

الهيئة الاتحادية للموارد البشرية الحكومية  
Federal Authority For Government Human Resources



# Annual Report

2014

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## Annual Report 2014

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”The major and greatest achievement that we are proud of is to build, prepare and qualify Emirati nation to take its place, contribute to the building of its homeland and bring it to the ranks of the developed countries.”

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



”The biggest successes and achievements are those that happened in the service of the homeland, facilitating people’s lives and bringing happiness to the community.”

**H.H Sheikh,  
Mohammed Bin Rashid Al Maktoum**

Vice President, Prime Minister  
Ruler of Dubai



“The United Arab Emirates has made great strides in the field of development and empowerment of the human capital, and adopted the global best practices, regulations and policies of Human Resources, which brought us to build the national human potentials that are able to manage and conduct the comprehensive development process which achieves welfare to our people.”

**H.H Sheikh,**

**Mansour bin Zayed Al Nahyan**

Deputy Prime Minister

Minister of Presidential Affairs

Chairman of the Ministerial Council for Services



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# A Year of Federal Achievements FAHR is the key player

Ladies and Gentlemen,  
Dear readers,

May the peace, mercy and blessing of Allah be upon you,  
While we submit this brief report of the Federal Authority for Governmental Human Resources (FAHR) achievements during 2014, we recall many last years when the FAHR could worthily reserve its place on the institutional work map of federal government of the United Arab Emirates, among its counterparts on the regional and world level. On 2010, the FAHR set up a strategic plan for human resources in the federation government for the years 2011- 2013. During that period, it could achieve great accomplishments which represent the basis for principles and specific programs in federation government. Such principles and programs had the greatest effect in the field of managing human capital; as it was through setting up policies, regulations and systems beside integrated solutions for human resources according to the best worldwide practices and supporting ministries and federal parties in the suitable application of them.

The year 2014 was decisive for the United Arab Emirates as it assumed a forward position, even it was the first in many fields such as: trustworthy at government, economy, competition, government efficiency and et. As for the FAHR, the development of strategic plan for human resources in federation government during 2014 – 2016 represents specific addition in conformity with the Emirates vision of 2021, its national agenda and intelligent leadership aspirations for universality in all fields and aspects. Concerning the FAHR achievements during that year, it witnessed great activities and remarkable achievements in more than one respect.

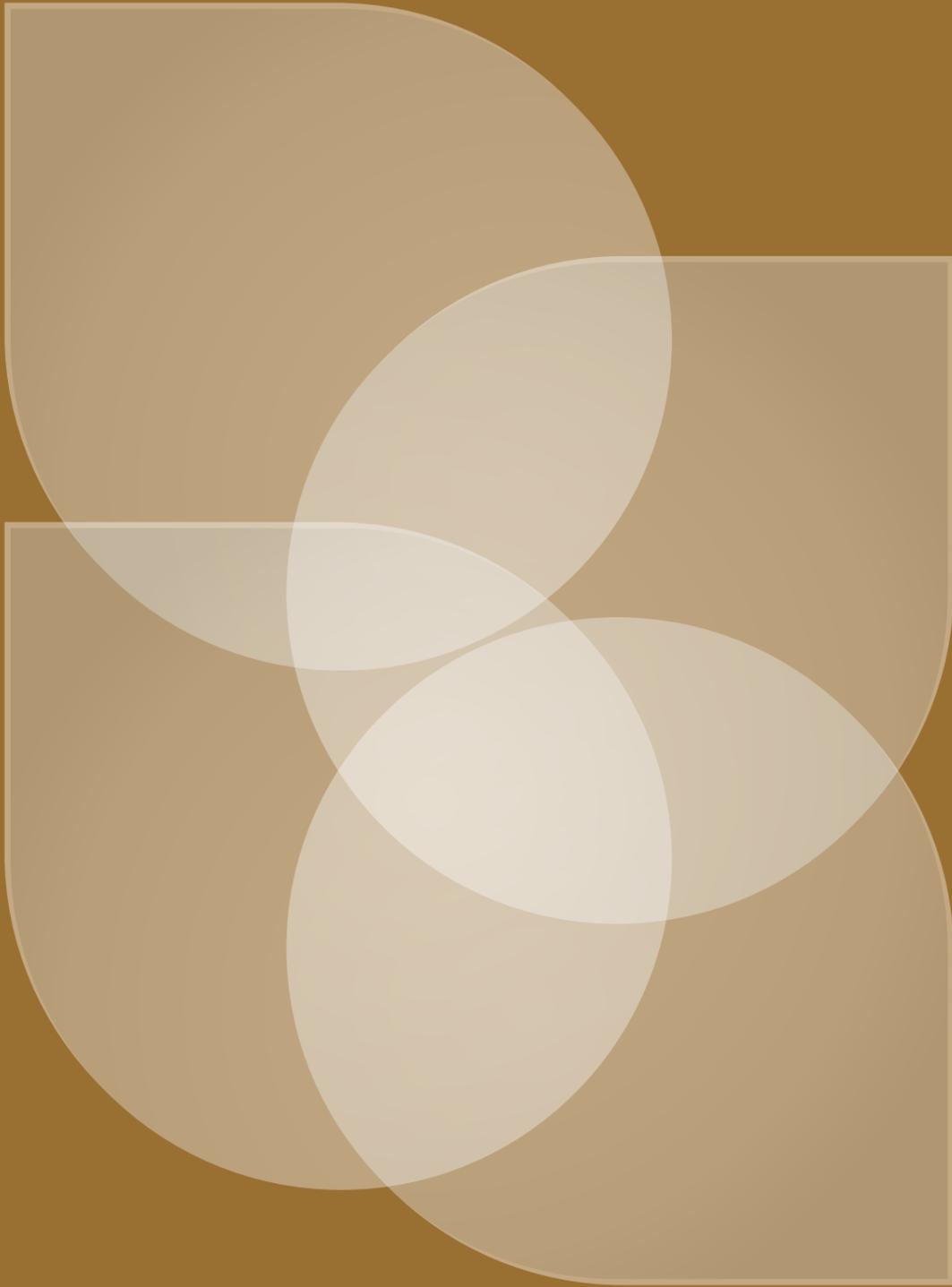
Systems and initiatives of human resources were launched, new policies and regulations were proposed and amended, international practices were adopted in managing and developing human capital and stimulated work environment full of positive power was created in order to achieve uniqueness and innovation which subsequently raise the effect of productiveness.

