



# Annual Report

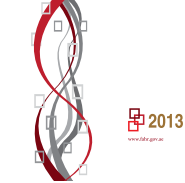


 2013

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Annual  
Report



## Annual Report 2013

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Communications

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**“The human-being is a real asset to this nation before and after oil, and the interest of our country is the objective we are working for day and night.”**

**H.H Sheikh,  
Khalifa Bin Zayed Al Nahyan  
President of the United Arab Emirates**



**The efficiency of government performance and its excellence is a result of the loyal employees' and workers' efforts who are considered as the pillars and strong base of the government; honoring is a right to those distinctive persons who are creating a difference, developing their performance and innovating in their work.**

**H.H Sheikh,  
Mohammed Bin Rashid Al Maktoum**  
Vice President, Prime Minister  
and Ruler of Dubai



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The Achievements of 2013 form  
a significant phase for the Federal Government

## Excellence is our approach which we will never quit



**Dear Sir/ Madam**

**Dear Readers,**

I am pleased to approach you today through the annual report which contains a part of the Federal Authority for Government Human Resources achievements for the year 2013. This year is rich with strategic government initiatives which contribute in creating a significant phase, generally, for the UAE history and, specifically, at the level of Federal Government Institutions. Every year the Authority confirms that it is worth the trust granted to it by the wise leadership of the UAE, as the Authority takes its capability from the leadership expectations and pertinent directions towards the development of the human capital, enhancement of the human resources capabilities in a stable working environment which enjoys integrated systems and legislations, for the purpose of achieving the highest levels of satisfaction and high dynamic productivity.

Excellence has become a life style in the federal government and we will never quit it. This is because such excellence ensures our achievement of the top ranks whether theoretically or practically, in addition to the achievement of the best levels of competitiveness, and accordingly the achievement of leading position at an international level which the wise leadership has been seeking, especially His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE “May Allah bless him”, and HH Sheikh Mohamed Bin

Rashid Al Maktoum, Vice President, Prime Minister, and Ruler of Dubai, “May Allah bless him”, and the members of the Federal Supreme Council of UAE Rulers.

We dedicate these achievements to our wise leadership and we would like to thank every person who has contributed in scoring such achievements starting from the loyal workers serving in the Federal Authority for Government Human Resources, ministries, and federal authorities, in addition to all the partners of excellence who cooperated with us so that our projects and initiatives are publicized and implemented with high professionalism.

In conclusion, we confirm that the Federal Authority for Government Human Resources will proceed in the execution of the fully launched human resources systems, legislations and policies, and will also continue launching another systems, legislations and policies which fulfill the expectations and ambitions of the UAE Vision 2021, the Federal Government Strategy, and the National Agenda for the next seven years. The Authority will also exert its best efforts to help the Human Resources Departments at Ministries and Government Authorities, and the employees of the Federal Government of whom we are proud and whom we consider as the essential motive for the comprehensive process which our beloved country UAE is witnessing.

**Humaid Al Qatami**

**Minister of Education**

**Chairman of the Federal Authority for Government Human Resources**



Every year the Authority proves that it is trustworthy  
Our Leadership taught us to love first positions  
and to set our target of always being in lead



**Dear Sir/Madam**

**Dear Readers**

When we are about to receive a new year, we, the Federal Authority for Government Human Resources start contemplating about our great achievements which we realized through our committed loyal national employees who are hard working, while putting the plans which are in pace with our rapidly developing culture, and which fit to the level of infinite ambition so that we are always in lead as this has always been the center of attraction of our wise leadership. Our leadership taught us to love the first positions in everything, because they consider that the second position and the last position are equal.

The Federal Government would not have reached this position without the merits of Allah and the guidelines and directions of the wise leadership of the UAE which gave Human Resources all the attention, considering Human Resources as the base and axis of any comprehensive sustainable developmental process, and thus achieving international competitiveness.

We thank and express our loyalty and affiliation to our wise leadership headed by His Highness Sheikh Khalifa Bin Zayed Al Nahyan, the President of UAE “May Allah bless him” and His Highness Sheikh Mohamed Bin Rashid Al Maktoum, Vice President and Prime Minister and ruler of Dubai “May Allah bless him”, and the members of the Federal Supreme Council of the UAE Rulers. We would also like to thank His Highness Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister, and Minister of Presidency Issues for his indefinite support to the Authority in the full execution of its projects and its strategic initiative.

