



# Introduction to Employee Performance Management System



- The Federal Authority for Government Human Resources (FAHR) undertook the responsibility of preparing Employee Performance Management System (EPMS) based on the modern managerial concepts in accordance with the UAE Federal Decree(11, 2008) of the UAE Federal Government Human Resources law rules and its Executive List which underlined the importance of putting in place a Performance Management System for the human resources of the UAE federal government and its beneficial aspects for both the government and the employees.



# EPMS scop and principles



## The UAE Federal Government EPMS is based on the following principles:

---

**Strategic alignment:** Fostering a performance-oriented culture where individual employee's work is cascaded and aligned with the strategic direction of the UAE Federal Government in general and their Federal Government entity in particular.

**Management by Objectives:** Engaging the employee in planning and setting the objectives which increases his job satisfaction, productivity and commitment, and promotes his feeling that his work is recognized and valued.

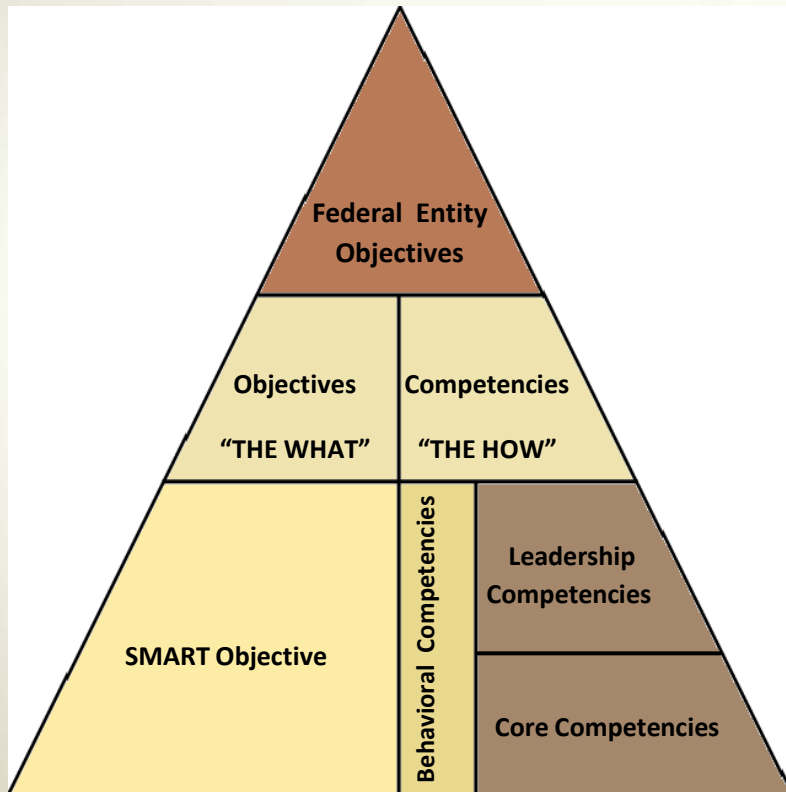
**Continuous feedback:** Encouraging fair, accurate and proactive feedback from line managers in order to develop and enhance the performance of their employees.

**Integration:** Establishing a clear connection between on-the-job performance and incentives such as annual increase, promotions and training and development opportunities, as the UAE federal entities' Performance effectiveness measurement is based on achieving its objectives.

**Fairness and credibility:** Provide a consistent, fair and credible employee performance management system, through setting clear standards, policies and procedures that are in line with UAE Federal Government laws and legislation.



## EPMS Foundation



EPMS structure consists of two main parts:

- 1) **Objectives:** represent **WHAT** is expected from the employee to achieve during the year.
- 2) **Competencies:** look at the manner or the tools in **HOW** an employee achieves his/her objectives



# Application

---

The system is being applied on all the ministries and federal entities regardless to the type of employee's contract and grade whether they are working full or part time, Service jobs are excluded from the system.