This would not be achieved without the grace of Allah, the efforts of intelligent leadership rapid pursuit, cooperation of ministries and federal parties with the FAHR in adopting systems, regulations and practices. So all the full thanking to them and to our intelligent leadership ahead of the president His highness sheikh Khalifa bin Zayed Al Nahyan (May Allah protect him), his brother his highness sheikh Mohammed bin Rashid Al Maktoum, the vice president and Prime Minister of the UAE and the ruler of Dubai (May Allah protect him) as well as their brothers the members of Federal Supreme Council in the United Arab Emirates. In this respect, we shall express thanks to His excellency sheikh Mansoor bin Zayed Al Nahyan, the deputy prime minister of UAE, minister of presidential affairs, and the chairman of ministerial council for services, for his unlimited support in carrying out the FAHR projects and strategic initiatives completely.

Among the FAHR achievements last year just as an example: managing and developing the system for the Information department of human resources in the Federal government (Bayanaty), converting 26 services into intelligent ones through the application of FAHR intelligent system, exaltation of 1460 excellent federal employees upon the results of the performance department system, awarding the UAE prize for human resources in federal government, the program of distinct employee (Testahel), setting up two systems of evaluation and description of jobs in federal government and strategic planning for labor force; In addition to a number of guidebooks for the policies and procedures of human resources, strategic partnership in carrying out the project of obligatory and stand-by national service in the United Arab of Emirates, and forming a strategic local and international partnership groups. Finally, we repeat our thanks to all whom worked on preparing and achieving the FAHR projects and initiatives inside or outside it, affirming that we will go forward to serve the United Arab of Emirates, and to fulfill its intelligent leadership visions and aspirations that aim at universality, competition and the community happiness.

May Allah grant us success for the good of our nation

The Federal Authority for Governmental Human Resources



**The Organizational  
Structure of the  
Authority**

## Federal Authority for Government Human Resources ...

### Legislative Platform aimed at Empowering the Federal Human Capital

The Federal Authority for Government Human Resources (FAHR) in the United Arab Emirates has been established in 2009.

The Authority is aiming to develop and improve Human Resources in government sector based on the modern concepts and international criteria applied in the field of Human Resources Management. The Authority is authorized with the powers and general responsibilities related to management of Human Resources of the Federal Government to formulate “a promising future starting point in the field of Development of Human Resources in the Ministries and Federal Government entities.”

The Authority seeks to create the human capital in the Federal Government that achieves the global leadership, and empower it to achieve the outstanding organizational performance through the effective collaboration with partners to develop and support the implementation of integrated solutions for Human Resources according to the global best practices.

The main strategic objectives of the Authority are: the consolidation of modern, integrated legislative system for the management of Human Resources in the Federal Government according to the global best practices, the empowerment of the national competencies and the development of the federal human capital, effectively planning of the human capital to raise the level of productivity in the Federal government Entities, as well as to the dissemination of the organizational culture principles and the creation of a stimulating work environment, and ensuring that all administrative services are in accordance with the quality, efficiency and transparency standards.

With regard to the achievements of the Authority during the year 2014, it has witnessed a great movement and made notable achievements, which had the greatest impact in strengthening the organizational work system in the Federal Government, and consolidating the leading position achieved by the UAE in terms of the government efficiency, innovation and global competitiveness, thereby contributing to the achievement of attitudes and aspirations of the wise leadership of the UAE, led by His Highness Sheikh Khalifa bin Zayed Al Nahyan, the President of UAE “may Allah protect him”, and His Highness Sheikh Mohammed bin Rashid Al Maktoum, the Vice President and Prime Minister and Ruler of Dubai “may Allah protect him”.





A leading global human capital in the Federal Government.



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

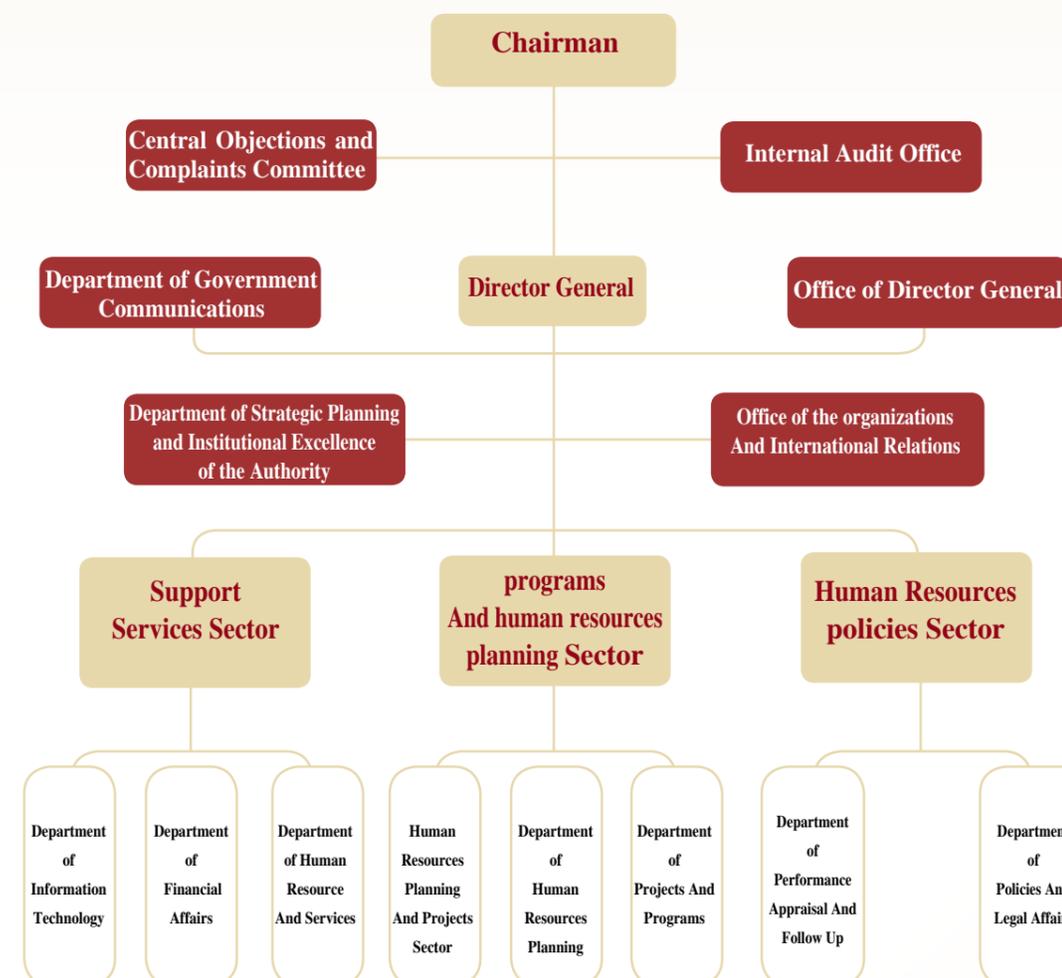


- Establish a modern and integrated legislative system for human resources management in the Federal Government according to international best practices.
- Empower national talent and develop federal human capital.
- Effective planning for human capital to increase the productivity of the federal entities.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