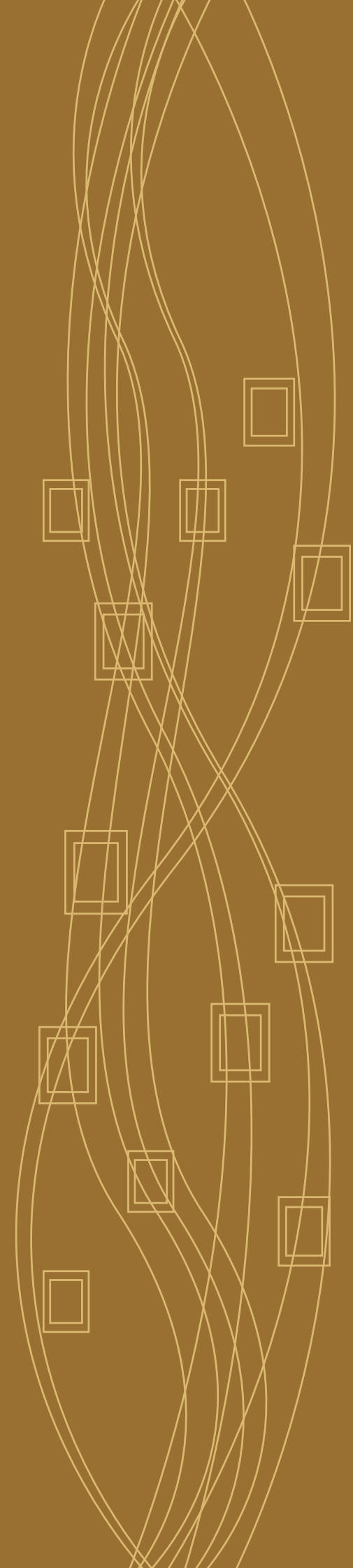
**Dear Readers,**

Not only every year but also every month, the Federal Authority for Government Human Resources proves that it is worth to be trusted and assume responsibility as it is able to realize great achievements – within its specialties. The Authority prepares human resources policies, legislations, and systems in the Federal Government, puts integral solutions for Human Resources as per the best international practices, and supports the Ministries in the proper implementation of the same. Therefore, this issue constitutes a new working culture which helps in developing the human capital, thus achieving the highest levels of productivity and employment satisfaction in a healthy and motivating working environment as per scientific bases which reflect the visions and directions of the wise leadership. The year 2013 witnessed many innovative achievements and constituted a typical move in the full sense of the word, not only at the Authority level but also at the level of ministries and federal authorities. A Human Resources Strategy in the Federal Government was launched for the years 2014-2016 and the Information Management System of the Human Resources “BAYANATI” was developed and activated, and a “bundle” of the Authority’s services were transferred to Smart Services, and 650 excellent federal employees were honored as per the results of the Federal Government Employees Performance Department, and the Government Gate Project for knowledge “Maaref” was launched, in addition to the List of Human Resources in independent government authorities, and a system for the evaluation and description of jobs was prepared, and One Hour Human Resources Initiative was launched, in addition to many other initiatives.

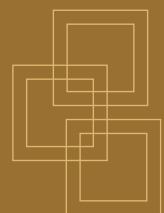
Allah is the Lord of success, may Allah give us success for the benefit of the country and citizens.

**Dr. Abdul Rahman Al Awar**

**Director General of Federal Authority  
for Government Human Resources**



# **The Organizational Structure of the Authority**





# Authority in brief

The Authority is aiming to develop Human Resources in Government Sector based on the modern concepts and International criteria applied in the field of Human Resources Management.

The Authority is enjoying the independent corporate body and necessary legal competence to resume all works and disposals which guarantee achieving its objectives as well as achieving Administrative and financial independence and subordinate to the Cabinet.

Federal Authority for Government Human Resources has been established in the United Arab Emirates as per Federal Decree Law # 11 for the year 2008 regarding Human Resources issued by His Highness Shaikh Khalifa Bin Zayed Al Nahyan, President of United Arab Emirates.

The Authority is authorized with the powers and general responsibilities related to management of Human Resources of Ministries and Federal Authorities subject to this Decree through a Decree law to formulate 'a promising future starting point in the field of Development of Human Resources in the Ministries and Federal Government Authorities'.

In particular the Authority is assuming studying and giving proposals of policies and legislation related to Human Resources at the Government level and assisting Ministries to carry out correct execution of the legislation related to Human Resources and ensure that Ministries are obliged with the provisions of this Decree Law and the Rules issued in execution thereof and to consider objections on the resolutions of Grievance Committee and any other specialization assigned to it by the Cabinet.



## Vision

A leading global human capital in the Federal Government.

## Mission

FAHR seeks to empower human capital in the Federal Government in order to achieve corporate performance excellence through effective collaboration with partners and support the implementation of integrated solutions for human resources according to international best practices.

