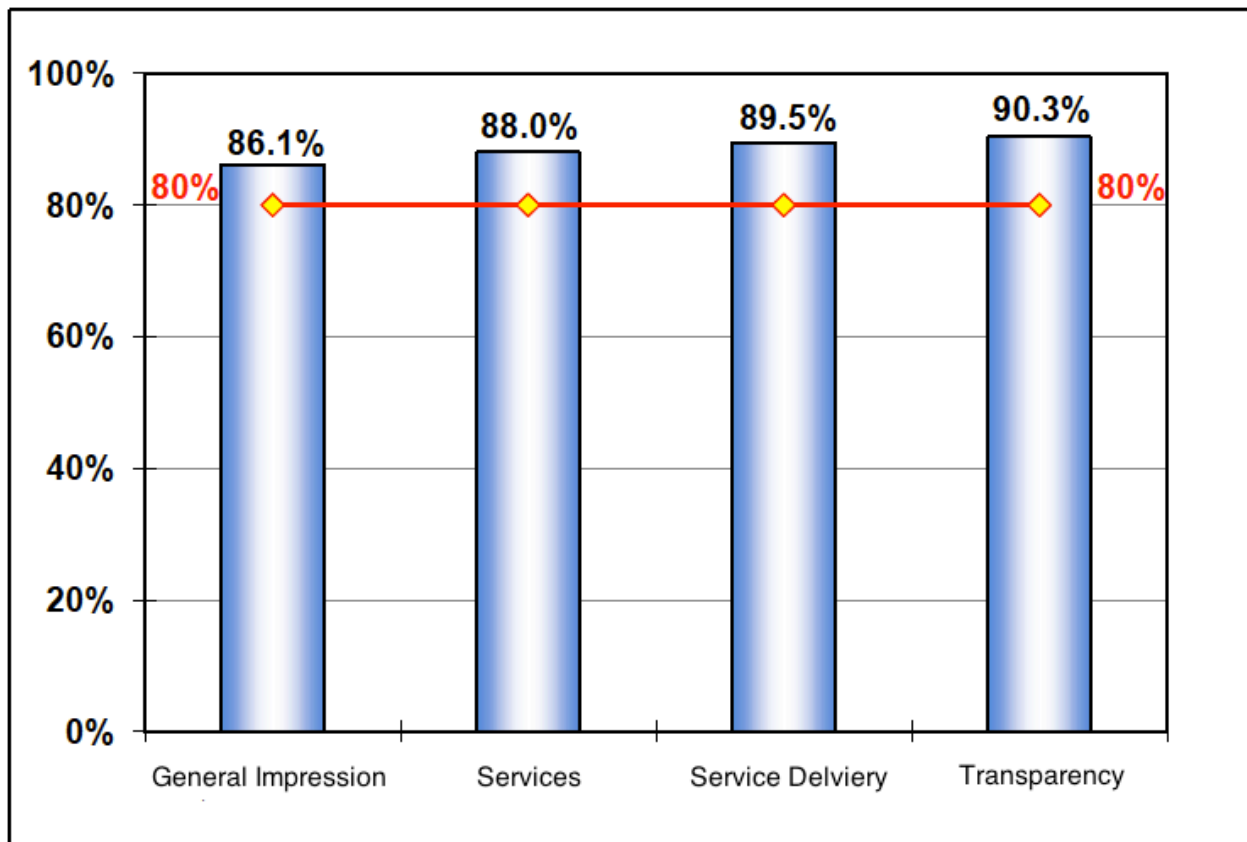


Analysis of Total Gap Components Related to Customer Satisfaction with the Federal Authority for Government Human Resources Covering Various Performance Criteria.

Table 2: Overall Level of Satisfaction with Various Performance Criteria

| Criterion | | Level Achieved | Target Level | Gap | Type of Gap |
|-------------|-----------------------------|----------------|--------------|------|-------------|
| Criterion 1 | General Impression | 86.1% | 80% | 6.1% | Good |
| Criterion 2 | Services | 88.0% | 80% | 8.0% | Good |
| Criterion 3 | Rendering of Service | 89.5% | 80% | 9.5% | Good |
| Criterion 4 | Transparency | 90.3% | 80% | 10.3 | Good |

Fig. 2: Overall Level of Satisfaction with Various Performance Criteria

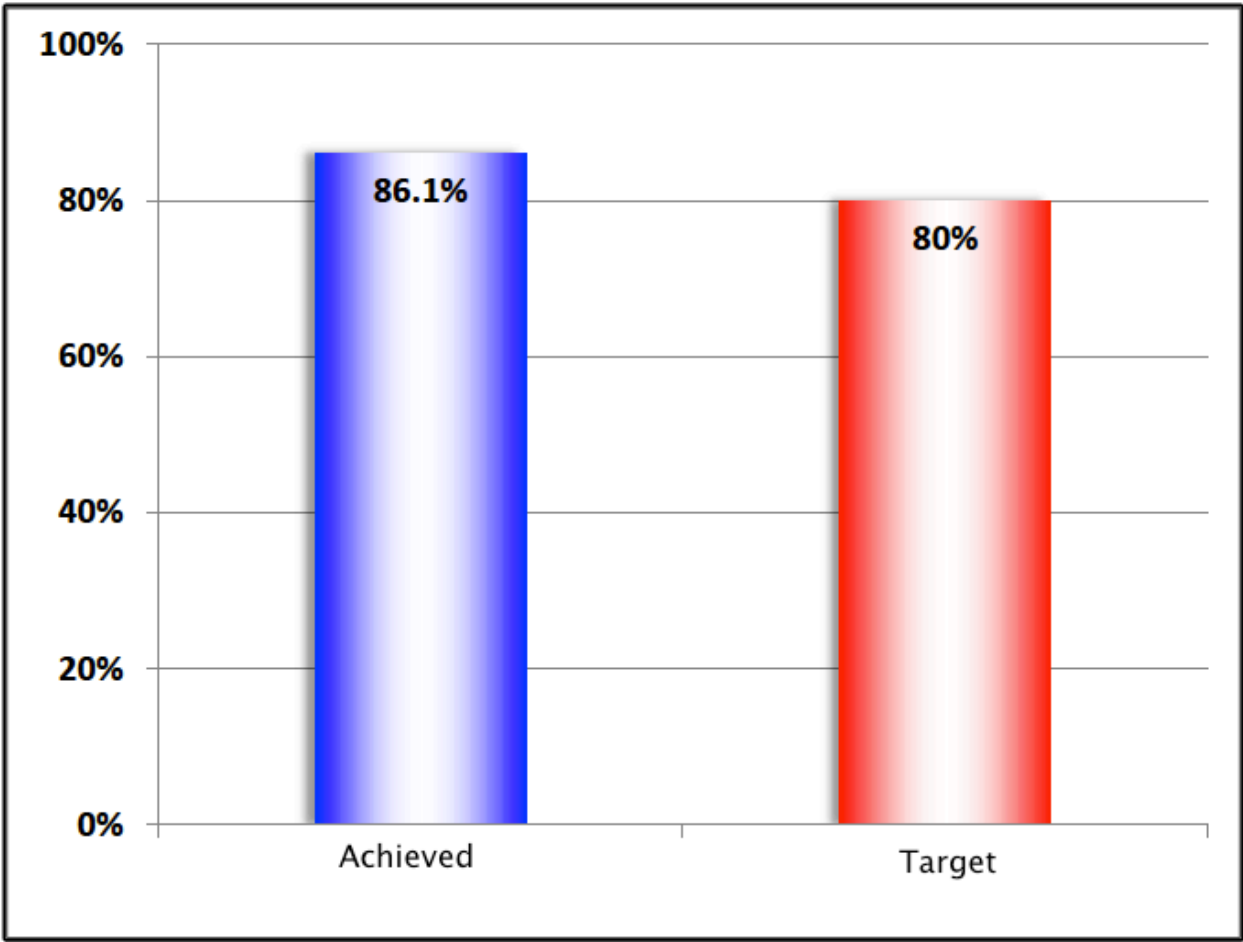


Analysis of Total Gaps Related to Criterion 1

Table 3: Level of Satisfaction with Criterion 1 (General Impression)

| Level Achieved | Target Level | Gap | Type of Gap |
|----------------|--------------|------|-------------|
| 86.1% | 80% | 6.1% | Good |

Fig. 3: Level of Satisfaction with Criterion 1 (General Impression)

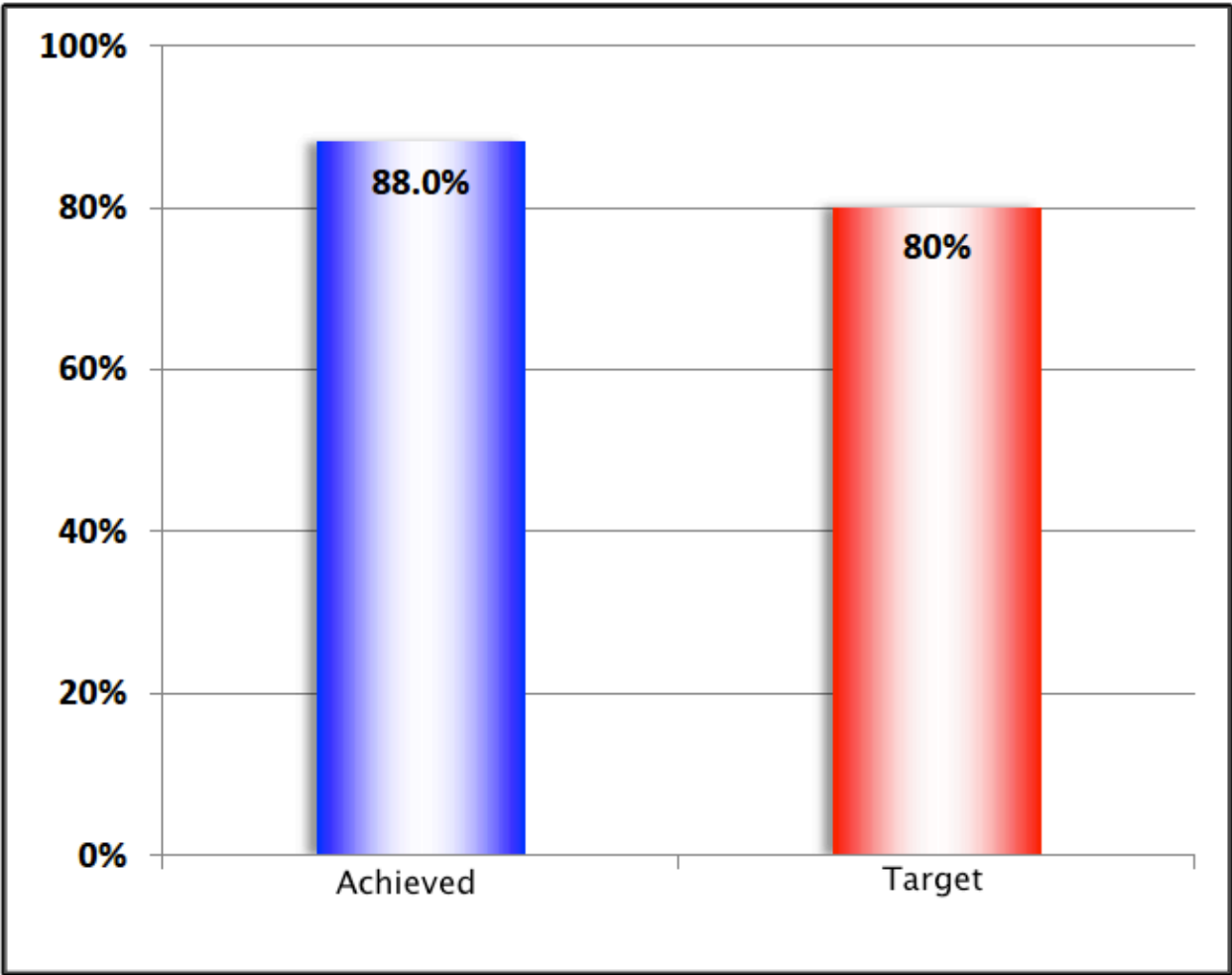


Analysis of Total Gaps Related to Criterion 2

Table 4: Level of Satisfaction with Criterion 2 (Services)

| Level Achieved | Target Level | Gap | Type of Gap |
|----------------|--------------|------|-------------|
| 88.0% | 80% | 8.0% | Good |

Fig. 4: Level of Satisfaction with Criterion 2 (Services)

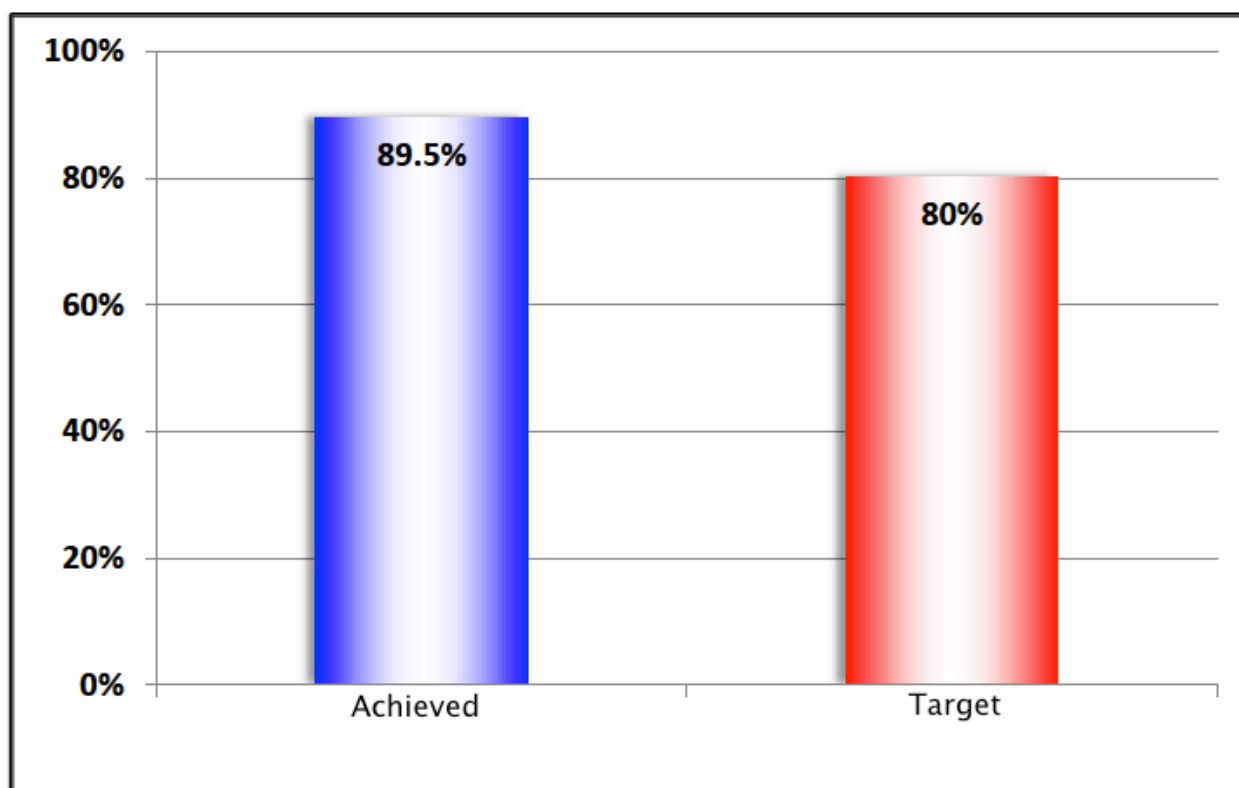


Analysis of Total Gaps Related to Criterion 3

Table 5: Level of Satisfaction with Criterion 3 (Rendering of Services)

| Level Achieved | Target Level | Gap | Type of Gap |
|----------------|--------------|------|-------------|
| 89.5% | 80% | 9.5% | Good |

Fig. 5: Level of Satisfaction with Criterion 3 (Rendering of Services)

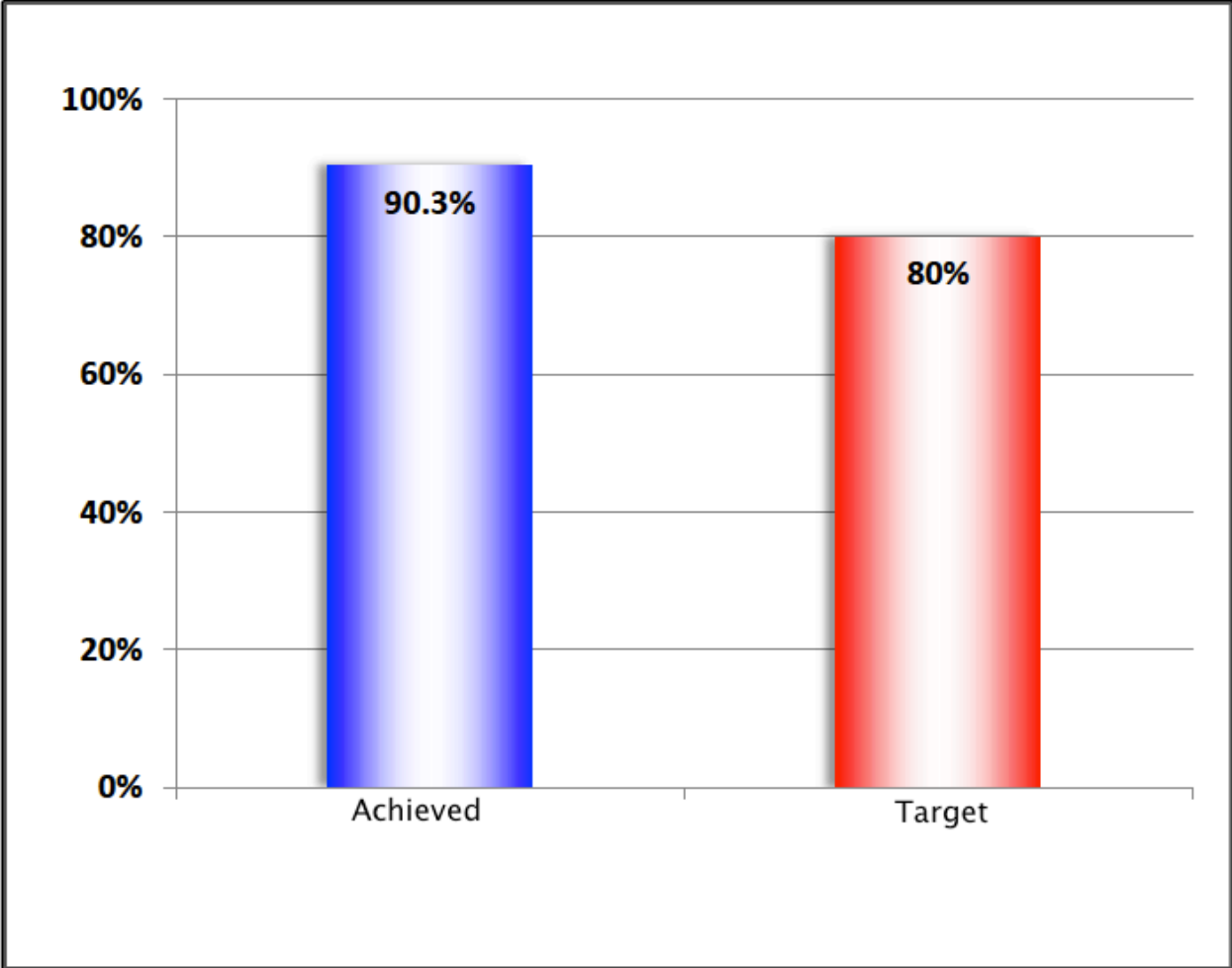


Analysis of Total Gaps Related to Criterion 4

Table 6: Level of Satisfaction with Criterion 4 (Transparency)

| Level Achieved | Target Level | Gap | Type of Gap |
|----------------|--------------|------|-------------|
| 90.3% | 80% | 10.3 | Good |

Fig. 6: Level of Satisfaction with Criterion 4 (Transparency)



Section Two

Detailed Customer Satisfaction Survey Results

Results of Gap Analysis Between Achieved and Target Performance

This section reviews the detailed Customer Satisfaction with the Federal Authority for Government Human Resources based on the following criteria:

| | |
|-------------|----------------------|
| Criterion 1 | General Impression |
| Criterion 2 | Services |
| Criterion 3 | Rendering of Service |
| Criterion 4 | Transparency |