## Employee Performance Management System Cycle



## Employee Performance Management System Cycle

- ✓ Performance related pay
- ✓ Non financial recognition
- ✓ Promotions

- ✓ Annual performance review
- ✓ Moderation process
- ✓ Grievance and appeal

- ✓ Individual development plans
- ✓ Managing underperformance

Annual  
Performance  
Review &  
Reward  
Decisions

On-going  
Coaching and  
Feedback

Performance  
Planning

- ✓ Objective/target setting
- ✓ Behavioral competency profile

Interim Progress  
Review

- ✓ Informal feedback
- ✓ Project performance review
- ✓ Interim review





## 1- Phase 1: Performance Planning

### A- Objective Cascading

The objective cascading meeting aims at establishing a clear alignment between the strategic goals on one hand and the Performance management on the other, as this process starts from the top of the managerial pyramid and continues down the management chain, through all the levels, where all managers adapt and repeat the process with their respective reports as follows:

**First:** The Undersecretary meets with the Assistant Undersecretaries (reporting to him) and reviews the organizational objectives of the strategic plan already implemented by every federal entity in order to align these goals with the following roles and responsibilities of their respective employees which will be issued by the Employees Performance Management, and their strategic plan.

**Second:** The Assistant undersecretary in each federal entity meets with the Directors Departments Heads reporting to him according to the organizational structure and notifies them of the strategic plan and the determined KPIs and agrees with them on their individual annual plan that should be aligned with the strategic plan.

**Third:** The Departments Heads repeat this same process by meeting with their direct reports Unit heads managers(heads of the organizational units and departments, team leaders, or supervisors), notify them of the strategic plan and the determined KPIs, and agree with them on their individual annual plan.

**Fourth:** Consecutively, each line manager meets with his direct reports and agrees with them on their individual plans in alignment with their key roles and responsibilities.



## 1- Phase 1: Performance Planning

### ✓ Preparing the Annual Performance Form

The annual performance plan is prepared by following these steps:

- **Objective setting:** in order to prepare the Annual Performance Form, the line manager and employee should meet at the beginning of the year and agree on the objectives, which must be SMART (**S**pecific, **M**easurable, **A**ttainable, **R**elevant, **T**imely)

**The number of Objectives for each job grade:**

Job Grades	Number of Objectives
Undersecretary grade till the job grade 6	4 as a minimum
Job grade 7 and below (excluding servicing jobs)	The key job responsibilities

### ✓ Objectives Weighting

Line managers should ensure that there is a balance between the objectives in a way that the total of the weightings on the annual performance review form must add up to 100%.



## ✓ Behavioral competency Map

Job Category	Grade	Proficiency Level (PL)	Core competencies						Leadership competencies		
			Human Capital Group		Results group				Strategic group		
			Teamwork / networking	Communication interpersonal skills	Customer Focus	Results orientation	Resource Mgmt	Accountability	Driving Change	People Management/empowerment	Strategic view
Leadership roles	Undersecretary/ assistant undersecretary	PL7	PL7								
Senior Management Roles	Special A	PL6	PL6								
	Special B		PL6								
	1	PL5	PL5								
	2		PL5								
Supervisory Roles	3	PL4	PL4						N/A		
	4		PL4								
	5	PL3	PL3								
	6		PL3								
Support Roles	7	PL2	PL2								
	8		PL2								
	9	PL1	PL1								
	10		PL1								



## Phase 2: Interim Review

**Interim Review:** The interim review phase is conducted during the months of June-July between the line manager and his/her employee in order to:

- Review the progress towards meeting the objectives set in the annual performance form, support and enhance the performance strengths and identify its weaknesses and provide corrective measures when needed.
- Revise and elucidate the set of desired behavioural competencies.
- Modify any objective that seems irrational or irrelevant, given that this would not be used to cover any underperformance.
- Identify with employee any obstacles or barriers and agree on immediate actions to resolve them.
- Plan and modify objectives for the remaining 6 months if necessary.
- Review the Objective weighting as a last chance before they're considered final.
- Provide the HR with a copy of the completed Interim Review Form.