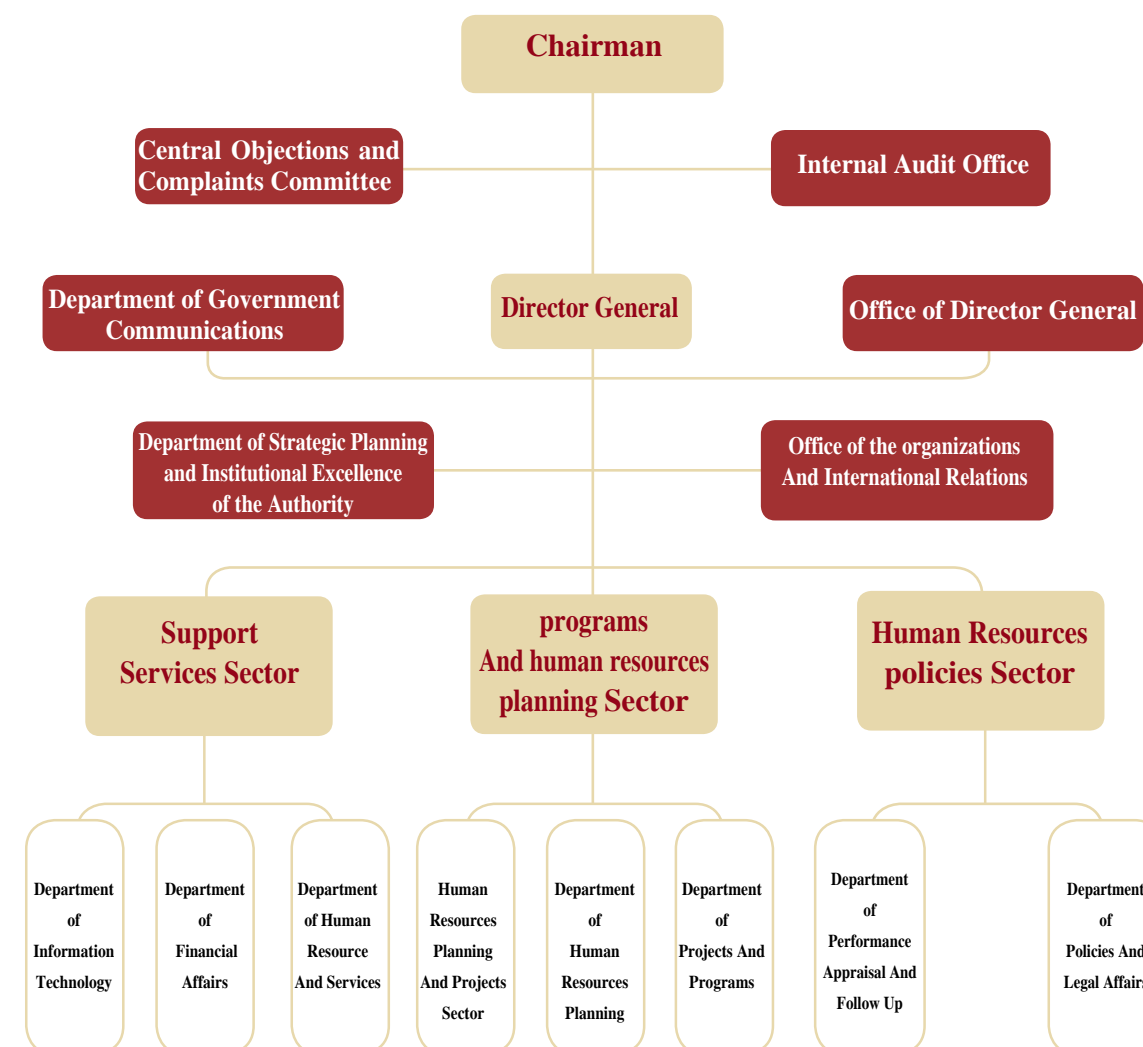
## Values

- **Sense of loyalty and belongingness** - to the homeland and directions of our wise leadership, and dedication to work.
- **Professionalism and integrity** - achieve a high level of personal commitment, professionalism, responsiveness, teamwork as well as abidance by principles and practices of justice, transparency and equality in all dealings both internally and externally.
- **Leadership and excellence in performance** - develop entrepreneurship, innovation, excellence, and quality, as well as set policies and laws to improve the quality of services and achieve leadership in all aspects of the work system.
- **Responsibility** - achieve cooperation among competent parties, within functions assigned to realize the objectives of the Federal Government efficiently.
- **Effective communication and partnership** - active participation and activation of communication channels with internal and external customers and partners.

## Strategic Objectives

- Establish a modern and integrated legislative system for human resources management in the Federal Government according to international best practices.
- Empower national talent and develop federal human capital.
- Effective planning for human capital to increase the productivity of the federal entities.
- Disseminate the principles of corporate culture and create a motivating work environment.
- Ensure that all administrative services are in accordance with the standards of quality, efficiency and transparency.

## Organizational Structure of the Authority



# Introduction

The Federal Authority for Government Human Resources is pleased to approach you again through its annual report which lists its successive achievements realized throughout the whole year and which had great effects at the Federal Government level. This being in fulfillment to the guidelines and expectations of the wise leadership, UAE Vision 2021, its national agenda for the next seven years and the Human Resources Strategy in the federal government.



**The year 2013 witnessed a great movement and a typical rise/prosperity at the Federal Government level due to the directions and follow up of His Highness Sheikh Mohamed Bin Rashid Al Maktoum, Vice President, Prime Minister, and Ruler of Dubai.**

**The Federal Authority for Government Human Resources strongly and primarily contributed in such movement, and this may be evidenced through its successive launches of systems and initiatives with the aim of strengthening the human capital in the Federal Government.**

**In terms of Human Resources policies and legislations, the Human Resources Regulation was launched at independent federal authorities in order to standardize the concepts and rules of the Human Resources in the Federal Government. In addition to that, a System for Jobs evaluation and description was launched in the federal government for the purpose of assessing all the federal jobs in a specific methodological way which ensures realization of equalization and harmony at the federal government level.**

**Concerning the human resources systems, the Authority continued using Human Resources Management System “BAYNATI” and launched a trial version of Performance Management Electronic System at several federal authorities; it has also launched a set of smart apps with an aim to keep pace with the requirements of the Smart Government Initiative. Through this report the Authority aims at highlighting its most significant achievements during 2013 within the area of implementing the best practices of human capital management at the federal government level, this being for the purpose of confirming its keen desire to proceed with dedication, innovation, and excellence in order to maintain its accumulated gains.**



# Summary

## of Annual Report 2013

The Federal Authority For Government Human Resources is pleased to approach you through this summary that briefly highlights its most significant achievements, initiatives and projects of 2013 which had great effects at the Federal Government level; this being for the purpose of achieving the guidelines and expectations of our wise leadership, UAE Vision 2021, its national agenda for the next seven years, and the Human Resources Strategy in the Federal Government.

For more details about such initiatives and much more others, please visit the Authority's website: [www.fahr.gov.ae](http://www.fahr.gov.ae) or contact us directly.



## Strategy of Human Resources in the federal government 2014 – 2016 Smart Competition – International Path-finding

**In the framework of its attempts to achieve the trends of our rational government aiming at consolidating human capital in federal ministries and entities and firmly establish a recent and integrated statutory system for human resources management in the federal government in accordance with the best international practices, the Federal Authority for Government Human Resources launched the second session of the strategy of human resources in the Federal Government of 2014 to 2016 after it had been approved by the Council of Ministers.**

**The strategy aims at consolidating the national competences and developing federal human capital and effective planning of human resources to upgrade productivity in federal entities. Further, the strategy aims a disseminating institutional culture and creating a stimulating work environment and guaranteeing the rendering of all administrative services in accordance with criteria of quality, efficiency and transparency.**

**One of the prominent initiatives and projects the Authority intends to complete and launch through this session of the strategy of human resources in the federal government is the establishment of a centre for dialogue and knowledge communication in the human resources to achieve international path-finding and development of smart applications within the human resource management system of the federal government “Bayanati” and issue of a human resources procedures manual and**

preparation of a survey of wages and salaries in the labour market and launching of a system of job evaluation and description in the federal government and follow-up of the rational government's instructions with respect to the emiratization and replacement and the initiative of the government knowledge gate "Maaref".

## Meetings of Strategic Partners of the Authority in 2013

The Authority actively attempted to strengthen relationships with its strategic partners in all sectors and highly appreciated their roles that contributed to its present standing with respect to the uniqueness and high productivity and achieve its achievements and kept them in its vision and strategic objectives as a goal and tool.

One of the aspects whereby the Authority appreciated its partner was the organization of a ceremony to honour such partners as government institutions, private sector and media. The ceremony showed the most prominent achievements and human resource strategy in the federal government for 201 – 2016.

A dialogue took place during the meeting between the leaders of the Authority and its strategic partners for hearing their observations and suggestions on the conspicuous initiatives of the Authority and its strategic projects at the level of federal government. Inquiries about the system, policies and statutes of the human resources applied at the level of federal government were answered at the meeting.

## "Bayanati" is a Platform for the Smart Applications of the Human Resource Procedures

For the second successive year, the Authority has continued to develop and activate the human resource management system of the federal government "Bayanati" and given it special importance due to its dimensions at the state level, in general, and the federal government, in particular, because it renders great services to the human resources departments in the ministries and federal entities and to the employees themselves. The said system covers the entire human resources procedures, salaries, wages and help them automated with effect from appointment of an employee up to his retirement and establish a consolidated database at the level of federal government in order to support the decision makers and upgrade the performance of the human resources department on the basis of modern concepts and international standards.

The system provides the employees of the federal governments with a set of electronic services including, leaves, performance appraisal, promotions, manpower planning, attendance system, working hours, penalties and electronic self-service and helps the employees of the federal government examine their job and financial particulars.

