



# Manual Guide of The Induction Program for New Employees in the Federal Government Building a Productive Institutional Culture

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# Manual Guide of The Induction Program for New Employees in the Federal Government Building a Productive Institutional Culture

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## » Introduction

Caring for the new employee will positively reflect on his productivity and excellence, and increase the level of his job satisfaction. As a matter of fact, the Induction program for new employees is deemed to be important since it constitutes the starting point for an ideal work relationship between the employee and his employer, and provides positive work environment for creative delivery of induction program, in order to make a good first impression with the new hires as it helps boost their passion for work and loyalty to the institution.

In line with the Federal Government directives seeking to implement the best practices in the field of HR management, the Federal Authority for Government Human Resources (FAHR) has developed the present Manual, which actually aims at supporting the ministries and the federal entities in establishing relevant induction programs based on specific policies and mechanisms for assimilation and engagement of new employees, according to the responsibilities and work nature of each authority. There may be included as well in the guide the vision, mission and objectives of the ministries or federal entities, along with the organizational structure, by-laws and regulations adopted at such authorities, and the general guidelines of the federal entities, namely the security of information, individuals and properties, the health and safety systems, and the incentive schemes.

The present Manual is considered a main reference for the creation and development of the orientation programs for new employees at the federal entities; it was developed based on several experiences, benchmarks and best pertinent practices, after consultation with the ministries and federal entities.







# **Chapter I:**

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## General Scope

## » First: Objectives

The present Manual is designed to provide advice and to support the ministries and federal entities in creating/updating their Induction programs for the new employees, so they become an integral part of the personnel at the ministry/federal entity. This Manual gives both partners as well the chance to know and understand each other, and ensure the commitment of both parties to performance, efficiency, and contribution to creating a productive and motivating workplace.

The present Manual consists of an orientation document which backs and supports the ministries and federal entities in the United Arab Emirates in the creation of an Induction program in accordance with the best pertinent practices.

The Manual of the Induction Program for New Employees aims at:

1. Building a new work culture at the ministries / federal entities which is based on transparency, performance and productivity.
2. Establishing a reference for the governmental HR departments in order to create the Induction and orientation programs for new employees, each at relevant authority.
3. Documenting the most important main procedures related to the Induction program for new employees.

The scope of the Induction program for new employees at the ministry / federal entity shall at least cover the following objectives:

1. Support the employee to adapt and get involved quickly in the workplace, and to understand his responsibilities.
2. Enable the employee to understand his job responsibilities.
3. Introduce the new employee to his employer (the ministry / the federal entity), and role in terms of reaching the Government

objectives.

4. Provide the ministries / federal entities with motivated employees and trained on the work methods within the shortest period possible.
5. Making a positive impression on the new employee by clarifying the core elements of success at the work with the ministry / the federal entity.
6. Build the developmental and training plans for new employees by clarifying all levels of competences and skills required at the ministry / the federal entity.

## » Second: Manual References:

1. The Human Resources Law at the Federal Government no. 11 of year 2008, and relevant amendments and executive regulation of the law.
2. The Human Resource Strategy at the Federal Government and its operational plan.
3. The Code of Ethics and Professional Conduct Document Service.
4. The Training and Development policy for the Employees of the Federal Government.
5. The Performance Management System for the Employees of the Federal Government.

## » Third: Scope of Implementation

1. The Induction program for new employees covers all the employees who have recently joined the ministries and the federal entities, at all levels, in all positions, and at all locations.
2. It is preferable to apply the Induction program to all employees who resume work at the ministries and federal entities after work interruption of more than 12 months.

## » Fourth: Definitions

In the scope of the present system, each of the following words and expressions shall have the meaning stated thereto, unless the context otherwise requires:

The Country:	The United Arab Emirates
The Government:	The Government of UAE
The Ministry:	Any ministry established in accordance with provisions of Federal Law no. 1 , year 1972 regarding ministries specializations and ministers, authorities and amending or other law
The Federal entity:	Public Federal Authorities and Entities
The Authority:	The Federal Authority for Government Human Resources
The Human Resources Law:	The Federal Decree-law no. 11 of year 2008 on human resources at the Federal Government, with relevant amendments and executive regulation of the law.

The Organizational Units:	Included in the organizational structure of the ministry and the federal entity
The HR Department:	The administrative unit in charge of the human resources at the ministry or the federal entity
The New Employee:	The employee who recently joins the ministries and federal entities and occupies one of the positions included in the balance sheet
The Induction Program for New Employees:	It is a specialized Induction and orientation program for new employees, when joining the employer
Advisors “The Advisory Colleagues”:	They are employees at the ministries and federal entities charged with supporting the new employees in order to adapt themselves at the employer, through counseling, advising and sharing expertise.
The Ministry / Federal entity Pre-joining Induction Program:	It aims at providing the new employees with some information before they start work, so as to benefit from the time interval between the appointment of the employee and his work initiation date
The Line Manager:	The one who embraces the new employee in the staff, and orientates, guides and directs him directly, and who shall be responsible for this
The Experts and Specialists:	The ones who play the main role in explaining the technical and specialized aspects to the new employees





## **Chapter II:**

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Stages and Steps of  
Implementation of the Induction  
Program for New Employees

