



HUMAN RESOURCES SERVICE ACCELERATORS [SERVICE LEVEL AGREEMENTS]: GUIDELINES MANUAL

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HUMAN RESOURCES SERVICE ACCELERATORS [SERVICE LEVEL AGREEMENTS]: GUIDELINES MANUAL

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ABOUT THIS MANUAL

The “**Human Resources Service Accelerators [Service Level Agreements]: Guidelines Manual**” aims at supporting the Federal Entities in establishing and implementing sound Human Resources Service Level Agreements (HR SLA’s) in order to instill a culture of service excellence and customer satisfaction.

In the first section of the manual, definitions of “Service”, “Service Level”, and “Service Level Agreements” are provided. Then, the manual lists the benefits of having and implementing HR Service Level Agreements. A clarification is provided with regard to the types of customers which the HR Departments serve as well as an emphasis on the importance of understanding their needs, requirements, and expectations. Moreover, the roles and responsibilities of all concerned parties are mentioned in order to ensure governance and accountability. The manual describes the characteristics of a professional Service Level Agreement and explains the five phases of its life cycle. In addition, it identifies the components of a Human Resources Service Level Agreement and provides relevant examples.

The manual includes an initial list of HR service levels which are identified for the use of the Human Resources Departments in the Federal Entities. It also contains a list of references that may be utilized by readers for further reading on the subject of Service Level Agreements.

DEFINITIONS

The Manual	:	Human Resources Service Accelerators [Service Level Agreements]: Guidelines Manual.
Authority	:	Federal Authority for Government Human Resources.
Employee	:	Any person who occupies a budgeted position in the Federal Entities.
Federal Authority	:	Any ministry established by the Federal Law No. 1 for 1972 regarding jurisdictions of the ministries and powers of the ministers and the laws amending thereof, or any other authority, corporation, or Federal organizational unit of the federal government.
Customers	:	Internal or external receivers or users of a service. They may be individuals, groups or organizations.
Service	:	An activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between a Customer and service employees and / or physical resources or goods and / or systems of the Service Provider
Service Level	:	An agreed measure of quantity, quality, timeliness and cost used to describe the performance of service delivery.
Service Level Agreement	:	A formal written agreement negotiated between the Human Resources Department, as a service provider, and the service users stating the minimum level or quality of service the users require to meet their business needs.

1. INTRODUCTION

The UAE Government developed strategic enablers to empower federal and government entities and assist them in fulfilling the country's strategic priorities. Customer-centric services is one of those enablers which the Federal Authority for Government Human Resources pledges to adhere to, through its commitment to quality, efficiency, and transparency standards.

The Authority constantly strives to introduce management practices and tools that are aligned with the UAE's aspirations and which support the Human Resources Departments in the Federal Entities in providing added value to their Employees, business units, and external customers. In light of this, it believes that the establishment and implementation of Human Resources Service Level Agreements (HR SLA's), which are based on a solid Human Resources strategy and are linked to the Entity's priorities, will definitely lead to a better performance and a competitive advantage in an era characterized with rapid change and the need for wise utilization of available resources.

Currently, there are several tools to gauge the performance of the Human Resources Departments in the Federal Entities. One of them is the HR Balanced Scorecard and the other one is the "Emirates Award for Human Resources in the Federal Government". Both of them require that the Federal Entities have adequate metrics to measure the effectiveness of their Human Resources initiatives and to provide performance data which shows evidence of their dedication to continuous improvement. Having Human Resources Service Level Agreements in place will help the HR Departments in shedding light on efficiency as they focus on timeliness, cost-effectiveness, reliability, and quality of services; thus, resulting in a holistic overview of the human resources-related efforts towards achieving effectiveness and efficiency.

2. HUMAN RESOURCES SERVICE LEVEL AGREEMENT (HR SLA'S)

Establishing a Service Level Agreement (SLA) is a sound management practice which reflects a commitment towards efficiency and customer satisfaction. Therefore, an increasing number of Human Resources Departments are formalizing their internal customer offering by means of Service Level Agreements (SLA's).

2.1 Definition

Successful organizations today treat their employees as customers; therefore, understanding their requirements, fulfilling their reasonable needs, and ensuring their satisfaction are considered essential for better productivity and business results.

Before delving into the definition of a Service Level Agreement (SLA), it is important to understand the meaning of "Service" and "Service Level". In his "Service Management and Marketing", Christian Gronroos states that "Service" is *"an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between a Customer and service employees and / or physical resources or goods and / or systems of the Service Provider"*. As for "Service Level", it is *"an agreed measure of quantity, quality, timeliness, and cost used to describe the performance of service delivery"*.

In light of the above, a Human Resources Service Level Agreement is defined as "a formal written agreement negotiated between the Human Resources Department, as a service provider, and the service users stating the minimum level or quality of service the users require to meet their business needs. It also includes the information or level of cooperation the service provider requires from its service users in order to provide quality support or assistance".

The Service Level Agreement (SLA) document is like a contract which formalizes and clarifies the relationship between the Human Resources Department, as a service provider, and the service users. It is administratively binding; however, not legally enforceable.

2.2 Why HR Service Level Agreements?

Having an HR Service Level Agreement in place enhances governance, accountability, and service quality. It brings along the following benefits to the Human Resources Department, the Service Users, and the Entity:

Human Resources Department

- Focusing the HR Department time and resources on strategic aspects while fulfilling its day-to-day operational issues in an effective and efficient manner;
- Supporting the appropriate identification of HR service offerings and processes;
- Clarifying the HR Department role and responsibilities;
- Providing a mechanism for monitoring, gauging, and improving performance.