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

## Organizational Structure of the Authority



# Annual Report Summary

In this summary, FAHR has the pleasure to summarize its top achievements, initiatives and projects during 2014. They have had a great effect to achieve a quantum leap with the Federal Government. This makes the instructions and expectations of the UAE Leadership, UAE Vision 2021 and its national agenda, and the HR strategy in the Federal Government.

For more about the above initiatives and its related achievements and projects, you can visit the website ([www.fahr.gov.ae](http://www.fahr.gov.ae)), or contact it.

## FAHR Projects and Initiatives

### FAHR Smart Application

The year of 2014 was a special year for the smart applications within the Federal Government in general and within FAHR in special. FAHR has launched its smart application which contains HR systems and services within the primary and subsidiary Federal Government.

The smart application provides 26 services for the Federal Government employees (split into primary and subsidiary services). It facilitates and accelerates the employee's procedures. This application provides a package of important services. The main service is the HR information management system "Bayanati". It enables the employees to complete their HR procedures themselves. It also helps them to obtain all their own data and information.

The "Bayanati" smart application allows the employees to request, cancel and track their days off. It also helps them to know their year-balance days off, navigate and update their personal data, and read the data concerning their salary. It also allows them to extract a salary certificate and "To Whom May Concern" letters. Moreover, it lets them to know the medical centers where the employees can receive insured medical services. It also helps them to complete the stages of the online performance management.

One of the smart services included in the serving application is (the legal explanations). So the Federal Government HR laws and regulations can be read by the employees. Furthermore, the staff can receive online consulting services provided by the Authority legal consultants' team.

The Application helps in spreading the culture of positive energy, motivation, and creative work for obtaining "Ma Kasart Card". It is an appreciative electronic card that is given by an employee to another through such smart application, for expressing his appreciations for his efforts and efficiency to complete a certain task. Accordingly, the employee, who obtains the biggest number of such cards, will be honored by the end of each month within the Federal Government.

One of the services, which are associated with the smart application, is "Ma'aref" Initiative of the best training partners for the Federal

Government. It is one of the strategic projects that are launched by the Authority during 2013. It keeps the employees posted with the training programs and workshops proposed by the training certified services providers. They can also add them to their preferable list and then the application will remind them with the program's deadline on automatic basis. It also supports them with a reactive map to know the session's locations and how to reach them.

The applications list also contains "Imtiyazat" Service. It is specialized to provide special discounts for the Federal Government employees. They will be able to read the authorities that signed with FAHR to achieve this initiative. The employees can join the preferable options and know such authorities locations by the reactive map.

### **“Performance Management System” Gives a Good Example for Distinguishing and Productivity**

The performance management system of the Federal Government's employees is one of the best and most important HR system which the Federal Government seeks to boost. Such system relates the individual goals to the establishment ones. Therefore, the HR strategy within the Federal Government achieves the UAE 2021 Vision.

It is a process by which the employee's performance is evaluated. It compares the employee's performance with that with main goals and indicators. It is a practical translation for all the planning stages in the government. It also achieves the justice, transparency and the equality among the employees.

The system, which is launched in the beginning of 2012 within the Federal Government, is intended to associate the performance with the award of achievement and distinguished results. It also improves and boosts the employees' productivity and encourages the individual achievements by the team working. It boosts the culture of the continuous learning, increases the opportunities of the professional development, and enables the Federal authorities to appreciate the efficient and discrete employees. One of the most important events which are related to the performance management during 2014 is the organization event of the honoring celebration for 1460 Federal-Government employees (male and female).

They got an obviously outstanding evaluation according to the system results of the Federal Government employees during 2013. This is hold under the supervision and in the presence of H.H. Sheikh Mohammed bin Rashid Al Maktoum, the UAE vice-president, the prime-minister and Dubai governor "May God bless him", H.H. Sheikh Saif Bin Zayed, the prime-minister and the minister of interiors, H.H. Sheikh Mansour Bin Zayed, the prime-minister and the minister of presidency affairs, and a number of the Sheikhs, ministers and federal government officials. During the same year, the authority has launched an online application of the system. The Federal government's employees are allowed to use the system under the HR information management system "Bayanati". The round of the performance system passes across 3 stages (performance planning, periodic reviewing, and performance evaluation) along a year.

### **The System of Training and Development is a critical step towards the leadership and distinguishing**

The system of the Federal employees' training and development, which is launched by the Authority at the beginning of 2012, is one of the most important systems. It is targeted to enable and develop the Federal Government's employees. It is considered as an integral part of the HR development system and a main pillar to achieve the HR strategy within the Federal Government.

The system is aimed at promoting the employees' efficiency and qualifying them with the skills. Accordingly, it will achieve the peak efficiency by (assuring to prepare the development individual plans for the employees and to help the ministries and the authority in qualifying them). The training has various types including (training courses, summary holiday, turnover, assignments, lending, job shadowing programs, conferences, seminars, and career progress)

During 2014, FAHR has launched a system of the online training and development. Such system becomes active under the HR Information management system "Bayanati". It can be used by all the Federal authorities which are subject to the HR Law and executive Regulations within the Federal Government. The system enables the authority to upload training plans and to develop its employees.

## **“Bayanati” represents a quantum leap in the HR practice and the Federal government smart applications**

HR information management of the Federal Government so-called “Bayanati” is considered to be one of the active and strategic projects which are applied within the Federal Government. It is an umbrella of several HR important procedures and systems within the Federal Government.

It efficiently helps in managing the human resources and providing accurate general statistics on HR. It is one of the best practices that are used to serve and develop the HR departments within the ministries and federal authorities. It boosts its performance according to the best practices and the international standards. Accordingly, the administrative procedures and their associated financial processes get easier.

