

The Federal Authority for Government Human Resources (FAHR)

Workshop to Improve Indicators of Study on

(A Happy Work Environment)

In cooperation with the Office of the Presidency of the

Council of Ministers

September 20, 2016

**The Outcomes of Brainstorming
Session with the Federal
Entities in light of the last year's
Job Satisfaction Study**

Brainstorming Workshops 2015

A workshop was held to improve indicators of Job Satisfaction Study for the 2014 in November, 2015, in the presence of HR and Institutional Excellence department directors. The Workshop produced many new ideas and proposals.



The topics shown below were discussed to reach a number of proposals and initiatives

- Employee Performance System
- Career Development for Government Employees
- Compensations, Fringe-Benefits & Incentives in the Federal Government
- Internal Communication
- Boosting Employee Happiness

Improvement Plan for Results of 2016

Once the results of 'A Happy Work Environment' for 2015 were received, the Federal Authority for Government Human Resources, in coordination with the Prime Minister's Office, started to analyse and discuss the results of all federal entities to come out with a clear picture regarding the inputs of improvement plan for 'The Happy Work Environment' at the Federal Government level.

The Plan consisted of 4 phases:

1. Launching Electronic Forum initiative by the Authority to improve work environment via LinkedIn network, which opened opportunity to all members to participate and share views on job satisfaction, happiness, workplace harmony and loyalty. The Forum attracted a membership of 2110 HR professionals and those interested in the field.

2. Launching a Questionnaire to all Federal Government employees via BAYANATI System in June 2016, to explore their opinions on certain HR systems and practices for improvement purposes. Nearly 3640 participated in the Questionnaire

**3. Analysis of the characteristics of the future Federal Government workforce based on a study by:
Source : Korn Ferry Briefings issue volume.7 (2016)**

4. Arranging for a workshop with HR and strategic planning department directors in the Federal Government, to discuss ways to improve indicators and create a better workplace

Phase One:

The Electronic Forum launched by FAHR via

LinkedIn

FAHR Electronic Forum

The following topics were presented via LinkedIn:

In line with FAHR's experience in job satisfaction improvement plan 2015, the federal government employee and HR professionals opinion survey was completed across all sectors during 2016 through:

Launch of FAHR 2nd Electronic Forum to discuss the views of federal government employees and HR professionals across all sectors concerning employee satisfaction, happiness, and workplace harmony and loyalty, via LinkedIn network and as per the following topics:

Topic	Details	Launch Date	Expiry Date
Job Satisfaction	Knowledge exchange on the best practices used to improve job satisfaction at work	14/06/2014	23/06/2016
Happiness	Contributions to make work environment happier	26/06/2016	07/07/2016
Harmony	How to can the official in charge enhance harmony in the workplace	10/07/2016	21/07/2016
Loyalty	Methods to boost employee loyalty	24/06/2016	04/08/2016

Key proposals presented via FAHR Electronic Forum on LinkedIn Networking

Happiness:

Reasons of Happiness as seen by Forum users:

1. Clarity of institution's vision to all employees
2. How employees' efforts contribute to realizing organizational goals
3. Clarity of career paths to achieve development and promotion
4. Integrity of management
5. Employee work-life balance
6. Employee job security through applicable policies and systems

Harmony:

Methods to enhance workplace harmony are:

1. Motivating employees to work as one team (and setting goals to the team rather than individuals)
2. Forming team that include all the entity's organizational units to facilitate knowledge transfer and skills development
3. Understanding the functions of the institution as well as roles and responsibilities.

(Cont.) Key proposals presented via FAHR Electronic Forum on LinkedIn Networking

Loyalty

Factors that enhance employee loyalty:

- Positive work environment
- Career development and quality training
- Good relationship with immediate supervisor
- Recognition and reward
- Salaries and incentives
- Clarity of institution's identity

Phase Two:

The Questionnaire launched by FAHR via email to all Federal Government employees to explore their perceptions on the happiest work environment

The Questionnaire was launched via email to all Federal Government employees to explore their perceptions on the happiest work environment, with 7363 responses



United Arab Emirates

Survey questionnaire for the federal government employees to improve the ministries and independent entities results of the happy place to work for 2015

The Federal Authority for Government Human Resources wish you the best regards in your endeavors, with regards to the survey questionnaire for the federal government employees, **we wish to remind you to fill the survey** that will positively affect the improvement plan of the happiest place to work in order to achieve employee satisfaction. This is survey will not take more than 5 minutes and the data will be used solely for research and development.

Thank you for your cooperation with us

Best Regards

To start the questionnaire please click on the following link: <http://goo.gl/forms/eFlaMXPubAHUVXQx1>

الهيئة الاتحادية للموارد البشرية الحكومية
FEDERAL AUTHORITY FOR GOVERNMENT HUMAN RESOURCES

استطلاع رأي موظفي الحكومة الاتحادية لتحسين نتائج الوزارات والجهات الاتحادية وفق دراسة أسعد بيئة عمل لعام 2015

تهديكم الهيئة الاتحادية أطيب تحياتها وتتمنى لكم المزيد من الازدهار والتقدم ، وعطفاً على استطلاع رأي موظفي الحكومة الاتحادية **نود تذكركم بضرورة تعبئة الاستبيان** والذي سينعكس ايجاباً على خطة تحسين أسعد بيئة عمل وصولاً لرضا الموظفين ، علماً بأن الاستبيان لن يستغرق أكثر من خمس دقائق، وان هذه البيانات المستخدمة ستستخدم لإحراض البحث والتطوير.