Bayanati secures salary payments of the federal government's employees through a consolidated system and provides a statistical source for the entire manpower in the federal government which constitutes a reference for decision makers and in the planning process and make the employees share in concluding the human resources procedures through the self-service gate allotted to every employee.

The year 2013 witnessed remarkable development in the operation of Bayanati system as it has been used in a number of independent federal entities. Further, an alert system was launched through SMS and email as to some procedures and Abu Dhabi Emiratization Council (Tawteen) with Bayanati system to recognize job status of the citizens want to



register in the council database while being employed by the federal entities which use Bayanati system.

Of Bayanati projects set for 2014 are the electronic performance management system for employees, Bayanati training and developing system, automation of human resources policies and laws and activation of smart reports in consistence with human resources indicators in the federal government, development of alert system through SMS of the employees and email and establishment of an electronic library for training courses needed by the employees of the federal government.

## Smart Applications

The Authority has been careful to cope with smart government initiative. This is evident in the fact that it converted many of its services into smart applications which constitutes a qualitative addition and serves about 84,000 employees in the federal government. Of the applications Bayanati system provides are smart services as the employees are enabled to submit, cancel or follow up or cancel applications for leaves, know the balance leave in terms of days, browse personal file, curriculum vitae, see particulars of monthly salary, obtain legal advices from specialized team of the Authority in this regard and the electronic performance management system.

Further, the government gate initiative for knowledge (Maaref) will be connected with the smart application to help the employee know the training courses offered by the providers of training services preferred by the federal government and workshops and add them to the list topics they prefer. This application automatically reminds such appointments and provides them with a map of the locations where such sessions are held and how to reach them.

The list of applications includes a discount program of the federal government's employees "Emtiazat" which renders special discounts to them as they will be able to see the entities and stores giving such discounts and their locations on the map.

Of the other services in the application is "Ma Qasart" card which is an electronic card of appreciation an employee gives another employee through the smart application, whereby he appreciates his efforts and efficiency as to his performance of a job. An employee who had the largest number in one month of the said card will be honoured at the level of federal government.

## Performance System Increases Productivity and Rewards Achievement

The performance management system for the federal government's employees is one of the best practices of developing human resources the federal government attempts to establish as the said system connects individual objectives of the employee with the institution's objectives and then the strategy of the human resources in the federal government and UAE Vision 2021.

It is a process whereby the performance of an employee is appraised comparing with the main objectives and indicators of performance and it is a practical process for the entire planning stages in the government entity and stabilizes opportunities of justice, transparency and equality among employees.

This system, which was launched at the beginning of 2012 at the level of federal government is designated to connect performance with the reward of achievement and excellence results and improvement and upgrading the employees' productivity and encouragement of individual achievement under the umbrella of collective work and development of continuing learning culture and increase of the opportunities of vocational development and help the federal entities determine and assess efficient and excellent employees.

2013 witnessed a first event of its kind at the level of federal government as His Highness Sheikh Mohamed Bin Rashid Al Maktoum Vice President, Prime Minister and Ruler of Dubai (God protect him) in presence of

His Excellency Sheikh Mansoor Bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs honoured 650 of the federal government employees who obtained results remarkably exceeding expectations in accordance with the classifications of the performance management system for the federal government employees (results remarkably exceeding expectations mean they meet the expectations and need improvement) out of 33,000 employees working in 18 ministries and federal authorities which apply the system.

The Authority started to convert into the electronic performance system instead of the paper system as the Authority operated the system in four federal authorities and connected it with the information management human resources system “Bayanati” in preparation of operating it in the entire ministries and federal authorities which operate Bayanati system in 2014.

## **The Training and Development System Enhances Performance and Upgrades Efficiency**

The training and development system for the federal government employees the Authority launched at the beginning of 2012 is one of the important systems attempting to consolidate and develop employees in the federal government because it is an integral part of the human resources development system and essential pivot for achieving the human resources strategy in the federal government.

Since the system was launched, the Authority trained about 300 training employees in the ministries and federal authorities on how to apply the system, designating mechanism of training needs, annual training plans and individual development plans for employees in coordination with their direct seniors and necessity that each party must carry out the roles and responsibilities assigned to them in accordance with the procedures provided by the system.

The system aims at upgrading the efficiency of employees and providing

them with skills and qualifications to achieve efficient performance (by the preparation of individual development plans for employees and help the ministries and federal authorities qualify them). The forms of training in the system includes training courses, study leaves, job cycling, developmental secondment, transfer, job shadowing programs, conferences, seminars and job succession.

## **“Maaref” Strategic Partnerships with Training Service Providers to the Federal Government**

The initiative of government knowledge gate “Maaref” is one of the strategic initiatives of the Authority and it is the first of its kind at the level of federal government. The concept of the initiative is based on reckoning the best training service providers in the United Arab Emirates in accordance with designated standards and preparing a list including their names and making it available to the ministries and federal authorities. It is designed to know the training needs of the ministries depending upon their annual plans and negotiate with training service providers accredited by the federal government to present such programs and courses at reduced prices and free of charge. Further, it is designed to make memoranda of understanding with universities and colleges for producing academic programs at special prices for employees of the federal government and special training depending upon demand.

The initiative of government knowledge gate “Maaref” aims at creating a partnership based on communal responsibility and reciprocal benefit between government and private sectors and guaranteeing credibly quality training for about 84,000 employees working in 65 ministries and government authorities and covering their training demand in order to cope with the requirements of the training and development system for employees of the federal government and achieving financial abundance in the training budgets in the federal entities. Accordingly, the largest possible number of employees can be benefited and efficiency and

productivity enhanced and creating an attractive and motivating work environment in the federal government and help federal authorities select training courses electronically available in accordance with periods of time set beforehand.

Since the initiative was launched, the Authority communicated with more than 320 training entities to coordinate with them for training the employees in the federal government and 80 academic and training entities expressed its intention to join the initiative. Accordingly, 40 entities were selected depending upon a number of criteria including experience, training, efficiency and entities having good record of training expertise with government sectors and reputation.

In the last quarter of 2013 14 joint courses were held within Maaref as the courses targeted the entire government authorities out of which 8 were free of charge. It is set that the first quarter of 2014 will witness the organization of about 120 variously training courses for employees in the ministries and federal authorities, out of which 40 training programs would be free of charge.