Section 2: Detailed Customer Satisfaction Survey Results

Criterion 1: General Impression

Table 1: Overall Satisfaction Regarding Aspects of Criterion 1:

| N | Aspect | Level Achieved | Target Level | Gap | Type of Gap |
|---|----------------------------------|----------------|--------------|-------|-------------|
| 1 | Access to Authority | 87.0% | 80% | 7.5% | Good |
| 2 | Service premises | 89.3% | 80% | 9.3% | Good |
| 3 | Communication | 87.6% | 80% | 7.6% | Good |
| 4 | Flexibility | 85.1% | 80% | 5.1% | Good |
| 5 | Imitative | 75.5% | 80% | -4.5% | Average |
| 6 | Response | 86.7% | 80% | 6.7% | Good |
| 7 | Fairness, care and understanding | 91.3% | 80% | 11.3% | Good |

Fig. 1: Overall Satisfaction Regarding Aspects of Criterion 1:

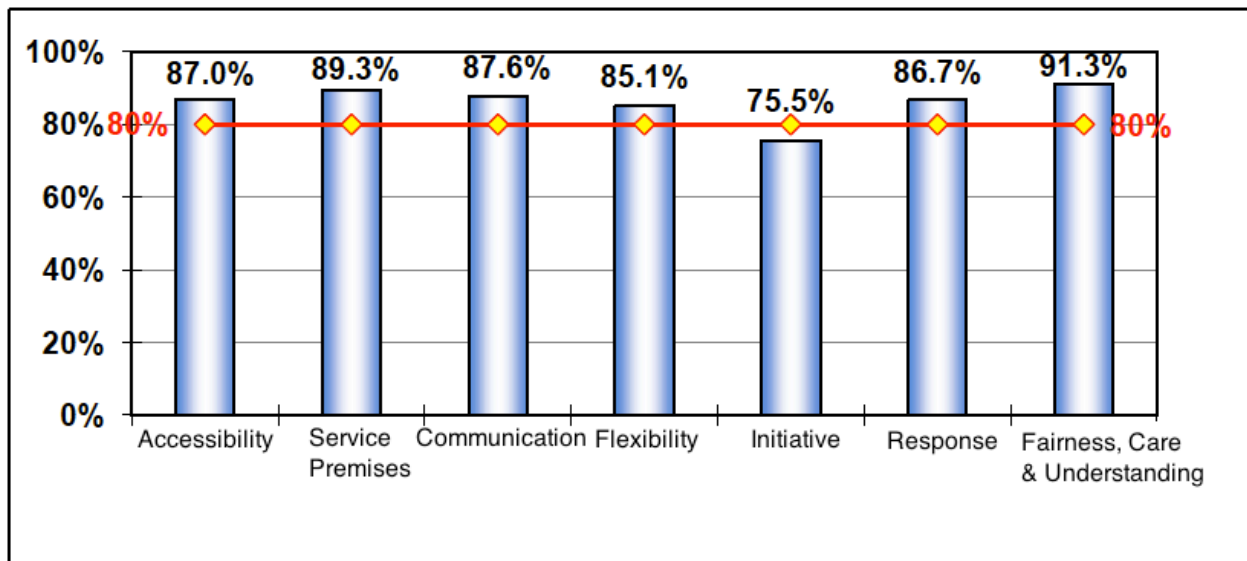


Table 1.1: Overall Satisfaction Regarding Sub-elements of Aspect 1

| Criterion 1 | | General Impression | Aspect 1 | Accessibility | | |
|--------------------|--|--------------------|----------------|---------------|-------|-------------|
| N | Sub-elements targeted for Evaluation | | Level Achieved | Target Level | Gap | Type of Gap |
| Q 1 | Suitability of service rendering premises | | 83.7% | 80% | 3.7% | Good |
| Q 2 | Timely accessibility to service rendering premises | | 90.3% | 80% | 10.3% | Good |
| Average percentage | | | 87.0% | 80% | 7.0% | Good |

Fig. 1.1: Overall Satisfaction Regarding Sub-elements of Aspect 1

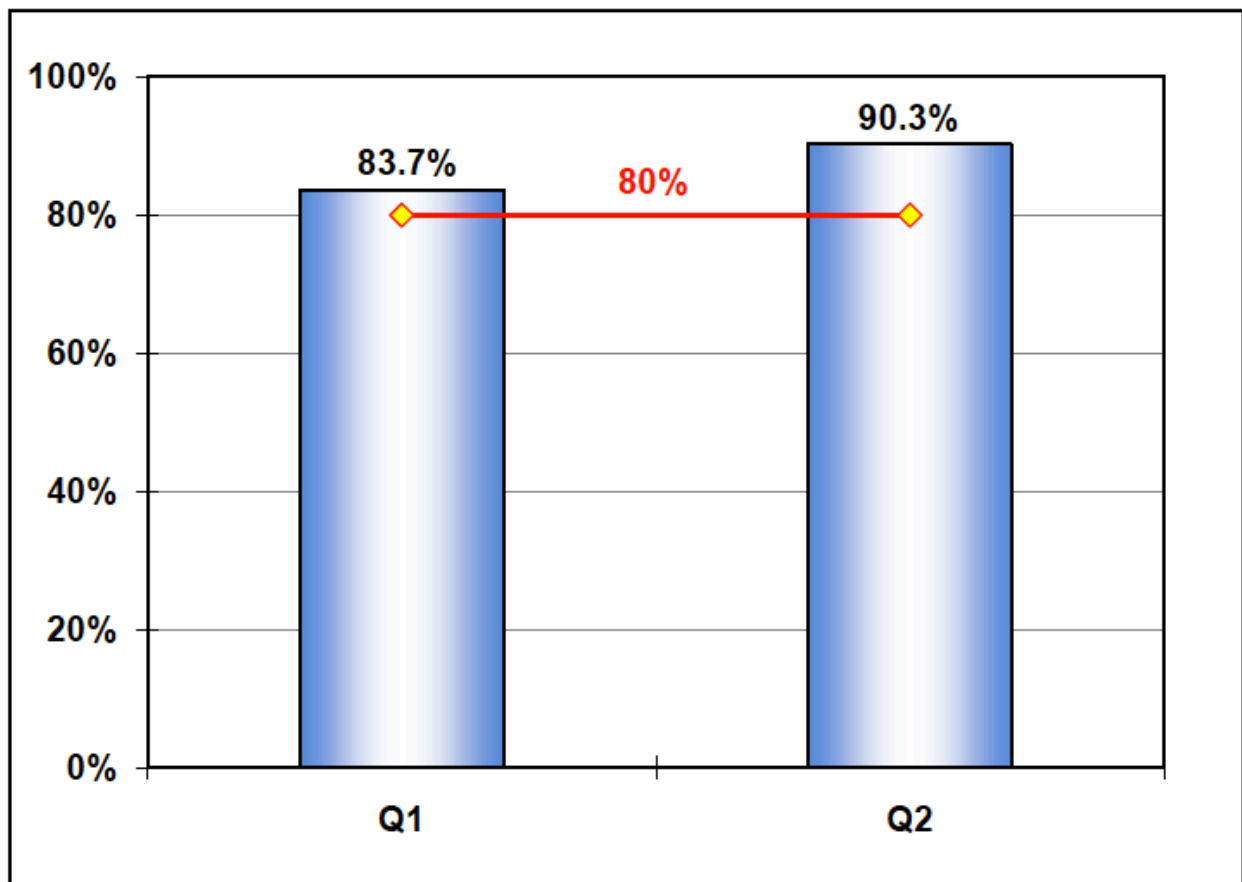


Table 1.2: Overall Satisfaction Regarding Sub-elements of Aspect 2

| Criterion 1 | General Impression | Aspect 2 | Service premises | | | |
|---------------------------|---|----------|------------------|--------------|-------|-------------|
| N | Sub-elements targeted for Evaluation | | Level Achieved | Target Level | Gap | Type of Gap |
| Q 3 | Availability of suitable waiting arrangements | | 88.0% | 80% | 8.0% | Good |
| Q 4 | Suitability of access to service rendering premises | | 90.7% | 80% | 10.7% | Good |
| Average percentage | | | 89.3% | 80% | 9.0% | Good |

Fig. 1.2: Overall Satisfaction Regarding Sub-elements of Aspect 2

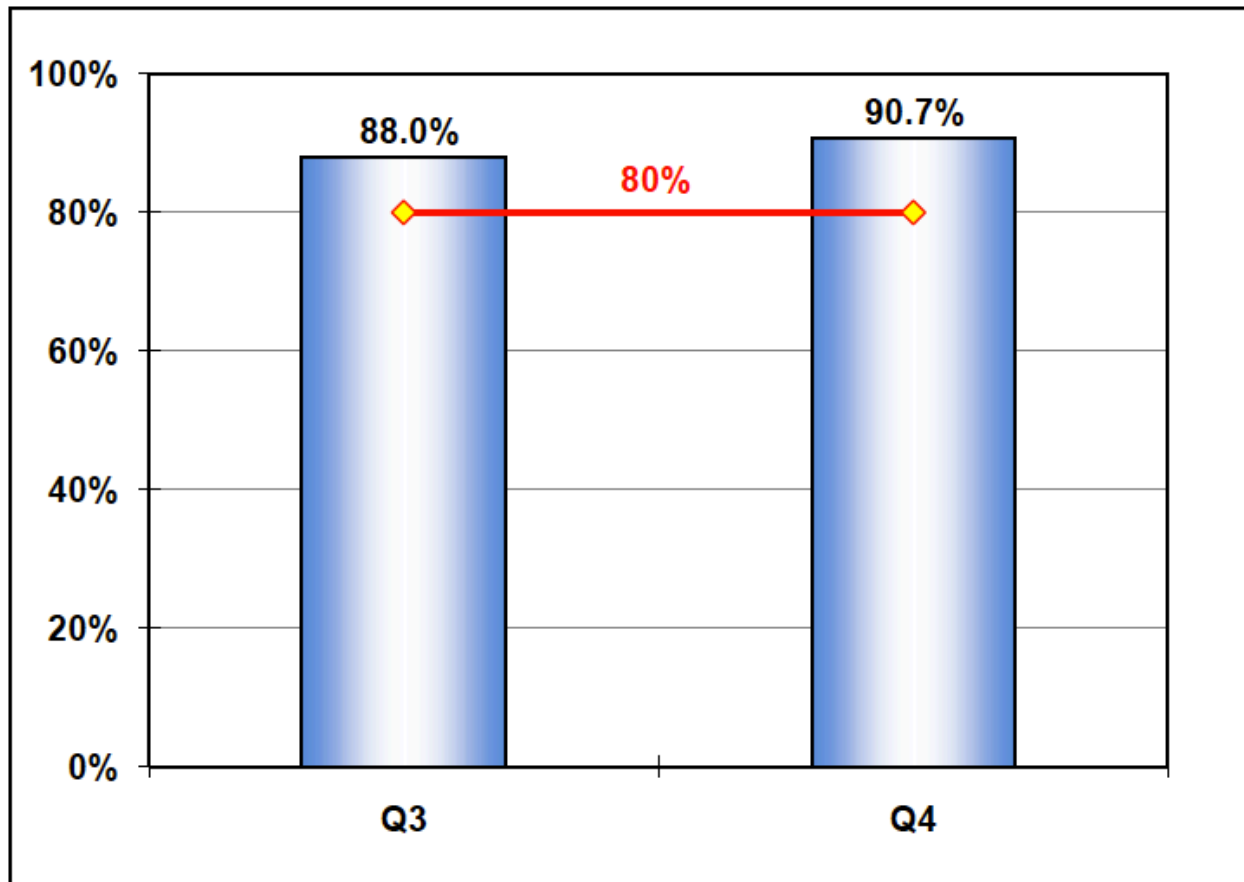


Table 1.3: Overall Satisfaction Regarding Sub-elements of Aspect 3

| Criterion 1 | General Impression | Aspect 3 | Communication | | | |
|---------------------------|--|----------|----------------|--------------|-------|-------------|
| N | Sub-elements targeted for Evaluation | | Level Achieved | Target Level | Gap | Type of Gap |
| Q 5 | Diversity of communication channels at the Authority facilitates follow-up and contact | | 85.0% | 80% | 5.0% | Good |
| Q 6 | Communication channels at the Authority are effective and efficient | | 90.3% | 80% | 10.3% | Good |
| Average percentage | | | 87.6% | 80% | 7.6% | Good |

Fig 1.3: Overall Satisfaction Regarding Sub-elements of Aspect 3

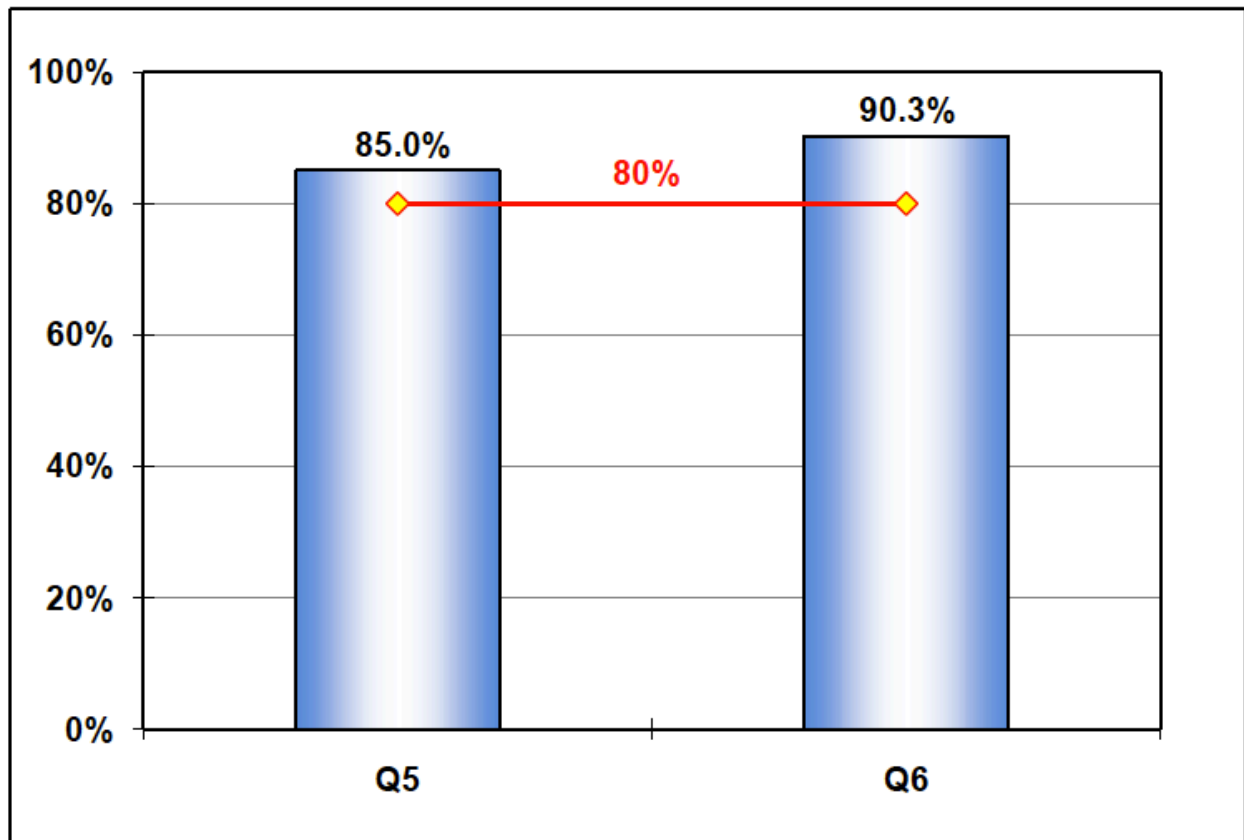


Table 1.4: Overall Satisfaction Regarding Sub-elements of Aspect 4

| Criterion 1 | General Impression | Aspect 4 | Flexibility | | | |
|--------------------|---|----------|----------------|--------------|------|-------------|
| N | Sub-elements targeted for Evaluation | | Level Achieved | Target Level | Gap | Type of Gap |
| Q 7 | The Federal Authority for Government Human Resources has simple and flexible service rendering procedures | | 85.1% | 80% | 5.1% | Good |
| Average percentage | | | 85.1% | 80% | 5.1% | Good |

Fig 1.4: Overall Satisfaction Regarding Sub-elements of Aspect 4

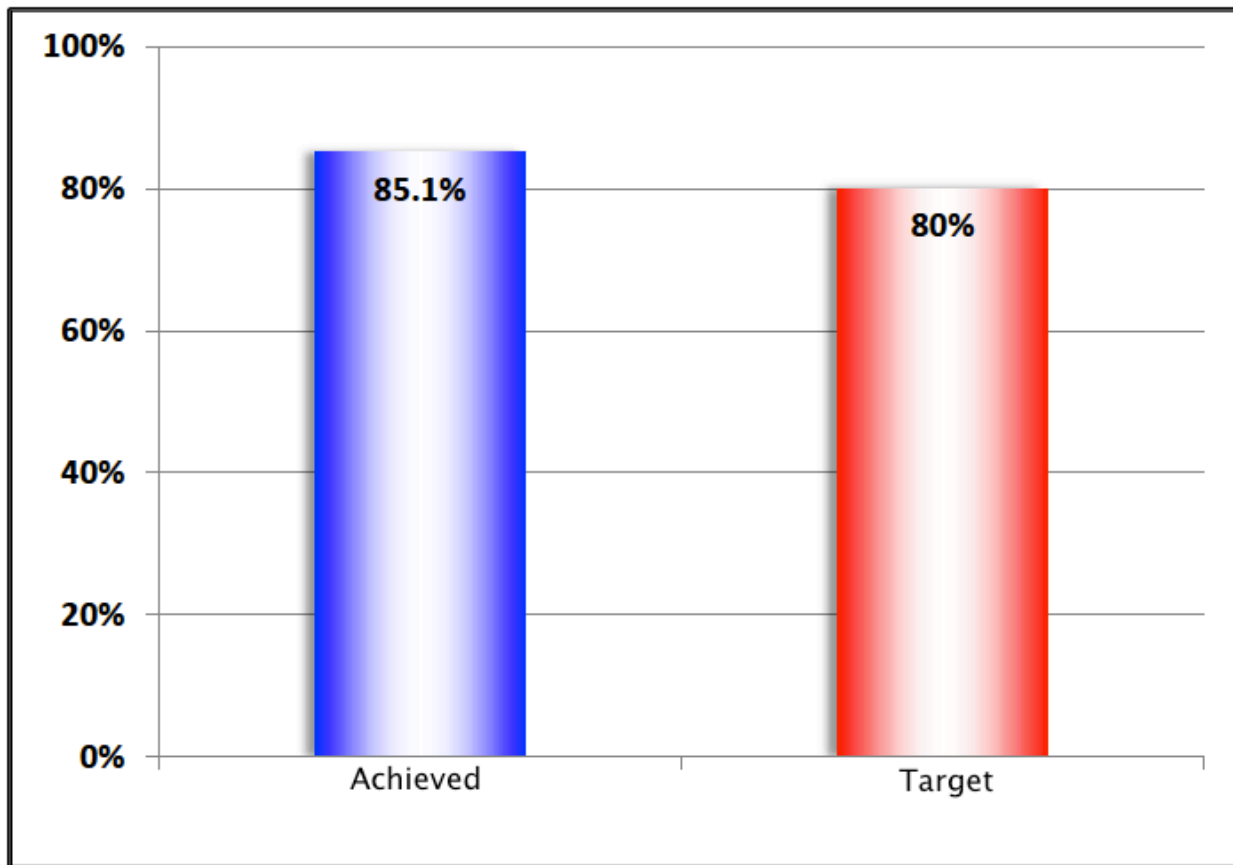


Table 1.5: Overall Satisfaction Regarding Sub-elements of Aspect 5

| Criterion 1 | General Impression | Aspect 5 | Initiative | | | |
|---------------------------|--|----------|----------------|--------------|--------|-------------|
| N | Sub-elements targeted for Evaluation | | Level Achieved | Target Level | Gap | Type of Gap |
| Q 8 | Customers of the Federal Authority for Government Human Resources receive letters of thanks from the Authority for their initiatives | | 67.4% | 80% | -12.6% | Poor |
| Q 9 | The Federal Authority for Government Human Resources takes the initiative to introduce new services on a regular basis. | | 83.5% | 80% | 3.5% | Good |
| Average percentage | | | 75.5% | 80% | -4.5% | Average |