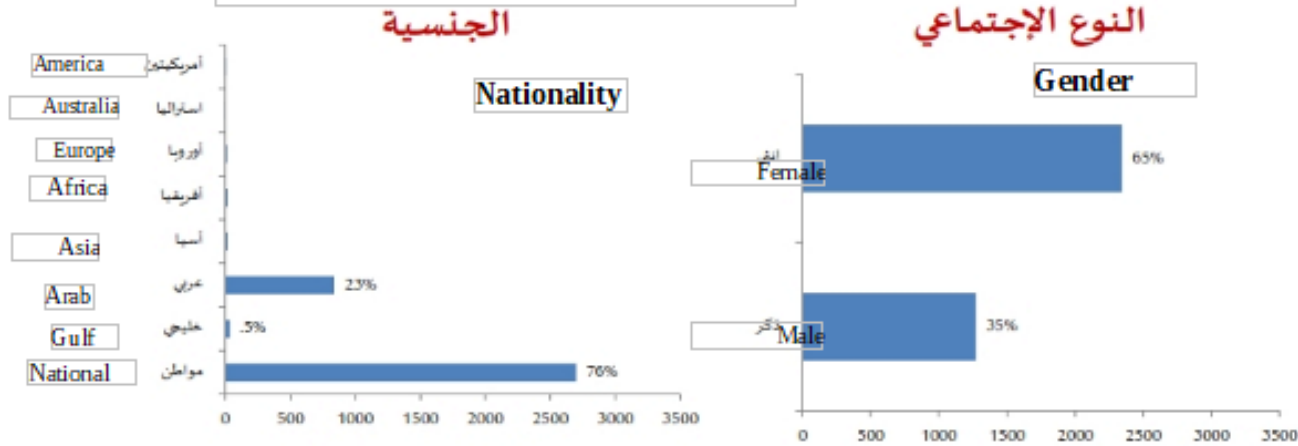
شاكرين لكم حسن تعاونكم معنا

وتقبلوا منا فائق الاحترام والتقدير ،،،

للبدء في الاستبيان الرجاء الضغط على الرابط التالي : <http://goo.gl/forms/s3AfnHig1Y2V8S1h2>

النتائج: الخصائص الديموغرافية

Results: Demographic Characteristics



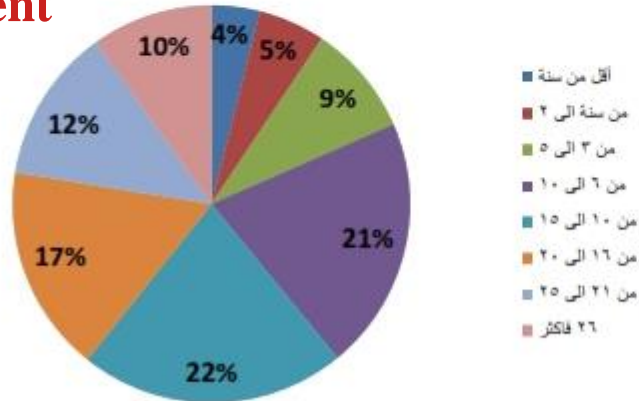
ارتفعت نسبة الاناث ممن قمن بالإجابة عن اسئلة الاستبيان مقارنة بالذكور. كما ان نسبة المواطنين كانت الاعلى بالمقارنة مع باقي الجنسيات

Female respondents outnumbered male respondents, while National respondents were greater in number compared to other nationalities

(Cont). Results: Demographic Characteristics

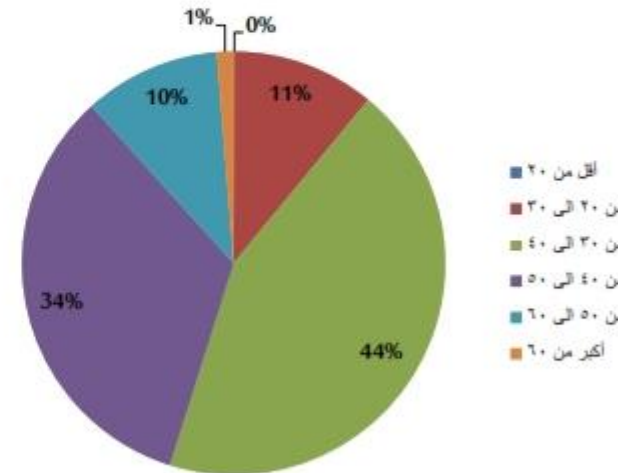
عدد سنوات الخدمة في الحكومة الاتحادية

Years of service in federal government



الفئة العمرية

Ages



كما ان الشريحة العمرية الواقعة بين ٣٠ - ٤٠ كانت الاكبر

اما النسبة الاكبر من وفق سنوات الخدمة فكانت ضمن الفئة من ٦ - ١٠ سنوات

Age group 30-40 outnumbered other groups, while those with 6-10 years of service in government made up the greatest number

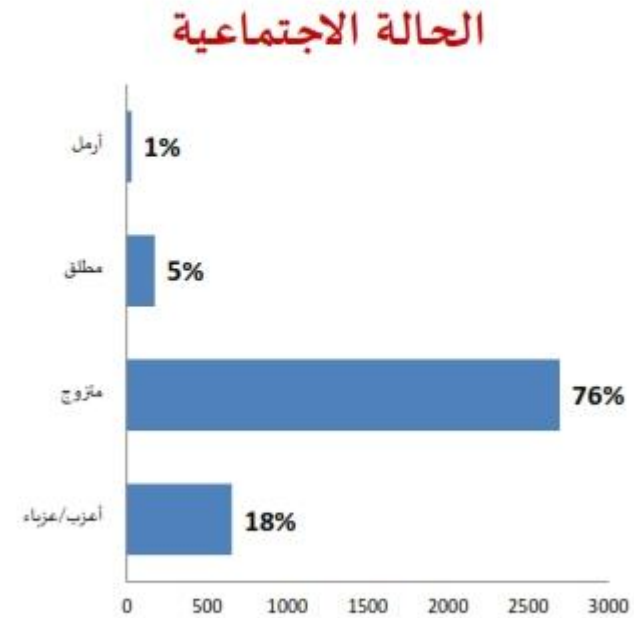
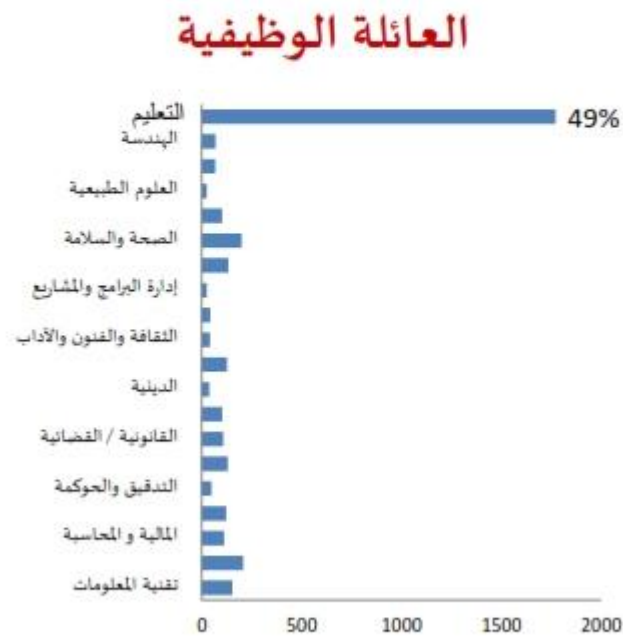
(Contin)Results: Demographic Characteristics Characteristics graphic Characteristics