After 3 years from its launching, the system has contributed to achieving a quantum leap in the Governmental smart applications pertaining to the HR important procedures within the Federal government. It helps in automating all the HR proceedings, wages, and salaries within the ministries and Federal authorities from the employee’s appointment until pension. It increases the human resources performance, using the recent perceptions and international standards. It establishes the unified database for the Federal government in order to reflect its status, support the decision makers and help in the planning actions.

“Bayanati” provides discrete services for the Federal Government employees. It includes the actions of paying their salaries through a unified system. Providing a statistical source on the whole workforce within the Federal government, it can be a reference for the decision makers. It also helps in planning and sharing the completion of HR procedures with the employees through the self-serving portal concerned to each employee.

The self-serving stage is one of the most essential organization stages. It enables the Federal government employee to complete and follow up their own HR procedures themselves. It makes the employee to access easily the HR services within the ministries and Federal Government.

During 2014, FAHR launched an office for online technical support. It

supports the ministries and federal authorities to face the challenges they may face while using the HR information management system “Bayanti”, service of online accreditation and reports detector.

The Authority has also launched the unified call center. It is considered as an ideal platform to enhance the communication with the dealers within the ministries and federal government and its partners as the governmental and semi-government establishments, especially the individuals. This is performed by answering, on phone, all their inquiries about the Authority’s concerned roles, its best initiatives and projects and HR systems which are sequentially launched within the Federal Government. The dealers can access the call center by phone number 600525524.

## **National Service... Strategic Orientation for the Maintenance of Emirati Gains:**

Since the first day of launching Mandatory and Reserve National Service National Service Bill, the Authority realized that the project represents a strategic orientation and a new path leading the U.A.E to the reach of high advanced levels and it worked in cooperation with the national and reserve service authority for the coordination with the competent authorities in the public sectors- both federal and local and the private sector for the sake of meeting of National and Reserve Service Act for the U.A.E nationals whose ages are ranging from eighteen and thirty years.

The rule of Authority for the application of National and Reserve Service Act is represented in the cooperation and coordination with all local authorities in the United Arab Emirates for the sake of calculation of names and numbers of employees upon them the National Service Act is applicable in addition to the communication and coordination with the competent authorities for the employment of jobseeker nationals including Abu Dhabi Emiratization Council , Directorate of Human Resources of Sharjah Government and The National HR Development & Employment Authority “Tanmia” for the calculation of names and numbers of nationals covered by the act.

The Authority also hastened to coordinate with the Ministry of Labor

for the sake of calculatedly names and numbers of nationals working in the private sector and covered by the National and Reserve Service Act. Then it prepared a detailed report indicating the geographic distribution for the employees of federal government who are covered nationals by the National and Reserve Service Act in addition to their ages, genders and marital statuses, representing an important reference that supports the decision makers in the U.A.E and determines their strategic orientations during the coming period.

The Authority has constituted a special internal team for the support of application of National and Reserve Service Act in both federal and local governments.

### **“Ma’aref” Initiative for the Preferred Training Providers of Federal Government:**

“Ma’aref” initiative for the preferred training providers of federal governments is considered as one of the strategic initiatives of the Authority and the first initiative of this type at the level of federal government. The theme of initiative is based on the calculation of best training providers in the Emirates according to special standards, the preparation of a list thereof, the availability thereof to the federal ministries and authorities and the identification of needs by authorities of training according to their annual plans and the negotiation with the authorized training providers in the federal government for the provision of these programs and courses at low prices and other for free. The launching of “Ma’aref” initiative in 2013 AD was for the sake of promotion of abilities of federal government employees, the enabling of nationals to the taking over of leading and technical positions and the creation of a culture based upon the excellent performance, the high productivity and development of human capital, achieving the human resources strategy in the federal government and Emirates Vision of 2021 AD.

“Ma’aref” initiative aims at creating a partnership based upon the society responsibility and mutual benefit between the public and private sectors, the insurance of an quality reliable training for the employees of federal ministries and authorities , meeting of training needs in line with the requirements of training and development for the employees

of federal government and the achievement of financial abundance from the training budgets in the federal authorities and subsequently the benefitting of the largest possible number of employees, the enhancement of efficiency and productivity, the creation of an attractive and encouraging work environment in the federal government and the facilitation of selection by the federal authorities of the e-training courses according to predetermined timeframes.

During 2014 AD, more than 600 training programs have been held within the initiative. Also, the number of employees of federal ministries and authorities who benefitted from the initiative reached more than 5000 employees. “Ma’aref” succeeded to achieve a financial abundance that reached five Million Dirham from the actual training budgets allocated for the federal ministries and authorities, that is, 20% from the authorized training budgets in such authorities. Also, a number of 104 preferred training providers have been approved within the initiative.

The Authority proceeded to launch an interactive website for the Authority during the first quarter of 2014 AD offering the training providers the possibility of presentation of training courses, the rates of such courses and the exclusive discount rates provided for the employees of federal government. The federal ministries and authorities also will be able to choose the training courses in line with their employees’ needs and the assessment of such courses through this interactive website: [www.maaref.ae](http://www.maaref.ae) .

The Authority also has held during 2014 AD the regular forum of “Ma’aref” partners for the sake of identification of comments by the training partners about “Ma’aref” initiative, the promotion thereof, the overcoming of challenges it may face.

### **Launching of Assessment and Classification of Federal Government Jobs System:**

Proceeding from the care by which of coping with all developments that may arise in the work system of jobs and human element alike at the level of federal government, the Authority has launched during 2014 AD the Assessment and Classification of Federal Government Jobs System which is considered as one of the best systems and world practices in the field of assessment of public jobs as it is based on obvious scientific basis

ensuring the achievement of justice and harmony between the jobs at the level of federal government.

The Assessment and Classification of Federal Government Jobs System aims at the linking of outcomes of assessment with the authorized degree and salary scale for the determination of degrees of different jobs logically and appropriately regardless of the appropriate job titles and the creation of appropriate job titles that can reflect the job duties, responsibilities and powers., leading to the integration of job titles in the federal authorities that subject to that system.

For the insurance of appropriate application of Assessment and Classification of Federal Government Jobs System, the Authority has constituted at the beginning of 2014 AD the Federal Committee of Assessment and Classification of jobs in the federal government as it undertakes a number of tasks and specifications including: (support of internal assessment committees in the federal authorities for the insurance of appropriate execution of the Assessment and Classification of Federal Government Jobs process and the approval of outcomes of job assessment that are assessed by the internal assessment committees). The committee undertakes ( the approval of job titles and job hosts for the new, current and updated jobs; the regular review of reference level scale; the making of modification recommendations if necessary; the preparation of regular reports for the number of new and modified jobs in the federal government; the provision of Federal Authority for Government Human Resources with the job titles and job hosts in the government authorities periodically and in an updated manner and any other tasks assigned by HE the Chairman of Authority).