Service Users

- Articulating the service users' needs, requirements, and expectations;
- Clarifying the service users' roles and responsibilities.

Entity

- Ensuring alignment of the HR strategy with the Entity's strategy;
- Establishing a culture of quality services and fostering continuous improvement;
- Providing a mechanism for governance and issue resolution.

2.3 Customers of HR Departments

The HR Departments in the federal government entities have Internal and External Customers. Internal Customers are Employees and internal business units (e.g. Finance Department, Operations Department, etc.); while External ones are those parties which the HR Department interacts with concerning HR-related issues. External Customers may be regulators (e.g. the Federal Authority for Government Human Resources, Ministry of Human Resources and Emiratization, etc.), or government / private sector service providers (e.g. General Pension and Social Security Authority, insurance companies, manpower agencies, etc.), or individuals (e.g. job candidates, etc.).

Identifying the HR Department internal and external customers, as well as defining their needs, requirements, and expectations will help in providing adequate services and acceptable service levels. Thus, resulting not only in higher levels of satisfaction and productivity, but also in building smooth and strong business relationships based on a win-win mindset as well as maintaining a good image of the Entity.

Some examples of the HR services provided to internal and external customers are as follows:

Customers	Examples of Provided Services
Employees (Internal Customers) :	<ul style="list-style-type: none">□ Processing salary and service letters□ Processing annual / sick leave requests□ Processing annual tickets requests□ Processing school fee reimbursement requests
Internal Business Units (Internal Customers) :	<ul style="list-style-type: none">□ Processing recruitment formalities□ Processing employee transfer requests□ Processing disciplinary and grievance actions
External Parties (External Customers) :	<ul style="list-style-type: none">□ Processing of monthly fees□ Providing employee-related information□ Preparing and submitting relevant reports

2.4 Roles and Responsibilities

In order to establish, implement, and improve the HR Service Level Agreements, the following parties play a vital role when fulfilling their below-mentioned responsibilities:

1. Federal Authority for Government Human Resources

- Develop and update HR Service Level Agreements guidelines for the HR Departments in the federal government;
- Provide advisory support services to the HR Departments on matters related to HR Service Level Agreements;
- Monitor the results of implementing the HR Service Level Agreements.

2. Human Resources Department

- Define the HR offerings and proposed service levels at the beginning of each calendar year;
- Identify the service users' expectations and negotiate them to reach a win-win situation;
- Establish and document HR Service Level Agreements;
- Ensure that the HR Service Level Agreements result in efficient HR operations;
- Create awareness on HR Service Level Agreement across the Entity;
- Identify relevant areas for development and suggest improvements to the HR Service Level Agreements;
- Deliver on the commitments articulated in the Service Level Agreement.

3. Strategic and Future Department

- Ensure that the identified and implemented HR service levels are aligned with the federal entity's strategic direction;
- Assess service users' satisfaction with provided HR offerings and relevant service levels;
- Review results of the HR Service Level Agreements and make adequate recommendations with regard to necessary improvements.

4. Human Resources Management Information System Department (Bayanati)

- ☐ Coordinate with the HR Department to identify any technical needs which will support the provision of HR services;
- ☐ Ensure compatibility of any relevant I.T. systems and software;
- ☐ Provide necessary technical support to the HR Department within agreed timeframes and budgets;
- ☐ Facilitate the service users' access to relevant technology.

5. Senior Management

- ☐ Approve the HR Service Level Agreement provided by the HR Department on an annual basis;
- ☐ Monitor the efficiency and effectiveness of the HR Service Level Agreements, and ensure that necessary amendments take place in timely manner.

6. Service Users (i.e. Employees / Business Units / External Parties)

- ☐ Identify expected HR services and negotiate service levels with the HR Department;
- ☐ Abide by the terms and conditions of the HR Service Level Agreement;
- ☐ Raise enquiries and address them to the HR Department with regard to unclear issues in the Service Level Agreement;
- ☐ Clarify problematic issues and express complaints through the internally approved channels in this regard.

2.5 Characteristics of HR Service Level Agreements

Professional HR Service Level Agreements are characterized by the following:

Customer-Oriented	:	Take into consideration the customers' priorities and address issues which they value most within available resource allocations.
Negotiated and Based on Consultation	:	Negotiated and developed in consultation with customers in order to ensure fulfilling existing requirements and meeting expectations.
Measurable	:	Are quantifiable in order to easily monitor performance and results.
Consistent	:	Are consistent across the federal government entities in order to facilitate the sharing of good practices and adopting common approaches.
Challenging but Realistic	:	Are realistic, based on analysis and aligned with objectives; however, sufficiently challenging to the HR Departments.
Approved by Senior Management	:	Are understood and approved by the Entity's senior management.
Communicated	:	Are clearly communicated to customers in order to manage expectations.
Transparent	:	Are monitored and reported to senior management, as well as published (e.g. on the Intranet, via e-mails, etc.) to ensure transparency and to build customers' trust.
Constantly Reviewed and Updated	:	Are regularly reviewed and updated (at least once a year).