الهيئة الاتحادية للموارد البشرية الحكومية
Federal Authority For Government Human Resources



تابع:

Job Family



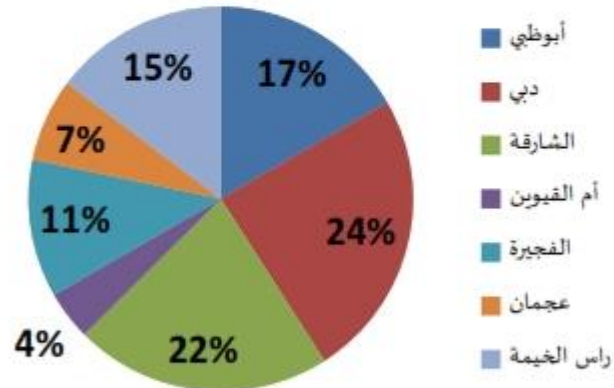
Education
Engineering
Science
Health & Safety
Project Management
Culture & Arts
Environment
Law
Auditing & Governance
Finance & Accounting
IT

النسبة الأكبر في الإجابة على أسئلة الاستبيان كانت لفئة المتزوجين في الحكومة
كما ان النسبة الأكبر كانت ضمن مجال التعليم

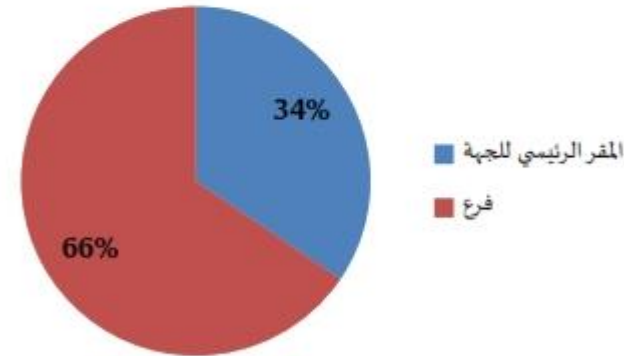
Married respondents outnumbered other groups, while the majority of respondents belonged to Education job family

Emirate

إمارة العمل



مقر العمل

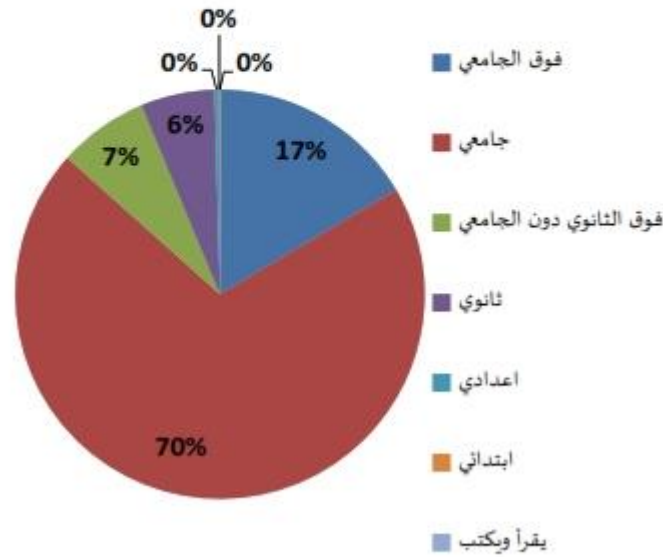


أكبر نسبة من الاجابات جاءت من مكاتب الجهات الاتحادية
أكبر نسبة من الموظفين الذين شاركوا من امانة دبي ويليها الشارقة

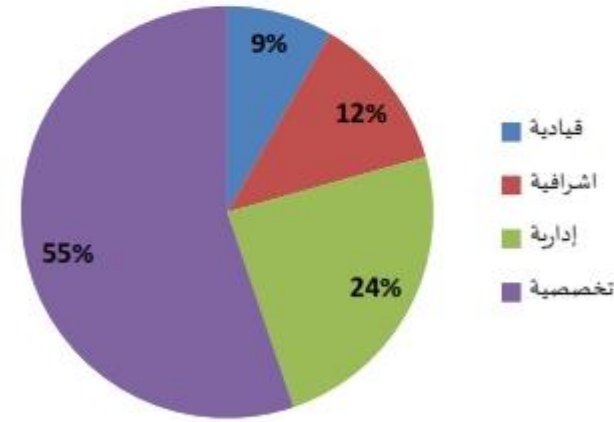
The largest number of responses came from federal entities' offices, while Dubai registered the largest number of participants, followed by Sharjah