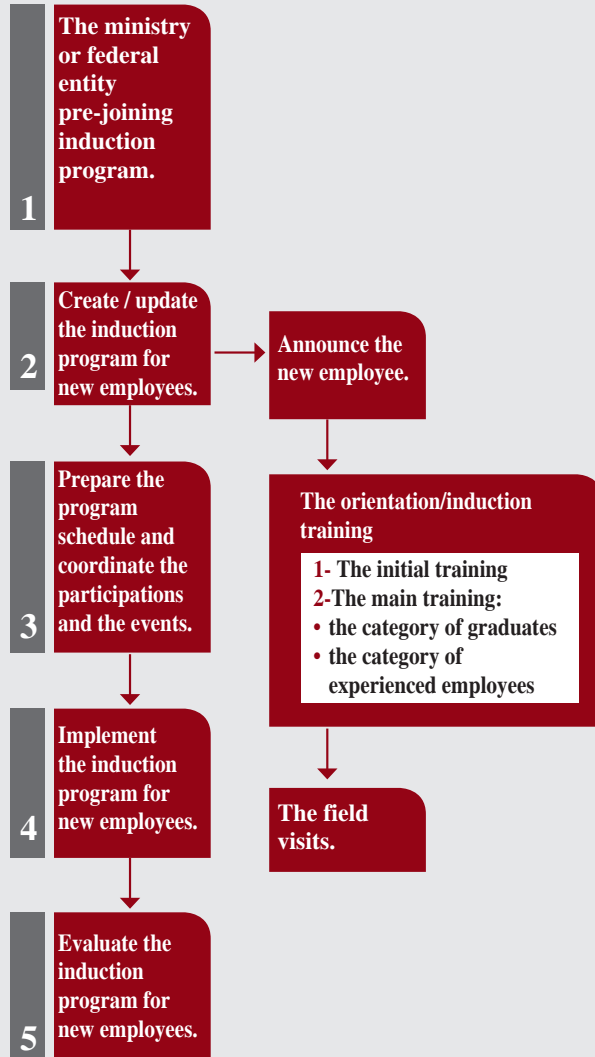
## » First: Contents and Core Elements of the Induction Program for New Employees

The induction program for new employees covers at least the following steps:

1. The ministry or federal entity pre-joining induction program.
2. Create / update the induction program for new employees.
  - Announce the new employee.
  - The orientation/induction training.
  - The field visits.
3. Prepare the program schedule and coordinate the participations and the events.
4. Implement the induction program for new employees.
5. Evaluate the induction program for new employees.



## » The Induction Program for New Employees



## » Second: Period of Implementation of the Program

The induction program for new employees covers at least the following step

- The program should be implemented in the first two months following the employee's joining date with the employer.
- The period and content of the induction program shall be between one and ten working days or two weeks maximum.

## » Third: Steps of Implementation of the Induction Program for New Employees

### **First step:**

The pre-joining induction program delivered after the signing of the employment contract and undertaking the work at the ministry or federal entity.

**Objective:** Taking advantage of the time between the date of appointment of the employee and his work starting date.

**Mechanism:** Providing the new employees with some information before they join the ministry/federal entity, including:

- The employee brief guide (which contains a summary of the main information extracted from the detailed guide, and these are general information).
- The reading list recommended by the employer.

The employee brief guide covers the following information:

1. Overview of the ministry or federal entity (vision, mission, objectives) and relevant scope of work.
2. The organizational structure of the concerned ministry or federal entity.
3. The Code of Ethics and Professional Conduct Document Service
4. The policy of information security and use of internet adopted at the federal entity or any internal policies or by-laws adopted at the ministry or federal entity.
5. The HR policies and procedures.

All documents included in the pre-joining induction program of the ministry / federal entity should be:

1. Generic (not confidential).
2. Include terms which are easy to understand and without technical complications, so as to help the new employees to better understand the nature of work at the ministry or federal entity.

## **Second step:**

The design / update of the induction program for new employees:

1. A- Announcing the new employee: the ministry or federal entity may have recourse to different practices for the announcement of new employees, including:
  - The announcement through internal means (like the circulars, the magazines, the internal network, etc...), by dedicating a part thereof to the announcement of new employees and enclosing the profile and a passport photo (preferable).
  - Introducing the employee personally through periodical activities and events at the concerned entity, and through an introduction tour covering all departments / staffs.

2. A- The orientation/induction training: the orientation training can be divided into two main parts (the initial training and the main training):

Subjects of the **main** orientation training:



Subjects of the **initial** orientation training:



1. B- The orientation/induction training: the orientation training can be divided into two main parts (the initial training and the main training): -

S.	Subject	Details
1	Health and safety at workplace	<ul style="list-style-type: none"> <li>• Policies</li> <li>• Procedures</li> <li>• Training (as required)</li> </ul>
2	The facilities and administrative equipment	<ul style="list-style-type: none"> <li>• IT equipment – computers, e-mail, phone, etc...</li> <li>• Facilities – office, parking, etc...</li> <li>• Other Admin like employee card, ,,etc.</li> </ul>
3	Ensuring that the employee understands the contractual relationship with the ministry / federal entity	<ul style="list-style-type: none"> <li>• Employment contract</li> <li>• Personal Data Application Form</li> <li>• Other contractual obligations</li> </ul>

2. B- The main training: focuses on the work at the ministry or federal entity and on the work of the employee, and covers the following subjects:

S.	Subject	Details
1	Information about the concerned ministry or federal entity	<p>The new employees shall be given well-defined information on the governmental structure in general, and the concerned ministry / federal entity in particular, whereas the following data shall be provided:</p> <ul style="list-style-type: none"> <li>• A welcome letter from the minister or his deputy.</li> <li>• A background of the institutional work method in the Government of the UAE, including the general scope of the strategy and performance, and the general structure.</li> <li>• Overview of the history of the concerned ministry/federal entity.</li> <li>• Profile of the concerned ministry or federal entity – including (vision, mission, objectives), the scope of work of the federal entity, the organizational structure, and the main elements of the strategic plan and the key performance indicators.</li> <li>• The institutional culture at the concerned entity.</li> <li>• The employee's guide.</li> </ul>
2	Building the employee's sense of loyalty and belonging	Through meetings with appropriate persons, and the provision of pertinent data (like the authority matrix)
3	Pertinent policies and rules	<ul style="list-style-type: none"> <li>• Providing the new employee with clear details on the internal approved policies, resolutions and procedures.</li> <li>• Communicating / meeting with different groups of employees to discuss the official and unofficial matters.</li> </ul>
4	Details of the role / position at the concerned entity	<ul style="list-style-type: none"> <li>• An updated and duly approved job description sheet detailing the.</li> <li>• Code of Ethics and Professional Conduct Document Service and general ethics of the job adopted at the Federal Government and relevant commitment acknowledgement</li> <li>• The annual performance form to list the expected objectives to be reached by the employee and the required behavioral competencies as per the Performance Management System for the Employees of the Federal Government.</li> </ul>

**C.** Two separate induction programs for new employees shall be designed and presented:

- The first: Induction program for new employees – category of graduates / trainees in the program of development of administrative cadres.
- The second: Induction program for new employees – category of experienced employees.

### **Third step:**

#### **Field visits:**

- a- The HR Department, in cooperation with the line manager/ Director of the concerned department to which the employee belongs, organizes a field tour for the new employee, during which the new employee is introduced to the required duties as per the job description, and is introduced and trained – if required – on the work nature of the departments he will be dealing with in the scope of his daily tasks.
- b- The field visits aim at introducing the new employees to the nature of the jobs entrusted to them, by explaining to them the scope of the various sectors and departments, so they easily know the work nature of the staff they will be cooperating with at different departments of the ministry or federal entities.
- c- The period and content of the field visits is between one week and one month maximum, based on the position of each employee, and his qualifications and experience.
- d- The requirements needed to prepare the program of field visits:
  - A time-defined explanatory schedule and the timeframe required to accomplish the program of visits for new employees.
  - Specifying the departments and organizational units to be included in the induction program for new employees.
  - Determining the work nature and the tasks to be known or trained on at the departments and that are related to the work scope of the new employee through the induction program for new employees.
  - Selecting the Advisors in cooperation and coordination with the direct manager, provided that he shall fulfill the mentoring / training

capacities.

- Determining the training sessions – if required – within the induction program for new employees, which facilitates to him the assimilation of his tasks and work nature, in a faster and more comprehensive way.

**First:** You may find herebelow a standard explanatory schedule of the induction program for new employees – category of graduates / trainees in the program of development of administrative cadres:

S.	Events	Overview of the program and objectives
1	Pre-joining induction program	<ul style="list-style-type: none"> <li>• Content: providing the new employee with some information before joining the ministry / federal entity, including the employee brief guide, the recommended reading list (preferable if possible).</li> <li>• Objective: taking advantage of the time between the employee appointment date and his work starting date.</li> </ul>
2	Field visits	<ul style="list-style-type: none"> <li>• Content: consist in introducing the new employee to the required duties as per the job description, and to the work nature of the different departments he will be dealing with in the scope of his daily tasks.</li> <li>• Objective: introducing the new employee to the nature of the jobs entrusted to him, by explaining to him the scope of competence of the various sectors and departments</li> </ul>
3	“Work Protocol” workshop at the Federal Government, and rules of professional dealing	<ul style="list-style-type: none"> <li>• Content: training on the work protocol at ministries and federal entities, and the rules of professional dealing in general.</li> <li>• Objective: qualifying the new employee to succeed professionally at the federal entity.</li> </ul>

S.	Events	Overview of the program and objectives
4	“Work Method” workshop at the Federal Government, and rules of professional dealing	<ul style="list-style-type: none"> <li>• <b>Content:</b> introducing the new employee to the institutional culture, the values and the vision.</li> <li>• <b>Objective:</b> establishing harmony between the new employee and the concerned ministry or federal entity.</li> </ul>
5	Discussion session with the “institutional leaders”	<ul style="list-style-type: none"> <li>• <b>Content:</b> covers the Under-secretaries and CEO’s (or: the managers and executive managers).</li> <li>• <b>Objective:</b> creating an opportunity for the leaders to interact and exchange ideas with the new employees in order to discuss the vision and future plan of the ministry or federal entity.</li> </ul>
6	The Advisor	<ul style="list-style-type: none"> <li>• <b>Content:</b> Advisor is appointed for a period of 3-6 months from the work starting date of the employee with the ministry or federal entity.</li> <li>• <b>Objective:</b> helping the new employee to adapt himself at the concerned federal entity, and providing advice, mentoring and orientation as required.</li> </ul>
7	“The teamwork and promotion of team work” workshop	<ul style="list-style-type: none"> <li>• <b>Content:</b> one or two days of outside training for a group of new employees at the concerned entity. To be organized on a quarterly or bi-annual basis (based on the size of employment).</li> <li>• <b>Objective:</b> creating the teamwork culture at ministries and governmental entities, while stressing on relevant importance.</li> </ul>
8	Varied final workshop (cultural educational)	<ul style="list-style-type: none"> <li>• <b>Content:</b> it is a workshop which is organized for new employees, in order to motivate them to present a number of different cultural and educational programs after completing the induction program.</li> <li>• <b>Objective:</b> showing the special skills of the new employees.</li> </ul>



