

Federal Authority for Government Human Resources (FAHR)

System of Legislation and Regulations Applicable to
Human Resources in the Federal Government in the United
Arab Emirates

Federal Authority for Government Human Resources (FAHR)

Federal Authority for Government Human Resources (FAHR) of the United Arab Emirates was established based on the Federal Law by Decree No. 11 of 2008 on human resources, issued by His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE.

FAHR has the powers and general responsibilities related to the management of human resources for the ministries and federal agencies subject to this Decree Law, where FAHR shall in particular study and propose policies and legislation concerning human resources at the government level and help ministries on the proper implementation of legislation related to human resources and ensure the commitment of the ministries to the provisions of this Decree Law and regulations issued for its implementation and consider objections to the Appeals Committee and any other functions assigned to it by the Honored Cabinet.

FAHR Goals:

FAHR aims to develop the human resources in the public sector on the basis of modern concepts and global standards applicable in the field of human resources management.

FAHR Competences:

FAHR shall have the general powers and responsibilities for human resources management shall do the following in specific in order to fulfill such goals:

- Study and propose policies and legislation concerning human resources at the federal government level, and present them to the cabinet for approval.
- Consider the objections to the decisions of the Appeals Committee in accordance with the law, and put competent system to do so and present them to the cabinet for approval.
- Assist the government sector on the proper implementation of legislation related to human resources.
- Make sure the government sector's commitment to the provisions of the law and the rules and regulations issued in implementation thereof.
- Coordinate with the public sector about the consequences of the restructuring of the financial and administrative implications.

FAHR Competences (Continued):

- Support the institutional culture that is based on the concepts of stimulating skills and encouraging suggestions and distinct ideas.
- Develop training policies to ensure the preservation of trained and qualified human resources; citizenship in particular.
- Develop an integrated system of human resources to ensure the provision of integrated data on human resources in the government sector and thus contributing to decision support.
- Communicate with bodies and institutions and local, regional and international organizations concerned with human resources to learn about their experiences and apply their own best practices.
- Coordinate with the educational establishments in the country in order to match between education outputs and the needs of the work in the government sector and the needs of national cadres to scholarships in order to ensure the provision of citizenship scientific talents.
- Develop programs for nationalization of jobs in the government sector and follow up their implementation.
- Propose vacations and public holidays based on the provisions of the law and the resolutions of the cabinet.
- Perform any other functions assigned to it by the cabinet.

Legislations and laws



Human Resources Law in Federal Government

- Human Resources Law in the federal government was issued under the Federal Law by Decree No. 11 of 2008 on human resources in the federal government, as amended by Federal Law by Decree No. 9 of 2011 concerning the amendment of some provisions of the law of human resources in the federal government.
- The law focuses on the human element as an investment asset that must be managed and developed effectively and efficiently. It also reflects the future vision and foresight of future needs for human resources, and contribute to the development of regulations and policies within the work environment and contribute effectively to stimulate human development.



Human Resources Law Regulations in Federal Government

- Human Resources Law Regulations, as amended, were issued under the Council of Ministers Resolution No. (13) for the year 2012.
- It includes all controls and details of the rights and duties of staff and recruitment processes and evaluation of human resources, systems of incentives and sanctions, vacations and other matters relating to human resources working in federal government agencies.

Human Resources Law Regulations in Independent Federal Agencies

- Human Resources Regulations in independent federal agencies was issued under the Cabinet Resolution No. (15) for the year 2013 in order to unify the principles and concepts of human resources that manage the operation of human resources in the independent federal agencies in conformity with the general principles of the law of human resources in the federal government so that it becomes one reference through a one regulating legislation.
- It is in conformity with the provisions of the Regulations of the Federal Law by Decree No. 11 of 2008, as amended, and compatible in many texts with it, making it easier in the application of the regulations adopted by the federal government on the federal entities (for example, BAYANATI and performance management system and the system of training, development and evaluation and job description system) .

Note that these regulations do not interfere with the independence of these parties where each party retained entirely by:

- Payroll and related allowances in line with the nature of their work.
- Organizational structure that corresponds to privacy, and the main tasks approved.
- Flexibility in some other administrative aspects.