2.6 Service Level Agreement Life Cycle

Establishing, implementing, and assessing HR Service Level Agreements go through the life cycle which is depicted in Figure 01:

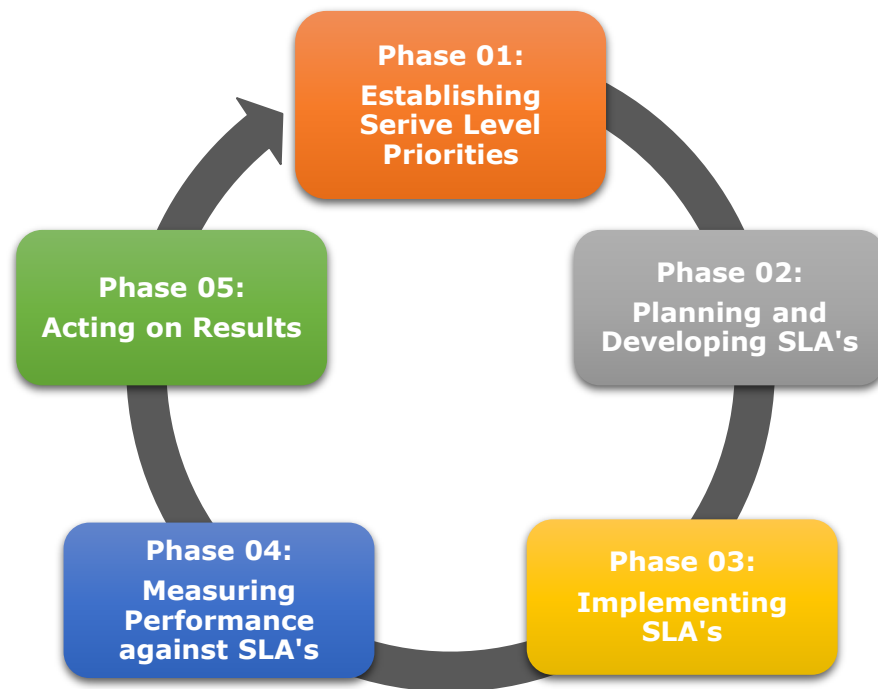
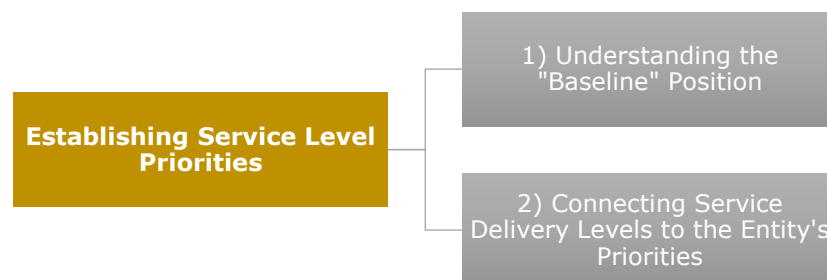


Figure 01: Service Level Agreement Life Cycle

a. Phase 01: Establishing Service Level Priorities

In order to establish service level priorities, it is essential for the HR Department to understand its current service delivery levels and make connections to the Entity's priorities through the following steps:



Step 01: Understanding the “Baseline” Position

The first step to developing HR Service Level Agreements is to review the existing HR offerings, taking into account:

- Has the Federal Authority for Government Human Resources set priorities for HR services that should be considered?
- What are the existing HR service offerings? Are there gaps that should be tackled?
- Do other federal Entities offer similar HR services for which service levels already exist or are being developed?
- Is the HR Department service offerings and levels compliant with existing policies and legislations?



Figure 02: Examples of attempts to understand the “baseline” position

This review will help the HR Department understand the context, including government priorities related to services. Moreover, it will raise awareness of similar HR services offered by other federal Entities and will encourage sharing of good practices.

Step 02: Connecting Service Delivery Levels to the Entity's Priorities

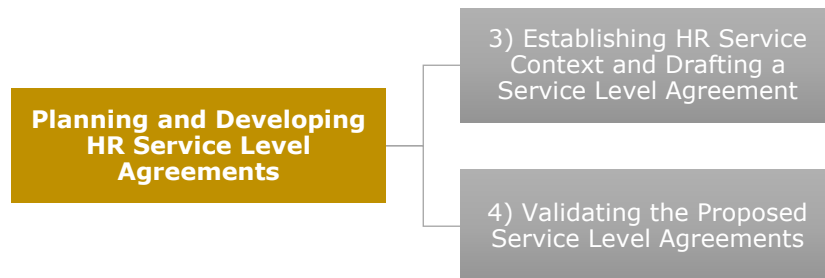
The second step is to define a manageable number of HR services which should be prioritized and to validate them with the Senior Management, taking into consideration the following:

- ☐ Which services have the broadest reach, largest impact on customers, or are rights and benefits related?
- ☐ Are there services that involve risk if expectations and performance associated with service delivery are unclear?
- ☐ How many services already have service level agreements in place? Are they up-to-date and communicated?
- ☐ Are there major services that do not have service level agreements? If yes, do other Entities already have service level agreements in place for similar services that could serve as a model?
- ☐ Are there applicable legislations which require the existence of certain HR Service Level Agreements?

Prioritizing HR services requires balancing several factors, such as service users' needs, existing resources, alignment with government and organizational priorities, as well as the existence of comparable service level agreements in other federal Entities that could serve as a model in order to save time and effort, and promote alignment across Entities.

b. Phase 02: Planning and Developing HR Service Level Agreements

This phase describes how an HR Service Level Agreement is developed. It also explains how to validate proposed service level agreements, and how to determine performance measurement-related issues. Moreover, it highlights the need to evaluate the HR Department capacity to monitor SLA's.



Step 03: Establishing HR Service Context and Drafting a Service Level Agreement

This step involves reviewing the HR service context, consulting, and drafting the HR Service Level Agreements.

☐ Reviewing the HR Service Context:

The HR Department shall assess how the Service Level Agreement will contribute to its mandate and functions, taking into account:

- Legislations, policies, and guidelines associated with the identified HR services;
- HR service specifics (e.g. delivery channels, seasonal fluctuations, etc.);
- Whether the HR Departments in other federal Entities are providing similar services for which Service Level Agreements may exist;
- An inventory / catalogue of existing HR services;
- Baseline information on current levels of service performance.