**Second:** You may find herebelow a standard explanatory schedule of the induction program for new employees – category of experienced employees:

S.	Events	Overview of the program and objectives
1	Pre-joining induction program	<ul style="list-style-type: none"> <li>Content: providing the new employee with some information before joining the ministry / federal entity, including the employee brief guide, the recommended reading list (preferable if possible).</li> <li>Objective: taking advantage of the time between the employee appointment date and his work starting date.</li> </ul>
2	Field visits	<ul style="list-style-type: none"> <li>Content: consist in introducing the new employee to the required duties as per the job description, and to the work nature of the different departments he will be dealing with in the scope of his daily tasks.</li> <li>Objective: introducing the new employee to the nature of the jobs entrusted to him, by explaining to him the scope of competence of the various sectors and departments</li> </ul>
3	“Work Protocol” workshop at the Federal Government	<ul style="list-style-type: none"> <li>Content: training on the work protocol at ministries and federal entities.</li> <li>Objective: qualifying the new employee to succeed professionally at the concerned federal entity.</li> </ul>
4	“Work Method” workshop at the Federal Government	<ul style="list-style-type: none"> <li>Content: introducing the new employee to the special aspects of the institutional culture at the federal entity, and to the institutional leading body.</li> <li>Objective: establishing harmony between the new employee and the concerned federal entity.</li> </ul>
5	Discussion session with the “institutional leaders”	<ul style="list-style-type: none"> <li>Content: covers the ministers, undersecretaries &amp; assistant undersecretaries, or CEOs and executive managers based on the rank of the employee in the organizational structure.</li> <li>Objective: introducing the new employee personally through periodical meetings, for instance: the monthly periodical meetings, at the concerned federal entity.</li> </ul>

S.	Events	Overview of the program and objectives
6	The Advisor (for leadership roles & Sr. Management)	<ul style="list-style-type: none"> <li>• Content: The Advisor is appointed for a period of 3 months from the work starting date of the employee with the concerned entity.</li> <li>• Objective: helping the new employee to adapt himself at the concerned federal entity, and providing advice, mentoring and orientation as required.</li> </ul>
7	Specialized induction program (a)	<ul style="list-style-type: none"> <li>• Content: covers the details of work at the concerned entity (for example: the strategic indicators, the performance indicators at the concerned federal entity).</li> <li>• Objective: creating the culture of team work and stressing on relevant importance, while qualifying the new employee / promoting his role within the shortest period possible.</li> </ul>
8	Initial Workshop specialized in Projects and Customers (B)	<ul style="list-style-type: none"> <li>• Content: covers the details of work at the department to which the new employee belongs within the concerned ministry or federal entity.</li> <li>• Objective: qualifying the new employee / promoting his role within the shortest period possible.</li> </ul>
9	Specialized Orientation Workshop in the ministries and federal entities	<ul style="list-style-type: none"> <li>• Content: introducing the new employee personally to the ministries / federal entities directly linked to his work, for example: introducing the finance manager at the ministry or federal entity to his colleagues at the Ministry of Finance).</li> <li>• Objective: creating the culture of team work and stressing on relevant importance</li> </ul>

#### **Fourth step:**

##### **Evaluating the induction program for new employees:**

- A.** The ministry or federal entity evaluates the induction program periodically by means of a questionnaire which is distributed to the employees and relevant supervisors, and which aims at assessing the real effect of the program. The old employees may be involved as well in the induction program for new employees.
- B.** A reference list may be determined to ensure the accomplishment of the desired main objectives of the program.

##### **Example:**

Reference list for the induction program for new employees: at the end of the program, the participant is supposed to be able to:

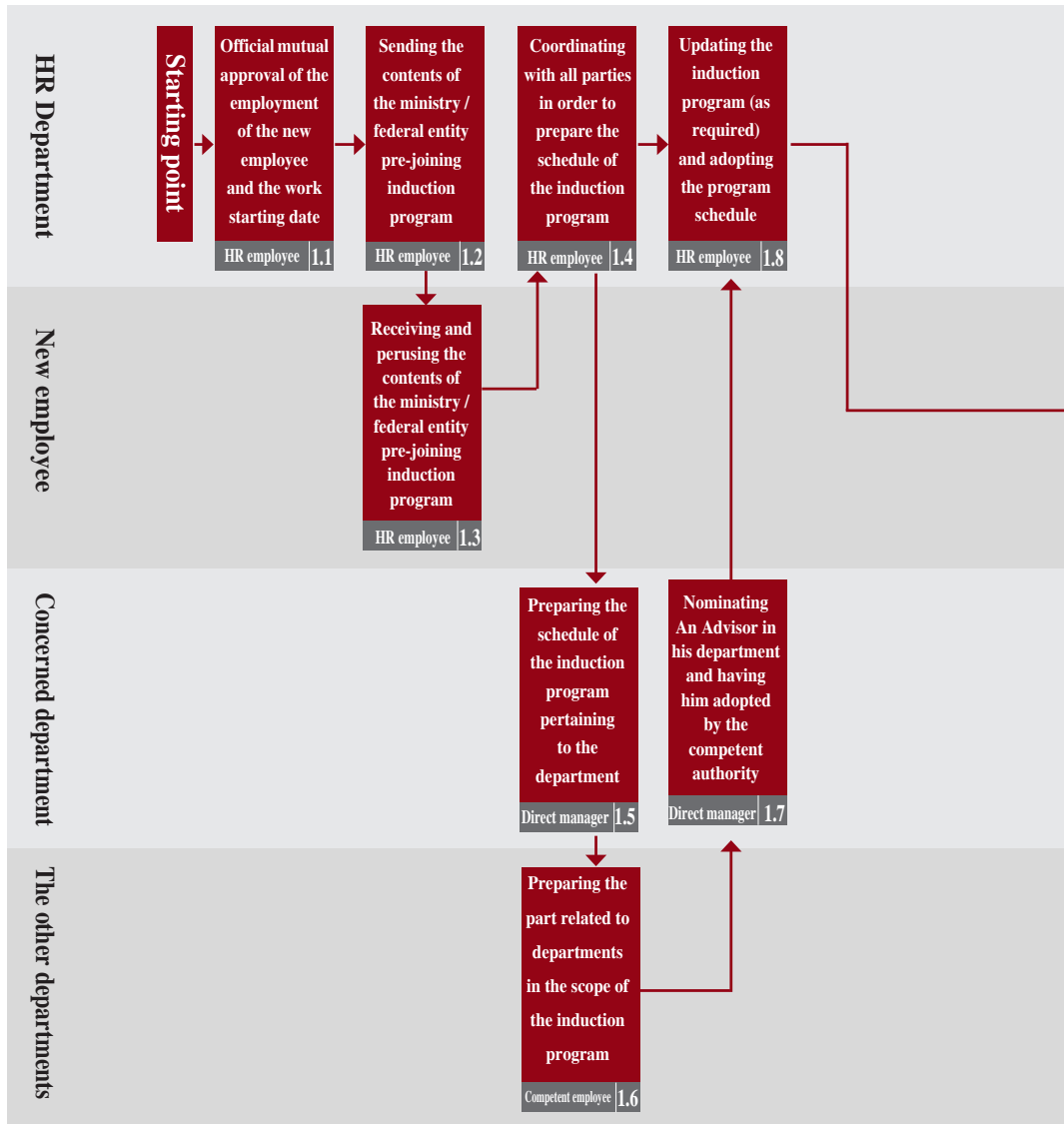
- Fully understand the work method at the ministry or federal entity.
- Communicate with concerned and appropriate persons / ministries and federal entities to get help in his scope of work.
- Get introduced / meet with at least two of the leaders at the ministry or federal entity.
- Building fellowship relations with the other new employees.
- Clearly understand the history, the path followed, and the institutional cultural of the ministry or federal entity.

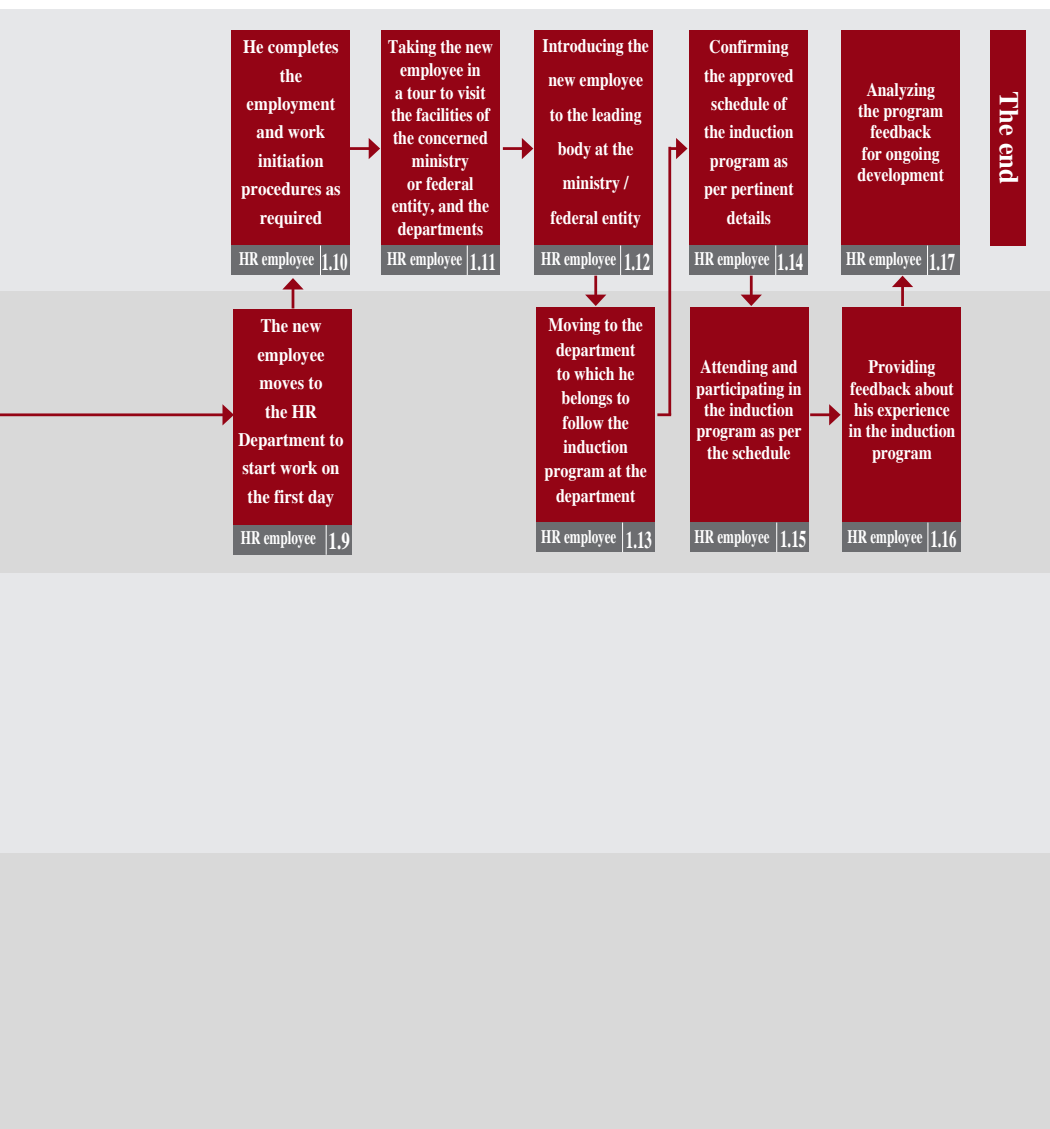
» **Fourth: Summary of the steps of procedures related to the implementation of the induction program for new employees**