The Authority intends to launch an interactive website for the initiative during the first quarter of 2014. The website would help training service providers demonstrate their training courses, their prices, discount rates exclusively given to employees of the federal government. Further, the ministries and federal authorities will be able to choose training courses appropriate for the needs of its employees and assess such courses through the interactive website.

## **Human Resources Regulation in the Independent Federal Entities**

### **Consolidation of Human Resources Concepts and Rules**

Federal Authority for Government Human Resources launched the HR regulation in the independent federal entities because it wants to get all federal government institutions close to each other with respect to the human resources procedures as the entire employees of the federal

government in their various position have fallen under an administrative system consistent with the general framework of statutes regulating the function of human resources.

The regulation, which has been implemented in 29 independent federal entities with effect from October 2013, has great importance because it consolidates concepts, general frameworks, bases and rules of human resources in the federal government and constitutes a joint work formula for all entities in consistence with the general principles of the Human Resources in the Federal Government and its Executive Regulation.

## **Job Evaluation and description in the Federal Government**

The Authority prepares the job evaluation and description in the federal government in accordance with the best international practices, systems and methods to attain justice and harmony among the entire jobs.

This system is applicable to all jobs (present and new) in the federal authorities governed by law within timeframe designated for this purpose by the Authority.

This system embodies suitable job titles reflects the duties, responsibilities and powers of the jobs and unify the job titles in the federal authorities governed by this system and builds and develops a credible database for titles and descriptions of the entire jobs in the government authorities and continues to keep them. This system does not intend to accommodate or re-accommodate employees after its implementation.

The job evaluation and description system is applicable to the federal entities governed by the Human Resources Law in the Federal Government and its Executive Regulation whereas the other independent federal entities have their own regulations which allow them to lay down a job description for each entity depending upon their functions and needs.



## Human Resources Club

### Pioneering Initiative and Genius Idea

The human resources club was established in 2010 to constitute an interactive platform and communication thinking and knowledge channel to put together interested parties and specialists in the government sector (federal and local) and excellently experienced people under one ceiling for exchanging ideas, expertise and solutions enhancing roles played by human resources departments and institutional services etc in various sectors in the state.

The club aims at creating communication thinking and knowledge base among seniors and specialists in the human resources and general departments in the United Arab Emirates. Further, it aims at transferring experimentation and experience among managers, specialists, experts, researchers and individuals interested to develop government work and human capital and review and convey the best practices at the local, regional and international levels and render excellently creative and successful solutions.

The club, whose members are 10,000, witnessed large activity in 2013 as its advisory council was constituted and organized five special seminars attended by 700 specialists in human resources from the government and private sectors.

## Human Resources Hour

### Creative Method to Communicate with Employees of Federal Government

The human resources hour is one of the strategic initiatives of the Authority designed to enhance communication and liaison with seniors and employees in the ministries and federal authorities governed by the Human Resources Law in the Federal Government and its Executive Regulation, through opening of direct communication channels and

holding interactive meeting with them to make them aware of the systems, policies and statutes of the federal human resources and know their observations and answer their relevant inquiries.

The initiative concept is summarized in the organization of field visits to the ministries and federal authorities and their branches at the state level to introduce the federal initiatives and projects of the Authority, answer inquiries and questions of employees in the federal government as to the policies, statutes and systems of human resources applicable at the level of federal government. This positively reflects on the work environment and productivity, upgrade performance levels and enable all employees at various job levels to play effective roles in the understanding and application of the human resources systems.

## Human Resources Guides in the Federal Government

In addition to the efforts it made during the past years to enable the human resources departments in the ministries and federal authorities, the Federal Authority for Government Human Resources prepared a number of guides to assist and support it in the optimal investment process of its human resources so as to achieve the human resources strategy in the Federal Government UAE Vision 2021.

One of the said guides is the new employees induction guide, guide of performance improvement of human resources departments in the federal government, guide of policies and procedures of human resources in the federal government and health, safety vocational guide and guide of strategic planning for manpower in the federal government.

## **Team of Legal Consultants Sound Application of Human Resources Statutes in the Federal Government**

The team of legal consultants in the Federal Authority for Government Human Resources was constituted at the end of 2010 as the Authority wanted to create sound legal culture for employees of the ministries and federal authorities as to the human resources statutes, policies and systems applicable at the level of federal government in order to answer inquiries and questions of employees in those authorities.

The team renders legal consulting services and consider cases coming from employees at the federal authorities and human resources and legal departments with respect to the human resources laws, statutes and policies in the federal government. The team aims at unifying legal opinions as to all issues referred to the Authority and document legal principles so as to make the work procedures convenient in future.

The team of legal consultants continued its activity dynamically and vigorously in 2013 as it succeeded to handle 320 legal inquiries the Authority received, out of which 220 inquiries came from the ministries and federal authorities governed by the Human Resources Law and its Executive Regulation which represented 69% of the total inquiries, and 75 inquiries from independent federal entities.

### **Electronic Training Gate “Al Mawrid” Electronic Statute**

Within its initiatives aiming at creating sound legal culture among all employees of the federal government at their various departments and sectors and making them aware of and learn the Human Resources Law in the Federal Government, as amended, and its Executive Regulation, and some of its articles which are frequently asked by employees of federal government, the Authority launched an electronic training program on the Executive Regulation of Human Resources Law in the

Federal Government, which is a step embodying its dedication to cope with the requirements of the electronic government initiative.

The Authority made the program available to all employees in the ministries and federal authorities governed by the Human Resources Law and its Executive Regulation, especially the employees of the human resources departments and researchers and legal executives on its website [www.fahr.gov.ae](http://www.fahr.gov.ae). They can have access to information and answers to questions they need because the program provides for samples and information according to the Executive Regulation of the Human Resources Law through a system of a case demonstration and gives examples on it.

The program is excellent as it attempts to interestingly render information to break rigidity in the lawful article and simplify the presentation and content based on questions and legal cases received by the Authority during the past years.

The electronic training system on the Executive Regulation of the Human Resources in the federal government is divided into two levels; a rudimentary level containing 20 questions and an advanced level containing 80 questions and cases.

## **Campaign of Legal Visits**

The campaign of legal visits the Federal Authority for Government Human Resources launched in 2013 is one of its creative initiatives intended to make employees of the ministries and federal authorities governed by the Human Resources Law in the Federal Government aware of the law and its Executive Regulation and human resources policies relating to them.