☐ Consulting:

Consulting with relevant parties captures essential information which supports the development and management of HR Service Level Agreements. Therefore, the HR Department shall consider the following:

- Seeking information from HR service delivery representatives to understand operational constraints;
- Determining the service delivery aspects which are most important to service users;
- Identifying areas where service users require improvement;

The HR Department may use several tools to gather information such as, but not limited to, focus groups, feedback forms, online questionnaires, and one-on-one meetings, and others.

□ Drafting HR Service Level Agreements:

When drafting an HR Service Level Agreement, the HR Department may need support from the Legal Department. It shall ensure the inclusion of the components stated under “Item 2.7: Components of HR Service Level Agreements” in this Manual.

The agreement shall be written using clear statements and realistic service level targets. For HR services that require a timeframe longer than others (such as decisions on grievances, etc.), intermediate service levels may be established to manage service users’ expectations.

□ Establishing a Feedback Mechanism:

It is vital to establish an effective mechanism to handle feedback (whether suggestions or complaints). The HR Department shall create awareness about this mechanism and shall respond to service users in a timely manner.

Step 04: Validating the Proposed Service Level Agreements

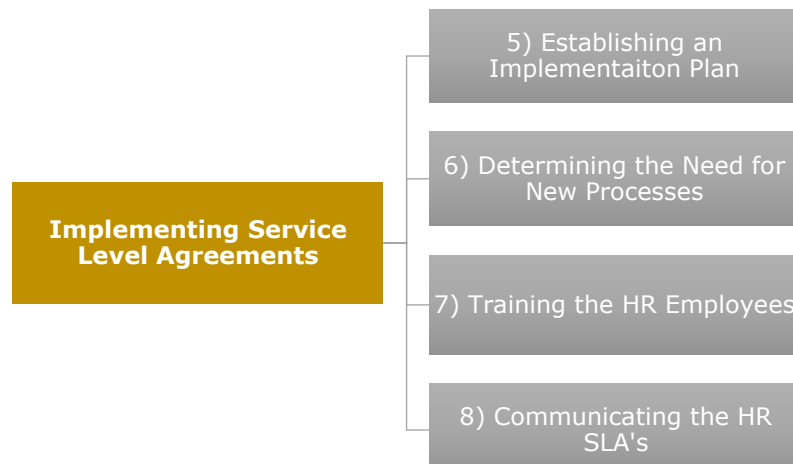
Before officially launching the HR Service Level Agreements, it is advisable to test them in order to assess their suitability and to minimize potential business interruptions.

The HR Department may resort to the following:

- Verifying the Service Level Agreements with the Senior Management, the HR Department representatives, and the Legal Department (as appropriate);
- Consulting with a number of service users to validate priorities and targeted service levels;
- Seeking feedback from independent third parties such as professional consulting firms, government entities, and others.

c. Phase 03: Implementing Service Level Agreements

The HR Department shall establish an implementation plan for introducing the Service Level Agreements, identify any new required processes, provide necessary training to HR Employees, and communicate the agreements to relevant service users.



Step 05: Establishing an Implementation Plan

When establishing an implementation plan, the HR Department shall:

- ☐ Set time frames associated with key deliverables;
- ☐ Identify potential risks that might affect the implementation of Service Level Agreements and establish mitigation measures;
- ☐ Develop a mechanism to monitor progress.

Step 06: Determining the Need for New Processes

Implementing HR Service Level Agreements may require restructuring existing processes or introducing new ones. Decisions to modify or introduce new processes or systems should be carefully examined, in light of the following:

- ☐ Which tools and resources are required to successfully move forward?
- ☐ Are decisions based on a risk analysis exercise which took into account consequences (including financial implications)?
- ☐ When should change be implemented? (Taking into consideration human and financial capacity).

Step 07: Training the HR Employees

Providing training to relevant HR Employees will ensure meeting the targeted service levels, as well as will clarify any ambiguities related to the implementation of the HR Service Level Agreements.

Step 08: Communicating the HR Service Level Agreement

Having a communication plan in place is the final step in the implementation phase. It aims at creating awareness regarding the HR Service Level Agreements and clarifying when they are scheduled for official implementation.

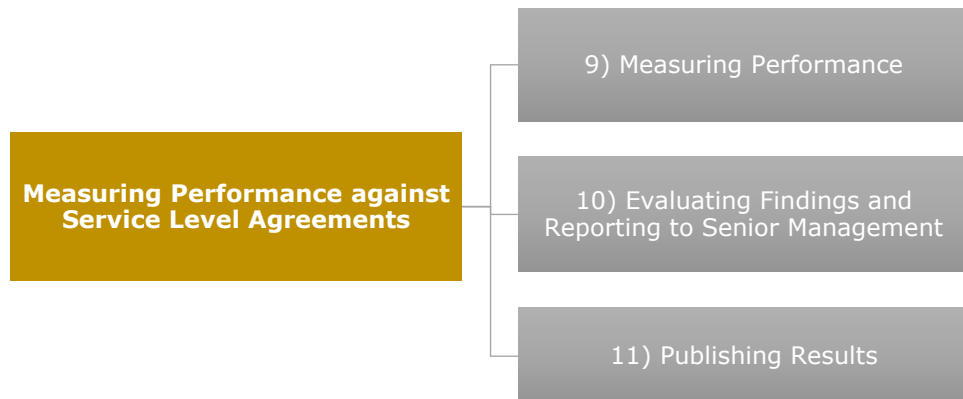
In order to prepare a sound communication plan, the HR Department shall consider the following:

1. Planning what needs to be communicated (e.g. service descriptions, the service levels, and feedback mechanism).
2. Evaluating the appropriate communication channels (e.g. website, newsletter, e-mail, awareness sessions, etc.).
3. Ensuring that Senior Management supports the communication plan.

d. Phase 04: Measuring Performance against Service Level Agreements

Measuring performance against an HR Service Level Agreement enables the identification of trends and potential areas for improvement. A well-established measurement process helps determine:

- ☐ Whether the service is consistent across the delivery channels (i.e. in person, telephone, mail, and the web);
- ☐ How well the service is being performed compared to similar services provided by other Entities;
- ☐ Whether the service performance level is improving over time and by how much.