Fig 1.5: Overall Satisfaction Regarding Sub-elements of Aspect 5

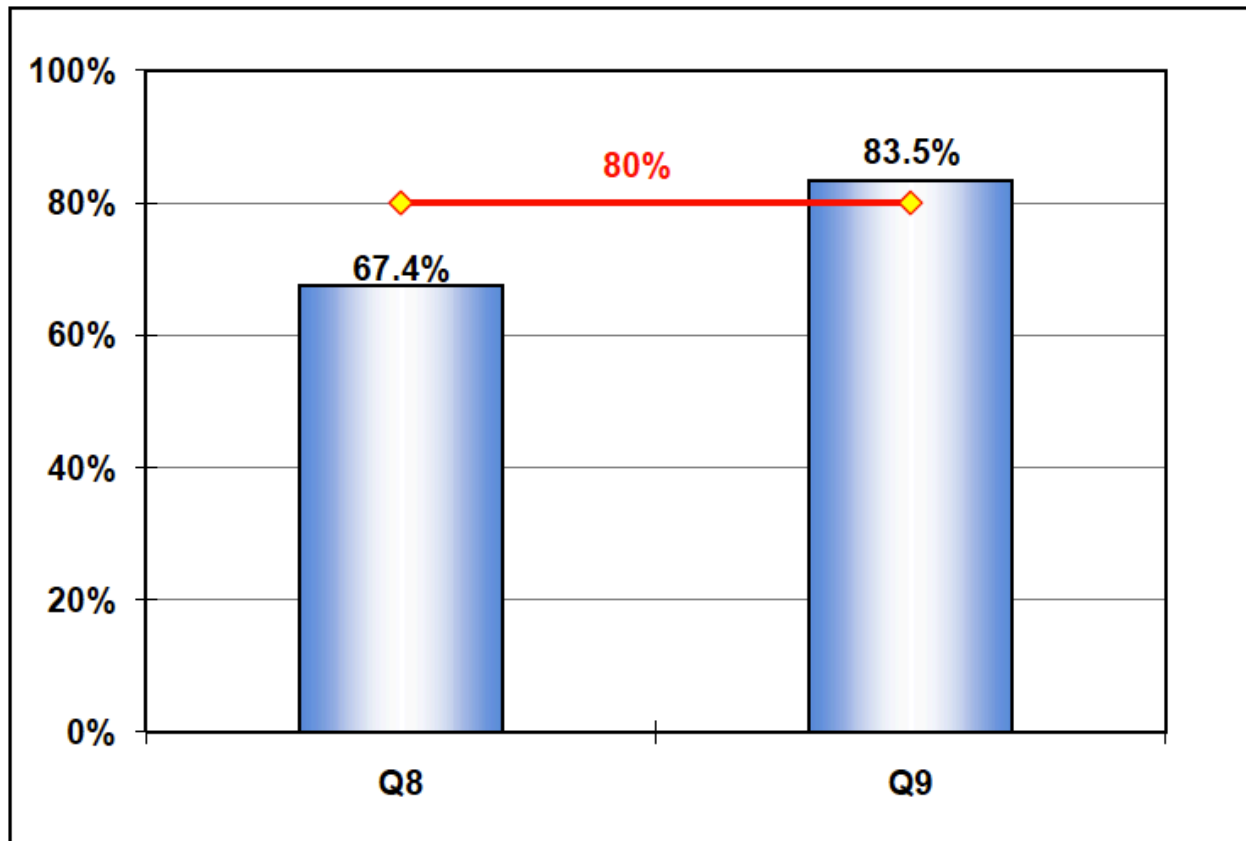


Table 1.6: Overall Satisfaction Regarding Sub-elements of Aspect 6

| Criterion 1 | General Impression | Aspect 6 | Response | | | |
|---------------------------|--|----------|----------------|--------------|------|-------------|
| N | Sub-elements targeted for Evaluation | | Level Achieved | Target Level | Gap | Type of Gap |
| Q 10 | Employees of the Federal Authority for Government Human Resources promptly respond to all information requested by customers | | 85.0% | 80% | 5.0% | Good |
| Q 11 | Timeframe for service rendering is reasonable | | 88.3% | 80% | 8.3% | Good |
| Average percentage | | | 86.7% | 80% | 6.7% | Good |

Fig 1.6: Overall Satisfaction Regarding Sub-elements of Aspect 6

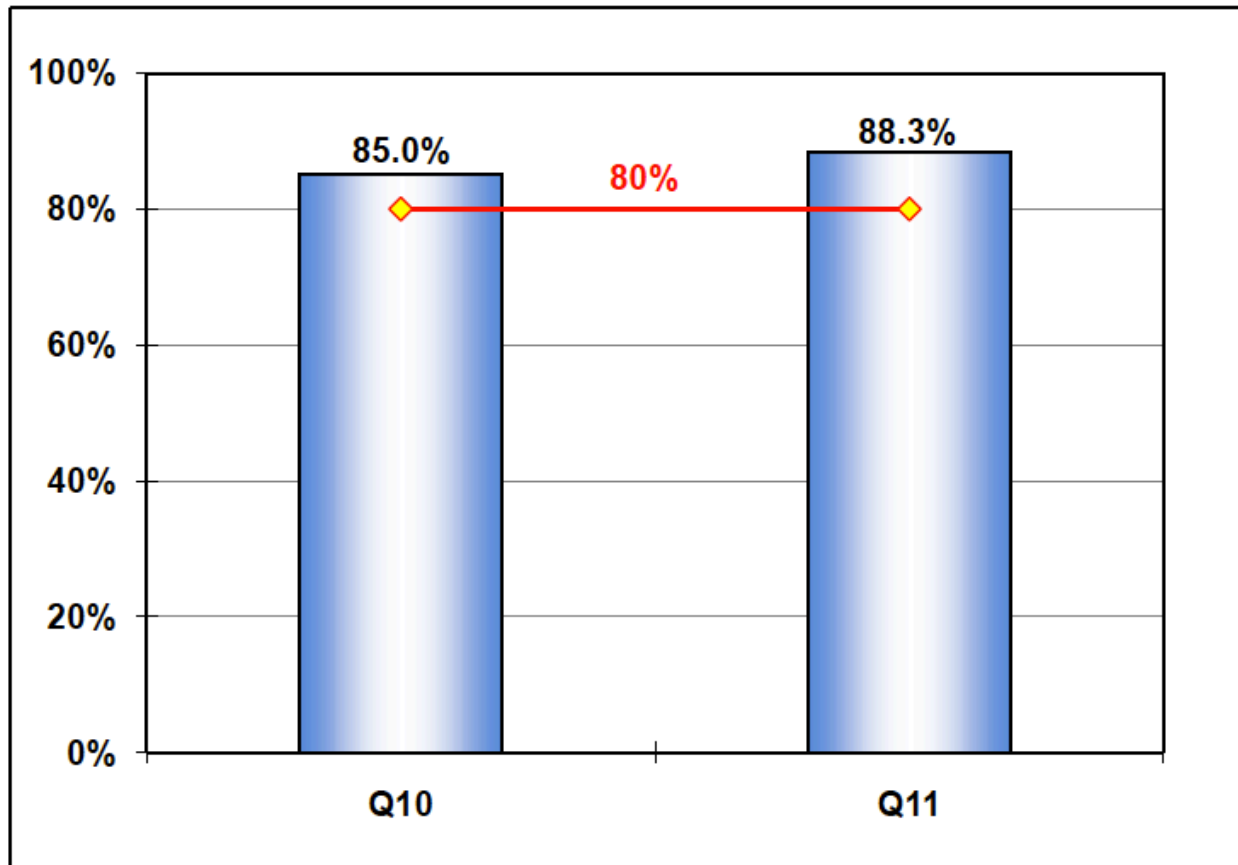
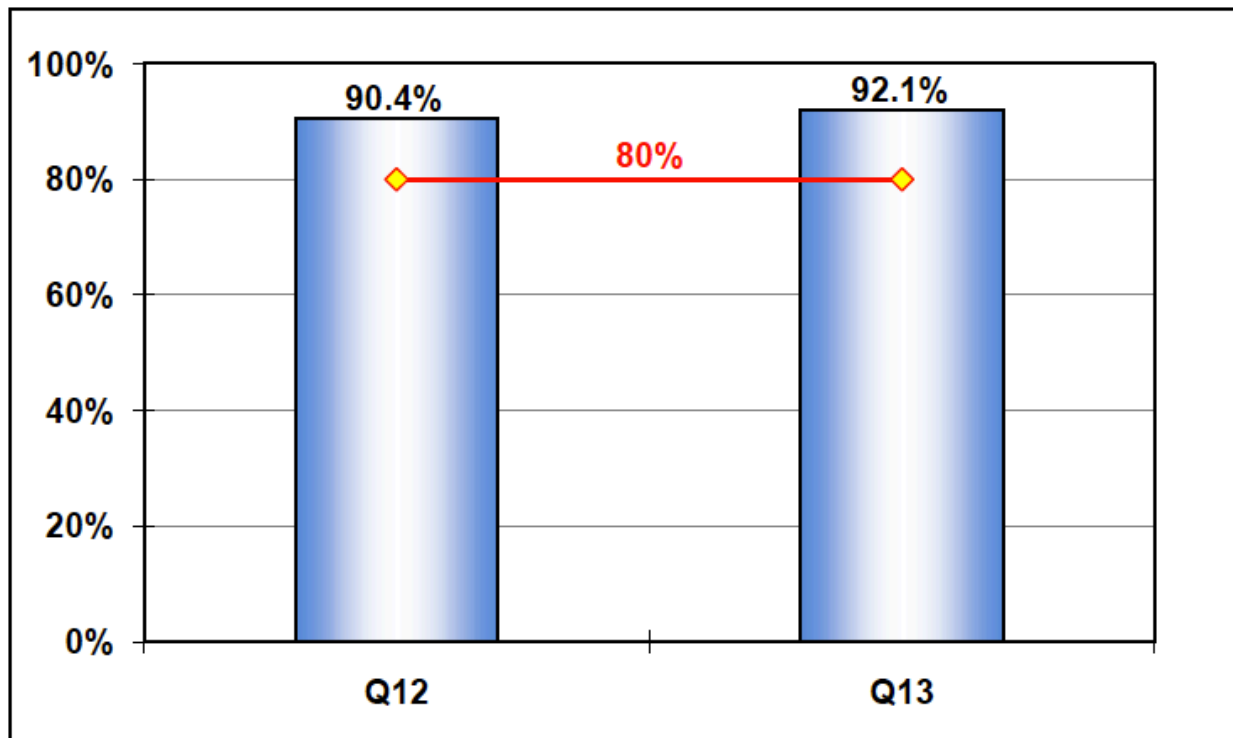


Table 1.7: Overall Satisfaction Regarding Sub-elements of Aspect 7

| Criterion 1 | General Impression | Aspect 7 | Fairness, Care and Understanding | | | |
|---------------------------|---|----------|----------------------------------|--------------|-------|-------------|
| N | Sub-elements targeted for Evaluation | | Level Achieved | Target Level | Gap | Type of Gap |
| Q 12 | The Federal Authority for Government Human Resources treats its customers in a fair and equal manner | | 90.4% | 80% | 10.4% | Good |
| Q 13 | The Federal Authority for Government Human Resources gives utmost care and understanding to each case on its own merits | | 92.1% | 80% | 12.1% | Good |
| Average percentage | | | 91.3% | 80% | 11.3% | Good |

Fig 1.7: Overall Satisfaction Regarding Sub-elements of Aspect 7



Criterion 2: Services

Table 2: Overall Satisfaction Regarding Aspects of Criterion 2:

| N | Aspect | Level Achieved | Target Level | Gap | Type of Gap |
|---------------------------|-------------------------------|----------------|--------------|------|-------------|
| 1 | Quality | 86.0% | 80% | 6.0% | Good |
| 2 | Value | 86.2% | 80% | 6.2% | Good |
| 3 | Innovative design of services | 89.3% | 80% | 9.2% | Good |
| 4 | Reliability | 89.9% | 80% | 9.9% | Good |
| 5 | Appropriateness | 88.7% | 80% | 8.7% | Good |
| Average Percentage | | 88.0% | 80% | 8.0% | Good |

Fig. 2: Overall Satisfaction Regarding Aspects of Criterion 2:

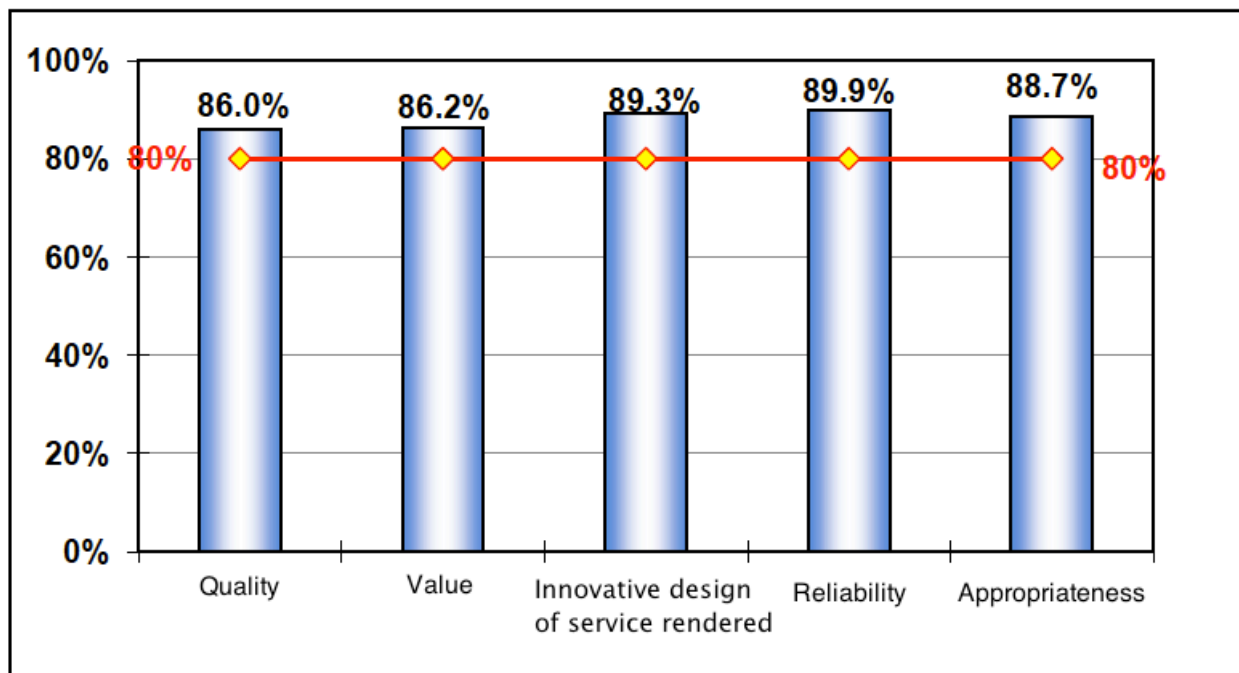


Table 2.1: Overall Satisfaction Regarding Sub-elements of Aspect 1

| Criterion 2 | | Services | Aspect 1 | Quality of Service Delivered | | |
|---------------------------|--|----------|----------------|------------------------------|-------|-------------|
| N | Sub-elements targeted for Evaluation | | Level Achieved | Target Level | Gap | Type of Gap |
| Q 14 | The Federal Authority for Government Human Resources provides high-quality services | | 82.0% | 80% | 2.0% | Good |
| Q 15 | The Federal Authority for Government Human Resources provides diverse services that meet the changing needs of its customers | | 90.0% | 80% | 10.0% | Good |
| Average percentage | | | 86.0% | 80% | 6.0% | Good |

Fig 2.1: Overall Satisfaction Regarding Sub-elements of Aspect 1

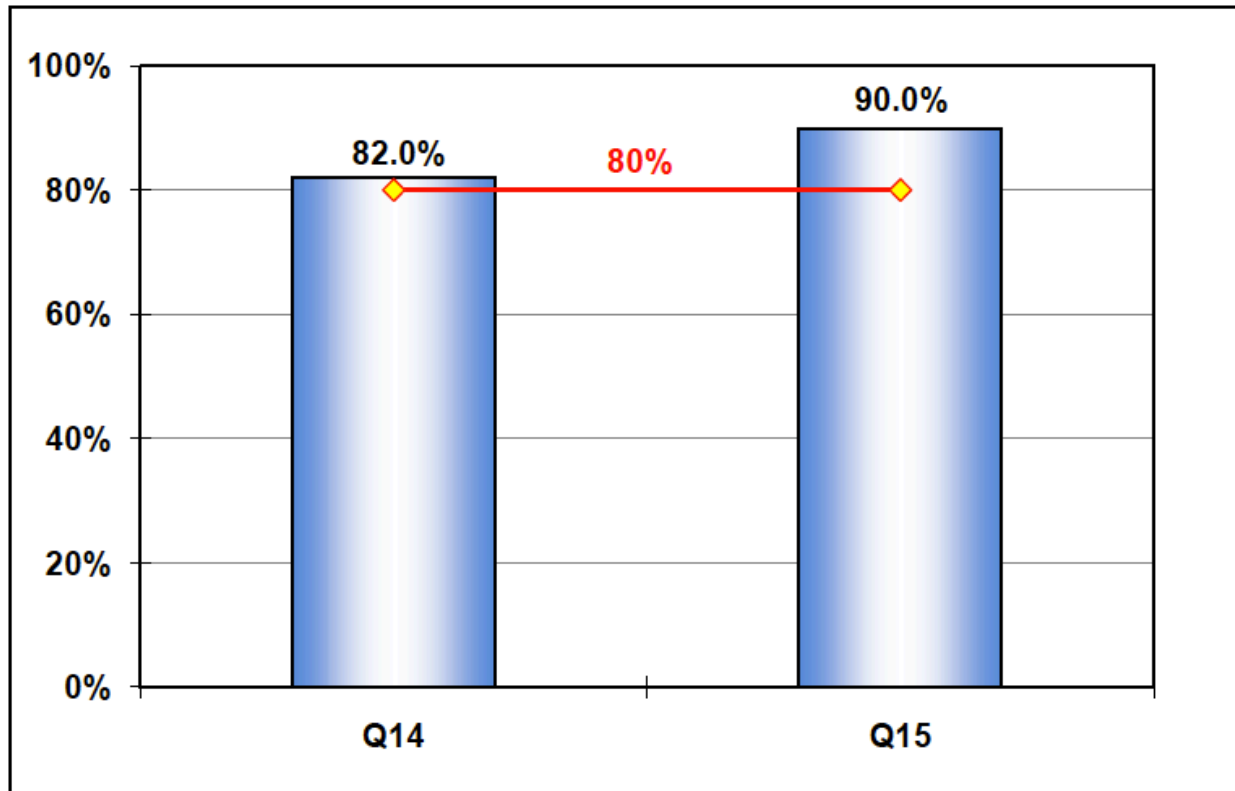


Table 2.2: Overall Satisfaction Regarding Sub-elements of Aspect 2

| Criterion 2 | Services | Aspect 2 | Value | | |
|---------------------------|---|----------------|--------------|------|-------------|
| N | Sub-elements targeted for Evaluation | Level Achieved | Target Level | Gap | Type of Gap |
| Q 16 | Appropriateness of service provision fees compared to benefits (if any) | 84.4% | 80% | 4.4% | Good |
| Q 17 | Efficiency of service provision compared to benefits | 87.9% | 80% | 7.9% | Good |
| Average percentage | | 86.2% | 80% | 6.2% | Good |