Education

المستوى التعليمي



الفئة الوظيفية

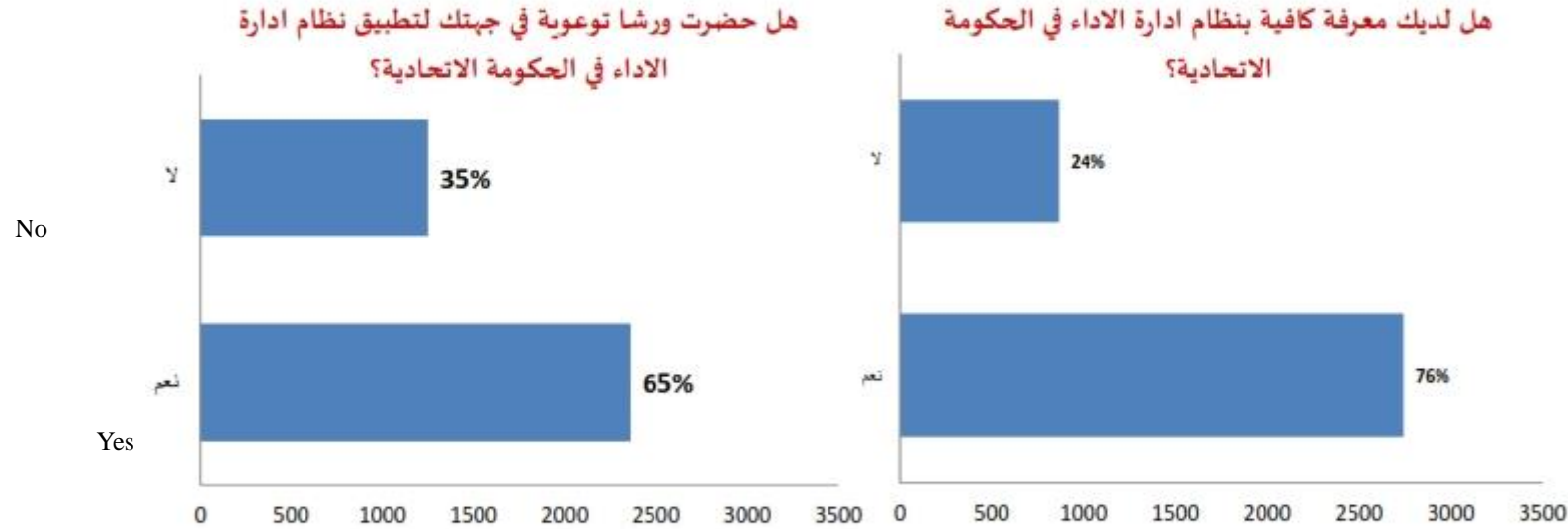


Post-graduate
Graduate
Tertiary Education
Secondary Level
Preparatory Level
Elementary Level
Can Read and Write

اكبر نسبة من الذين شاركوا في الاستبيان هم من الفئة الوظيفية التخصصية
17 اما عن المستوى التعليمي فإن الجامعيين احتلوا النسبة الاكبر من الاجابات .

Professionals registered the largest percentage of participation in Questionnaire, while graduates outnumbered the rest of education categories

نتائج الاستبيان :

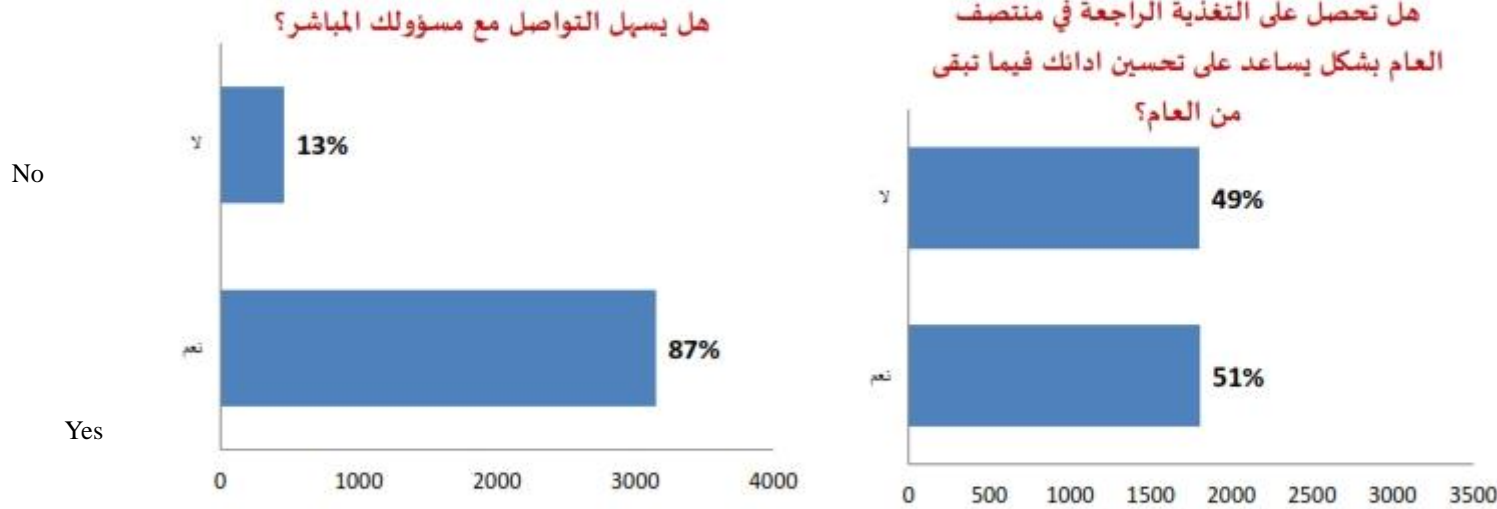


حسب النتائج اعلاه يتطلب الاتي :

يتضح وفق النتائج اعلاه وجود حاجة ماسة من قبل الجهات لعقد ورش عمل تفاعلية للتعريف بنظام ادارة الاداء وكذلك الحاجة لتدريب جميع موظفيها ومن مختلف الفئات بالنظام واهدافه وانعكاسات التطبيق السليم له من حيث تطوير المورد البشري وتحسين ادائه مما ينعكس على الأداء العام للجهة لاحقا
كما من المهم ايضا ح ارتباطات النظام بالأنظمة الاخرى (مثال: نظام التدريب والتطوير).