The initiative is summarized in that the team of legal consultants in the Authority organizes field visits to all ministries and federal authorities governed by the Human Resources Law and its Executive Regulation and their branches at the state level to make their employees aware of the human resources laws and systems applicable at the level of federal

government. As such, this plays a prominent role in achieving the human resources strategy in the Federal Government and UAE Vision 2021.

In 2013 the Authority paid more than 28 field visits to the ministries and federal authorities and the visits were not only limited to the employees of human resources and legal departments.

## **Committee for Considering Challenges and Appeals – A Perfect Platform of Justice**

In its attempts to satisfactorily apply human resources policies, statutes and systems in the federal government and establish justice and achieve job satisfaction, the Federal Authority for Government Human Resources reconstituted the committee for considering challenges which was formed by the Authority and which receives appeals and challenges filed by employees in the ministries and federal authorities against decisions issued by appeal committees in their departments and determine such appeals.

This step is intended to stabilize the principles of neutrality, impartiality, justice and transparency in the federal government and provide a safe and just environment of work for all employees at their various departments, sectors and job titles.

The committee disseminates awareness and learning to the public as it facilitates communication means with it on an electronic page on the website of the Authority and employees can express their challenges on emails.

Committee decisions are conclusive. The committee succeeded in 2013 to handle 21 challenges filed by employees in the ministries and federal authorities governed by the Human Resources Law in the Federal Government and its Executive Regulation as the challenges were filed against decisions taken by the appeal committees formed in their ministries and federal authorities.

## **Second Arab Conference on Human Resources 2013**

The Authority has spared no effort to provide interactive academic platforms concerned with the local, Arab and international human resources sector and highlighted the best practices and challenges confronted by it. The best example is that the Authority organized the Second Arab Conference on Human Resources under the title “Human Resources is a Strategic Partner in the Institutional Work and Development”, which was held in Dubai on 12 and 13 March 2013 under the auspices of His Excellency Sheikh Hamdan Bin Mohamed Bin Rashid Al Maktoum, Crown Prince of Dubai, in cooperation between the Authority and Arab Administrative Development Organization.

The conference was attended by more than 500 experts and specialists who discussed the most important issues and challenges that confront human resources in the Arab world through 5 main sessions and 44 working papers and presentation of important experiments and experience of countries and government and private institutions in human resources.

Of the recommendations the conference produce was the allotment of an Arab award for creative initiatives in human resources and holding of intense training courses in development of human resources and measurement of employees’ productivity in the public sector.

## **Sponsorships and Participations**

Within its attempts to enhance its standing at the local, Arab and regional level as a pivotal player in the field of human capital and developing its capabilities, the Authority sponsored in September 2013 a summit on government human resources under the title “Development of Human Capital in the Arab World” which was held in Abu Dhabi. Further, the Authority sponsored in December in the said year the annual training and development fair which was organized by Terrapin Middle East in



Dubai, which was attended by hundreds of human resources training and learning specialists.

Moreover, the Authority participated in Sharjah second human resources conference under the emblem “social responsibility of the private sector to support human resources” which was organized by Sharjah Human Resources Department in December 2013 under the auspices of His Highness Sheikh Dr. Sultan Bin Mohamed Al Qasemi, Member of Federal Supreme Council and Ruler of Sharjah.

## **Human Resources Award**

### **A Step on the Path of Excellence and Pioneering**

While the Federal Authority for Government Human Resources was being prepared to officially launch a human resources award at the level of federal government, Authority honoured the federal authorities excellent in applying satisfactorily the human resources systems and statutes.

The said award comes as the Authority realizes the importance of government pioneering and excellence and honouring excellent achievements as a stable belief on part of the wise leadership of the United Arab Emirates.

At the ceremony, 10 ministries and federal authorities were excellent in applying human resources in federal government in 2012, including, the human resources information management system “Bayanati”, performance management system, training and development system for employees of federal government, Massar initiative for supporting emiratization plans in federal government, document of professional conduct and ethics of public job, documentation of employees’ contracts and improvement of job cycling rates.

Meeting of Senior Officers of the Authority – An Intellectual Session and Creative Laboratory

Because it is careful to stabilize the both principles of pioneering and excellent performance and in an attempt to know its achievements at the domestic and external levels during the past period, the Federal Authority for Government Human Resources held an annual intellectual session in June 2013 for its seniors officers, which was attended by His Excellency Humaid Mohamed al-Qattami, Minister of Education and Authority Chairman, His Excellency Dr. Abdul Rahman Al Aur, Director General of the Authority, executive directors, directors of departments and heads of the sections in the Authority.

The Authority aimed at the said annual meeting to review its prominent achievements and highlight and discuss the initiatives and projects it would launch at the level of federal government during the next period. This could upgrade its quality and activity to serve the strategy of human resources in federal government and UAE Vision 2021 and the UAE national agenda for the coming seven years.

## **Remarkable Participation in the UAE Award for Excellence in Government Performance**

Because the Federal Authority for Government Human Resources focuses on the vision of the wise UAE leadership, which stabilize the excellence at the level of federal government and consolidate its pioneering role for serving all communal categories and render the best services to the dealers, the Authority is prepared to nominate itself to obtain the certificate awarded by the International Organization for Standardization (ISO) and compete for the UAE Award for Excellence in Government Performance under the umbrella of Sheikh Khalifa Government Excellence Program for institutional excellence.

In this context, the Authority launched the Internal Excellence Award and chose a number of its employees and departments to represent it in the UAE Award for Excellence in Government Performance or in other excellence program at the state level.

The Authority participated in the award within 10 categories and medals: the Prime Minister medal for excellence in supervision, Prime Minister medal for excellence in administration, Prime Minister medal for excellence in specialized jobs, Prime Minister medal for excellence in the technical field, Prime Minister medal for new excellent employees and the category of excellent federal authority in working teams, category of excellent federal department, category of federal authority excellent in administration and performance and category of excellent federal authority and finally electronically excellent federal authority.

## Human and Communal Initiatives are Principal Culture in the Authority

Because it believes that the human and communal work is an integral part of its lofty vision and message and it is the optimal path which translates its strategic objectives to tangible reality, the Authority assumed to launch and participate in a number of human and communal initiatives which positively reflect on the whole UAE community. One of these initiative is:

### “Imtiyazat”

#### The First Deduction Program by the Federal Government

“Imtiyazat” initiative is considered as one of the biggest social initiatives at the UAE level, where the Authority has assumed the responsibility of coordinating with the private sector institutions and companies and signing partnership agreements with them to grant the Federal Government Employees and their families special and exceptional deductions on prices of the goods and services they provide.