S.	Procedure steps	Organizational Unit	Responsibility
1	Official mutual approval of the employment of the new employee and the work starting date	HR Department	Concerned employee
2	Sending the contents of the ministry / federal entity pre-joining induction program	HR Department	Concerned employee
3	Receiving and perusing the contents of the ministry / federal entity pre-joining induction program	Concerned department	New employee
4	Coordinating with all parties in order to prepare the schedule of the induction program	HR Department + concerned departments	Concerned employee
5	Preparing the schedule of the induction program pertaining to the department	Concerned department	Direct manager of the new employee
6	Preparing the part related to departments in the scope of the induction program	Concerned department	Competent employee
7	Nominating An Advisor in the department and having him adopted by the competent authority	Concerned department	Direct manager of the new employee
8	Updating the induction program (as required) and adopting the program schedule	HR Department	Concerned employee

S.	Procedure steps	Organizational Unit	Responsibility
9	The new employee moves to the HR Department to start work on the first day	HR Department	New employee
10	Complete the employment and work initiation procedures as required	HR Department	Concerned employee
11	Taking the new employee in a tour to visit the facilities of the concerned ministry or federal entity, and the departments	HR Department	Concerned employee
12	Introduce the new employee to the leading body at the federal entity (undersecretary & assistant undersecretary)	HR Department	Concerned employee
13	Moving to the department to which he belongs to follow the induction program at the department	Concerned department	New employee
14	Confirming the approved schedule of the induction program as per pertinent details	HR Department	Concerned employee
15	Attend and participate in the induction program as per the schedule	Concerned department	New employee
16	Provide feedback about experience in the induction program	Concerned department	New employee
17	Analyze the program feedback for ongoing development	HR Department	Concerned employee

## » Fifth: Workflow





## » Sixth: Tools and Documents Used in the Induction Program for New Employees

1. The following shall represent the minimum tools and means to be used in general in the induction program for new employees:
  - The introduction presentations.
  - The field visits.
  - The internal workshops and seminars.
  - The collective workshops.
2. We propose using technologies for the presentation and execution of the induction program for new employees, like the e-learning – especially concerning policies and procedures.
3. Herebelow are the minimum documents to be provided to the new employees upon joining the ministry / federal entity:
  - An updated copy of the duly approved job description detailing the position that the new employee will occupy/ hold.
  - Code of Ethics and Professional Conduct Document Service of the job adopted at the Federal Government and relevant commitment acknowledgement
  - The employee guide:
    - \* The strategic plan and operational plans of the ministry / federal entity.
    - \* The organizational structure and performance indicators of the strategic planning related to the ministry / federal entity.
    - \* The by-laws and regulations pertaining to the ministry / federal entity.
    - \* The information security policy and internet access policy at the ministry / federal entity or any internal by-laws or policies adopted at the ministry / federal entity.
    - \* The HR policies and procedures.
    - \* The HR Law at the Federal Government and relevant executive regulation.



- \* The Performance Management System for the Employees of the Federal Government, and the annual performance sheet form attached thereto.
  - \* The Training and Development System for the Employees of the Federal Government, and the form of individual development plan attached thereto.
4. The documents that shall be provided to the new employees upon completion of the induction program are the following:
- The annual performance review form including the expected objectives to be reached by him and the required behavioral skills as per the Performance Management System for the Employees of the Federal Government.
  - The individual development plan as per the Training and Development System adopted at the Federal Government – which shall be completed by the line manager of the employee and the head of the department to which the employee belongs, with the support of the HR Department at the ministry or federal entity.





## **Chapter III:**

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### Roles and Responsibilities

## » First: Overview of the Roles and Responsibilities Matrix

A main group of individuals and departments shall participate to ensure the success of the induction program; you may find herebelow general details about the main roles and responsibilities in the scope of the induction program for new employees:

- There shall be appointed an advisor from each department or organizational unit to supervise the process of introduction of the new employee to the tasks and responsibilities of the department, while training the new employee on such tasks when necessary, provided that he shall fulfill the mentoring and training capacities.
- The ministry or federal entity sets the appropriate standards for the selection of the Advisors “ The Advisory Colleagues”, and the latter is chosen in cooperation and coordination with the direct manager, and based on well-defined standards and controls determined by the ministry or federal entity (including: the mentoring and training capacities).