Results show that entities need to organize interactive workshops to introduce PMS and also train all their employees with different categories on PMS, including its objectives and proper implementation methods e.g. HR development, and overall performance. It is also important to note the link between PMS and other systems such as Training & Development System

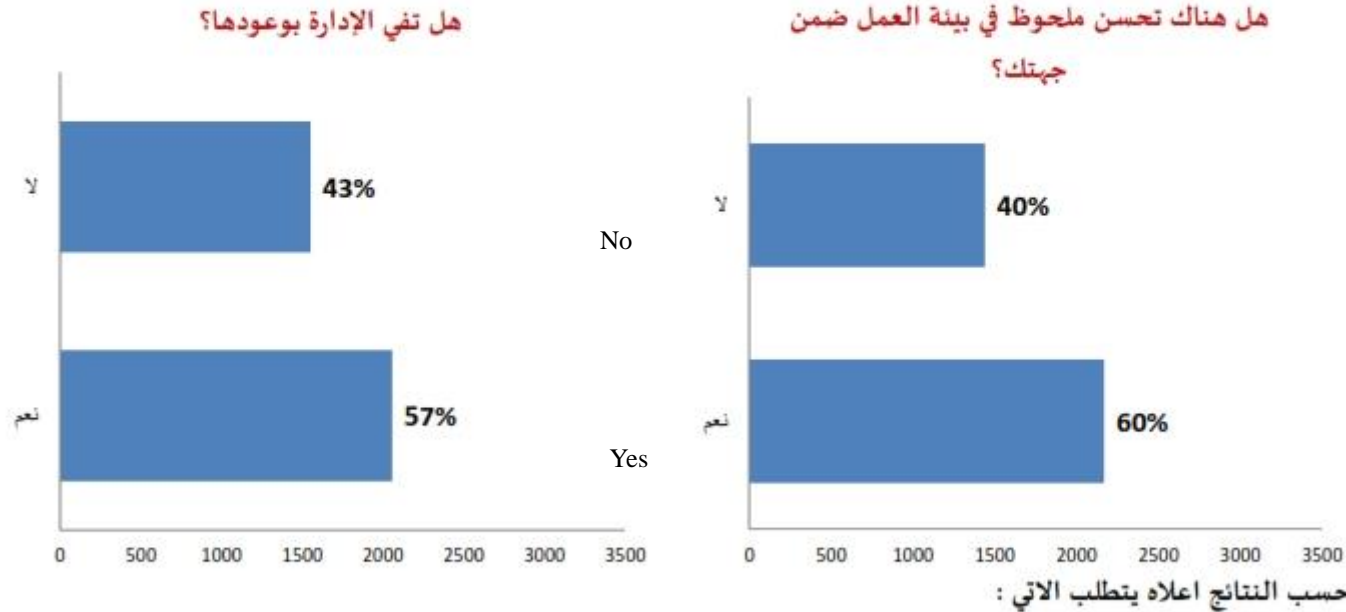
تابع:



يتوجب على المسؤولين المباشرين في الحكومة الاتحادية تطبيق نظام ادارة الاداء بالشكل المطلوب للحصول على النتائج المرجوة . كما من المهم اثناء مرحلة المراجعة المرحلية اهتماما كبيرا كأحد مراحل النظام مما يسمح بحصول الموظف على التغذية الراجعة في منتصف العام حيث ان نتائج هذه المرحلة تنعكس على تحسين اداء الموظف اذا ما تمت بالشكل المطلوب . وكما هو ملاحظ من النتيجة فإن نصف الذين شاركوا لم يحصلوا على التغذية الراجعة في منتصف العام حيث بلغ عددهم ١٨٠٢ موظف
اما عن سهولة الوصول الى المسؤول المباشر فإن هذا السؤال حقق نتائج جيدة من واقع الاجابات غير انه من المهم الاشارة بأن عددا من المشاركين (٤٥٩ موظفا) افادوا بأنه لا يمكنهم التواصل مع المسؤول المباشر وهذا يتطلب من المسؤولين فتح قنوات التواصل مع موظفيهم وبشكل اكثر وعيا وشفافية .

Supervisors must implement PMS properly to get desired results, especially Interim Review phase, which allows employees to get feedback in the middle of the year, leading to improving employee performance. Results show that 50% (1402) of respondents did not receive feedback. A number of employees (459) reported that they could communicate freely with supervisors.

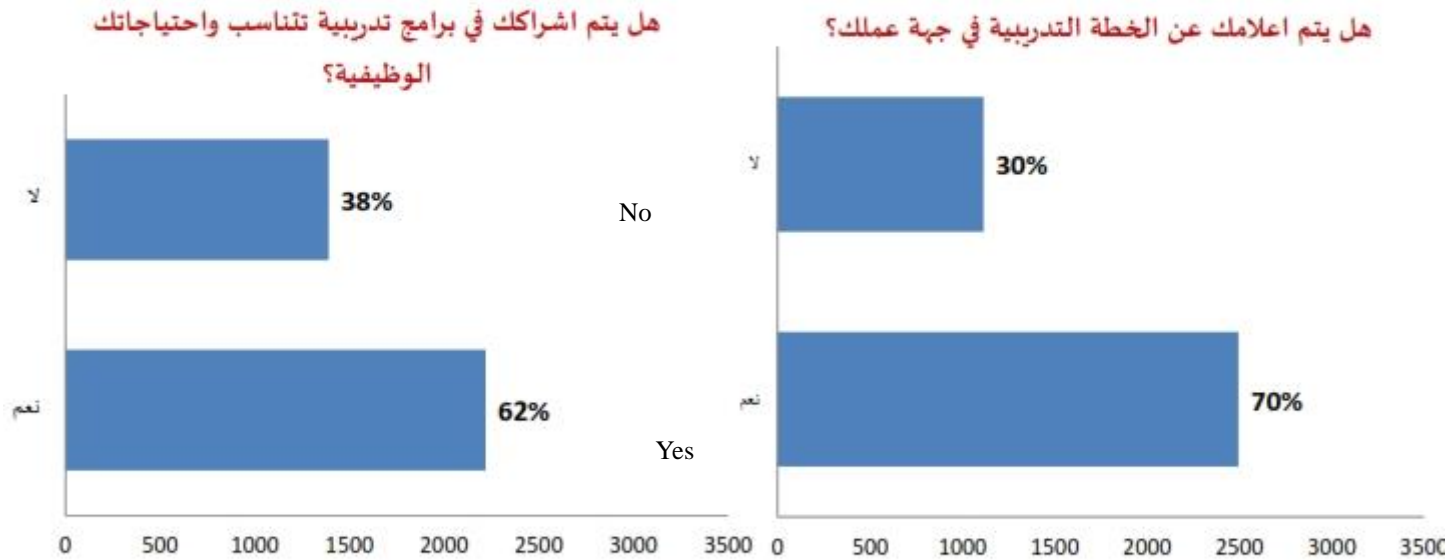
تابع:



تحسين بيئة العمل في الجهات الاتحادية والتي تؤدي في نهاية المطاف الى خلق بيئة عمل اكثر ايجابية و انتاجية وسعادة . واهمية تبني مبادرات مبتكرة في تعزيز بيئة العمل الداخلية، وكذلك اهمية الشفافية في التعامل مع الموظفين وذلك لإدارة التوقعات .