Step 09: Measuring Performance

Performance should be measured regularly to establish progress against baseline data. The following principles support the adequate measurement of performance:

- **Objectivity:** Collection of data through impartial sources.
- **Accuracy:** Data verification to confirm accuracy.
- **Consistency over time:** Using the same method to measure data every time to facilitate results comparison throughout the Service Level Agreement life cycle.
- **Clarity:** Data should present a clear picture of performance and facilitate the identification of future trends.

Example:

Entity "A" measures its service performance against set targets in order to identify areas of strengths and areas for development:

Transaction Type (HR Service)	Current Situation (No. of Working Days)	Targeted Service Level (No. of Working Days)
Annual Leave Request	2.29	1 or Less
Maternity Leave	63.99	1 or Less
Hajj Leave	1.85	3 - 4
Letter Request	0.39	1 or Less

Step 10: Evaluating Findings and Reporting to Senior Management

Evaluating service level performance data identifies progress and establishes priorities for future action. When evaluating performance, the HR Department shall consider the following:

- Examining performance related to access, timeliness, and accuracy (as appropriate).
- Identifying trends, issues, and progress.
- Comparing service levels and results with similar services in other Entities (as appropriate);
- Considering other evaluation methods (e.g. customer / employee satisfaction measurements, operational reviews, etc.).

The results of this evaluation should then be reported to the Entity’s Senior Management highlighting strengths and areas for development.

Step 11: Publishing Results

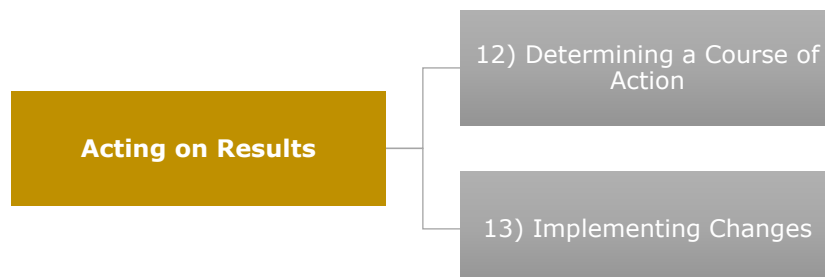
Communicating performance results helps in managing service users’ expectations about the level and consistency of service. Therefore, this step ensures that the available information is meaningful, timely, impartial, and consistent with standardized reporting across the federal government.

When doing so, the HR Departments shall:

- Ensure that information is meaningful and relevant to service users.
- Present information using clear and understandable language so that service users can easily interpret it.

e. Phase 05: Acting on Results

The final phase is examining performance results and taking the necessary measures to act on them.



Step 12: Determining a Course of Action

It is important to analyze results in an adequate manner in order to understand the root cause behind them.

When there is an unmet service level, the HR Department shall determine whether it was due to a systematic issue that will cause performance to fall short on an ongoing basis or whether it was due to unusual or exceptional one-time circumstances (e.g. sudden increases in workload, or sudden changes to legislation / practice, etc.).

Three Potential Performance Results and Possible Courses of Action
Results Exceed Service Level Agreements
<p>1. Determine why SLA's are being exceeded:</p> <ul style="list-style-type: none"><input type="checkbox"/> Was the methodology used to develop the SLA adequate?<input type="checkbox"/> Has the Entity's capacity improved?<input type="checkbox"/> Are the SLA's too low?<input type="checkbox"/> Did circumstances change (e.g. lower than expected demand or new technology)? <p>2. Decide how to respond:</p> <ul style="list-style-type: none"><input type="checkbox"/> Raise service levels where appropriate.<input type="checkbox"/> Redeploy resources to lower-performing areas.<input type="checkbox"/> Communicate results to service users. <p>3. Prepare plans to address emerging / longer-term issues (e.g. resources, expected change in demand, and new priorities).</p>
Results are Consistent with Service Level Agreements
<p>1. Confirm that service users are satisfied with current levels of service (through, for example, feedback forms and customer satisfaction surveys).</p> <p>2. Determine whether higher service levels are needed.</p> <p>3. Prepare plans to address emerging / longer-term issues (e.g. resources, expected change in demand, and new priorities).</p>

Results are Below Service Level Agreements

1. Determine why service levels are not being met:

- ☐ Are service levels too high?
- ☐ Is the business process unclear or complicated?
- ☐ Were there unexpected changes in resource capacity and level of demand for service?
- ☐ Was sufficient attention paid to the potential impact of known trends, (e.g. new demand, loss of resources, or change in channel preferences)?

2. Decide how to respond:

- ☐ Re-design the business process?
- ☐ Increase capacity?
- ☐ Identify good practices for similar services?
- ☐ Lower service levels (if appropriate)?

3. Inform service users of plans to address outstanding issues and to improve service.

- ☐ Take into consideration availability of financial resources and changing organizational priorities.

Step 13: Implementing Changes

To successfully implement and integrate changes to an established service, the HR Department may:

- ☐ Engage service users to suggest improvements;
- ☐ Monitor the implementation of change so that necessary measures are taken in a timely manner.