Through Imtiyazat Initiative which was launched during 2012, the Authority seeks to support and motivate the federal government employees, in addition to elevating the levels of employees’ satisfaction and their institutional loyalty, where they are exclusively granted special privileges through the Authority’s initiatives and partnerships with the private sector.

The initiative shall directly benefit nearly 84 thousand employees serving at ministries and government authorities. Since the date of launching Imtiyazat Initiative, the Authority has received many partnership requests from the private sector. The Authority has also concluded more than 20 agreements under the same initiative. The most significant partners include: Juma Al Majid Establishment represented by Hyundai Cars Company, JW Marriott Hotel Group in Dubai, Grand Hayatt Dubai Hotel, Al Tayer Motors- “Ford”, Sheraton Abu Dhabi Hotel, and others.

In order to activate the initiative, the Authority has launched a special website [www.fahr.gov.ae](http://www.fahr.gov.ae) containing a list of companies and addresses thereof in addition with and the deduction rates offered by such companies; this list is continuously updated. This website shall soon contain a list of smart applications which the Authority is trying to launch during 2014 in order to keep pace with the Smart Government Initiative.

## Campaign of “Give them a Smile”

The Campaign of “Give them a Smile” is a merely human initiative Make A Wish Foundation launched in May 2013 and in which the Authority participated. Its concept is summarized in collecting the amount of AED 125 from persons willing to donate for realizing aspirations of national and resident children in the United Arab Emirates and who are ill of serious diseases such as cancer, thalassaemia and blood disorders for alleviating their pains.

The Authority participated by launching an internal campaign for supporting the initiative and collecting monies and then transferring them to Make A Wish Foundation.

## Campaign to Clothe One Million Children Around the World

This humanitarian campaign is one of the initiatives launched by His

Highness Sheikh Mohamed Bin Rashid Al Maktoum Vice President, Prime Minister and Ruler of Dubai, which crowned the humanitarian UAE work that coincides with 19 Ramadan on which Sheikh Zayed Bin Sultan Al Nahyan died (may his soul rest in peace). The said campaign intends to assist one million needy children of various races and colours.

The Authority showed great interaction with the campaign as it urged its employees to donate through SMS and bank accounts of the campaign and invited all ministries and federal authorities and members of human resources club and its partners to participate in the campaign through social communication and emails and disseminated urging terms and in the campaign posters.

## **Zayed Humanitarian Work Day**

Because it is careful to commemorate the death anniversary of Late Sheikh Zayed Bin Sultan Al Nahyan, the founder of the Union and builder of its progress, the Authority cooperated with the Prime Minister's Office, Noor Dubai Foundation and Dubai Health Authority in participating in the events of Zayed Humanitarian Work Day which coincides with the death anniversary of Late Sheikh Zayed on 19 Ramadan.

A number of events was organized in Zayed Humanitarian Work Day as Noor Dubai Foundation organized a campaign for testing eyesight of employees and visitors in some institutions in the state and launched a number of health awareness campaigns.

The Authority participation in this occasion by giving some gifts to the examined workmen and volunteers of field works of the government communication management team.

## **Summer Training Program for School and University Students**

In a step reflecting the extent of the important role played by youth

human capital for upgrading the United Arab Emirates to the level of developed countries and importance of training in developing their talents and enhancing their skills and widening their empirical experiments, the Authority launched its annual program for summer training of 2013 under the title "our summer is fruitful" as 10 trainees from the universities and 11th and 12th classes participated.

Through this program, which lasted for a completely one month, the Authority encouraged the youth to optimally invest their summer holidays by viewing all programs, activities, internal and external events, recognize its initiatives at the level of federal government and training in various departments and sectors of the Authority in order to recognize the work mechanism in the Authority.

## **National and Communal Ceremonies**

The Authority commemorated the 42nd National Day as to the establishment of the Union of the United Arab Emirates as it organized a ceremony in this occasion titled "Dar Al Ezz" and an operetta calling "United Home" which was presented by girls from Dubai schools in cooperation with the student activity department of the Ministry of Education and a photograph fair of the united home campaign the Authority launched in October 2013 on Twitter through documents and pictures narrated the UAE history and a short documentary was displayed on Dubai Expo 2020.

## **The Authority Celebrates the Flag Day**

The Authority interacted with the campaign His Highness Sheikh Mohamed Bin Rashid Al Maktoum, Vice President, Prime Minister and Ruler of Dubai for celebrating the Flag Day. This coincided with the state events for commemorating the 9th anniversary where His Highness President Sheikh Khalifa Bin Zayed Al Nahyan has assumed the reign in the United Arab Emirates.

In this occasion, the Authority held a ceremony wherein the state flag

rose on the Authority's building and the UAE national anthem was heard and state flags were distributed to the entire employees who considerably interacted with the campaign.

## Campaign of the “United Home” on Twitter

In order that the rich UAE heritage and its abundant archive in all fields of our country can be acquainted with and to enhance the national identity and strengthen the loyalty feels of the state, the Authority in cooperation with the National Documentation and Researches Centre launched an electronic campaign under the title “United Home” which coincided with the UAE ceremonies of 42nd anniversary of establishment of the Union.

The campaign was based on disseminating 42 photographs and historical documents through the Authority's account on Twitter “@FAHR\_UAE” at the rate of one picture per day which documents a specific stage in the UAE history with effect from the years preceding the establishment of the Union and passing through the entire stages witnessed by the state up to our present time.

## Celebration of the Night of the Half of Sha’ban

In a ceremonial atmosphere and odor of the past, the Authority celebrated the Night of the Half of Sha’ban as it is careful to consolidate the identity of the United Arab Emirates and its popular heritage by celebrating the religious, national and communal events. Accordingly, the Authority is fully aware of its communal responsibility towards the state and its community and its pivotal role to revive the heritage and traditions of the first ancestors.

The celebration of the Night of the Half of Sha’ban is an integral part of the customs and traditions in most of the Gulf communities in which children wear their embroidery and traditional dresses.