Fig 2.2: Overall Satisfaction Regarding Sub-elements of Aspect 2

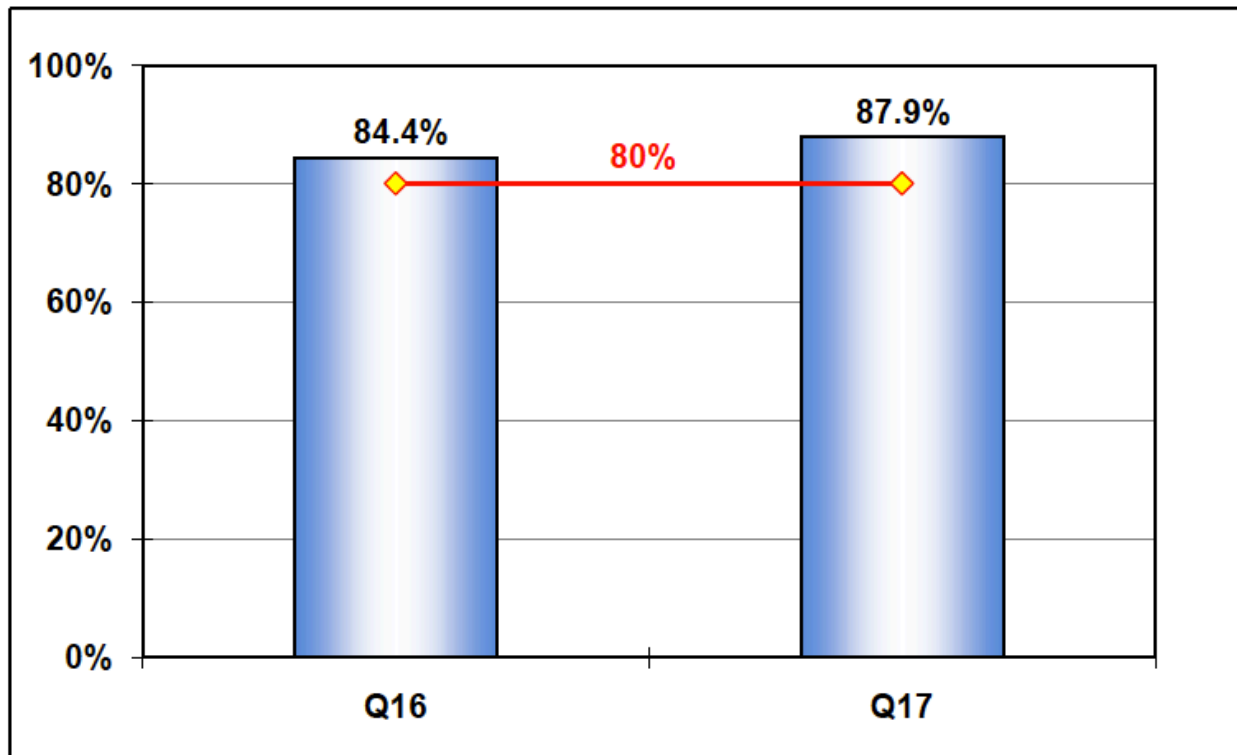


Table 2.3: Overall Satisfaction Regarding Sub-elements of Aspect 3

| Criterion 2 | Services | Aspect 3 | Innovative design of services | | |
|---------------------------|--|----------------|-------------------------------|-------|-------------|
| N | Sub-elements targeted for Evaluation | Level Achieved | Target Level | Gap | Type of Gap |
| Q 18 | The Federal Authority for Government Human Resources is committed to innovation and excellence in providing its services | 87.2% | 80% | 7.2% | Good |
| Q 19 | The Authority gives top priority to views and perceptions of customers in designing and developing services provided to them | 91.3% | 80% | 11.3% | Good |
| Average percentage | | 89.3% | 80% | 9.2% | Good |

Fig 2.3: Overall Satisfaction Regarding Sub-elements of Aspect 3

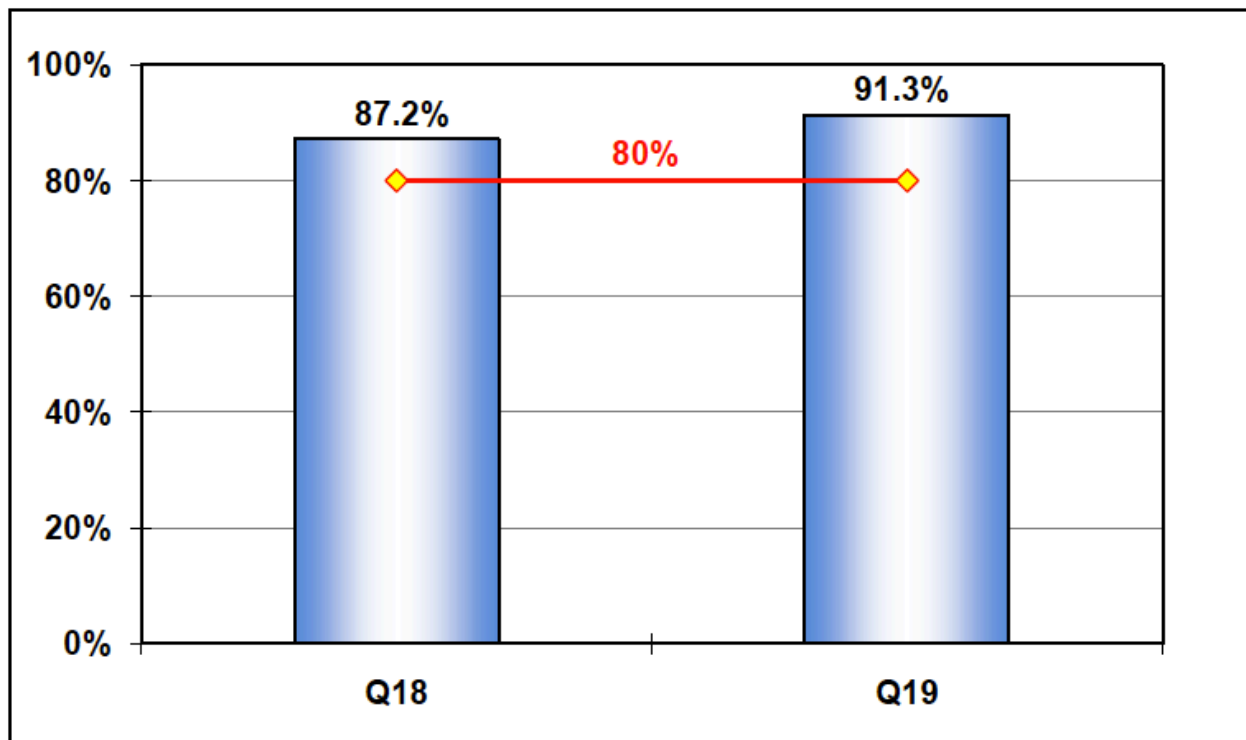


Table 2.4: Overall Satisfaction Regarding Sub-elements of Aspect 4

| Criterion 2 | Services | Aspect 4 | Reliability | | |
|---------------------------|---|----------------|--------------|-------|-------------|
| N | Sub-elements targeted for Evaluation | Level Achieved | Target Level | Gap | Type of Gap |
| Q 20 | The Authority is committed to providing its services in compliance with recognized international specifications | 87.7% | 80% | 7.7% | Good |
| Q 21 | The Authority's services are credible and trustworthy | 92.1% | 80% | 12.1% | Good |
| Average percentage | | 89.9% | 80% | 9.9% | Good |

Fig 2.4: Overall Satisfaction Regarding Sub-elements of Aspect 4

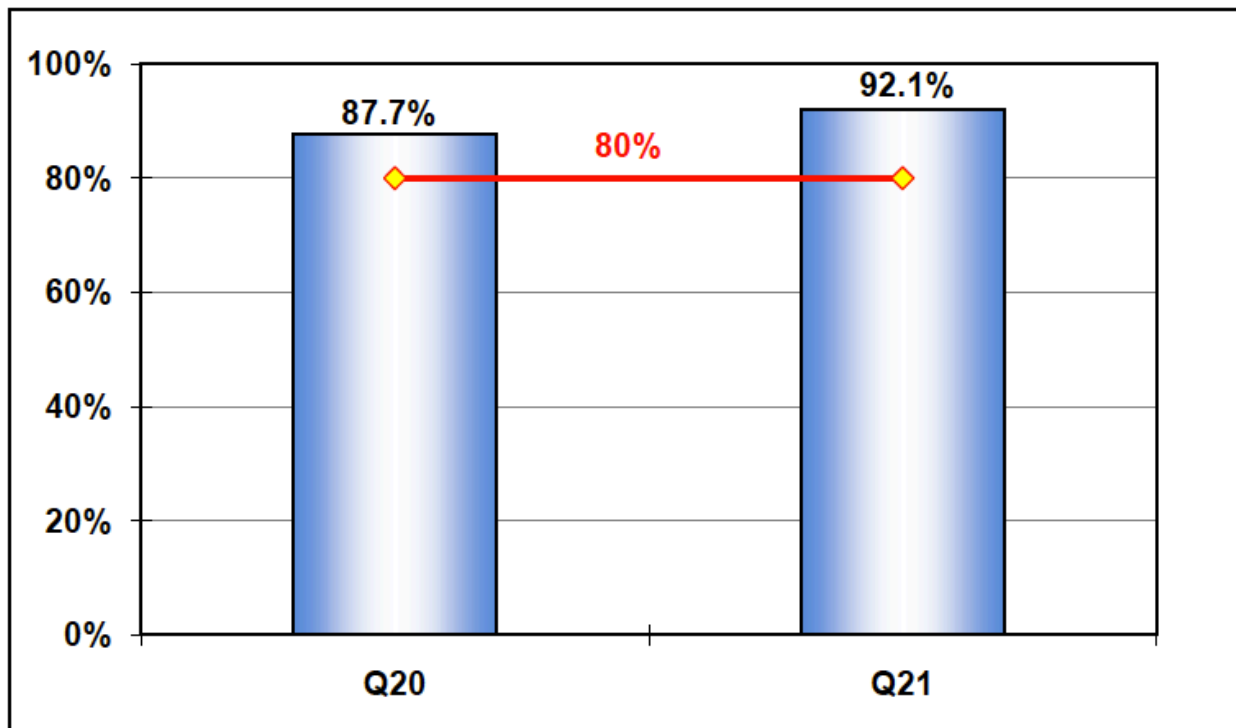
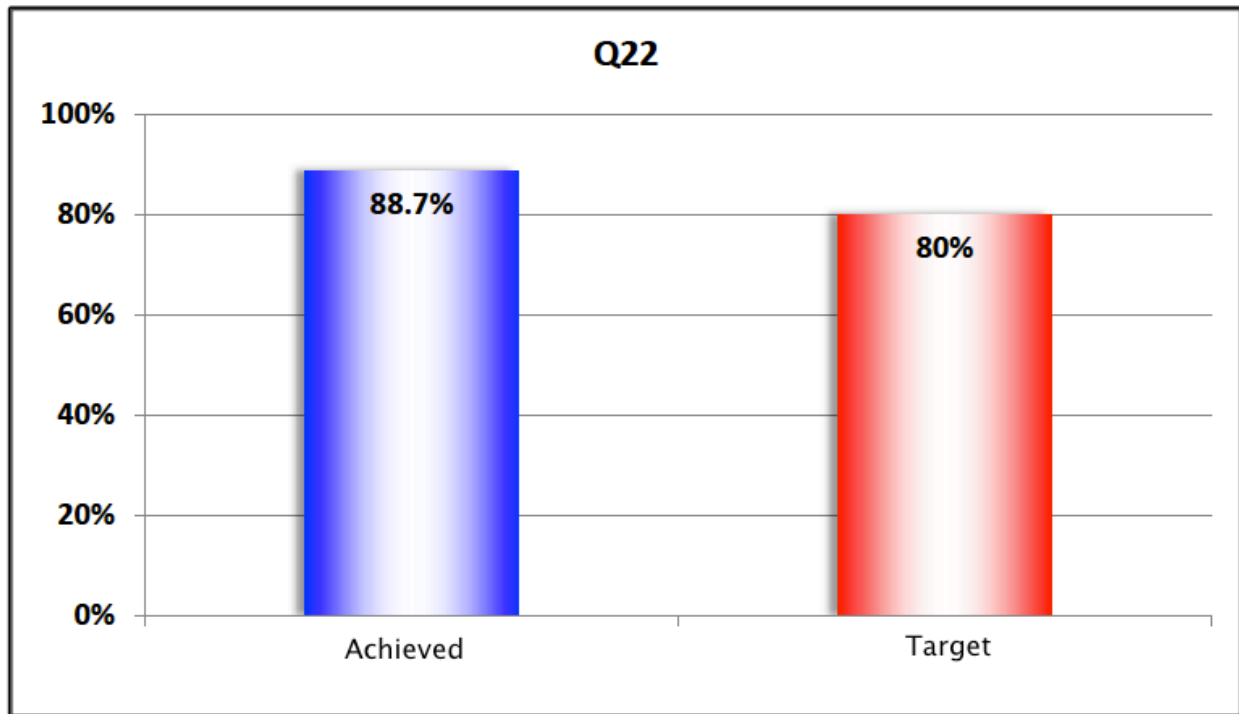


Table 2.5: Overall Satisfaction Regarding Sub-elements of Aspect 5

| Criterion 2 | Services | Aspect 5 | Appropriateness | | |
|---------------------------|--|----------------|-----------------|------|-------------|
| N | Sub-elements targeted for Evaluation | Level Achieved | Target Level | Gap | Type of Gap |
| Q 22 | The Authority is committed to providing the best services that meet the needs of its customers | 88.7% | 80% | 8.7% | Good |
| Average percentage | | 88.7% | 80% | 8.7% | Good |

Fig 2.5: Overall Satisfaction Regarding Sub-elements of Aspect 5



Criterion 3: Rendering of Services

Table 3: Overall Satisfaction Regarding Aspects of Criterion 3:

| N | Aspect | Level Achieved | Target Level | Gap | Type of Gap |
|---------------------------|--|----------------|--------------|-------|-------------|
| 1 | Employees' competencies and behavior in dealing with customers | 91.2% | 80% | 11.2% | Good |
| 2 | Advice and support provided | 90.7% | 80% | 10.7% | Good |
| 3 | Service-related manuals and documentation | 91.3% | 80% | 11.3% | Good |
| 4 | Handling customer complaints | 90.6% | 80% | 10.6% | Good |
| 5 | Training customers on how to access services | 86.8% | 80% | 6.8% | Good |
| 6 | Response time to deliver customer services | 86.2% | 80% | 6.2% | Good |
| Average Percentage | | 89.5% | 80% | 9.5% | Good |

Fig. 3: Overall Satisfaction Regarding Aspects of Criterion 3:

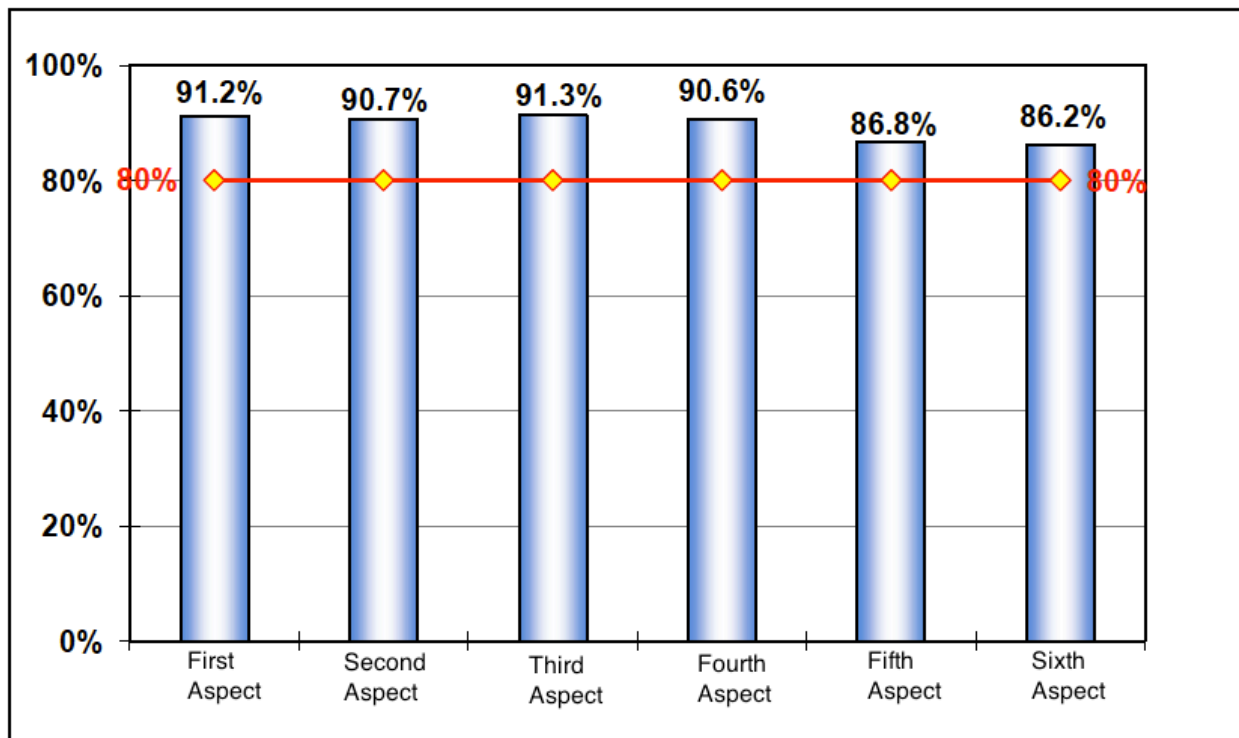


Table 3.1: Overall Satisfaction Regarding Sub-elements of Aspect 1

| Criterion 3 | | Rendering of Services | Aspect 1 | Employees' competencies and behavior in dealing with customers | | |
|---------------------------|---|-----------------------|----------------|--|-------|-------------|
| N | Sub-elements targeted for Evaluation | | Level Achieved | Target Level | Gap | Type of Gap |
| Q 23 | The Authority's employees possess good moral character, and communicate politely with customers | | 90.0% | 80% | 10.0% | Good |
| Q 24 | The Authority has specialized and qualified employees for each type of customer service | | 92.4% | 80% | 12.4% | Good |
| Average percentage | | | 91.2% | 80% | 11.2% | Good |

Fig 3.1: Overall Satisfaction Regarding Sub-elements of Aspect 1

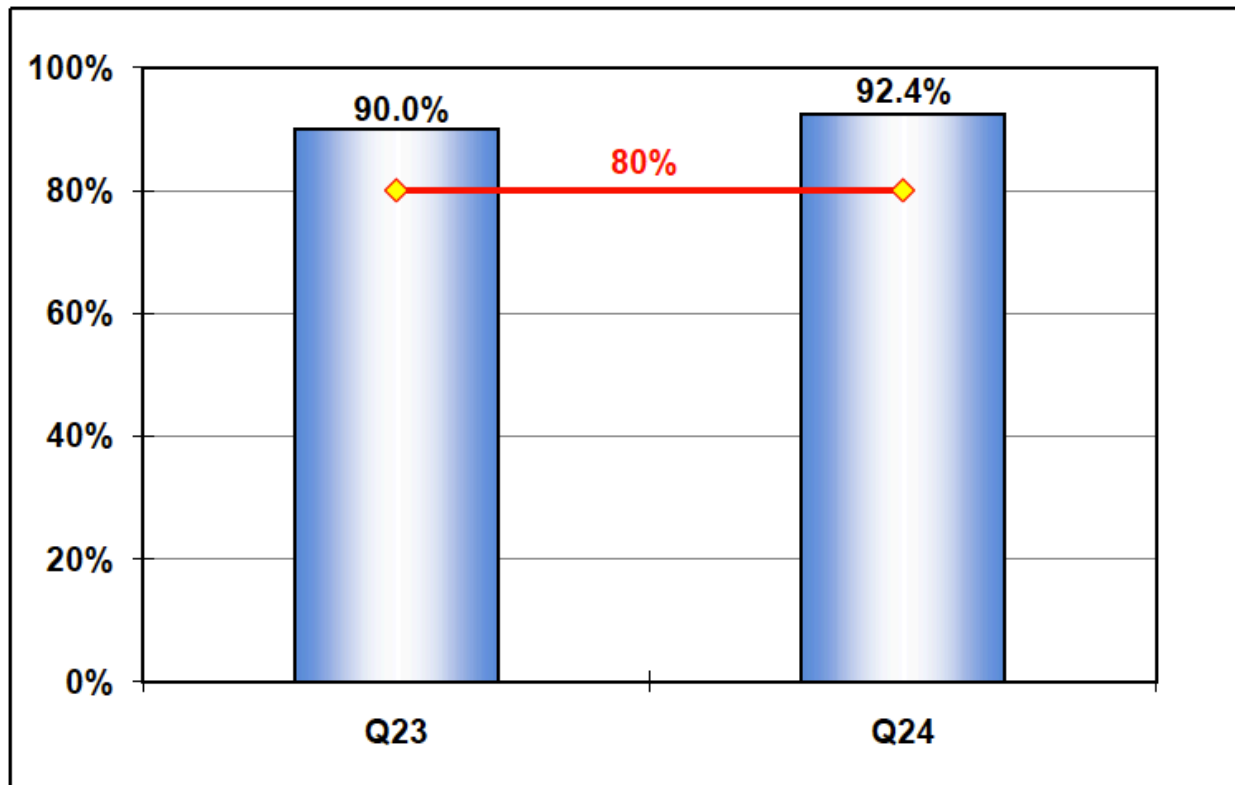


Table 3.2: Overall Satisfaction Regarding Sub-elements of Aspect 2

| Criterion 3 | Rendering of Services | Aspect 2 | Advice and support | | |
|---------------------------|---|----------------|--------------------|-------|-------------|
| N | Sub-elements targeted for Evaluation | Level Achieved | Target Level | Gap | Type of Gap |
| Q 25 | Advice and support are provided to customers as required | 89.2% | 80% | 9.2% | Good |
| Q 26 | The Federal Authority for Government Human Resources provides guidelines required for services delivered in a clear manner. | 92.2% | 80% | 12.2% | Good |
| Average percentage | | 90.7% | 80% | 10.7% | Good |