2.7 Components of an HR Service Level Agreement

The HR Service Level Agreement consists of the following components:

2.7.1 Purpose of the Service Level Agreement

This section identifies the parties involved and highlights the overall objective of the agreement.

Example:

Whereas:

The Entity's Business Units require a range of Human Resources Services;

AND

Whereas:

The Human Resources Department possesses the knowledge, skills, and abilities to provide such services

Therefore,

The Human Resources Department agrees to provide human resources-related services in accordance with the following terms and conditions.

2.7.2 Commencement and Duration

This section outlines:

- The time period that the HR Service Level Agreement will be in effect;
- The regular intervals of review to ensure effectiveness and to make timely adjustments, as and when needed.

2.7.3 Definitions

This section includes any definitions required to make the language of the agreement understood and clear to its parties.

2.7.4 Scope

This section includes information on the provided services, channels of service delivery, relevant roles and responsibilities, as well as scope amendment authorities.

Example:

a. Services

The HR Department shall provide the following services to Business Units and Employees:

- ☐ Manpower planning services
- ☐ Learning and development services
- ☐

b. Contact Details and Channels of Service Delivery

<i>issuance of employment letters</i>	<input type="checkbox"/> Self-service system <input type="checkbox"/> E-mail: xxx@fah.gov.ae <input type="checkbox"/> Tel. No.: 04 - xxx xx xx
<i>Processing of Individual Development Plans</i>	<input type="checkbox"/> E-mail: xxx@fah.gov.ae

c. Roles and Responsibilities

- ☐ Roles and Responsibilities of the HR Department:
 - Provide services within the agreed service levels.
 - Update service users on any changes to service delivery channels
 -
- ☐ Roles and Responsibilities of Service User:
 - Provide reasonable notice of planned changes to Business Unit operations.
 - Agree to train relevant Employees on using "XX" software for the smooth implementation of the SLA.
 -

d. Scope of Amendment Authorities

Changes to this Service Level Agreement shall be authorized by the Executive Director of Support Services, Ms. XX, according to the approved delegation of authority matrix.

2.7.5 Service Levels

This section specifies the service levels or performance targets to be achieved by the HR Department. There may be multiple service level targets per service.

Service level targets usually revolve around service availability, time to recover, accessibility, accuracy, and service users' satisfaction measurements.

Clarification:

Attribute	Expectation	Service Level
Availability	Suitable hours	Open weekdays: 7:30 a.m. - 3:30 p.m.
Responsiveness	Prompt attention	Help desk reply within 1 hour
Completeness	Inclusion of required information	100% of required information included
Timeliness	Speedy processing	Sick leave processing within 1 working day
Reliability	Accuracy of transactions	99.5% accuracy
Equity	Consistent decisions	Zero (0) complaints about unfair treatment

This manual includes an initial list of identified HR service levels for the HR Departments of the Federal Entities (Please refer to Appendix "A")

2.7.6 Operational Considerations

This section highlights some of the operational considerations which are related to the provided services, such as:

- **Privacy:** Clarifies the purpose for which any personal information is collected, used, retained, and disclosed.

- **Security:** Outlines adequate security measures that will be undertaken to safeguard assets and information used during service delivery.
- **Infrastructure / Technical Requirements:** Includes information on the nature and quality of I.T., equipment, or assets as well as who will be responsible for providing, maintaining, and disposing them.

2.7.7 Performance Tracking and Reporting

This section explains how the services will be measured and reported. It describes the frequency of performance reporting, as well as identifies the Employees who will be responsible for performance tracking and reporting.

3. MEASURING AND EVALUATING THE EFFECTIVENESS OF IMPLEMENTING HR-RELATED SERVICE LEVEL AGREEMENTS

It is necessary to set appropriate key performance indicators in order to ensure the success of all bestowed efforts to establish, implement, and enhance HR Service Level Agreements. The monitoring of such indicators and acting upon their results will contribute to the fulfillment of the Federal Entity's strategic objectives.

Relevant key performance indicators are either strategic or operational as shown in the following table:

Type of Indicator	Example
Strategic Key Performance Indicators	<input type="checkbox"/> HR Employees' Efficiency Ratio (No. of HR Employees : Total No. of Employees)
Operational Key Performance Indicators	<p><u>Activity-Related Indicators:</u></p> <input type="checkbox"/> % of implemented HR services through an HR Service Level Agreements vs. planned $\frac{\text{Number of Implemented HR Services}}{\text{Number of Planned HR Services}} \times 100$ <input type="checkbox"/> % of new HR services introduced to the HR SLA on an annual basis $\frac{\text{Number of Newly Introduced HR Services}}{\text{Number of HR Services in the SLA}} \times 100$ <p><u>Process / Procedure-Related Indicators:</u></p> <input type="checkbox"/> % of implemented suggestions / recommendations to improve provided HR services $\frac{\text{Number of Implemented Suggestions}}{\text{Number of Total HR-Related Suggestions}} \times 100$

Type of Indicator	Example
Operational Key Performance Indicators (Cont.)	<p data-bbox="646 310 1154 342"><u>Human Resources-Related Indicators:</u></p> <p data-bbox="646 359 1317 436">☐ % Employees' satisfaction rates (Based on the results of the employees' satisfaction surveys)</p> <p data-bbox="646 453 1154 485"><u>Institutional Work-Related Indicators:</u></p> <p data-bbox="646 501 1409 579">☐ % Service users' satisfaction rates (Based on the results of the Service Users' satisfaction surveys)</p>

4. CONCLUSION

The Human Resources Departments are aiming at higher efficiency levels in order to focus on their role as strategic partners. This drives them to consult with their internal and external customers in order to establish Human Resources Service Level Agreements.