Human Resources Systems Issued in the Federal Government

1. Federal Government Staff Performance Management System

Is a process in which the employee's performance is assessed and compared with targets and performance main indicators. It is managed in partnership between the employee and his direct manager for a period of assessment, so as to make it specific at the beginning of the evaluation period, and subject to update continuously during the performance period. The system was automated according to BAYANATI (electronic performance management system).



2- Training and Development System

This system contributes to determination of the actual needs of the training and selection of the best forms of training that will achieve the objectives of the current and future body. This system is linked to the outputs of the performance management system, which is the input to the system in terms developing the employee in all behavioral and professional and scientific aspects.



3- Job Assessment and Description System in the Federal Government

This system aims to evaluate all jobs in the federal government using a special method of evaluation to ensure justice and harmony between jobs at the federal government level and to link the results and outcomes assessment to the adopted payroll and crystallization of suitable jobs that reflect the duties and responsibilities and functional powers and salaries, leading to the unification of titles in federal agencies subject to this system.



4- Strategic Workforce Planning System in the Federal Agencies

This system aims at strategic workforce planning and to determine future expectations of jobs, skills and competencies which improves polarization process and the development of skills and competencies in accordance with a scientific method that helps federal agencies to plan jobs budgets.

5- Rewards and Incentives System

The system aims to raise the competitiveness of the federal government to be an attractive environment for national competencies through granting bonuses and incentives to the staff of the federal government within the framework of an integrated system of regulations and legislation of human resources in the federal government and motivational initiatives and programs that enhance performance, increase productivity, and ensure the happiness of the employees and customers as well.





6- Professional Conduct Document

FAHR developed this document to reflect the commitment of the federal government towards its staff. It includes the core values and principles of professional conduct in the federal government. It also includes the core values that the public employee must work with alongside with a set of ethical principles that controls his vocational and professional behavior.

7- Behavioral Competencies General

Framework

It is an added value provided by FAHR in the form of a guide directory including the leadership and behavioral competencies that should be available in the federal government employees. It allowed authorities to use it in the form that best suits its privacy, that's through developing specialized competencies in accordance with the nature of their work.



Launching Human Resources Guide Directories

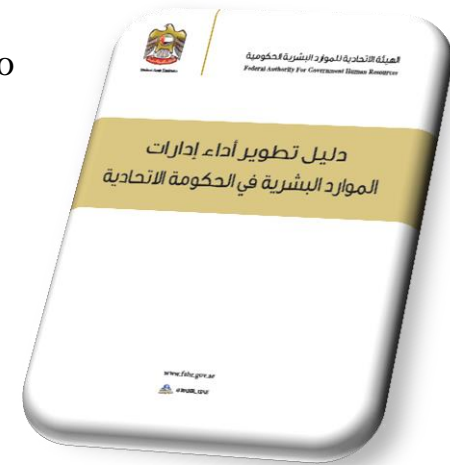
FAHR aims at the empowerment of human resources departments in ministries and federal agencies, and is keen to keep abreast of all developments that occur in jobs system and the human element, which is the real capital to the process of sustainable development work. FAHR prepared a series of guide directories for some of the systems that will help HR departments and support them by investment in human resources to optimize the process. It proceeded to upload such guides on its website (www.fahr.gov.ae), and provided trainings for all the ministries and federal agencies on their use:

1. Guide for the development of the performance of human resources departments in the federal government.
2. Guide for the policies and procedures of human resources in the federal government.
3. Guide for health and occupational safety in the federal government.

1. Guide for the Development of the Performance of Human Resources Departments in the Federal Government.

The main goals of developing the performance of human resources departments in the is to enable such in ministries and federal agencies to perform their roles in order to achieve the following objectives:

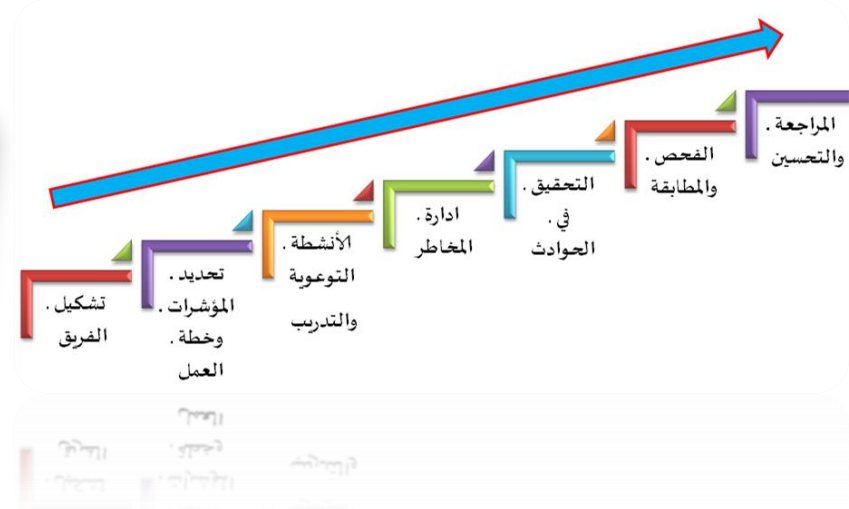
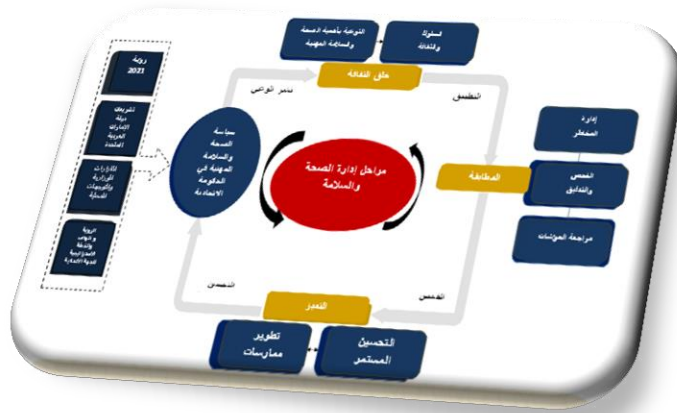
- Ensuring the added strategic value offered by human resource departments to the Ministry / federal entity.
- Enhancing the effectiveness and efficiency of human resources management.
- Building capacity of human resources and skills in a professional way.
- Developing a sustainable environment to attract and maintain the best talents.



2- Guide for the Policies and Procedures of Human Resources in the Federal Government.

It's a practical tool that contributes to supporting the concerned and competent leaders and practitioners of human resources in the understanding and application of legislation and regulations of human resources in the federal government. It is an important reference for everyone involved in the field of government policies for the management of human resources and procedures. It offers a detailed explanation of policies and procedures, within the basic processes in the field of human resources and its affairs alongside with mechanisms of coordination and quality assurance, which the federal ministries and government agencies should follow.





3- Guide for Health and Occupational Safety in the Federal Government.

This guide promotes standards of health and occupational safety in the workplace (office work environment) through the support of ministries and federal authorities to take the necessary measures to create a safe and healthy working environment so as to ensure the safety of staff and customers with the highest occupational health and safety in the work environment levels.

Human Resources Enablers Indicators in the Federal Government

FAHR launched enablers indicators of human resources in the federal government in order to unify the standards and the development of common indicators of human resources in the federal government.

Indicator		Type	Date
1	Staff's satisfaction ratio in the federal government	Strategic	2014-2016
2	Job Rotation ratio (citizens and non-citizens)	Strategic	2014-2016
3	Settlement ratio according to different job categories	Strategic	2014-2016
4	Training hours rate according to different job categories	Strategic	2014-2016
5	Trainees ratio according to different job categories	Strategic	2014-2016
6	Holders of occupational and specialized certificates ratio	Occupational	2015-2016
7	Solved HR grievances ratio	Occupational	Postponed
8	Manpower plan commitment level	Occupational	Postponed
9	Job description ratio	Occupational	Postponed
10	Employees absence average	Occupational	2015-2016
11	Sick leaves rate	Occupational	2015-2016
12	Work injury average	Occupational	2015-2016
13	BAYANATI application ratio	Occupational	2015-2016
14	Employees with performance documents ratio	Occupational	2015-2016
15	Performance-based promotion ratio	Occupational	Postponed
16	Training and development system commitment level	Occupational	Postponed
17	Individual performance development plan ratio	Occupational	2015-2016

Studies and Reports

FAHR set up and issued a number of studies in the field of human resources with the aim of establishing a modern legislative system of integrated human resource management in the federal government according to international best practices, including:

2011-2012	2013	2014	2015
1- Job rotation rate	1- Sick leave patterns	1- Work options application study	1- Experts and consultants contracts modification
	2- Job rotation rate	2- Bradford sick leave and absence influence coefficient	2- Private contract maximum value
2- Woman study	3- Unpaid vacation	3- Occupational and specialized certificate	3- Total salary study
	4- Promotion patterns	4- Official tasks study	4- Levels and salaries upgrade study
3- Annual vacations rationalizing unification proposal	5- Occupational and social features	5- Occupational harmony program	5- Legal consultation system development study
		6- Judicial vacation study	6- Penalties and grievance screen modification study
4- Job Rotation ratio	6- Vacations types and patterns	7- Health and occupational safety system	7- Retired military men study
		8- Notary human and financial resources study with the Ministry of Justice	8- Promotions study
			9- Job rotation study
			10- Delegation, relocation and loan study
			11- Sick leave effect study
			12- Clock in-out screens modification study
			13- Productivity study
			14- Health and occupational safety study
			15- Health insurance study
			16- Occupational wellness study

In order to spread the principles of corporate culture and create a stimulating work environment, FAHR issued the following:

UAE HR Award:

FAHR launched UAE HR Award under the patronage of His Highness Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs, which aims at honoring the ministries and? The federal agencies leading in empowering employees and motivating them and are committed to the application of legislation and human resources systems of the staff of the federal government.



UAE HR Award Categories





Projects and Initiatives under Development

1. Occupational Wellness
2. Specialized competencies development
3. Restructuring HR processes

FAHR issued the following in order to spread the principles of corporate culture and create a stimulating work environment:

- **HR Echo Magazine**

A specialized scientific journal issued by FAHR semi-annually. It aims at offering all that is new, including visions and innovative ideas and practices of interest to decision makers. It also serves institutional transformation industry in the global race towards adopting better policies and regulations on Human Resources, knowing that the magazine is published in partnership with the following actors and with which it has strategic partnerships with FAHR:





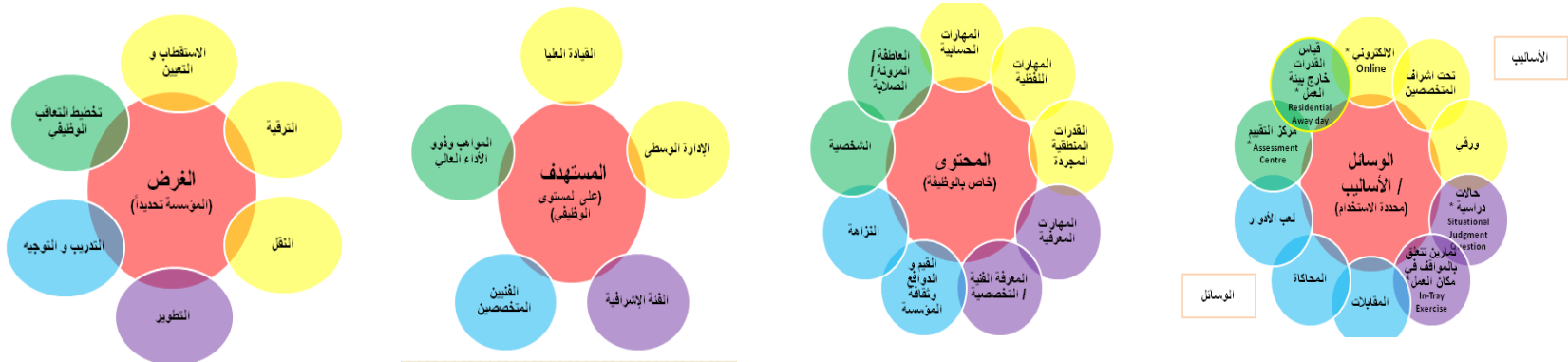
In order to enable the national competencies and the development of federal human capital, FAHR launched an initiative «QUDARAT/Capabilities» to assess the capacity of staff in the federal government (federal government's favorite assessment partners)

to support the federal authorities and enable them to build the capacity of the federal government employees and assess their competencies

Through assessing:

- 1- **Knowledge, skills and abilities:** the employee's performance depends on the knowledge, skill, and the ability that enables him to carry out his responsibilities to the best.
- 2- **Personal attributes:** patterns of behavior and thinking and emotion. The inadequacy of the characteristics and personality traits with job requirements lead to undesirable results, the matter which limits the possibility of the employees to learn and perform their job duties at acceptable level.
- 3- **Motivations and incentives:** the integration of the employee at work is very important, in which it helps him to better understand the values and motives that drive the individual towards achieving the goals, and motivate him through the harmonization of the entity's goals with his personal goals and create a balanced team in terms of skills and integrated features.