Fig 3.2: Overall Satisfaction Regarding Sub-elements of Aspect 2

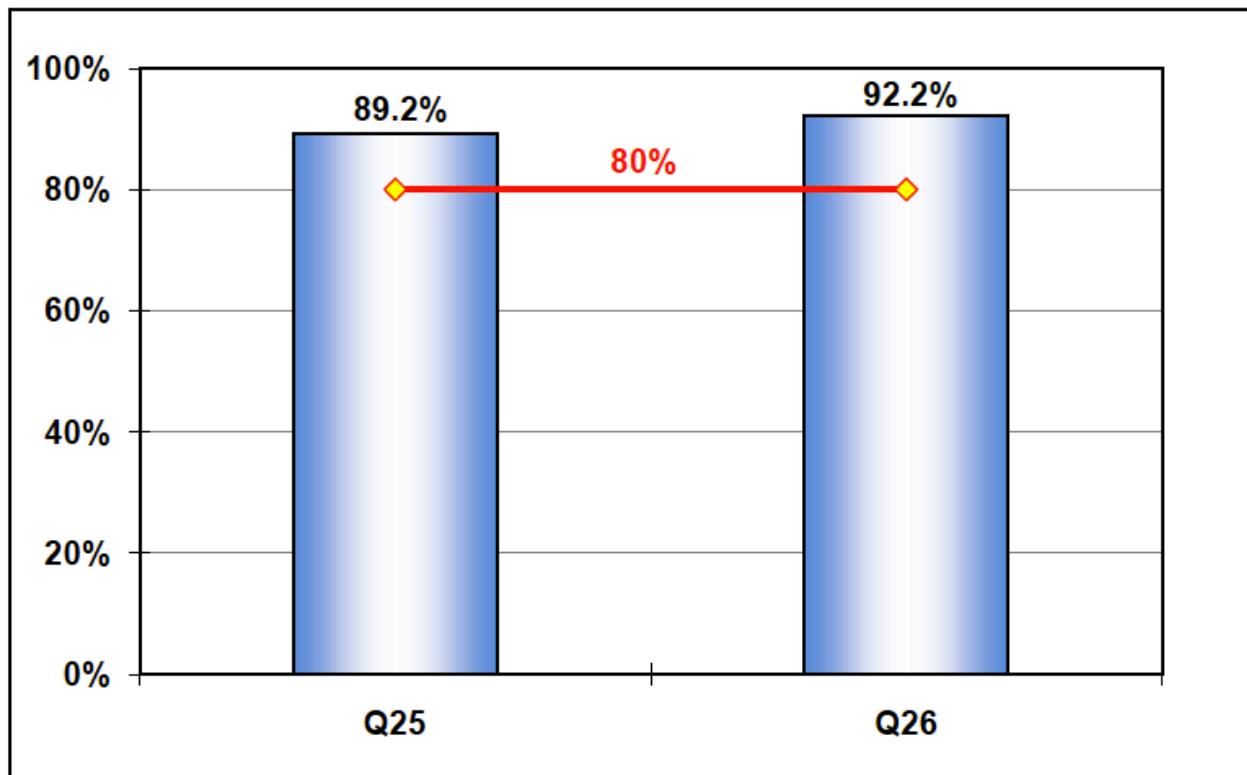


Table 3.3: Overall Satisfaction Regarding Sub-elements of Aspect 3

| Criterion 3 | | Rendering of Services | Aspect 3 | | Service-related manuals and documentation | |
|--------------------|--|-----------------------|----------------|--------------|---|-------------|
| N | Sub-elements targeted for Evaluation | | Level Achieved | Target Level | Gap | Type of Gap |
| Q 27 | Manuals and documentation related to services are clear and understandable | | 90.4% | 80% | 10.4% | Good |
| Q 28 | Manuals and documentation related to services are easily accessed | | 92.3% | 80% | 12.3% | Good |
| Average percentage | | | 91.3% | 80% | 11.3% | Good |

Fig 3.3: Overall Satisfaction Regarding Sub-elements of Aspect 3

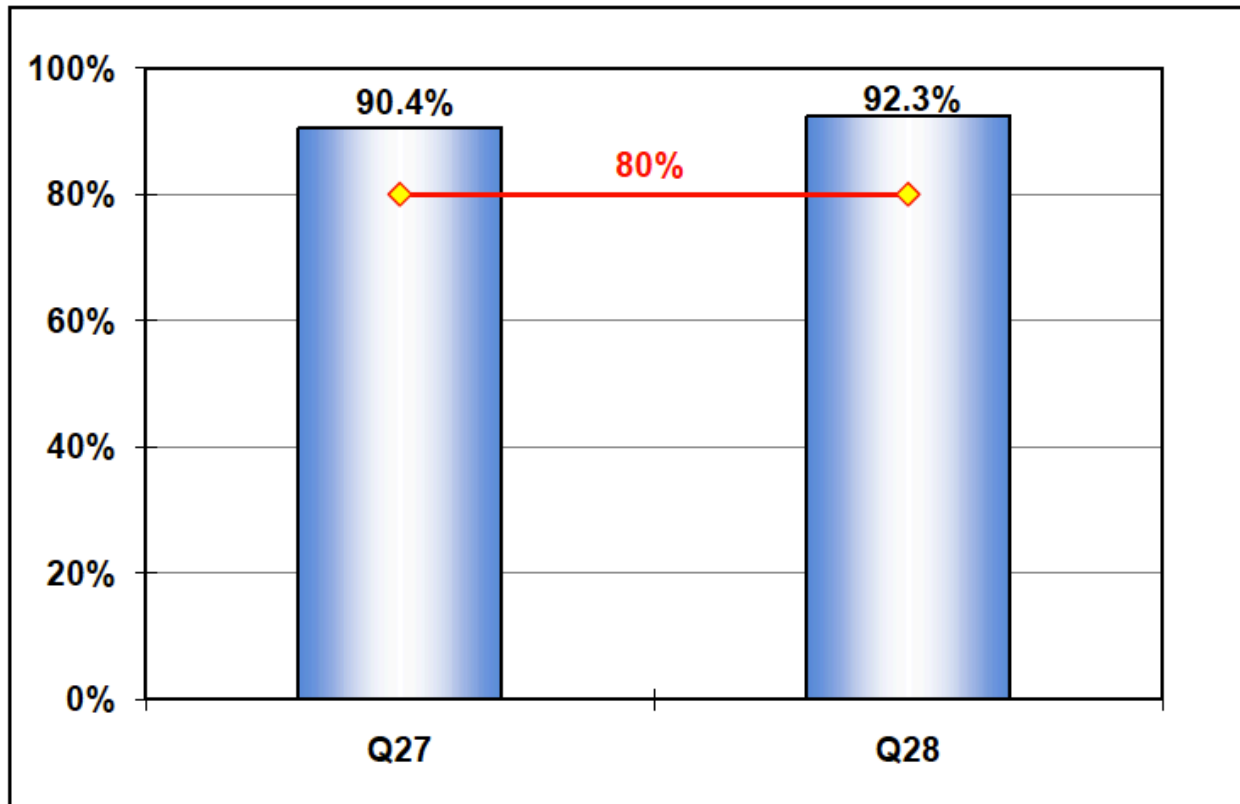


Table 3.4: Overall Satisfaction Regarding Sub-elements of Aspect 4

| Criterion 3 | Rendering of Services | Aspect 4 | Handling Customer Complaints | | |
|---------------------------|--|----------------|------------------------------|-------|-------------|
| N | Sub-elements targeted for Evaluation | Level Achieved | Target Level | Gap | Type of Gap |
| Q 29 | The Authority implements an effective system for handling customers' complaints and comments from all sources. | 89.3% | 80% | 9.3% | Good |
| Q 30 | The Authority endeavors to resolve the problems faced by all its customers | 91.8% | 80% | 11.8% | Good |
| Average percentage | | 90.6% | 80% | 10.6% | Good |

Fig 3.4: Overall Satisfaction Regarding Sub-elements of Aspect 4

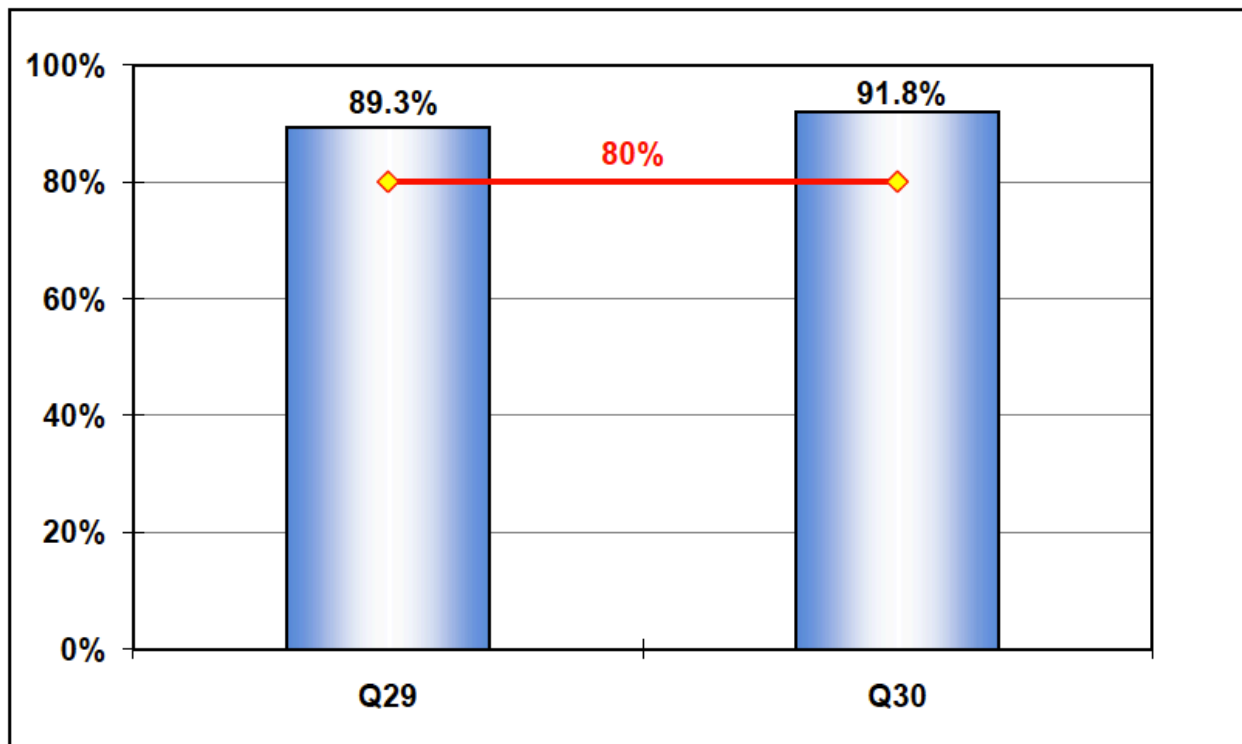


Table 3.5: Overall Satisfaction Regarding Sub-elements of Aspect 5

| Criterion 3 | Rendering of Services | Aspect 5 | Handling Customer Complaints | | |
|---------------------------|---|----------------|------------------------------|------|-------------|
| N | Sub-elements targeted for Evaluation | Level Achieved | Target Level | Gap | Type of Gap |
| Q 31 | The Authority adopts high-quality programs for training customers on how to access its services | 84.1% | 80% | 4.1% | Good |
| Q 32 | The Authority organizes workshops for customers to explain ways of obtaining its services | 89.4% | 80% | 9.4% | Good |
| Average percentage | | 86.8% | 80% | 6.8% | Good |

Fig 3.5: Overall Satisfaction Regarding Sub-elements of Aspect 5

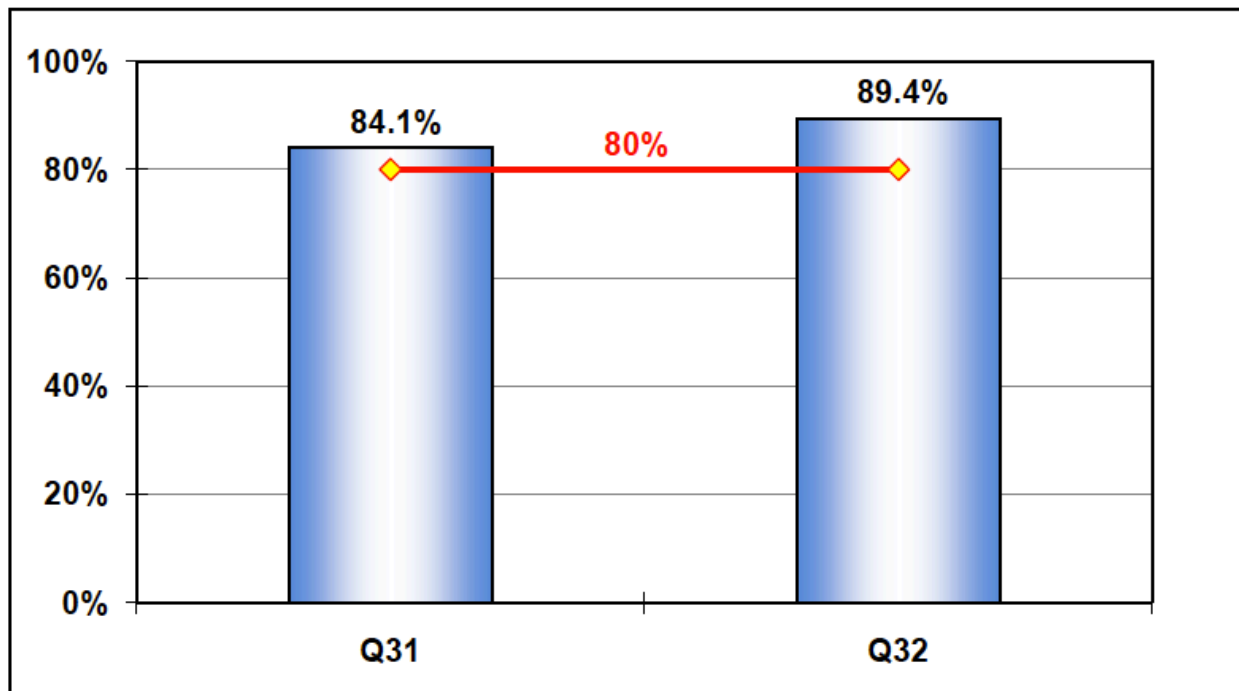
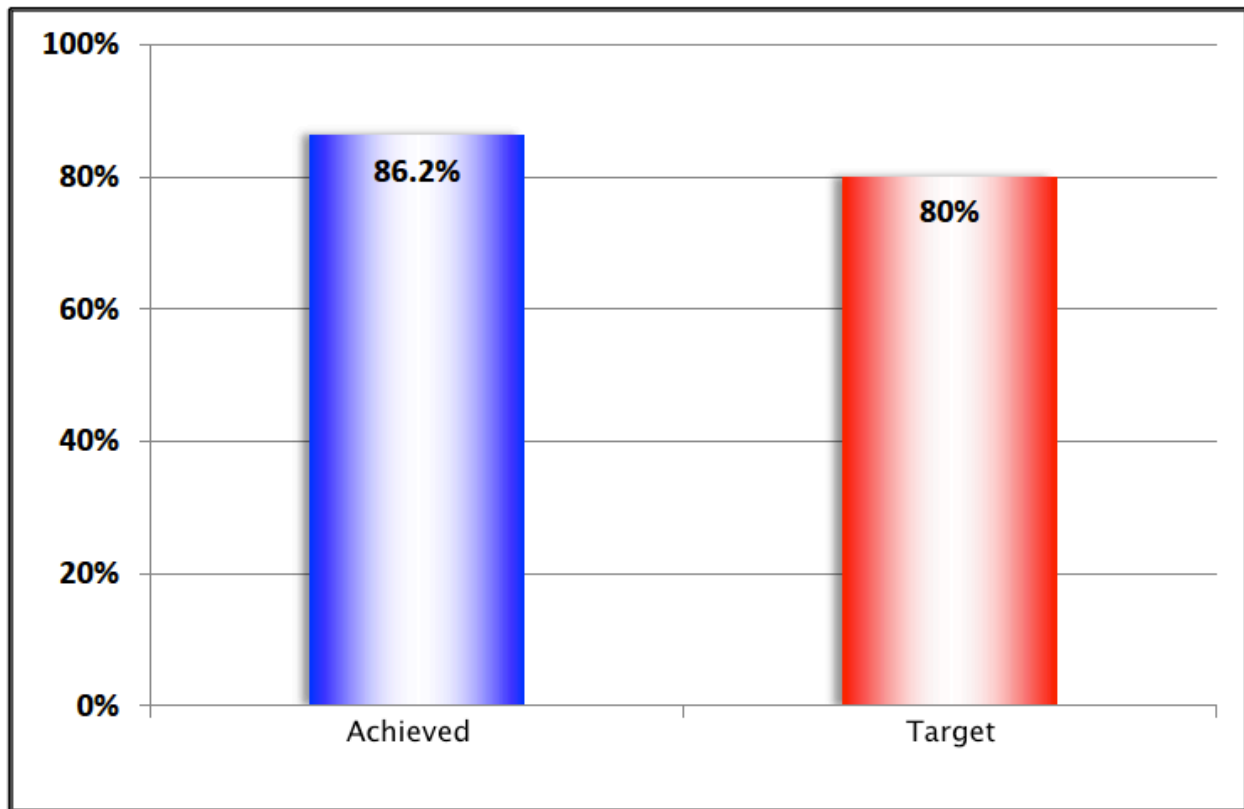


Table 3.6: Overall Satisfaction Regarding Sub-elements of Aspect 6

| Criterion 3 | Rendering of Services | Aspect 6 | Response time to deliver customer services | | |
|--------------------|--|----------------|--|------|-------------|
| N | Sub-elements targeted for Evaluation | Level Achieved | Target Level | Gap | Type of Gap |
| Q 33 | The Federal Authority for Government Human Resources delivers its services within a reasonable time limit and as agreed upon | 86.2% | 80% | 6.2% | Good |
| Average percentage | | 86.2% | 80% | 6.2% | Good |

Fig 3.6: Overall Satisfaction Regarding Sub-elements of Aspect 6



Criterion 4: Transparency

Table 4: Overall Satisfaction Regarding Aspects of Criterion 4:

| N | Aspect | Level Achieved | Target Level | Gap | Type of Gap |
|---------------------------|---|----------------|--------------|-------|-------------|
| 1 | Easy access to service delivery information | 91.2% | 80% | 11.2% | Good |
| 2 | Transparent service rendering procedures & requirements | 90.7% | 80% | 10.7% | Good |
| Average Percentage | | 89.5% | 80% | 9.5% | Good |

Fig 4: Overall Satisfaction Regarding Aspects of Criterion 4:

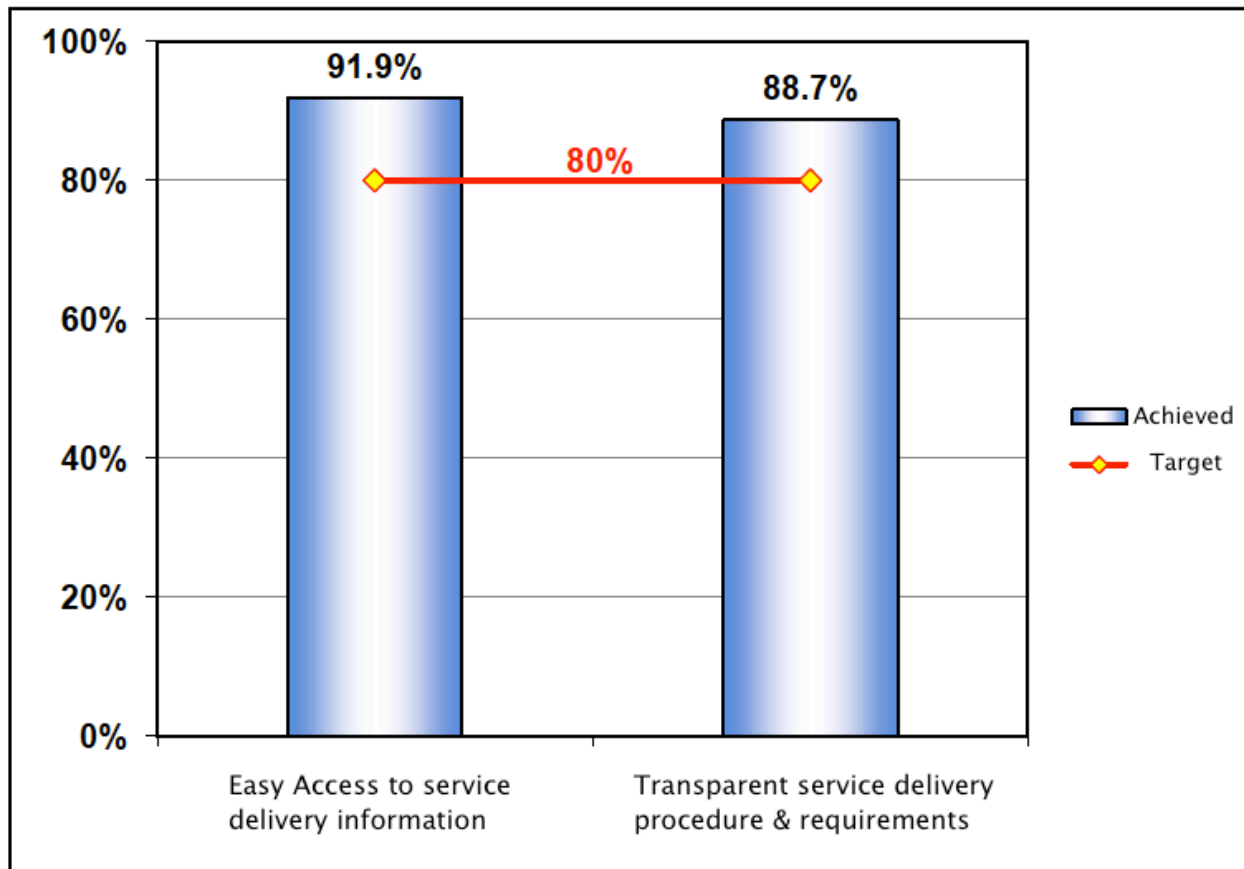


Table 4.1: Overall Satisfaction Regarding Sub-elements of Aspect 1

| Criterion 4 | | Transparency | Aspect 1 | Easy access to service delivery information | | |
|---------------------------|--|--------------|----------------|---|------|-------------|
| N | Sub-elements targeted for Evaluation | | Level Achieved | Target Level | Gap | Type of Gap |
| Q 34 | Signs leading to service rendering locations at the Authority are clear and conspicuously placed | | 84.1% | 80% | 4.1% | Good |
| Q 35 | The Authority organizes workshops for customers to explain ways of obtaining its services | | 89.4% | 80% | 9.4% | Good |
| Average percentage | | | 86.8% | 80% | 6.8% | Good |

Fig. 4.1: Overall Satisfaction Regarding Sub-elements of Aspect 1

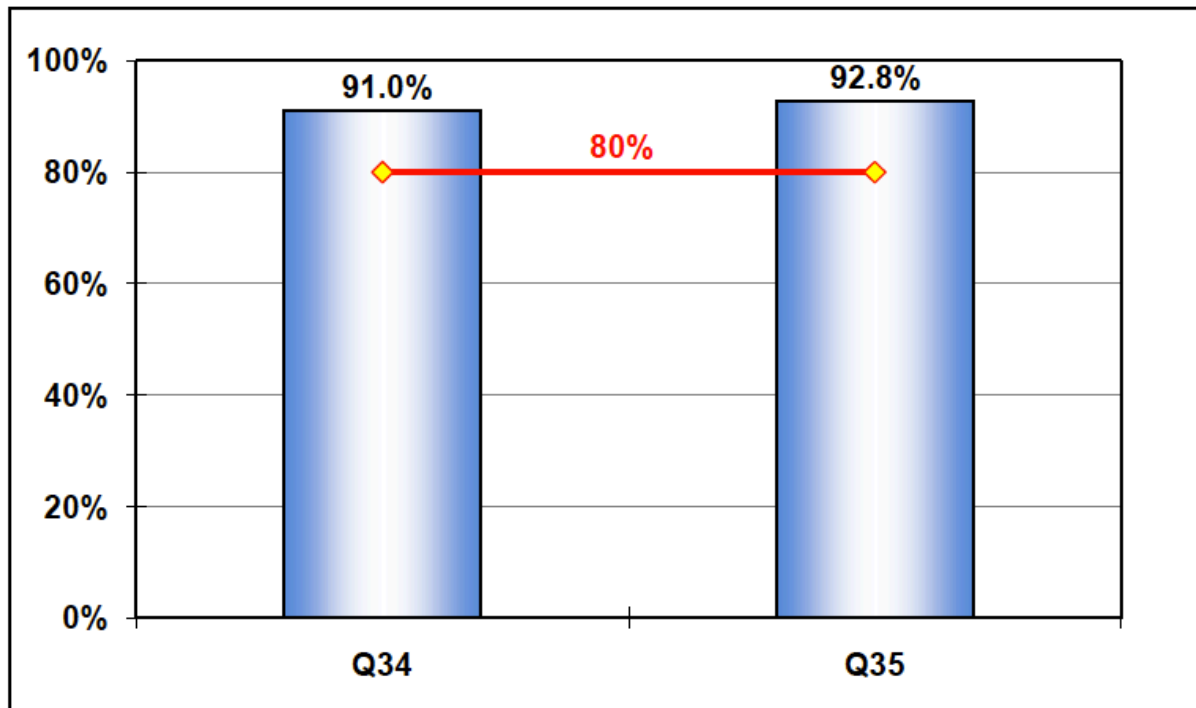
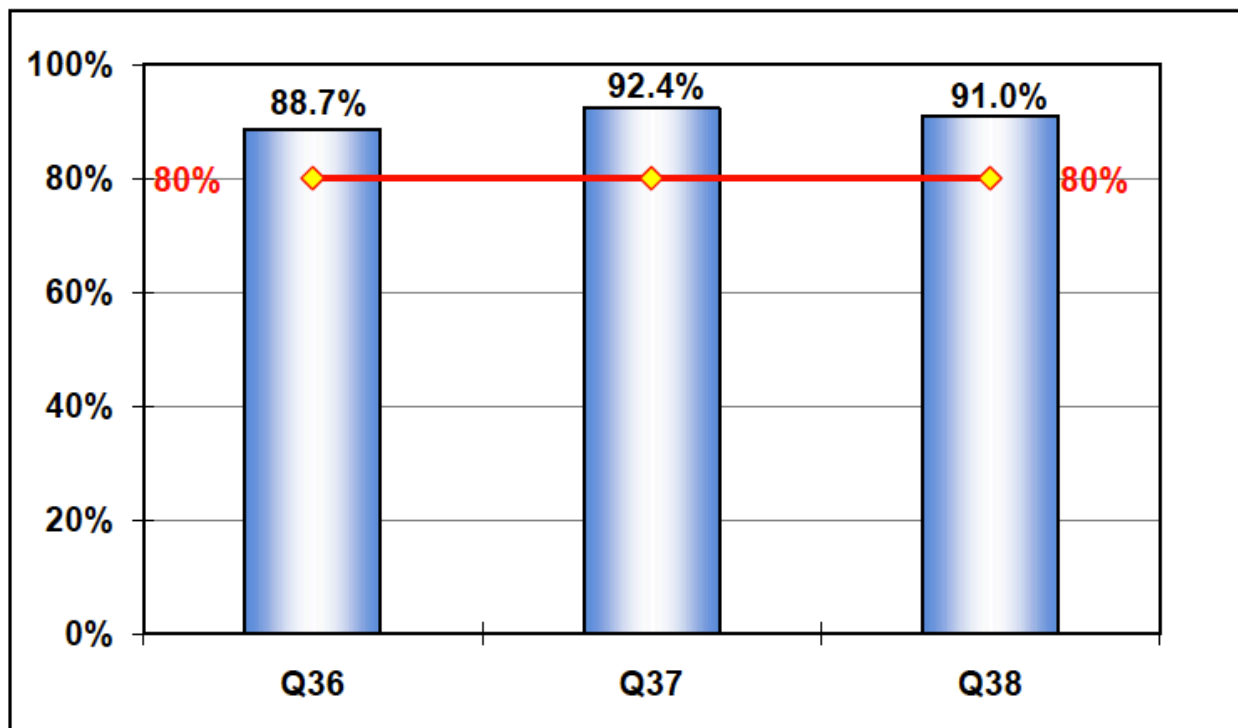


Table 4.2: Overall Satisfaction Regarding Sub-elements of Aspect 2

| Criterion 4 | Transparency | Aspect 2 | Transparent service rendering procedures & requirements | | |
|---------------------------|---|----------------|---|-------|-------------|
| N | Sub-elements targeted for Evaluation | Level Achieved | Target Level | Gap | Type of Gap |
| Q 36 | Services are being rendered in a transparent manner in terms of cost, timing, etc | 88.7% | 80% | 8.7% | Good |
| Q 37 | The Authority is keen on advertizing any new service or achievement | 92.4% | 80% | 12.4% | Good |
| Q 38 | The Authority implements a well-defined and comprehensive system for completion of transactions | 91.0% | 80% | 11.0% | Good |
| Average percentage | | 88.7% | 80% | 8.7% | Good |

Fig. 4.2: Overall Satisfaction Regarding Sub-elements of Aspect 2



Section Three

Demographics

Results of Gap Analysis Between Achieved and Target Performance

This section reviews Customer Satisfaction with the Federal Authority for Government Human Resources, distributed according to the following demographic characteristics:

| | |
|---|-------------------------------|
| 1 | Gender |
| 2 | Nationality |
| 3 | Age Group |
| 4 | Marital Status |
| 5 | Level of Education |
| 6 | Duration of Service Rendering |

Section Three: Demographics

Table 1: Distribution of Federal Authority for Government Human Resource Customers by Gender

| Gender | | Distribution % |
|--------|--------|----------------|
| 1 | Male | 62.0% |
| 2 | Female | 38.0% |
| Total | | 100% |

Fig. 1: Distribution of Federal Authority for Government Human Resource Customers by Gender

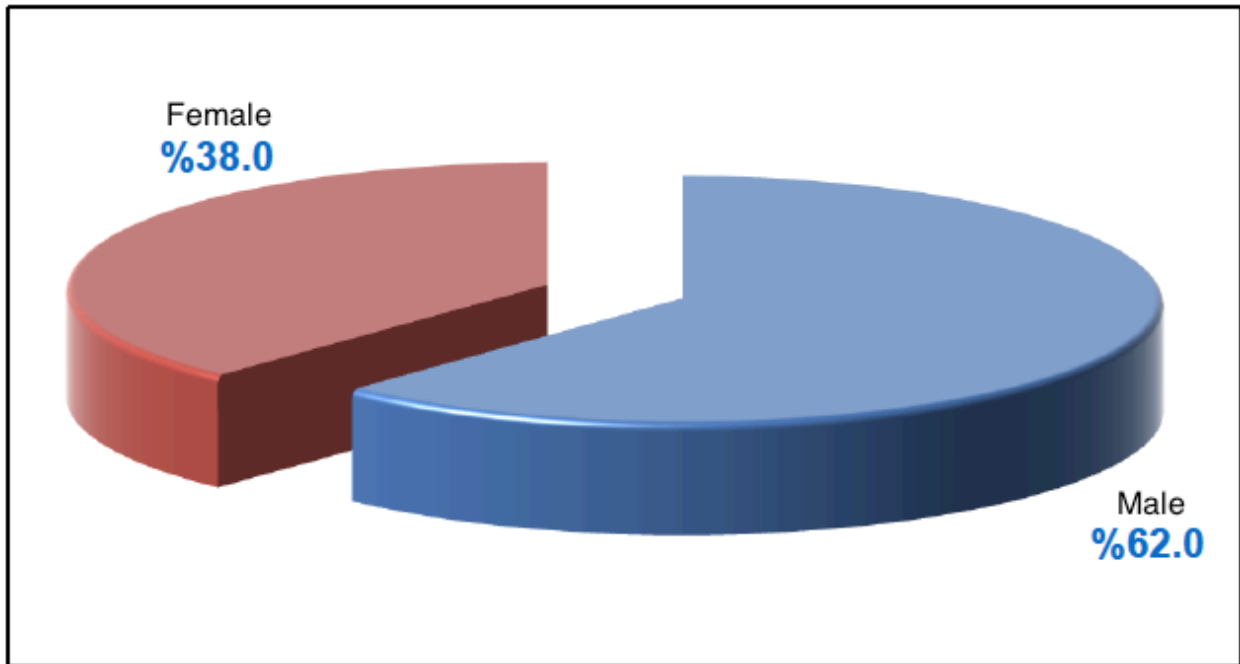


Table 1.1: Analysis of Total Gaps and Levels of Satisfaction among Federal Authority for Government Human Resource Customers, Distributed by Gender

| Gender | | Level Achieved | Target Level | Gap | Type of Gap |
|--------|--------|----------------|--------------|------|-------------|
| 1 | Male | 88.7% | 80% | 8.7% | Good |
| 2 | Female | 87.3% | 80% | 7.3% | Good |

Fig. 1.1: Analysis of Total Gaps and Levels of Satisfaction among Federal Authority for Government Human Resource Customers, Distributed by Gender

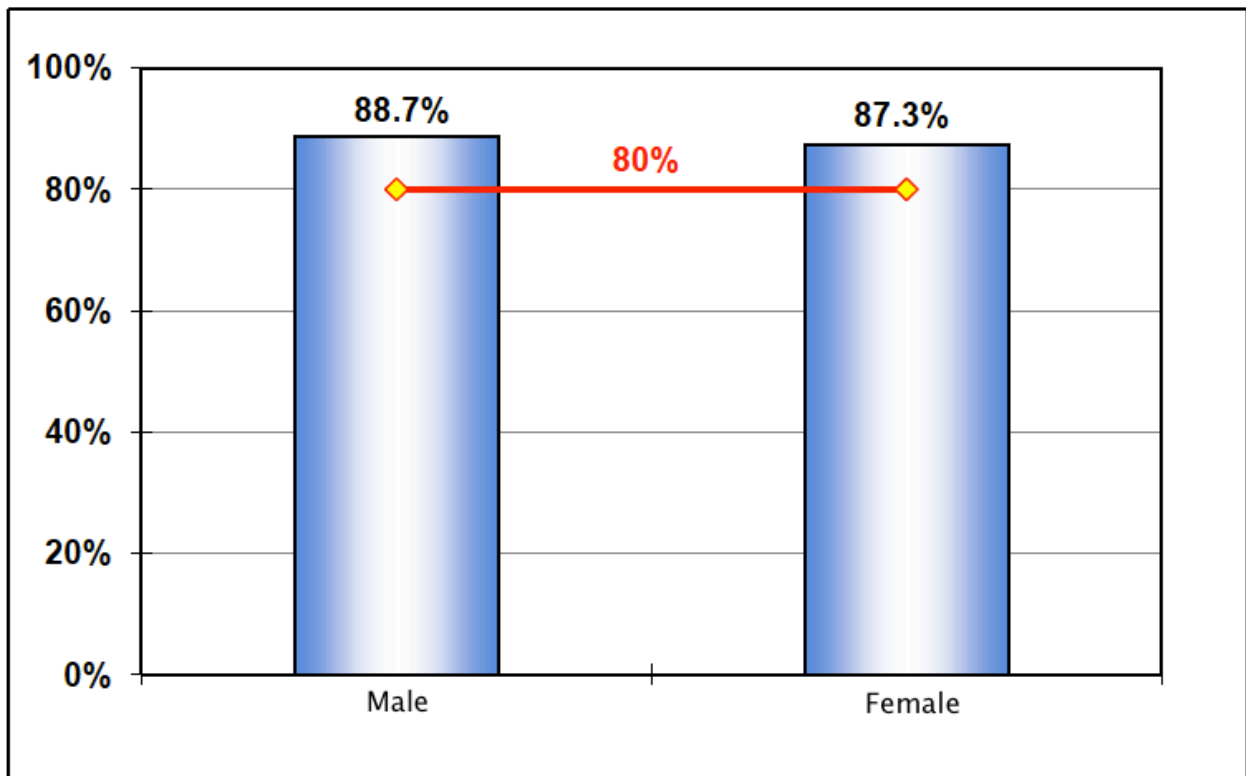


Table 2: Distribution of Federal Authority for Government Human Resource Customers by Nationality

| Nationality | | Distribution % |
|-------------|---------|----------------|
| 1 | Emirati | 93.5% |
| 2 | Arab | 4.8% |
| 3 | GCC | 1.6% |
| Total | | 100% |

Fig .2: Distribution of Federal Authority for Government Human Resource Customers by Nationality

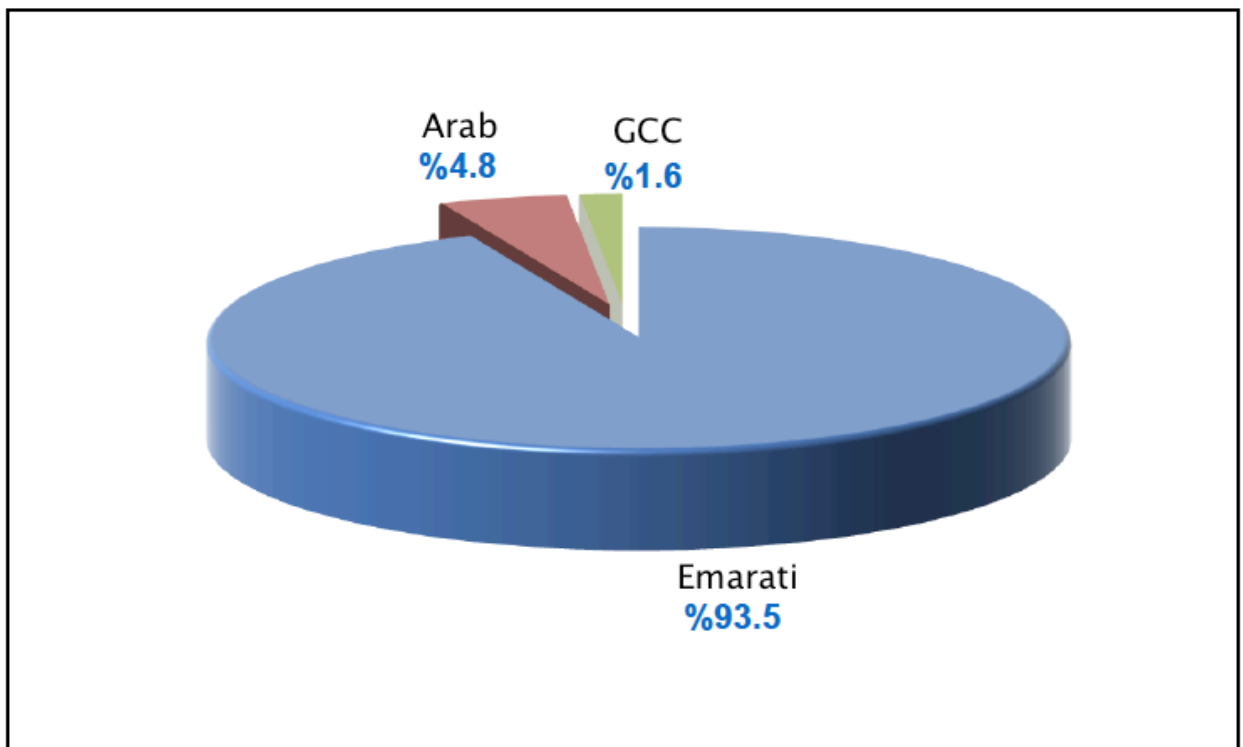


Table 2.1: Analysis of Total Gaps and Levels of Satisfaction among Federal Authority for Government Human Resource Customers, Distributed by Nationality

| | Nationality | Level Achieved | Target Level | Gap | Type of Gap |
|---|-------------|----------------|--------------|-------|-------------|
| 1 | Emirati | 88.7% | 80% | 8.7% | Good |
| 2 | Arab | 73.0% | 80% | -7.0% | Poor |
| 3 | GCC | 89.5% | 80% | 9.5% | Good |