Such agreements are important tools which detail the HR service offerings, service levels (performance targets), the roles and responsibilities of both the HR Departments and the service users, operational considerations, performance tracking methodology, and dispute resolution mechanisms. For Human Resources Service Level Agreements to be effective, it is essential to draft them in a clear and structured manner, as well as to ensure the provision of adequate training for those who are responsible for implementing them.

In order to ensure continuous improvement, the Human Resources Departments are responsible for tracking the performance of the agreements, evaluate results, and set adequate measures to improve their services; thus, contributing in a constructive manner to the achievement of the Entity's overall strategy.

APPENDICES

APPENDIX "A":
Initial List of Identified Service Levels for the HR Departments in the Federal Entities

(A) Business to Business

Sr. No.	Services	Description	Service Level (No. of Days)
1.	Recruitment	From the date on which the concerned department submitted a recruitment request to the date on which a suitable candidate is selected (Selection of a suitable curriculum vitae / the interview process / the assessment process (if required) / the final selection of a suitable candidate)	Grade A, B: 60 days
			Grade 1, 2, Specialists, Advisors: 60 days
			Grade 3: 30 days
			Grade 4 and above: 30 days
		Average number of days from official joining date till the date of issuing a ministerial decree	1 day
2.	Delegation	Average number of days from the date of issuing a ministerial decree till the date of issuing an employment contract	1 day
		Average number of days from receiving request till logging the electronic approval	2 days
		Average number of days from receiving the electronic approval till the date of issuing the ministerial decree	1 day

APPENDIX "A":
Initial List of Identified Service Levels for the HR Departments in the Federal Entities

(A) Business to Business

Sr. No.	Services	Description	Service Level (No. of Days)
3.	Transfer	Average number of days from receiving the electronic approval till the date of issuing the ministerial decree	2 days
4.	Amendment of a Job Title	Average number of days from receiving a request to change a job title till the date of logging in the electronic approval	2 days
		Average number of days from the date of receiving the electronic approval till the date of issuing a ministerial decree	2 days
5.	Orientation Program for New Employees	Average number of days from the joining date till the date of issuing an employee identification card	2 days
		Average number of days from the joining date till the date of issuing an insurance card	4 days
6.	Other Services	Performance Management System-related procedures	Service levels depend on the system mandates
		Learning and Development System-related procedures	
		e-Recruitment-related procedures	

APPENDIX "A": Initial List of Identified Service Levels for the HR Departments in the Federal Entities

(A) Business to Business

دخول

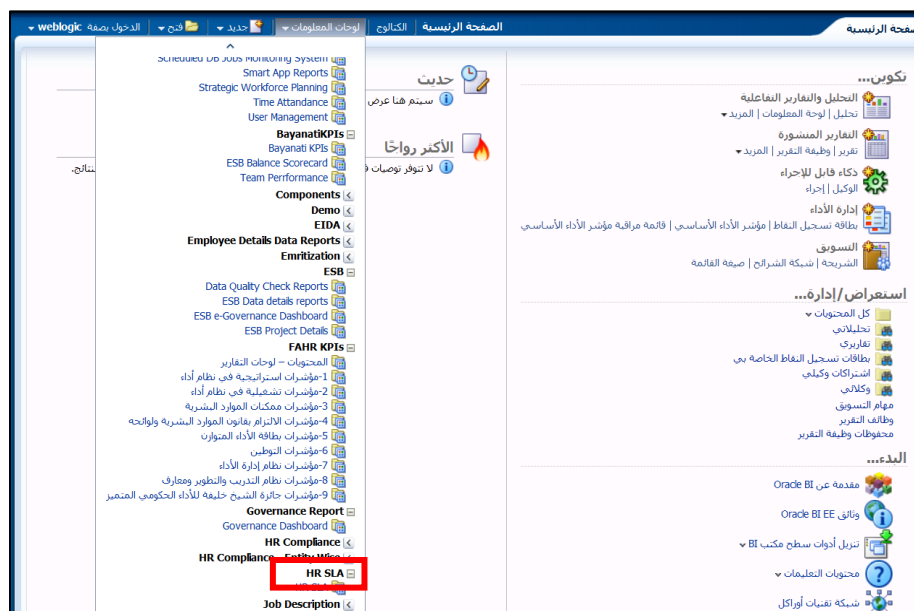
أدخل معرف المستخدم وكلمة السر.

معرف المستخدم

كلمة السر

☐ وضع ذوي الاحتياجات الخاصة

Arabic - عربية



**APPENDIX "A":
Initial List of Identified Service Levels for the HR Departments in the Federal
Entities**

(B) Business to Employees

Sr. No.	Services	Description	Service Level (No. of Days)
1.	Reimbursement of an employee's children school fees	Average number of days from receiving the request till the end of the process	6 days
2.	Ticket Allowance	Average number of days from receiving the request till the end of the process	3 days
3	Request for adding a Child Allowance	Average number of days from the date of receiving the request till the date of completing the transaction	2 days
4.	Service Termination	Average number of days from the line manager's approval of the resignation till the date of issuing a ministerial decree	10 days
		Average number of days from the last day of work till the date of cancelling the residence visa	15 days
5.	Annual Leave	Average number of days from the approval of the line manager till the endorsement of the HR Department	2 days
6.	Maternity Leave	Average number of days from the endorsement of the line manager till the endorsement of the HR Department	1 day
7.	Paternity Leave	Average number of days from the endorsement of the line manager till the endorsement of the HR Department	1 day