According to above results, the following is required:
Improving the entities' workplace environment for more productivity and happiness, and the need to adopt innovative initiatives to improve internal efficiency and transparency in dealing with employees

تابع:

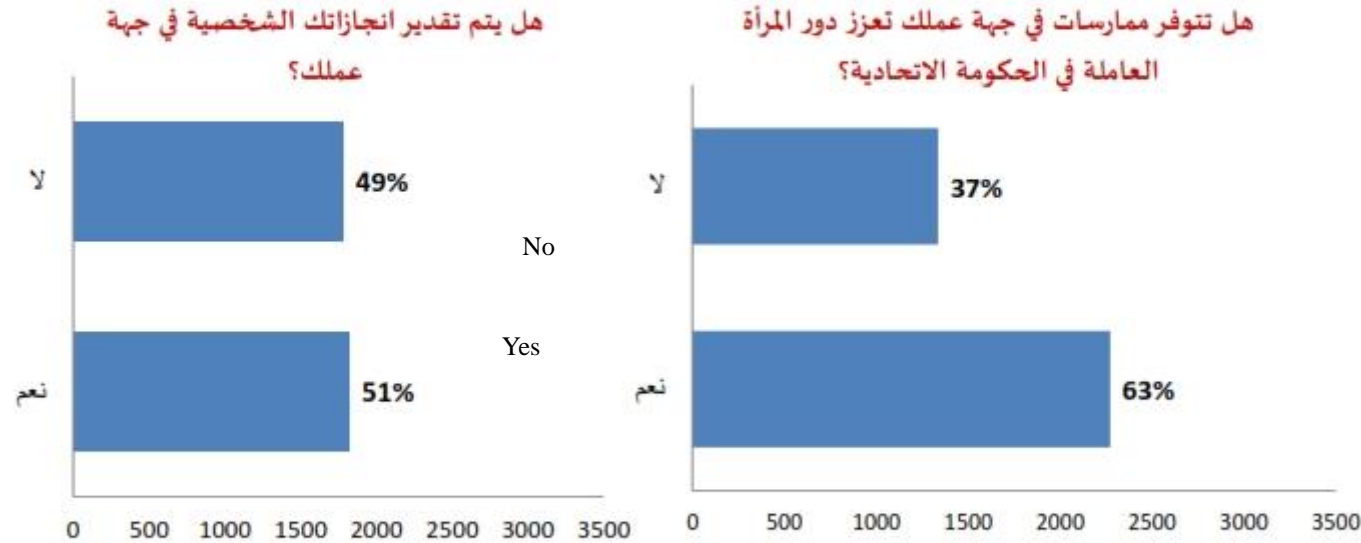


تبين من الاستبيان ارتفاع نسبة الموظفين ممن اوضحوا عدم مشاركتهم في برامج التدريب والتطوير والتي لها الاثر الاكبر في تعزيز التنامم الوظيفي والسعادة كما هو مبين اعلاه من النتائج حيث بلغ عدد الموظفين الذين لم يتم اعلامهم عن الخطة التدريبية 1113 موظف وبلغ عدد الموظفين الذي لم يتم اشراكهم في برامج التدريب 1389 موظف .

وهذا يتطلب تعريفا بالنظم المرتبطة بتطوير الاداء وتحسين كفاءة عمل الموظفين لما له من تبعات في تحقيق الاهداف الفردية والمؤسسية

Results show an increasing number of employees who reported that they do not participate in training and development programs, while those who are updated on training plan reached 1113 employees, compared to those not participating (1389). This requires orientation on performance development systems to achieve individual and institutional goals.

تابع:



- تبين من خلال العرض الحاجة الى توفير بعض الممارسات التي تسهم في تحقيق التوازن بين العمل والحياة الشخصية مما ينعكس ايجاباً على بيئة العمل ومنها توفير بعض الخدمات التي تسهم في جعل بيئة العمل أكثر راحة واطمئناناً مثال (الحضانات في مواقع العمل ، ساعات الدوام المرنة ... الخ).
- كما اتضح من خلال الاستبيان الحاجة الماسة الى ابتكار أساليب تعكس تقدير المسؤولين المباشرين لإنجاز موظفيهم منها اتباع السياسات المتوفرة حالياً مثال: (نظام المكافآت والجوائز، وبطاقات ما قصرت الالكترونية، ... الخ)

presentation shows a need for practices that aim at achieving work – life balance which reflects positively on work environment (e.g, workplace nurseries, flexible working hours, etc).