## » Second: Schedule of Roles and Responsibilities

S.	Responsibility	Tasks and Roles
1	Line manager / Director of the department to which the employee belongs	<ul style="list-style-type: none"><li>• Shall be responsible for including the new employee within the team.</li><li>• Is considered the best source for determining the training needs for the induction program, evaluating the teaching methods, and tracking, supporting and encouraging the progress of the new employee.</li><li>• Ensures the participation of the employee in the induction program, and plans for the field visits in coordination with the HR Department at the concerned ministry or federal entity.</li></ul>

S.	Responsibility	Tasks and Roles
2	HR Department at the ministry or federal entity	<ul style="list-style-type: none"> <li>Charged with designing / updating the induction program, and giving advice to the managers and leaders.</li> <li>Manages and coordinates the events of the induction program, and the participation of different groups of new employees.</li> <li>Supervises the implementation of the induction program, while evaluating and developing the same whenever required.</li> </ul>
3	Senior management	<ul style="list-style-type: none"> <li>Contributes to the induction program by explaining the vision and objectives of the ministry or federal entity.</li> <li>Promotes the participation of leaders by motivating the new employees, and let them feel they are important at the federal entity.</li> </ul>
4	Experts / Specialists	<ul style="list-style-type: none"> <li>Have a main role in explaining specific / technical aspects at the federal entity (like the health and safety officers).</li> <li>The participation of the experts materialize the policies of the ministry or federal entity, and may help in encouraging the employees to abide by the policies and procedures.</li> </ul>
5	An Advisor	<ul style="list-style-type: none"> <li>Introduce the new employee to the colleagues and the social aspect of the federal entity.</li> <li>Help the new employees to adapt at the ministry or federal entity.</li> </ul>
6	Employees at the ministry or federal entity	<ul style="list-style-type: none"> <li>Provide all information and necessary support to ensure the smooth involvement of new employees in the work environment and realize the expected success.</li> </ul>
7	New employee	<ul style="list-style-type: none"> <li>Takes part in the induction program.</li> <li>The attention of the new employee is the main pillar for the implementation of the induction program.</li> <li>Shall show sense of cooperation and commitment, and shall endeavor to assimilate the program.</li> </ul>





## Chapter IV:

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Appendixes

## » First: Induction Checklist

### a. The Ministry or federal entity pre-joining induction program

S.	Subject	Details
1	Employee brief guide	<ul style="list-style-type: none"> <li>• Overview of the path followed by the ministry or federal entity (vision, mission, objectives) and relevant scope of competence.</li> <li>• The organizational structure of the concerned ministry or federal entity.</li> <li>• Code of Ethics and Professional Conduct Document Service of the job adopted at the Federal Government, and relevant commitment acknowledgment.</li> <li>• The policy of information security and use of internet adopted at the federal entity or any internal policies or by-laws adopted at the ministry or federal entity.</li> <li>• The HR policies and procedures.</li> </ul>
2	Reading list recommended by the employer	Varies by ministry / federal entity

### b. Announcement of the new employee

S.	Subject	Details
1	Internal means	(Like the circulars, the magazines, the internal network, etc...), by dedicating a part thereof to the announcement of new employees and enclosing the profile and a passport photo (preferable).



2	Introduction tour	Introducing the employee personally through an introduction tour covering all departments / staffs.
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c. Orientation training – initial training

S.	Subject	Details
1	Health and safety at workplace	<ul style="list-style-type: none"> <li>• Policies</li> <li>• Procedures</li> <li>• Training (as required)</li> </ul>
2	Facilities and administrative equipment	<ul style="list-style-type: none"> <li>• IT equipment – computers, e-mail, phone, etc...</li> <li>• Facilities – office, parking, etc...</li> <li>• Other administrative arrangements – business card, etc...</li> </ul>
3	Ensuring that the employee understands the contractual relationship with the ministry / federal entity	<ul style="list-style-type: none"> <li>• Employment contract</li> <li>• Personal Data Application Form</li> <li>• Other contractual obligations</li> </ul>

d. Orientation training – main training

S.	Subject	Details
1	Information about the concerned ministry or federal entity	<ul style="list-style-type: none"> <li>• A welcome letter from the minister or his deputy.</li> <li>• A background of the institutional work method in the Government of the UAE, including the general scope of the strategy and performance, and the general structure.</li> <li>• Overview of the history of the concerned federal entity.</li> <li>• Profile of the concerned ministry or federal entity – including the path followed (vision, mission, objectives), the scope of competence of the federal entity, the organizational structure, and the main elements of the strategic plan and the performance indicators.</li> <li>• The institutional culture at the concerned entity.</li> <li>• The employee's guide.</li> </ul>
2	Building the employee's sense of loyalty and belonging	<ul style="list-style-type: none"> <li>• Through meetings with appropriate persons, and the provision of pertinent data (like the list of powers)</li> </ul>
3	Introducing the employee to the culture of the ministry or federal entity and pertinent rules	<ul style="list-style-type: none"> <li>• Providing the new employee with clear details on the internal approved policies, resolutions and procedures.</li> <li>• Communicating / meeting with different groups of employees to discuss the official and unofficial matters.</li> </ul>
4	Assimilation by the new employee of his position details	<ul style="list-style-type: none"> <li>• An updated and duly approved job description sheet detailing the position he will occupy.</li> <li>• Code of Ethics and Professional Conduct Document Service of the job adopted at the Federal Government and relevant commitment acknowledgement</li> <li>• The annual performance sheet including the expected objectives to be reached by him and the required behavioral skills as per the Performance Management System for the Employees of the Federal Government.</li> </ul>

## » Second: Example – E-mail form “Preparing for the enrolment of the new employee”

Number:

Date: .../.../...