Fig. 2.1: Analysis of Total Gaps and Levels of Satisfaction among Federal Authority for Government Human Resource Customers, Distributed by Nationality

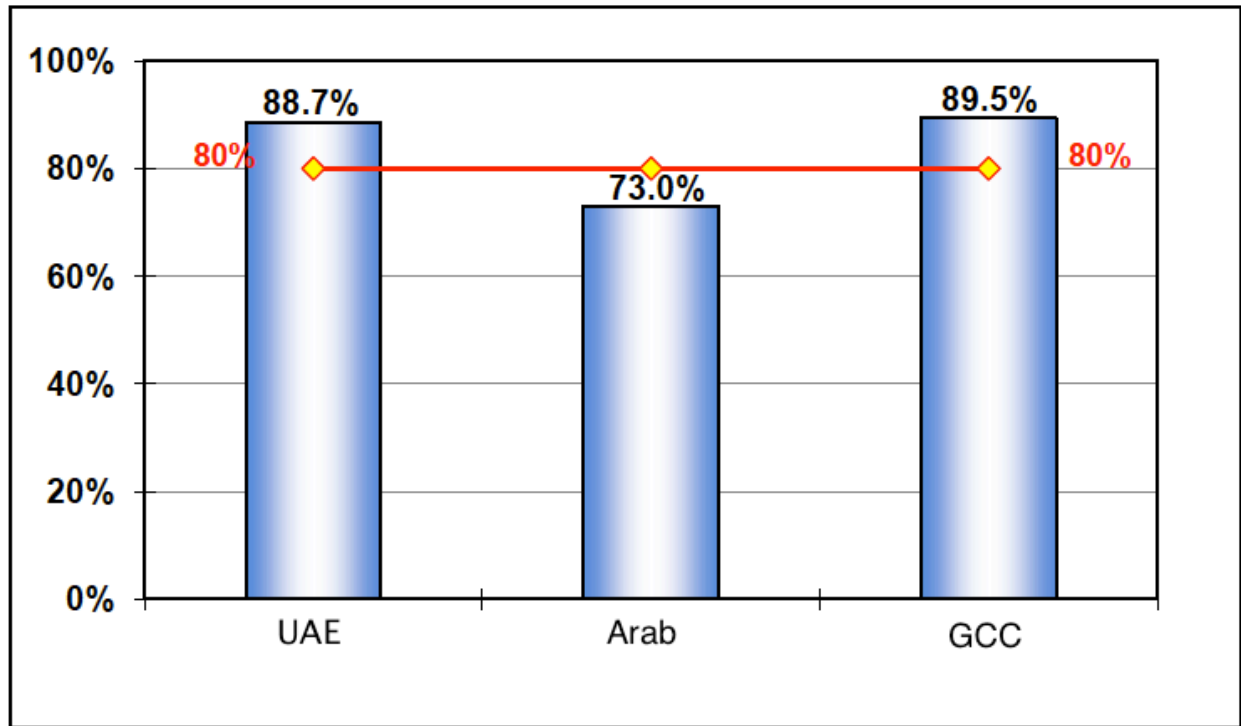


Table 3: Distribution of Federal Authority for Government Human Resource Customers by Different Age Groups

| Age Groups | | Distribution % |
|------------|-------------|----------------|
| 1 | 21-30 years | 18.6% |
| 2 | 31-40 years | 76.3% |
| 3 | + 41 years | 5.1% |
| Total | | 100% |

Fig. 3: Distribution of Federal Authority for Government Human Resource Customers by Different Age Groups

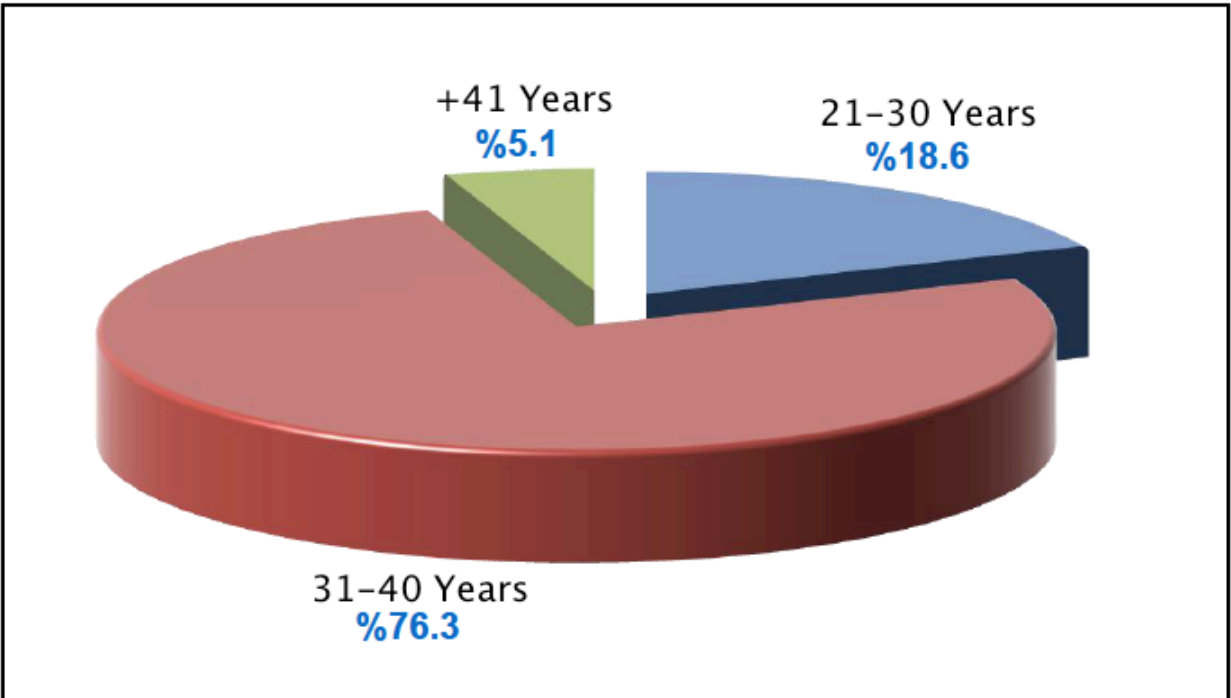


Table 3.1: Analysis of Total Gaps and Levels of Satisfaction among Federal Authority for Government Human Resource Customers, Distributed by Different Age Groups

| | Age Groups | Level Achieved | Target Level | Gap | Type of Gap |
|---|-------------|----------------|--------------|-------|-------------|
| 1 | 21-30 years | 90.5% | 80% | 10.5% | Good |
| 2 | 31-40 years | 88.2% | 80% | 8.2% | Good |
| 3 | + 41 years | 72.8% | 80% | -7.2% | Poor |

Fig. 3.1: Analysis of Total Gaps and Levels of Satisfaction among Federal Authority for Government Human Resource Customers, Distributed by Different Age Groups

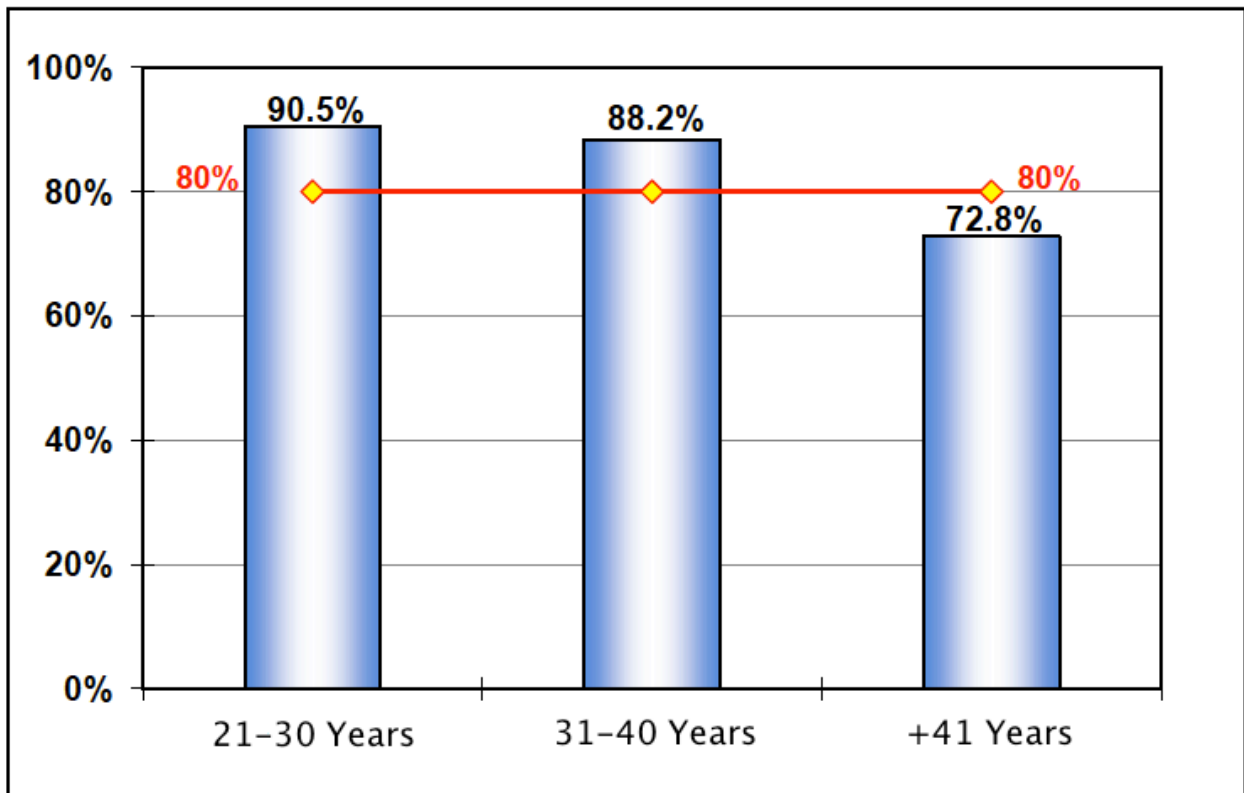


Table 4: Distribution of Federal Authority for Government Human Resource Customers by Marital Status

| Marital Status | | Distribution % |
|----------------|---------|----------------|
| 1 | Single | 10.0% |
| 2 | Married | 90.0% |
| Total | | 100% |

Table 4: Distribution of Federal Authority for Government Human Resource Customers by Marital Status

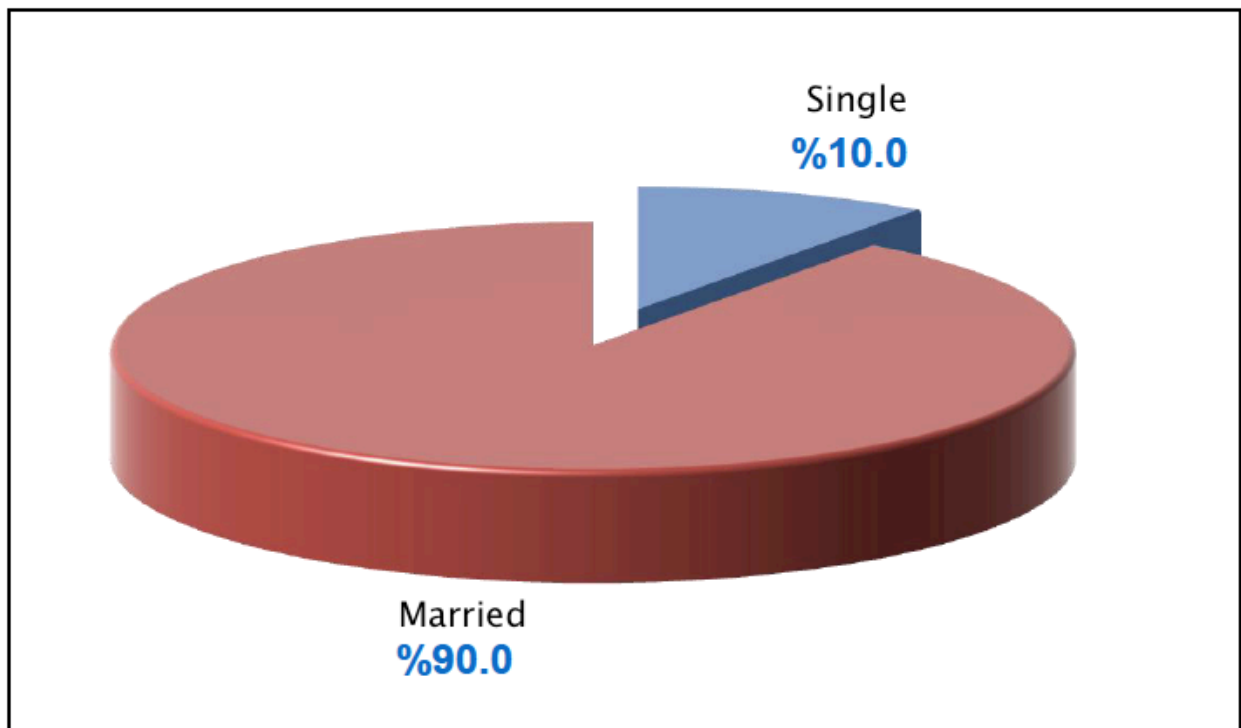


Table 4.1: Analysis of Total Gaps and Levels of Satisfaction among Federal Authority for Government Human Resource Customers, Distributed by Marital Status

| | Marital Status | Level Achieved | Target Level | Gap | Type of Gap |
|---|----------------|----------------|--------------|-------|-------------|
| 1 | Single | 78.9% | 80% | -1.1% | Poor |
| 2 | Married | 86.2% | 80% | 6.2% | Good |

Fig. 4.1: Analysis of Total Gaps and Levels of Satisfaction among Federal Authority for Government Human Resource Customers, Distributed by Marital Status

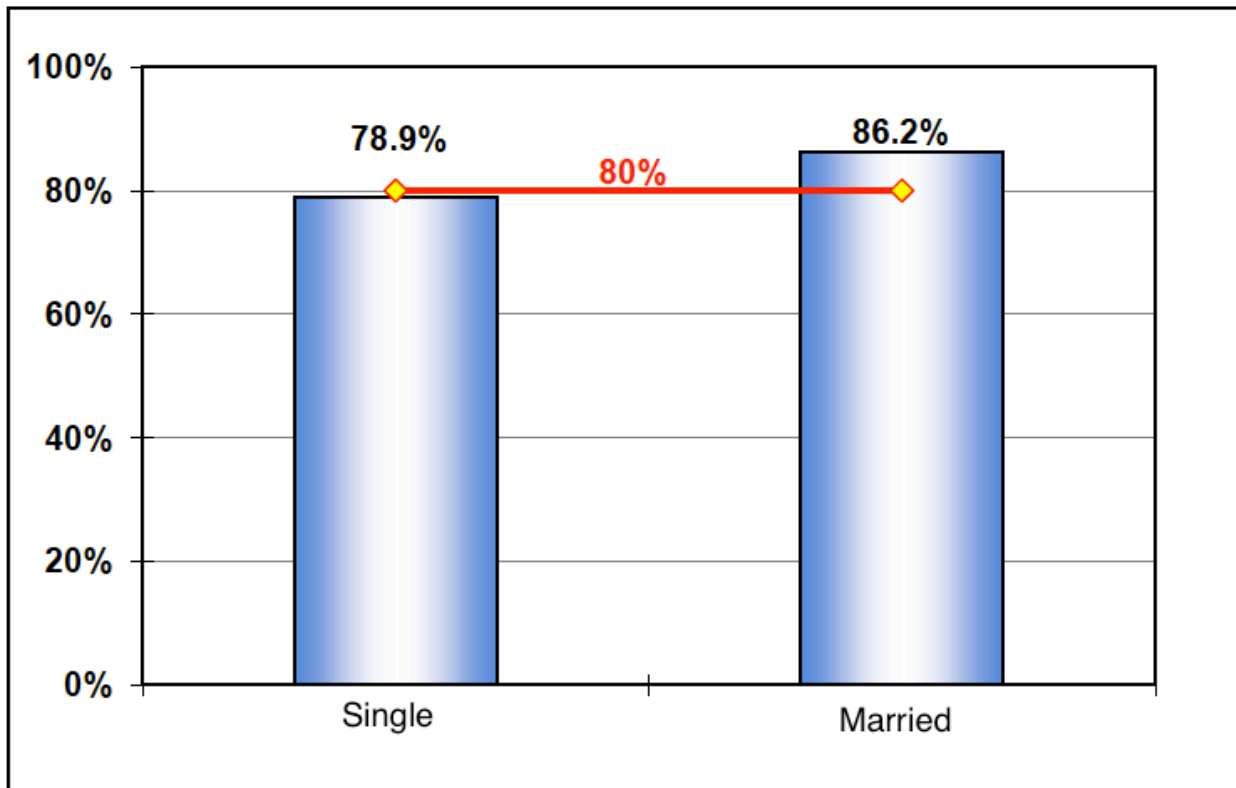


Table 5: Distribution of Federal Authority for Government Human Resource Customers by Level of Education

| Level of Education | | Distribution % |
|--------------------|---------------------------|----------------|
| 1 | Secondary School Or Below | 4.0% |
| 2 | Diploma | 10% |
| 3 | B.A/B.Sc. | 76% |
| 4 | Masters/PhD | 10.0% |
| Total | | 100% |

Fig. 5: Distribution of Federal Authority for Government Human Resource Customers by Level of Education

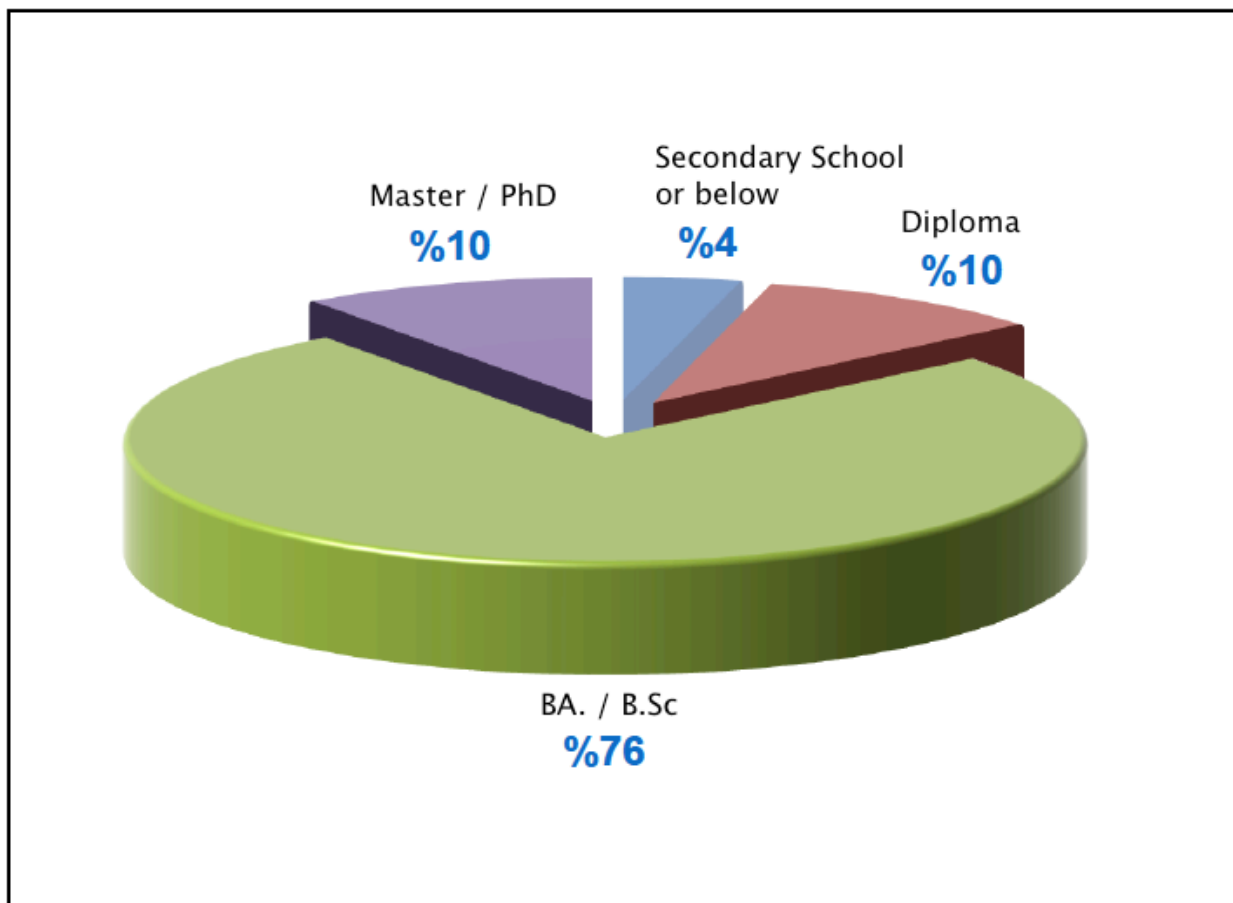


Table 5.1: Analysis of Total Gaps and Levels of Satisfaction among Federal Authority for Government Human Resource Customers, Distributed by Level of Education

| Level of Education | | Level Achieved | Target Level | Gap | Type of Gap |
|--------------------|---------------------------|----------------|--------------|-------|-------------|
| 1 | Secondary School Or Below | 91.6% | 80% | 11.6% | Good |
| 2 | Diploma | 84.1% | 80% | 4.1% | Good |
| 3 | B.A/B.Sc. | 87.7% | 80% | 7.7% | Good |
| 4 | Masters/PhD | 82.6% | 80% | 2.6% | Good |