There is also need for practices to promote recognition by supervisors to their subordinates' achievements (e.g. implementation of existing policies such as Rewards & Incentives System, Maqassert e-Cards, etc)

Phase Three:

**Analysis of future workforce characteristics in
the federal Government
in order to manage future in a better way**

General Attributes of different Age- Groups within Generational Breakdown

الهيئة الاتحادية للموارد البشرية الحكومية
Federal Authority For Government Human Resources



السمات العامة للفئات العمرية المختلفة وفق تتابع الأجيال



Definition of Generations

S	Name of Generation	Birth years
1	Baby Boomers (Pre-Oil Boom Generation)	1946 – 1964
2	Generation X (Oil Boom Generation)	1965 – 1984
3	Millennials	1985 – 2004
4	Generation Z (Smart Generation)	2004 - Today

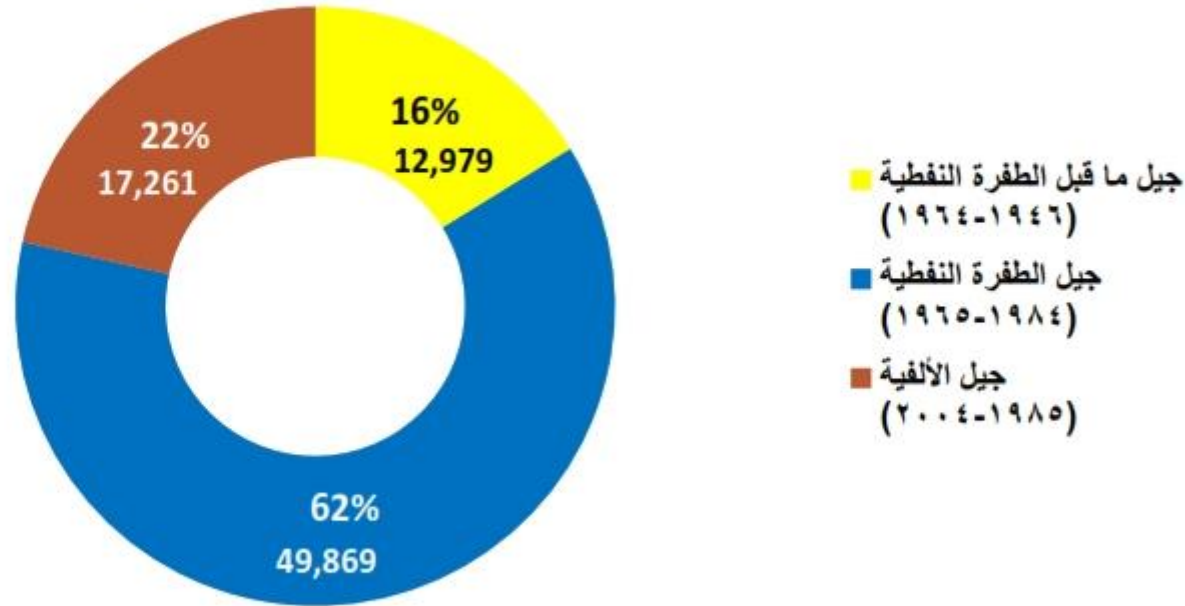
Distribution of Federal Government Employees

الهيئة الاتحادية للموارد البشرية الحكومية
Federal Authority For Government Human Resources

توزيع موظفي الحكومة الاتحادية



مجموع الموظفين: 80,109



لا تشمل الإحصائيات فئة الخدمات المعاونة حيث بلغ عددهم 17,782

مصدر البيانات: نظام ادارة معلومات الموارد البشرية (بياناتي) في اغسطس ٢٠١٦

AE Government, 2016		Nationals		Non-Nationals		Total	
		Male	Female	Male	Female	Male	Female
Baby Boomers	1946 – 1964	5.2%	1.3%	7.3%	2.4%	10,026	2,953
Generation X	1965 – 1984	14%	21%	16%	10%	14,850	25,289
Millennials	1985 – 2004	8%	7%	4%	2%	9,745	7,516
TOTAL		22,387	23,640	21,964	12,118	44,351	35,758
		46,027		34,082		80,109	

Source: HR Management Information System (BAYANATI), August, 2016

Characteristics of different generations

- Taking into account the requirements of different generations is important to the success of any initiative in bringing about and managing change in Federal Government's performance
- There is no one-size-fits-all solution
- Each generation has its own unique characteristics, including:
 - **Values/beliefs (life concepts)**
 - **Expectations (flexibility)**
 - **Motivation (Short- /long- term benefits)**
 - **Factors affecting motivation (Supervision / Autonomy)**
 - **Skills set (Social / academic / experience)**

Core Values

Baby Boomers (1946 – 1964)	Generation X (1965 – 1984)	Millennials (1985 – 2004)
Idealism	Pragmatism	Optimism
<ul style="list-style-type: none"> • Loyalty • Patience • Discipline • Conservatism • Dedication • Organized • Patriotic • Idealism • Honor 	<ul style="list-style-type: none"> • Balance • Entrepreneurial • Fun • Pragmatism • Competent • Ethical • Skepticism / Cynical • Adaptable / Flexible 	<ul style="list-style-type: none"> • Diversity • Extreme Fun • Hotly Competitive • Like Personal Attention • Social Ability • Extreme Techno Savvy • Now! • Optimism • Street Smarts • Persistence

Source: Korn Ferry Briefings issue volume. 7(2016)

Attributes

Baby Boomers (1946 – 1964)	Generation X (1965 – 1984)	Millennials (1985 – 2004)
Live to work	Work to live	Innovation
<ul style="list-style-type: none"> • Family Focus • Personal Growth • Doing more with less / Fiscally prudent • Historical viewpoint • Ability to handle a crisis • Live to work 	<ul style="list-style-type: none"> • Seeks life balance • Thinks globally • Techno literacy • Anti-establishment mentality • High degree of brand loyalty • Work to live 	<ul style="list-style-type: none"> • Ambitious but not entirely focused • Members of global community • Attached to their gadgets • Eager to spend money • Focus on change using technology & speed • Innovative- thinks out of box

Source: Korn Ferry Briefings issue volume. 7(2016)

Work Ethics

Baby Boomers (1946 – 1964)	Generation X (1965 – 1984)	Millennials (1985 – 2004)
<ul style="list-style-type: none"> • Punch the clock, get the job done • Authority based on seniority, tenure • task focus • On the job training for skill building, benefit company • Committed to company • Duty before pleasure 	<ul style="list-style-type: none"> • Workaholics, project oriented • Experiential authority • Relationship & result focused • Work ethics important than skills, new skills lead to new job • Loyal to Manager • High job expectations 	<ul style="list-style-type: none"> • Effective worker but gone by @ 5 pm • Respect given to competency not title • Global networked & result focus • Self – learning to resolve issue and immediate • Loyal to peers • Strong sense of entitlement • Multitasking