For the attention of:

Head of the concerned Department

Head of IT Department

Head of Business Support Services Department

Dear Sirs.,

**Subject: New Employee Work Initiation at the Ministry**

With reference to the aforementioned subject, we would like to inform you that the employee, Mr. / Ms. ...., will join us as ..... Department, starting from .../.../... AD, therefore we kindly ask you to make the following arrangements no later than .....

The Department	The Procedures required
Head of the concerned Department	Shall determine his work location, and shall inform us along with the concerned staff at the IT and Admin. Services Departments of the same.
Head of IT Department	Shall make all necessary technical arrangements, namely providing the computer, connect it to the network, specifying the internal number of the employee, creating an email, and including him in the system of arrival and departure “fingerprint system” upon his arrival.
Head of Admin. Services Department	Shall make all administrative arrangements, namely providing the office equipment and relevant furniture, and the business cards, while specifying the location of his car parking.

Head of HR Department:

- Copy for the archives
- Copy in the employee’s file
- Copy to the Financial Department

## » Third: Form of the Plan of the Induction

### Program for New Employees

Induction Program for New Employees					
Employee Name	Date of Joining	Title	Employee Number	Department / Section	Job Code
Profile of the new employee	Experience		Certificates		Main specialized courses
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
Details of the Induction program					
Objective of the introduction tour to different departments	Type of induction required (training on work – training course – job shadow)	Duration	Detailed description of the activity and tasks required	Name of the Advisor	

## » Fourth: Form of Evaluation of the Induction Program for New Employees

Form of Evaluation of the Induction Program for New Employees					
Name of the Employee:		Date:		Employee number:	
Position:		Department / Section:			
Dear Participant, the present form was made to evaluate and improve the program, therefore, you are kindly requested to fill it up:					
Kindly tick where appropriate:					
The program	1 (unacceptable)	2	3	4	5 (excellent)
The objectives of the program were explained in the beginning					
The objectives from the program were achieved					
I could better understand the entity through my participation in the program					
The accompanying Advisor is knowledgeable					
The questions asked were thoroughly answered					
The accompanying-Advisor could fulfill the needs of the group					
The period of the program is appropriate for the content					
The content			Yes	No	
Were all parts of the program completed as decided?					
Could you assimilate and understand the strategic plan and institutional values and the policies of institutional work?					
Are you aware now of all operations and procedures related to your job?					
Are the objectives of your job and your role clearer now?					
Which parts were the most profitable for you? Why?	Which parts were less important? Why?	What was your general impression of the induction program?	What are your suggestions to improve and develop the program?		

## » Fifth: Example – Form of the Probationary Period Report “for orientation”

For the concerned department / section use: -

Name:

Job:

Employee number:

Grade:

Organizational unit:

Appointment date:

Date of expiry of the probationary period:

Evaluation: -

	Professional Standards		
Evaluation Criteria	Above Expectation	Average	Below Expectations
Knowledge of the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problem solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capacity of adapting / credibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Taking initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Over-all evaluation	<input type="checkbox"/> Over the required level		
	<input type="checkbox"/> At the required level		
	<input type="checkbox"/> Under the required level		

Recommendation: -

- |   |   |
|---|---|
| <input type="checkbox"/> Recruitment conformation             | <input type="checkbox"/> Transfer of the employee |
| <input type="checkbox"/> Extension of the probationary period | <input type="checkbox"/> Termination of service   |

Remarks:

.....  
.....  
.....

Approval of the General Manager: ..... Date: .../.../...

For the use of the HR and Services Department: -

Proposed procedure:-

- |   |   |
|---|---|
| <input type="checkbox"/> Confirmation letter                  | <input type="checkbox"/> Transfer of the employee |
| <input type="checkbox"/> Extension of the probationary period | <input type="checkbox"/> Termination of service   |

Approval of the Director of Human Resources Management and Services : .....

Date: .../.../...

Remarks:

.....  
.....  
.....

Copy:

- Employee file
- The concerned department

Remark:-

Kindly send the form of the employee at least two weeks before the confirmation date.

## » Sixth: Example – Form of Evaluation of the Employee during the Probationary Period

Financial number:

Name:

Appointment date:

Grade:

Date of expiry of the probationary period:

Professional Standards				
Evaluation Criteria	Excellent	Very Good	Satisfactory	Weak
punctual				
Aware of his job and obligations				
Creative and gives innovative ideas				
Responsible and solve problems				
Build positive and cooperative relations with his line manager and colleagues				

Recommendation of the line manager:

- ☐ The employee may resume work      ☐ Extension of the probationary period  
☐ Termination of service

Remarks about the employee:.....

Approval of the Employee:

Name:

Signature:

Date:



Approval of the Line Manager of concerned department:

Name:

Signature:

Date:

Remark: Kindly return the form to the HR Department / Section of  
Employees Relations Affairs after the approval of the head of department.





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