There are a lot of tests and measurement tools available to support the real success of the mechanism of assessing the capacity based on four key criteria:



- 1. Purpose:** measurement tools vary depending on the purpose of use.
- 2. Identifying the target group:** the use of measuring instruments in accordance with the functional groups targeted
- 3. Measurement content connection to targeted jobs:** it is recommended to make sure to choose the right tool for measuring different dimensions of the job.
- 4. Use appropriate means and tools:** methods and tools most suitable measurement to be determined

The following role is prominent in order to ensure the provision of all administrative services in accordance with quality, efficiency, and transparency standards:

• **Legal Inquiries Team:**

FAHR moves forward and make every effort in the development of human capital and strengthen its capacity in a stimulating work environment, and to ensure that all administrative services are in accordance with the quality, efficiency and transparency standards and achieve higher levels of satisfaction among its internal and external customers FAHR also sought to strengthen the channels of communication with the officials and staff working in the ministries and departments under the federal human resources law and its implementing regulations through open channels of communication directly to make them aware

of systems, policies and legislation, human resources and most notably:

- Smart Applications
- OPA
- REMEDY
- LIVE CHAT
- TWITTER
- Official Correspondences
- Personal Presence
- Email
- Legal Consultancy
- Awareness Messages
- Phone



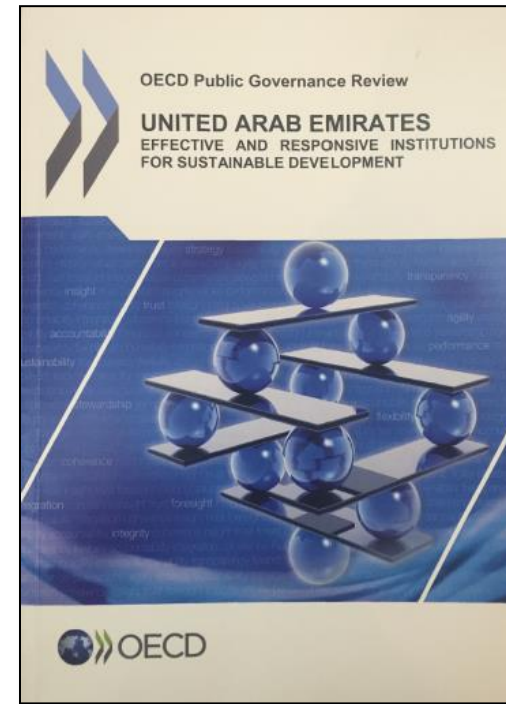
International organizations have appreciated the UAE's efforts in the development of human capital, in which the following report is issued

Report on the Governance of the Public Sector in the UAE

In Coordination with the Organization for
Economic Co-operation and Development
(OECD)

Report on the Governance of the Public Sector in the UAE

- The report dealt with current practices in the government of the United Arab Emirates and compared them to best practices in member governments in the organization.
- The report concluded that the existence of distinct and innovative practices in the public sector in the United Arab Emirates, including the government and the development of human resources management practices.



The report shed light on distinct practices, including:

Building the foundations of strategies and corporate governance and human resources management at the federal government level

During the short period, FAHR designed programs and systems of human resources management in the federal government with international standards to support the implementation of UAE Vision 2021

The establishment of FAHR as a federal government involved in the UAE human resources

- Reflects the commitment to institutional excellence and providing high-quality services
- A strategic direction that serves the medium-term objectives
- An operational orientation to serve the short-term goals

✓ Assesment of Employees Satisfaction

- The job satisfaction survey carried out by the Prime Minister's Office in partnership with FAHR is a commitment to the design and provision of the best services to the staff of the federal government.
- The results of the job satisfaction questionnaire conducted by the federal government over the past years witnessed a steady improvement at all measured levels (participation, the public image of the authority, leadership and management, career development opportunities, work conditions, work environment, motivation and job empowerment, performance evaluation and appreciation, intercom, stability and performance)

THANK YOU