During 2014 AD, the committee has held six meetings during which the job title cards have been approved for about 10% of the basic jobs at the level of federal ministries and authorities. They are determined with around 350 jobs. A rate of 22% of the support of federal government jobs that is determined with 296 jobs has been approved.

## Emirates Human Resources Award

Under the directives of His Highness Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs, Federal Authority for Government Human Resources (FAHR), has launched the Emirates Human Resource Award in the Federal Government. This comes within FAHR seeks to consolidate the principles of leadership and competitiveness, as well as reward performance in the Federal Government. It aims to honor the ministries and federal entities which play a leading role in empowering and motivating the employees and are committed to implementing human resource regulations and legislation relating to the Federal Government employees.

It will be organized on an annual basis aiming to highlight successful human resource initiatives at the level of the Federal Government agencies, and reflects the vital role of the ministries and federal entities in enhancing the efficiency and effectiveness of their human capital. Moreover, it will help in upgrading human resource practices and personnel management, creating a work environment conducive to attract skilled workforce and retain existing talent, thus promoting effective HR performance and management, and motivating the ministries and government institutions to increase productivity.

The Award is divided into two categories, the first targets honoring distinguished federal entities according to four sub-categories: entities that are outstanding in motivation, empowerment, level of service, and finally, winners on the overall performance, which includes all the previous sub-categories. The second category focuses on outstanding individuals, and this is divided into several sub-categories: outstanding leader, promising executive, and lifelong high achiever, in the field of human resources.

## Distinguished Employee Program in the federal government “Testahal”

Distinguished Employee Program in the federal government “Testahal” was launched in 2014 as a strategic and unprecedented initiative in the federal government and is considered as one of the effective motivation methods that motivates workers towards creativity through honoring

24 outstanding employees at the federal government in two rounds. The launch of the program “Testahal” in terms of seeking authority to create human cadres empowered and able to perform the tasks entrusted to it, efficiently and highly effective in all ministries and the federal government, also to be an incentive for all employees in the pursuit of excellence, creativity and tender, and down to the level of high performance, and thus human capital capable of competitiveness, innovation and creativity.

The program first round held in 2014 was met with great concern and welcome by concerned federal ministries and bodies. It received applications of 50 nominees from 18 federal ministries and entities. During a ceremony held in Dubai, 12 winning employees were honored after being chosen by an arbitration committee comprising human resources specialists and directors from government, semi-government and private sector entities.

## Human Resources Club

The Human Resources Club, launched by the authority in 2010, represents an interactive threshold and an ideal channel for intellectual and knowledge communication where specialized and interested experts and those who have outstanding expertise at public, federal, local and private sectors meet for exchange of ideas, expertise and solutions enhancing roles of human resources departments and institutional services and otherwise different sectors.

It represents a channel for intellectual and knowledge communication between the Officials and Specialists of Human Resources in the United Arab Emirates. To exchange the opinions and to discuss the challenges and solutions for joint Human Resources issues, in addition to transfer of the best practices and experiments between directors, specialists, experts, researchers and those who are interested in government work development and human resources development. It, also, reviews and transfers best practices and experiments locally, regionally and internationally together with providing creative, outstanding and successful solutions.

The club – of over 10 thousand members – witnessed in 2014 an unprecedented big movement and dynamic reaction, holding 6

events attended by hundreds of members that discussed a variety of important issues, namely, “national agenda: Sustainable Workforce”, “National Service: National Duty and Professional Responsibility”, “Building Economic Opportunities”, “Successful Host of Expo 2020”, “Opportunities and Challenges Human Resources Management Face”, “Changing Work Nature, Work Force and Workplace” and “Job Welfare”.

## Electronic system for workforce strategic planning

FAHR actively seeks to facilitate the work of human resources departments in Union ministries and agencies and simplify measures. Being keen to help in the strategic planning of the workforce in the federal government and to determine future expectations of jobs, skills and competences needed, FAHR developed the federal government electronic system for strategic planning which is a strategic process to plan human resources to realize government aspirations in view of the dynamic, economic, technological and other changes taking place in the business environment.

The new electronic system for planning the work force in the federal government acquires special importance for the long run, providing great service to federal ministries and agencies. It serves an important standard in institutional distinction, i.e., human resources. It also facilitates adjusting budgets in accordance with systematized and accurate electronic bases.

The system helps increase the effectiveness of human resources management in federal ministries and agencies, considering that it is one of the simple tools that provide clear deliverables and more accurate budgets. System input is integrated with human resources information man agent system, “Bayanati”.

The system is made up of five main dimensions: right size, right form, right skills, right place and right cost. They all converge in the interest of developing and supporting the employee attraction process, evaluating their performance and developing their skills and competence.

The system enables federal agencies to set a mechanism to bridge the gap according to priorities and within a timeframe, determine total

cost vs. return on investment, develop work methodology and plan and determine roles and responsibilities.

## **Five human resources guiding manuals launched**

In continuation of the efforts made by FAHR over the past years to enable human resources departments in federal ministries and agencies, and out of its keenness to stay abreast of all innovations influencing the work system for jobs and the human element, the true capital of the sustained development process, a series of guides were prepared to help and support human resources departments in investing human resources in the best possible way. The guides are available on the website ([www.fahr.gov.ae](http://www.fahr.gov.ae)). Hardcopies were also prepared and distributed on all federal ministries and agencies.

Of the most prominent of those guides: The Development Of Human Resources Departments In The Federal Government, Human Resources Policies And Measures In The Federal Government, Performance Management System Measures For Federal Government Employee, Training and Development System Measures, and lastly, The Preparation And Review Of Job Description And Job Evaluation In Federal Government.

## **A brainstorming session on “federal” human resources**

Out of its keenness to throw the light on the most prominent challenges facing human capital, FAHR held a brainstorming workshop on human resources in the federal government. During that session, the most important challenges that face human resources departments in the federal government were discussed, along with proposed solutions for advancement, developing human capital and making use of the best international ideas, practices and experiences.

The brainstorming session concentrated on several axes, the most prominent of which are productivity and means to increase it, human resources planning, human resources legislations and policies,

enabling, stimulating and improving work environment, automation and intelligent applications for human resources processes and human resource enablement indicators.