**APPENDIX "A":
Initial List of Identified Service Levels for the HR Departments in the Federal
Entities**

(B) Business to Employees

Sr. No.	Services	Description	Service Level (No. of Days)
8.	Pilgrimage (Hajj) Leave	Average number of days from the approval of the line manager till the endorsement of the HR Department	1 day
9.	Bereavement (Uddah) Leave	Average number of days from the endorsement of the line manager till the endorsement of the HR Department	2 days
10.	Compassionate Leave (1st Degree Relative)	Average number of days from the endorsement of the line manager till the endorsement of the HR Department	2 days
11.	Compassionate Leave (2nd Degree Relative)	Average number of days from the endorsement of the line manager till the endorsement of the HR Department	2 days
12.	Salary / To Whom it May Concern Certificates	Issued directly from the HR Information System or from the date of submitting a manual request	One day
13.	Updating an Employee's Personal Details	Average number of days from the date of entering the updated details for the HR Department approval	2 days

APPENDIX "B": Frequently Asked Questions

Q1: What is a "Service", a "Service Level", and an "HR Service Level Agreement"?

- A "Service" is "an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between a Customer and service employees and / or physical resources or goods and / or systems of the Service Provider".
- A "Service Level" is "an agreed measure of quantity, quality, timeliness, and cost used to describe the performance of service delivery".
- An "HR Service Level Agreement" is "a formal written agreement negotiated between the Human Resources Department, as a service provider, and the service users stating the minimum level or quality of service the users require to meet their business needs. It also includes the information or level of cooperation the service provider requires from its service users in order to provide quality support or assistance".

Q2: What benefits does an HR Service Level Agreement have?

An HR Service Level Agreement has benefits for the HR Department, service users, and the Entity as follows:

- It focuses the HR Department time and resources on strategic aspects, supports the appropriate identification of HR service offerings and processes, clarifies the Department roles and responsibilities, and provides a mechanism for monitoring performance.
- As for the service users, the agreement articulates their needs, requirements, and expectations; as well as clarifies their roles and responsibilities.
- With regard to the Entity, it ensures alignment of the HR strategy with the Entity's strategy, establishes a culture of quality services, and provides a mechanism for governance and issue resolution.

APPENDIX "B": Frequently Asked Questions (Cont.)

Q3: Who are the customers of HR Departments?

The customers of HR Departments may be internal and / or external as follows:

- Internal Customers:
 - Employees
 - Business Units (e.g. Finance Department, Operations Department, etc.)
- External Customers:
 - External parties which may be regulators, government / private sector entities, or individuals.

Q4: What are the characteristics of professional HR Service Level Agreements?

Professional HR Service Level Agreements are characterized by the following:

- Customer-orientation
- Negotiated and based on consultation
- Measurable
- Consistent
- Challenging but realistic
- Approved by Senior Management
- Communicated
- Transparent
- Constantly reviewed and updated

Q5: What phases constitute an HR Service Level Agreement life cycle?

An HR Service Level Agreement life cycle constitutes of the following five phases:

- **Phase 01: Establishing Service Level Priorities**
 - Step 01: Understanding the "Baseline" Position
 - Step 02: Connecting Service Delivery Levels to the Entity's Priorities

APPENDIX "B": Frequently Asked Questions

□ **Phase 02: Planning and Developing a Service Level Agreement**

- Step 03: Establishing HR Service Level Context and Drafting a Service Level Agreement
- Step 04: Validating the Proposed Service Level Agreement

□ **Phase 03: Implementing the Service Level Agreements**

- Step 05: Establishing an Implementation Plan
- Step 06: Determining the Need for New Processes
- Step 07: Training the HR Employees
- Step 08: Communicating the HR Service Level Agreement

□ **Phase 04: Measuring Performance against Service Level Agreements**

- Step 09: Measuring Performance
- Step 10: Evaluating Findings and Reporting to Senior Management
- Step 11: Publishing Results

□ **Phase 05: Acting on Results**

- Step 12: Determining a Course of Action
- Step 13: Implementing Changes

Q6: What are the Components of an HR Service Level Agreement?

An HR Service Level Agreement consists of the following:

- Purpose of the Service Level Agreement
- Commencement and Duration
- Definitions
- Scope (*i.e. Provided Services, Contact Details and Channels of Service Delivery, Relevant Roles and Responsibilities, Scope of Amendment Authorities*)
- Service Levels (or Performance Targets)
- Operational Considerations (*i.e. Privacy, Security, Infrastructure / Technical Requirements*)
- Performance Tracking and Reporting
- Dispute Resolution Mechanism
- Signatories

Appendix “C”: References

□ **Books / Booklets:**

- Service Management: Operations, Strategy, Information Technology (Published in 2004 by McGraw Hill)

□ **Websites:**

- <http://www.fahr.gov.ae>
- <http://sabpp.co.za/sabpp-hrm-standards/>

□ **Guidelines / Standards:**

- Guidelines on Service Agreements: An Overview (Government of Canada)
- Guidelines on Service Agreements: Essential Elements (Government of Canada)
- Guidelines on Service Standards (Government of Canada)
- SABPP HRM Standard on Service Delivery (SABPP: South African Board for People Practices)
- Service Level Agreements (IPA Institute of Public Administration, Ireland)
- Service Level Agreements: Guidelines for Public Sector Organizations (New South Wales Department of Premier and Cabinet, Australia)

□ **Decrees and Systems:**

- Ministerial Development Council Decree No. (52/4G/2) for the year 2013 regarding developing and enhancing the performance of HR Departments in the Federal Entities
- The HR Information System “Bayanati” (The Federal Authority for Government Human Resources)