## Phase 3: Annual performance review

---

The annual performance review is constituted of 2 processes:

### 1- The Annual Performance Review of Objectives

At the end of the EPMS cycle, the employee's individual objectives or tasks will be assessed on a 4-point scale as illustrated below:



Points	Rating	Objective Level
٤	<b>Substantially Exceeds Expectations</b>	<ul style="list-style-type: none"><li>Proficiently and effectively achieved the objectives throughout the whole year more than %100.</li><li>Exceeded substantially the standards and ratio for his/ her objectives.</li><li>Achieved more than the objectives agreed upon in the annual performance form</li><li>The achieved objectives had a significant impact on the business in this entity</li><li>He/she initiated suggestions that were taken into consideration and implemented in his entity</li></ul>
٣	<b>Exceeds Expectations</b>	<ul style="list-style-type: none"><li>Proficiently and effectively achieved his/ her objectives (%100-80)</li><li>Achieved the standards and ratio for his/ her objectives.</li><li>The achieved objectives had a positive clear impact on the business in his/her department.</li><li>He/she initiated with positive suggestions</li></ul>
٢	<b>Meets Expectations</b>	Employee performance consistently met most of the objectives. The most critical annual objectives were met (%80-60).
١	<b>Needs Improvement</b>	Employee performance consistently below average performance where standards were not met in most essential areas of responsibility less than %60, and his/her performance needs improvement in order to reach to the required level



## Phase 3: Annual performance review

---

**2- The annual Performance review of behavioral competencies:** Like the case for Annual performance review of objectives, the review of competencies is conducted for each Federal Government employee by the same line manager who was responsible for carrying out the performance planning phase using the annual performance form agreed upon and signed. The line manager should refer to the Behavioural Competency Framework in order to clearly understand the content of the competencies as well as their levels, before undertaking the review process. The employee will be also assessed against a 4-point scale for assessment of competencies as illustrated below:





Points	Rating	Objective Level
٤	Substantially Exceeds Expectations	<p>The employee exhibits all behavioural indicators which meet the required proficiency level for his/her job. (S) he also exhibits all competency which by far exceed the specified level for his/her job and required at the next proficiency level.</p> <ul style="list-style-type: none"><li>• He/she was not subject to any corrective measures.</li></ul>
٣	Exceeds Expectations	<p>The employee exhibits all behavioural indicators which meet the agreed required proficiency level for his/her job and exhibit some behaviours which exceed the specified level for his/her job in several competency of the next level.</p> <ul style="list-style-type: none"><li>• He/she was not subject to any corrective measures.</li></ul>
٢	Meets Expectations	<p>The employee generally exhibits most of the behaviours indicators required for his/her current job level. No additional behaviours are demonstrated.</p>
١	Needs Improvement	<p>The employee lacks the majority of the behavioural indicators required for success in his/her job. This may result in significant inefficiencies or issues that negatively impact the work or the team. Improvement is required in most critical behaviours.</p>





## Phase 3: Annual performance review

---

### - Performance Rating

After completing the employee's review- in accordance with the 2 above mentioned processes- the review rating should be signed by the employee. This signature does not show his acceptance of the result, but rather that he has been informed of such.

The ratings are calculated as follows:

- Overall objective score
- Overall competency score
- Overall performance rating



The table below weighting guidelines of the objectives and competencies:

Job Grades	Objective Weight	Competency Weight
<b>Leadership Roles</b> Undersecretary / DG Assistant Undersecretary / CEO	٦٠%	٤٠%
<b>Special A to Grade 2</b>	٥٠%	٥٠%
<b>Grade 3 and below (excluding the servicing jobs like office boys, drivers, etc...)</b>	٤٠%	٦٠%

After completing the rating calculations, the line manager should submit these ratings to the Department Head for approval as well as to the senior director above the latter in the next level of hierarchy if the ratings fall in the category “Exceeds Expectations” and above, or in the category “Needs Improvement”, for approval prior to their submission to the Moderation Committee.



# Moderation process



## Moderation process

The federal entities should distribute the employees' performance rating ensuring they do not exceed the percentages stated according to the guidelines below:

Performance rating	% of employees
Substantially Exceeds Expectations	0 – 5 %
Exceeds Expectations	0 – 10 %
Meets Expectations	80 – 100 %
Needs Improvement	0 – 5 %



**For further queries about EPMS please  
contact us:**

[EPMS-Support@fah.gov.ae](mailto:EPMS-Support@fah.gov.ae)