The workshop saw great interaction and a large attendance, with more than 70 experts and specialists representing federal ministries and agencies, private sector institutions, local governments and consulting firms specialized in human resources.

## **Strategic partners meet in 2014**

FAHR actively strived to strengthen its relations with its strategic partners in all sectors. It highly valued their role in taking it to where it is now as a unique and productive entity, going from one achievement to the other. They are included in its core vision and strategic goals, both as an aim and a tool.

One of the forms of esteeming partners was organizing a celebration to honor partners from government agencies, the private sector and the media. The celebration included a presentation of the most prominent achievements and the federal government’s human resources strategy for the 2014-2016.

## **2014 International Human Resources Conference**

FAHR does not spare any effort to provide interactive platforms concerned with the local, Arab and international human resources sector. Light is shed on the best practices of and the challenges faced by the sector. A clear indication of this is the organization of the international human resources conference, under the title, The National Agenda: A sustained human capital. It was held in Dubai, 29-30 of April 2014, for the second year in a row, under the gracious auspice of the His Highness Sheikh Hamad Bin Mohammad Bin Rashdan Al Maktoum, Dubai’s crown prince, in cooperation with FAHR and Inforama Company.

Attending the conference, there were about 400 experts and people with interest in human resources from different countries, GCC member states and from all around the world. They reviewed 22 papers over the

two-day conference.

One of the recommendations made was the necessity for all companies, institutions and employers to care for the health of their employees, being important for increasing productivity. The conference also recommended the importance of job harmony, training and development for progressing the institutional work paradigm and the quality of service which agencies provide to their customers.

## **FAHR receives Mohammad Bin Rashid award for distinguished governmental performance**

In 2014, FAHR realized many achievements, successes and gains. One of the most important of which was receiving Mohammad Bin Rashid award for distinguished governmental performance - in the category of the most improved governmental agency, leaving no doubt that it has become a necessary and fundamental factor in the federal institutional work paradigm.

His Highness, Sheikh Mohammad Bin Rashid Al Maktoum, Vice President, Prime Minister and Ruler of Dubai, "May Allah Protect him", gave the award to the president of the Federal Authority for Government Human Resources and its general manager. The celebration was held at Emirate Palace Hotel, Abu Dhabi, to honor ministries and federal agencies that distinguished themselves in implementing the criteria for the award, based on Sheik Khalifa's program for institutional distinction.

## **Legal advice team**

### **A reference for human resources legislations in the federal government**

Since its formation late 2005, the legal advice team in FAHR continued its work in high dynamism. It has become an important source of enlightenment for ministries and federal agencies employees, helping them to acquire sound legal knowledge of human resources legislations, policies and systems implemented on the level of the federal government

by replying to their related enquires and questions.

The legal advice team actively continued its work during the year 2014. It successfully dealt with more than 850 legal consultations and enquiries that they received from federal ministries and agencies and their employees.

FAHR provides more than one channel to communicate with the legal advice team, including: FAHR's website ([www.fahr.gov.ae](http://www.fahr.gov.ae)), a free toll number: 6005525524, official correspondence, and fax: 04/2953444.

**Authority leaders meet... contemplating a better drive**

In an effort to determine achievements on the internal and external levels during the past few years, FAHR held the second meeting for leadership in 2014. Authority's director general, executive managers, department managers, department heads and experts got together in a brainstorming-like session.

by this annual meeting, FAHR aims to review the most prominent achievements, and shed light on and discuss initiatives and projects intended on the federal government level during the coming period. This will play a part in enhancing its status and leading role on the level of federal government, including the achievement of the 2014-2016 human resources strategy of the federal government, and the 2021 vision of the UAE and its national agenda.

The most prominent features of FAHR's 2015 strategic plan; five strategic goals and 35 strategic and joint initiatives, were reviewed.

## Memorandums of understanding

Being eager to enhance cooperation with its strategic partners, develop human capital and enabling it in the UAE in general, and in the federal governed in particular, FAHR, in 2014, drew a number of memorandums of understanding with international, governmental, quasi-governmental and private institutions. The most prominent agencies involved include Umm al-Quwain government, National and Reserve Service Authority, Dubai Medical City, as part of ‘Ma’aref’ Initiative, the Society for Human Resource Management (SHRM), and Chartered Institute of Personnel and Development (CIPD).

## Human and societal initiatives

FAHR firmly believes in the importance of the social responsibility of institutions. In which the conversion of strategic goals on the level of the federal government into tangible reality will not come except through playing an active role in the scope of human and social activities, a core constituent of its high vision and mission. Springing from its social responsibilities and belief in the importance of that vital role, FAHR took it upon itself to launch or participate in a number of human and social initiatives that would serve the whole Emirati society. Those initiatives include:

## “Imtiyazat”

### First federal government discount program

The Imtiyazat initiative, which FAHR launched in 2012, is one of the biggest initiatives on the level of the UAE. FAHR took it upon itself to coordinate with private sector institutions and companies, signing partnerships with them, in order to provide federal government employees and their families special and exceptional discounts on the prices of goods and services it provides.

Through the Imtiyazat initiative, FAHR aims to support and motivate federal government employees, in addition to increasing job satisfaction and institution loyalty, by allowing them special privileges not given to others.

In 2014, a new group of companies joined the Imtiyazat program, bringing the number of participating companies, from all service and consumer sectors, to over 60 companies. The program saw great interaction and turnout from employees in federal government and various private sector companies.

To view the list of companies involved in the program and discount rates provided to federal government employees, please visit the program’s page on FAHR’s website: [www.fahr.gov.ae](http://www.fahr.gov.ae), or FAHR’s intelligent application, FAHR.

### “Suqyahum” – or “Quench their Thirst” campaign

The ‘Suqyahum’ – or Quench their Thirst- initiative is one of the leading social responsibility initiatives launched by the Federal Authority for Government Human Resources in cooperation with Roads and Transport Authority in Dubai, the 1971 Social Group and Social Bandage Charity. The aim is to ease the suffering of workers in constructive and open sites under the heat of the sun, by providing means of protection against the summer heat and symbolic presents.

FAHR's participation took the form of visits by teams of its employees to worksites of Al Sufouh tram station in Dubai. they met workers at the location and distributed hats, water bottles and some motivating gifts.