Source: Korn Ferry Briefings issue volume. 7(2016)

Expectations

Baby Boomers (1946 – 1964)	Generation X (1965 – 1984)	Millennials (1985 – 2004)
Needs clear and concise job expectations	Work is a contract / challenge	Work is a means to an end
<ul style="list-style-type: none"> • Work is an obligation • A long term career and then retire • Job security & stability • Seeking clearly defined rules / policies • Recognition & respect for experience 	<ul style="list-style-type: none"> • Cutting edge systems /tech • Forward thinking company • Flexibility • Input evaluated on merit not age / seniority • Dynamic 	<ul style="list-style-type: none"> • Flexible work arrangements • Want to be challenged • Learn new knowledge & skills • Friendly environment • Respond best to more networking, less hierarchical

Source: Korn Ferry Briefings issue volume. 7(2016)

**Review of key systems and
projects adopted in the Federal
Government, and how they
meet the expectations of
different generations of
Federal Government
employees**

Human Resource Projects according to needs of different generations

Federal Government's Project	Expectations of Millennials	Expectations of Generation X	Expectations of Baby Boomers
Incentives & Reward System	Prefer a dynamic system of incentives based on: innovative awarding criteria, fast and results focused	√	Focusing on experience and seniority, not achievement
Electronic Performance Management System	Replace traditional system with performance appraisal according to acquired competencies and skills	Focus on results	Recognize experience and seniority, not achievement
Training & Development System	Diversify training and use more dynamic methods	√	√
Job Evaluation & Description System	Variable pay rather than equal pay, depending on competencies and qualifications	√	√
Code of Ethics and Professional Conduct Document for Civil Service	Develop policies that encourage challenging formal systems and sharing information, documents and topics circulated in social networking sites	√	√

√ = This existing systems complies with the Generation's expectations

Human Resource Projects according to needs of different generations

Federal Government's Project	Expectations of Millennials	Expectations of Generation X	Expectations of Baby Boomers
Strategic Manpower Planning System	Taking into account jobs created in the future, and economic and structural changes	√	It doesn't meet their job safety expectations, nor the technology suit their skills & expectations
Health & Safety System (OHS)	Focusing on diversification of jobs and technology that will take place in the future	Beginning of accepting OHS concept in the work environment without clear interest in developing binding policy	OHS principles are new to them
Professional Competency Framework	√	√	√
Qudrat (Capabilities) Initiative	Evaluation of individual capacity based on fair competition	Beginning of accepting variation of Individual capabilities	Focusing on experience and seniority, not capabilities

√ = This existing systems complies with the Generation's expectations

Human Resource Projects according to needs of different generations

Federal Government's Project	Expectations of Millennials	Expectations of Generation X	Expectations of Baby Boomers
On-line Training	Expected to be more widely used and smarter	√	x
Legal Support Services	Communication through smart technological solutions	Electronic communication	Communication through personal contact
HR sources & Magazines	Knowledge transfer will be affected by technological innovation	√	√
BAYANATI Systems (Electronic systems, self-service transactions, e-performance & training, e-employment, etc)	Subject to technological development as per principles of flexibility & ease of use	√	X
Smart Application (FAHR)	A need for more smart Apps.	√	Not matching with their skills & expectations

X = This existing systems conflicts with the Generation's expectations

Examples of Future Projects

Federal Government's Project	Expectations of Millennials	Expectations of Generation X	Expectations of Baby Boomers
Flexible work arrangements (e.g. Telecommuting, working from home, etc)	√	Partially complies with their expectations	x
Smart Apps.	√	√	x
Employee Wellness Program (Positivity & Happiness at work)	√	√	X
End of Service Projects (e.g. guidance for inexperienced employees)	√	√	√

√ = This existing systems complies with the Generation's expectations

Recommendations

Based on the results of the electronic forum reviewed above, the survey conducted by FAHR via BAYANATI System, and analysis of future workforce characteristics in the Federal Government, the study presents the following recommendations:

Recommendations based on Government Employee Questionnaire:

1. It is important that each federal entity must hold awareness workshops to explain the Employee Performance System and its impact on performance of employees and the entity as a whole
2. Giving a special priority to providing guidance to new employees
3. Recognizing personal accomplishments of employees, and diversifying reward.

Recommendations based on analysis of future workforce characteristics in the Federal Government:

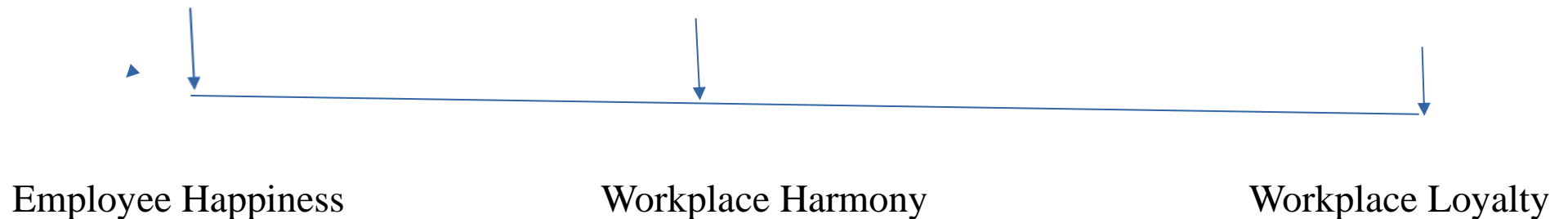
1. Policies and strategies to be developed in the future, should be geared towards the characteristics and needs of different generations explained above, so as to manage the change and expectations associated to such policies and strategies.
2. The federal entities must take into account the different characteristics of different generations while developing their initiatives, projects and services.
3. Flexibility and adaptation to the needs of all generations in any government initiative can help to achieve greater success and ensure sustainability.

Phase Four:

Holding a workshop to improve the indicators of study on ‘A Happy Work Environment ‘ for HR and strategic planning department directors in the Federal Government

The role of discussion group moderators

Overseeing a brainstorming process to extract new and innovative proposals and initiatives and how these can be properly implemented in Federal Government In the following areas:



Thank You