## Ceremony of Mother’s Day

In gratitude of the great role played by women in all fields and life, the Authority commemorated the Mother’s Day in its own style as it presented gifts and congratulation cards and wished them success. The Authority did not only did that but also honoured a number of female employees of the neighbouring institutions in a step embodying the belief of the Authority in the capabilities of women and their pivotal roles to achieve the human resources strategy in the Federal Government and Emirates Vision 2021.

## Leading Incentive Initiatives

### Monthly Breakfast

The monthly breakfast is one of the initiatives the Authority launched in 2012 to create positive and creative and incentive environment of work for employees. It has become a monthly tradition wherein senior officers meet for reviewing recent developments and achievements of the Authority and know its future projects and plans at the level of federal government.

Through this initiative, the Authority wants to enhance the methods of communication and liaison among the Authority's leadership and its employees at all departments and in their various degrees and job titles in social untraditional atmospheres.

### Excellent Employee of the Month “Testahel”

The initiative of the excellent employee of the month “Testahel” is one of the creative initiatives the Authority launched in 2012 for urging the employees to create, pioneer and burst their underlying energy which enhance the institution work system in the Authority, in particular, and federal government, in general.



## **“Ma Qasart” Cards of Positiveness and Appreciation**

Because it always attempts to create a positive work environment and enhance the teamwork, the Authority launched in March 2013 a newly internal initiative called “Ma Qasart” which is an electronic card of thanks and appreciation exchanged among employees of the Authority at their various departments and job titles to express their gratitude for the cooperation of their colleagues with them and for the efforts they exerted due to their vocational, behavioral and ethical duty in the work.

Ma Qasart card is subject to the criteria and values approved by the Authority, such as dedication, professionalism, responsibility, loyalty, pioneering and excellence in performance, justice and equality. It enhances the positiveness and productivity of employees and raise their morale. Employees have most interactive roles and receive the cards are honoured at a monthly breakfast held for the Authority’s employees.

Since it was launched, the cards amounted at the end of 2013 about 1,400 cards. The Authority attempts to apply the experiment at the federal government institutions and willing entities.

## **Morning Sitting – Open Door Policy**

Morning sitting is another aspect of the open door policy which is distant from the traditional framework and closed offices. The Authority innovated it for creating an attractive work environment urging its employees as the leadership of the Authority and employees, on one part, and among the employees themselves in their various levels, on the other part.

The idea is that a monthly meeting is held between the director general of the Authority with employees of one department, whereat many practical and life issues are discussed and some personal experiments of employees are demonstrated in order to know their developmental suggestions and opinion. This bursts their creative energy and enhances

their institutional loyalty and job satisfaction which positively reflects on their productivity.

## **Suggestion System “Tawwar Ma’ana”**

In order to create positive, urging and creative work atmosphere, the Authority launched in 2012 a suggestion system “Tawwar Ma’ana” and linked it with its website and through which internal and external suggestions are received to help develop the work environment in the Authority.

Suggestions are considered and assessed by specialized team from the Authority to approve them and apply useful suggestions. The system received in 2013 173 suggestion, out of which 20 were useful out of which 20 suggestions were applied up to the end of 2013 and the remaining 7 suggestions are under application. Accordingly, the total suggestions received by the system since its launch is about 300.

## **Human Resources Journal 40,000 local and Arab readers**

It is an electronic monthly journal in the field of human resources issued by the Federal Authority for Government Human Resources and it is the first of its kind at the regional level in this specialization and it always develops in terms of shape and content and dissemination day after day.

The journal witnessed in 2013 a qualitative shift when its 32nd issue was published and its readers have become 40,000 most of them in the United Arab Emirates and its pages ranges from 44 to 52 and its writers are in tens.

The journal publishes articles and translated topics concerned with the readers. You can browse the journal in English and Arabic and subscription can be made through the website [www.fahr.gov.ae](http://www.fahr.gov.ae) of the Federal Authority for Government Human Resources.

## **Social Communication Channels**

### **15,000 Visitors on Twitter and Youtube**

The Authority does its utmost efforts to enhance communication and liaison with its partners and public of the local and federal government institutions and private sector, media and community. This is obviously evident through the interaction with them through their own accounts on such social communication sites as Youtube and instagram twitter which witnessed large movements in 2013 as the number of the visitors on the Authority's website was about 75,000 individual within one and half year.

Since it was launched in 2012, the Authority has given it special importance as it adopted the site as an interactive platform with its public and through which it launches media magazines and publishes specialized topics, pictures and comments on the events it organizes. Further, the Authority converted it into a media and awareness platform through which it acquaints the public with the laws, statutes, policies and systems of human resources applied in the federal government and answers questions from visitors.

In 2013 the Authority created its own page on the social communication site "Instagram" to transmit through which its recent occasions, events and initiatives other than its distinct account which is periodically updated on Youtube as there are more than 7,000 periodical viewers of 60 video vintages.

## **Our Website Ranks 3rd at the Federal Level**

### **191,000 visits in one year**

In 2013 the Authority has developed its website and provides it with all developments in the policies, systems, programs, news, pictures, video vintages, introductory shows and circulars for employees of the federal government. Thus, it is a lighthouse which guides all parties and specialists concerned.

The Authority's website meritoriously succeeded to have the 3rd rank at the level of federal government in terms of quality and excellence in accordance with the report on the websites of the federal authorities, which is annually issued by the UAE Telecommunication Regulatory Authority as it obtained the rate of 98.2%.

In the past year, the website recorded about 191,000 visits out of which 155,000 in the United Arab Emirates.



# Photo Library



وزارة الخدمة المدنية ومعهد الإدارة العامة في المملكة العربية السعودية يطلعان على تجربة نظام «بياناتي» ونظام إدارة الأداء لموظفي الحكومة الاتحادية  
The Ministry of Civil Services and the Saudi Arabian General Management Institute, examine the experience of Byanati System and Performance Management System.



الهيئة تبحث سبل التعاون مع هيئة الأوقاف وشؤون القصر  
The Authority discusses the ways of cooperation with the Awqaf and Castle Affairs Authority.



مدير عام الهيئة يفتتح معرض التدريب والتطوير السنوي  
The Authority's Director General opens the Annual Training and Development Expo



الهيئة توقع مذكرة تفاهم مع مركز أبوظبي للتعليم والتدريب التقني والمهني لتدريب موظفي الحكومة الاتحادية  
The Authority signs a Memorandum of Understanding with Abu Dhabi Center for Technical and Vocational Education and Training in order to train the Federal Government employees