## **“Feast Present” initiative for orphans**

FAHR was keen on participating in the Feast Present initiative for orphans, launched by the Sharja Social Empowerment Foundation, under the title “Fill the box with presents, you fill their feast happiness”, on the occasion of the Adha Feast. The idea is to collect presents, sweets and gifts that make the orphans happy, in a box for that cause, to be distributed on the participants.

The initiative received wide acceptance and reaction from FAHR's employee in Abu Dhabi and Dubai. About 150 boxes were filled with presents and gifts that brought smiles to the faces of the children under the care of Sharja Social Empowerment Foundation, and made them happy.

## **Reacting to the national vaccination campaign against polio**

Out of its belief in the importance of raising a health generation that is free of disease and able to participate in driving the wheel of development in the UAE, the Federal Authority for Government Human Resources reacted to the national vaccination campaign against polio launched by the minister of health, in cooperation with the health authorities in Abu Dhabi and Dubai, with the aim of boosting children immunity and keeping the country free from the disease.

FAHR's reaction came in the form of an invitation to ministries and federal agencies employees, human resources club affiliates and its

partners to benefit from the campaign. The campaign was publicized and made aware of, making use of the large database available in the human resources information management system, Bayanati, its mailing list, and Twitter account, where motivation and awareness statements appeared, in addition to campaign posters.

## **The “Box Appeal” initiative**

FAHR is constantly seeking to enhance its employees social participation. In that sense, it participated in The Box Appeal for laborers. A charity initiative launched by the Radison Blue Hotel Group, in cooperation with a number of agencies in the UAE, including Dubai Municipality and the Red Cross.

This participation came under the job welfare initiative launched by FAHR in 2014, in order to ensure a healthy, motivating work environment filled with high positive and productive energy.

## **National and societal celebrations... embodying loyalty and belonging**

The Federal Authority for Government Human Resources gives special importance to participating in celebrating national and societal occasions. It puts them on its priority list out of belief that they are a primary constituent of the Emirati society. FAHR is keen on the participation of its employees in such occasions that embody the spirit of loyalty, develop feelings of belonging, and enhance national identity. Of the most prominent occasions:

## 43rd National Day celebration

The Federal Authority for Government Human Resources held a ceremony to commemorate the 43rd National Day of the United Arab Emirates. The ceremony started with the UAE's national anthem, followed by a short documentary film showcasing the morals and commendable acts of the late Sheikh Zayed bin Sultan Al Nahyan, may God rest his soul in peace.

During the celebration, top veteran Authority employees in a number of fields were honored, in line with the «Emirati Pioneers» initiative launched by His Highness Sheikh Mohammad Bin Rashid Al Maktoum, Vice President, Prime Minister and Ruler of Dubai, «May Allah Protect him».

## A picture of country love tournament launched through Twitter and Instagram

FAHR believes in the importance of national work and its pivotal role. Hence it launched a national competition entitled “I Love My Homeland” on social networking sites Twitter and Instagram@fahruae, as part of the 43rd UAE National Day celebrations.

The competition asked for UAE citizens and residents to send photos to the FAHR's social networking pages, showing National Day celebrations, and reflecting the love for the country and the tight leadership-people leadership.

The completion was open for 10 days, with valuable prizes offered by FAHR.

## FAHR celebrates Flag Day

FAHR celebrated Flag Day in answer to His Highness Sheikh Mohammad Bin Rashid Al Maktoum, Vice President, Prime Minister and Ruler of Dubai, “May Allah Protect him”, initiative. Celebrations coincided with the tenth anniversary of His Highness Sheikh Khalifa Bin Zayed Al Nahyan becoming head of State.

FAHR organized celebrations during which the flag was raised on its building, the national anthem was played and flags distributed on all employees who actively reacted to this campaign.

## Celebrating mid-Shaban night.

In a typical Emirati heritage atmosphere that reflected FAHR's keen sense on preserving UAE identity and its popular inheritance, FAHR celebrated mid-Shaban night, “Night's Right”, with a number of heritage-based events, during which presents, food and popular sweets were distributed on children and employees.

Mid-Shaban celebrations is a principle part of customs and traditions of most Gulf societies. Children put on their best traditional ornate and studded clothes.

## FAHR honors its women

### employees on Mother's Day

FAHR strongly believes that women make up half the society. The pivotal role they play in the different aspects of life had the greatest effect in establishing the status of the UAE on all levels. It thus saw it fit to honor this important section of the Emirati society. A celebration

was held to honor its female employees and a number of those working in neighboring institutions, who were given flowers and souvenirs.

## Leading Motivational Initiatives

The Federal Authority for Government Human Resources (FAHR) recognizes that the achievement of its vision and strategic objectives depends on the interaction and cooperation of its employees with each other, which can be achieved only through motivate the employees and increase the job satisfaction levels by creating a positive work environment characterized by creativity, innovation, competitiveness and honor the distinguished employees.

In order to achieve this goal, FAHR has launched several internal initiatives which had a greatest impact in empowering its employees, and providing a positive and motivational atmosphere of work that honors creativity and creators. Among these initiatives:

### The Internal Excellence Award ...

#### Address for Progress and Encouragement

The Federal Authority for Government Human Resources launched at the beginning of 2014 the internal Excellence Award, which includes three categories: (excellent management, outstanding team work and distinguished employee), in order to estimate the achievement at the level of groups and urge to maximize the benefits to include all individuals, departments and various business sectors.

FAHR aimed through the award to prepare the participation in

the Excellence Awards at the level of the UAE in general, and the Federal Government in particular, especially Mohammed bin Rashid for Excellence in Government Performance Prize, which falls under Sheikh Khalifa program for institutional excellence.

In 2014, FAHR has honored its staff, department and working teams with the Internal Excellence Award, who will be honored to represent FAHR in the next session of Mohammed Bin Rashid Award for Excellence in Government Performance.

### Monthly breakfast

The Monthly breakfast is one of the initiatives launched by FAHR in 2012 in order to create a positive and creative work environment motivating the employees. The initiative has become a monthly tradition that combines staff with the leadership, in order to review the latest developments and achievements of FAHR, and stand on their projects and future plans at the Federal Government level.

FAHR aims through this initiative to enhance communication between the leadership of FAHR and its staff at different departments, grades and titles in an unconventional social atmosphere.

### Distinguished Employee of the Month “Testahal”

The Distinguished Employee of the Month “Testahal” is a creative initiative launched by FAHR in 2012, in order to motivate the employees towards creativity and leadership, and blowing their potentials, so as to enhance the institutional work system in FAHR in particular, and the Federal Government in general.