Fig. 5.1: Analysis of Total Gaps and Levels of Satisfaction among Federal Authority for Government Human Resource Customers, Distributed by Level of Education

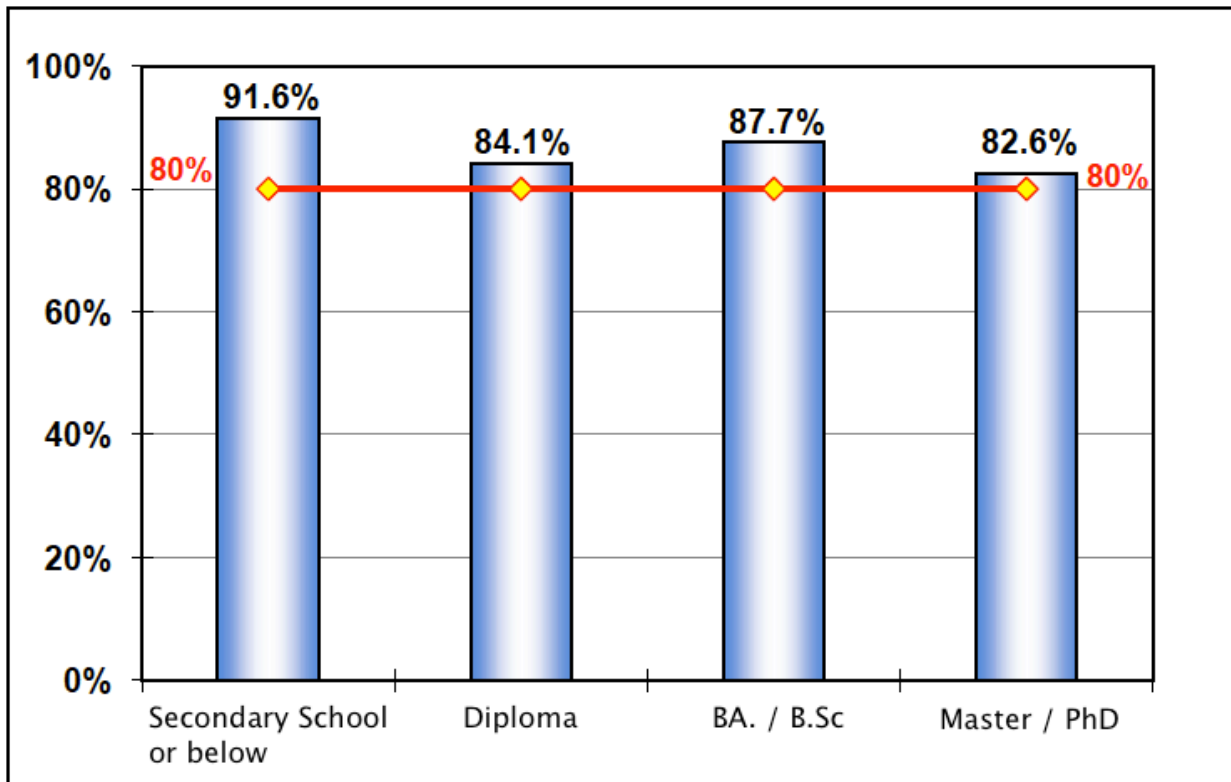


Table 6: Distribution of Federal Authority for Government Human Resource Customers by Duration of Service Rendering

| Duration of Service Rendering | | Distribution % |
|-------------------------------|------------------|----------------|
| 1 | Less than 1 year | 33% |
| 2 | 1-5 years | 61% |
| 3 | 6-10 years | 1.0% |
| 4 | 11 + years | 4.0% |
| Total | | 100% |

Fig. 6: Distribution of Federal Authority for Government Human Resource Customers by Duration of Service Rendering

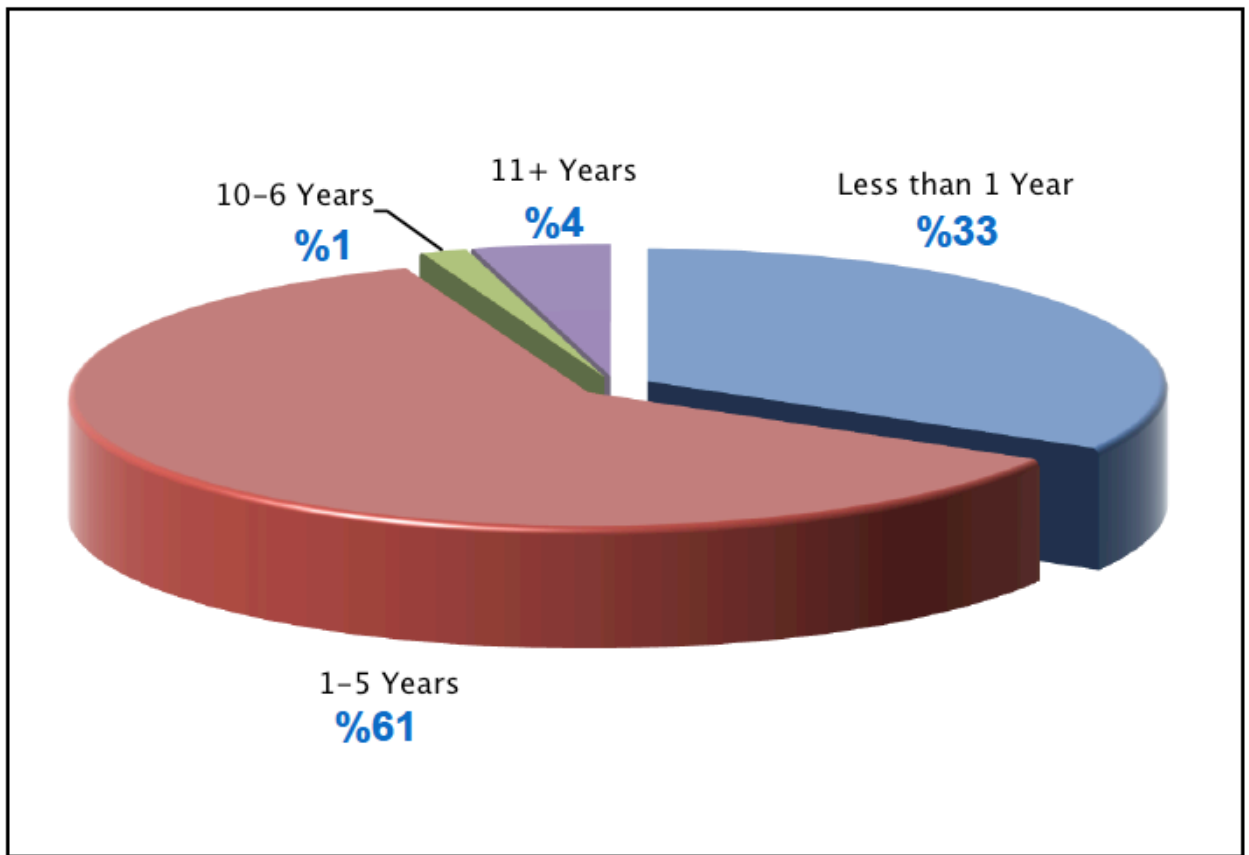
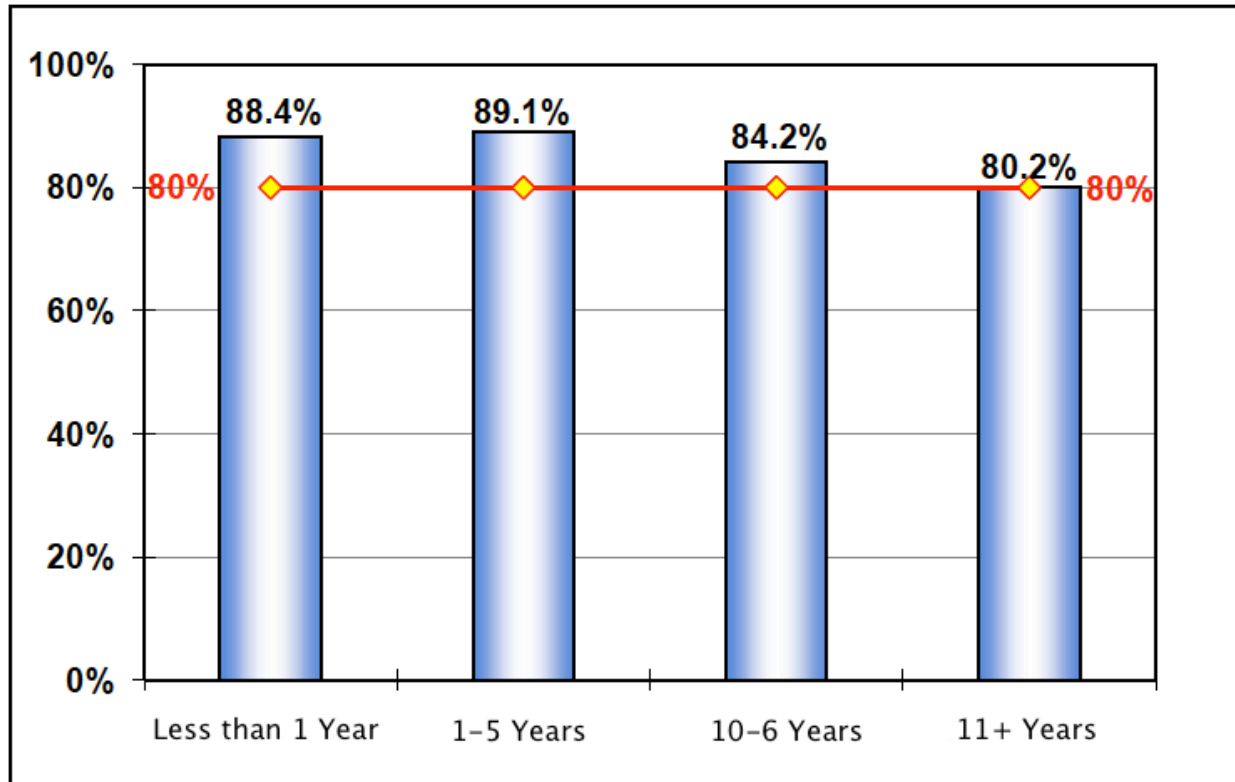


Table 6.1: Analysis of Total Gaps and Levels of Satisfaction among Federal Authority for Government Human Resource Customers, Distributed by Duration of Service Rendering

| Duration of Service Rendering | | Level Achieved | Target Level | Gap | Type of Gap |
|-------------------------------|------------------|----------------|--------------|------|-------------|
| 1 | Less than 1 year | 88.4% | 80% | 8.4% | Good |
| 2 | 1-5 years | 89.1% | 80% | 9.1% | Good |
| 3 | 6-10 years | 84.2% | 80% | 4.2% | Good |
| 4 | 11 + years | 80.2% | 80% | 0.2% | Good |

Fig. 6.1: Analysis of Total Gaps and Levels of Satisfaction among Federal Authority for Government Human Resource Customers, Distributed by Duration of Service Rendering



Section Four: Open-Ended Questions

Responses to Answers

Suggestions &, Comments You Wish to Add

Responses

| |
|--|
| Increase workshops |
| Increase indicatives |
| Indicatives are not effective |
| Government establishments and entities should be provided with legislation and legal solutions to general career problems |
| Development and innovation examples in human resource data |
| Optimum utilization of electronic linkage of Federal Government Entities |
| Poor response |
| Assign an email for circulars |
| Response to legal advice requests |
| Nominate contact persons for training on human resource law |
| Extend HR Club Forums held in Dubai to include Abu Dhabi too. |
| Consider increasing salaries to attract candidates wishing to join Federal Government entities |
| Improve Website |
| More space for questions on website |
| Increase seminars |
| Ineffective communication in Abu Dhabi Office |
| Place press and TV advertisements to publicize role of the Authority |
| Conduct a study to identify the number of human resources in Federal authorities and create employment opportunities for Nationals in the Federal Authority for Government Human Resources and Public Authority for Youth and Sports |
| 42,000 Nationals are unemployed. It is suggested to earmark a certain percentage for employment |
| The provision to support Secondary School graduates is to be extended to include university |

| |
|--|
| <p>graduates (Explanatory regulation to this provision). Khalid Al Kaabi, from Public Authority for Youth and Sports, has prepared a study entitled “Scholarships”, which can be useful with many other references in promoting the status of National employees.</p> |
| <p>Support to Nationals after retirement (an initiative to prepare them during the pre-retirement period) to make use of their experience</p> |
| <p>Restructure Masar Initiative to include external scholarship for beneficiaries to pursue further education and acquire new skills, and the possibility of financial support by the Federal Authority for Government Human Resources to the initiative.</p> |
| <p>More advertisements via social media e.g. Twitter, Facebook, Youtube, etc</p> |
| <p>Regarding the initiatives launched by the Authority, there is a need for a guiding manual explaining implementation processes in a simple manner so that the trainer or customer can understand all steps to be taken. This manual will greatly help customers and spare the Authority much time and effort. The Authority may also need to prepare these initiatives in alignment with the functions of HR departments, including HR planning, training and development.</p> |

Section Five: Recommendations

Recommendation on Total Satisfaction Survey Results

| Strategic Performance Aspect | Evaluation of Overall Satisfaction Levels of Authority Customers | | |
|---|--|------------------|-----------------------|
| Overall Target Performance | 80% | Type of Gap | No Performance Gap |
| Average Percentage Achieved | 83.3% | | |
| Type of Performance | Good | Performance Zone | Pioneering Excellence |
| Strategy | Recommendations | | |
| <ul style="list-style-type: none"> • Strengthen and Consolidate Performance • Repeat Success • Reward Achievers | <p>The Authority has achieved an outstanding performance in terms of customer service, as shown by the final satisfaction survey results of various criteria. To maintain and develop this increasingly positive trend, the Authority needs to:</p> <ol style="list-style-type: none"> 1. Communicate the results to directors of major organizational units, thanking them and all staff for their effort to build good relationships with the Authority’s customers. 2. Publish the survey results on the Intranet to inform the employees and to express the Management’s appreciation for their contribution to the achievement. 3. Publish the results on the Internet along with “thank you” words to all customers who participated in the survey, ensuring them that the Authority’s achievements will continue for more outstanding results. | | |

Recommendation on Total Satisfaction Survey Results: General Impression

| Strategic Performance Aspect | Evaluation of Overall Satisfaction Levels of Authority Customers | | |
|--|---|------------------|-----------------------|
| Overall Target Performance | 80% | Type of Gap | No Performance Gap |
| Average Percentage Achieved | 86.1% | | |
| Type of Performance | Good | Performance Zone | Pioneering Excellence |
| Strategy | Recommendations | | |
| <ul style="list-style-type: none"> • Strengthen and Consolidate Performance • Repeat Success • Reward Achievers | <p>The Authority has achieved an outstanding performance in the Criterion 1 (General Impression), reflecting the favourable impact of its services among customers. The general impression constitutes the corner-stone in building the image of an organization and achieving required satisfaction. It is, therefore recommended to:</p> <ol style="list-style-type: none"> 1. Maintain the integrity of the Authority and continue developing its organizational reputation through building new relationships with the media in order to disseminate updates on the Authority’s achievements at all levels. 2. Use the results as a model of excellence in different events and social participations. 3. Recognize the significant front-line employees for their role in creating the best impression among customers of the Authority, and motivate them to continue their good job | | |

Recommendation on Total Survey Results of Criterion 2: Services

| Strategic Performance Aspect | Evaluation of Overall Satisfaction for Criterion 2: Services | | |
|--|---|------------------|-----------------------|
| Overall Target Performance | 80% | Type of Gap | No Performance Gap |
| Average Percentage Achieved | 88% | | |
| Type of Performance | Good | Performance Zone | Pioneering Excellence |
| Strategy | Recommendations | | |
| <ul style="list-style-type: none"> • Strengthen and Consolidate Performance • Repeat Success • Reward Achievers | <p>The performance of the Authority has been exceptional regarding Criterion 2 (Services). This result is considered excellent; especially in the light of the fact that most of the Government agencies proactively seek to be competitive in providing quality services in a most creative manner to meet the ever-changing demands of their customers. So we recommend the following:</p> <ol style="list-style-type: none"> 1. The members of the leading team have to study this issue to identify way of improving this result through increasing number of services and simplifying procedures 2. Promote services rendered electronically, given their great impact on beneficiaries of the Authority's services 3. Build new strategic partnerships in order to facilitate customer service rendering | | |

Recommendation on Total Survey Results of Criterion 3: Rendering of Services

| Strategic Performance Aspect | Evaluation of Overall Satisfaction for Criterion 3: Rendering of Services | | |
|---|--|------------------|-----------------------|
| Overall Target Performance | 80% | Type of Gap | No Performance Gap |
| Average Percentage Achieved | 89.5% | | |
| Type of Performance | Good | Performance Zone | Pioneering Excellence |
| Strategy | Recommendations | | |
| <ul style="list-style-type: none"> • Strengthen and Consolidate Performance • Repeat Success • Reward Achievers | <p>The excellent results of Criterion 3 (Rendering of Services) demonstrate a positive trend, thanks to the efforts exerted by the Authority employees in terms of modality and approach of service rendering for all customers. To maintain and reinforce this momentum among all employees, we recommend the following:</p> <ol style="list-style-type: none"> 1. Hand letters of thanks to Authority employees who achieved outstanding accomplishments. 2. Select the most tactful and qualified employees who are capable of dealing appropriately with customers to grant them in-kind rewards in a special ceremony held to honour the best performers in service rendering | | |

Recommendation on Total Survey Results of Criterion 4: Transparency

| Strategic Performance Aspect | Evaluation of Overall Satisfaction for Criterion 3: Rendering of Services | | |
|--|---|------------------|-----------------------|
| Overall Target Performance | 80% | Type of Gap | No Performance Gap |
| Average Percentage Achieved | 90.3% | | |
| Type of Performance | Good | Performance Zone | Pioneering Excellence |
| Strategy | Recommendations | | |
| <ul style="list-style-type: none"> • Strengthen and Consolidate Performance • Repeat Success • Reward Achievers | <p>“Transparency” has registered the highest rating among the major four aspects (90.3%). Therefore, we stress the need to maintain this achievement through either print media or the Authority publications and its website. It is recommended as follows:</p> <ol style="list-style-type: none"> 1. Encourage directors to publish more information for external categories via various communication venues. 2. Enhance the website to better serve the Authority customers with up-to-date information commensurate to their needs. 3. Provide accurate and timely information, allow the customers the opportunity to access service-related decisions, and highlight information relevant to their needs through different media channels | | |

Section Six: Appendix

Completed Customer Satisfaction Questionnaires