The idea of the initiative is to honor one or more employees on a monthly basis according to clear mechanisms, standards, bases and axes that are measured, including the effective performance and style of work, achievements, career and behavioral commitment, as well as creativity and leadership.

## **“Well Done” (Maqasert) ... Positiveness and Appreciation Cards**

Recognizing the importance of creating a work environment based on competition and cooperation, and in furtherance of the principle of teamwork, the Federal Authority for Government Human Resources, launched in 2013, a new internal initiative under the name “Well Done” Card. It is an electronic card of thanks and appreciation among FAHR employees of different departments and grades, to express their gratitude for the corporation and efforts made by their colleagues and due to their commitment to professional and ethical principles at work.

“Well Done” Card is based on FAHR’s standards and values, such as professionalism, responsibility, loyalty, leadership, performance excellence, and equality, in addition to promoting effective communication among employees.

Since its launch, the initiative has received considerable attention from FAHR staff, ministries and federal entities, who have been providing this service within a bouquet of services provided by FAHR intelligent application, and about 3500 “thanks and appreciation” cards were exchanged among the staff at the end of 2014.

## **Suggestions Scheme ... “Develop with Us”**

In its effort to provide a working environment full of positiveness, motivation and creativity for its employees, FAHR has launched in 2012 the Suggestions Scheme “Develop with Us”, and linked it to its website. Through this Scheme, the internal and external proposals aiming to develop the work environment in FAHR are received.

The suggestions are subject to study and evaluation from a specialized team in FAHR, for the preparation of adopting it and implementing the feasible ones. During 2014, the Scheme has received about 76 proposals, 29 of them are feasible, 10 of them have been applied until the end of 2014, and the implementation of the other proposals is in progress, bringing the total proposals contained to the Scheme since launching nearly 400 proposed.

## **Career Welfare Program**

In its efforts to integrate its employees into the work environment to the maximum degree, and raise the job satisfaction levels, FAHR has launched, during 2014, the Career Welfare Program which includes four initiatives. Under each of them, there is a set of activities and projects: health initiatives, occupational safety initiatives, green environment initiatives and social and community initiatives.

Since the launch of the program, FAHR has organized a number of activities under each initiative.

## FAHR Media Tools

### The launch of “HR Echo” Magazine

The Federal Authority of Government Human Resources seeks to convey the trends and visions of the great leadership of the United Arab Emirates and its ambitions regarding racing towards excellence, leadership and global competitiveness. This is the reason for launching «HR Echo» magazine, which is one of FAHR leading initiative for establishing a scientific culture in the field of Human Resources, based on the global best practices and experiences in this regard.

During 2014, FAHR has issued the first edition of «HR Echo» magazine, which is issued biannual in both Arabic and English languages, electronically and in a hardcopy. It is prepared in partnership with the leading international organizations in the field of Human Resources and the development and empowerment of the human capital, such as the Chartered Institute of Personnel and Development (CIPD) in Britain, the Boston Consulting Group (BCG), Monash University in Australia, and the American Society of Human Resources management (SHRM).

“HR Echo” is a comprehensive specialized magazine that is regarded as an add to the library of Human Resources in the United Arab Emirates, and a reference for researchers and those who are interested in this field.

It is worth mentioning that FAHR provided the magazine on its website ([www.fahr.gov.ae](http://www.fahr.gov.ae)), as it opened the door in front of the coherent posts to be published in the magazine and receiving the developmental views and proposals for the advancement of the magazine level and topics, through the magazine e-mail, [hrecho@fahr.gov.ae](mailto:hrecho@fahr.gov.ae).

## Human Resources Magazine

### 50,000 Readers and 44 Editions

It is a monthly electronic magazine specializing in Human Resources that is issued by the Federal Authority for Government Human Resources. It is the first of its kind in the region in terms of specialization. It always seeks to the development in both form and content, and pursuits for pervasion days after another.

During 2014, the magazine has witnessed a quantum leap, especially with the release of its 44 edition, and the increasing of the number of readers that reaches 50 thousand readers, mostly from the United Arab Emirates, the number of its pages that ranges between 44 and 76 pages, and the number of its authors that became dozens.

To browse the magazine in Arabic and English languages and to subscribe, you can visit the website of the Federal Authority for Government Human Resources ([www.fahr.gov.ae](http://www.fahr.gov.ae)).

## Social Media Channels

### 20,000 followers on Twitter

### YouTube and Instagram

FAHR makes every effort to strengthen the bonds of communication and the prospects of cooperation with its partners and customers of the government institutions - federal and local - and the private sector, and the media and community, evidenced by its interaction with them via special accounts on social media sites, such as YouTube, Instagram and “Twitter “ that witnessed a great movement during 2014, where the number of FAHR account followers reached more than 12,500 followers within two years and a half.

Since its launch in 2012, FAHR paid it a great attention, regarding it as an interactive platform with the public, through which it launches scientific journals, and publishes specialized topics, invitations, photographs and comments about the activities and events organized by it. Not only that, FAHR turned it into an awareness media platform through which it seeks to introduce the Human Resources laws, legislation, policies and regulations applicable in the Federal Government, and answer the questions of the followers in this regard.

During 2013, FAHR launched its own page on “Instagram”, a social media site, to broadcast the images of the most prominent activities, events and initiatives, in addition to its prominent account which updated regularly on “YouTube”, where there are more than 7,000 views for 60 video clips occur periodically .

## **Our Website with a New Look and 250,000 Visits in One Year**

During 2014, the Federal Authority for Government Human Resources launched its website [www.fahr.gov.ae](http://www.fahr.gov.ae) with a new look, based on its desire to provide electronic services, especially those related to the procedures and policies of Human Resources in the Federal Government in a smooth and easy manner, allowing customers to obtain information about FAHR, its initiatives and projects.

The new website has bilingual using interface (Arabic and English), and pages to view the HR systems, policies and legislation at the Federal Government level, and other circulars and decisions issued in this regard, as well as the initiatives and projects of FAHR and its activities by word, image and video, in addition to the latest statistics and scientific studies related to the human capital in the Federal Government.

During 2014, FAHR website recorded approximately 250,000 visits, 210,000 visits of which are from the state, that focused mostly on a number of main corners and sections at the site, such as: media corner, laws and regulations, a page for Human Resources Information Management system “Bayanati”, and a page for performance management system for the Federal Government employees.

# FAHR in photos



لقطات من حفل الهيئة بشركائها الاستراتيجيين  
FAHR honoring strategic partners

