



Overview and Analysis of Employee Turnover in the UAE Federal Entities (subject to HR Law) 2014



Executive Summary

The Federal Law by Decree No. (9) for 2011 amending certain provisions of Federal Law by Decree No. (11) for 2008 on Human Resources in the Federal Government, and the Executive Regulations thereof, provided in detail the reasons for termination of service.

Scope of Study:

- The analysis of employee turnover relies on data derived from Human Resources Management Information System in the Federal Government, (BAYANATI) from January 1, 2014 until December 31, 2014
- The study covers 17 ministries and 18 federal entities that are subject to the aforementioned laws and regulations and apply BAYANATI System. The total workforce of these entities consists 53,961 employees.
- The study does not include employees hired on lump sum contracts, daily wages or experts and consultants.

Implementation Scope

In the first performance report, 17 ministries and 18 federal entities whose data is available in "BAYANATI" System were reviewed in dental.

Ministries applying HR Law and its Executive Regulations.	Federal entities applying the HR List in the independent federal authorities
1. Ministry of Public Works	National Media Council
2. Ministry of Economy	General Authority for Islamic Affairs and Endowments,
3. Ministry of Environment & Water	Ministry of State - HE Abdullah Ghobash *
4. Ministry of Foreign Trade	Federal Customs Authority *
5. Ministry of Education	Marriage Fund *
6. Ministry of Higher Education and Scientific Research	National Bureau of Statistics
7. Ministry of Culture, Youth & Community Development	Institute of Training and Judicial Studies *
8. Ministry of Foreign Affairs	Emirates Authority for Standardization and Metrology *
9. Ministry of State for Federal National Council	The National Human Resource Development and Employment Authority *
10. Ministry of social affairs	Zakat Fund *
11. Ministry of Health	Insurance Authority *
12. Ministry of Development and International Cooperation	Emirates Real Estate *
13. Ministry of Energy	National Council of Tourism and Antiquities *
14. Ministry of Justice	Ministry of State - Dr. Maytha Al Shamsi *
15. Ministry of Labor	Ministry of State – Dr. Sultan Al Jabir *
16. Ministry of Finance	Ministry of State – HE Reem Al Hashmi *
17. Federal Authority for Government Human Resources	National Authority for Qualifications *
18. Ministry of Interior *	

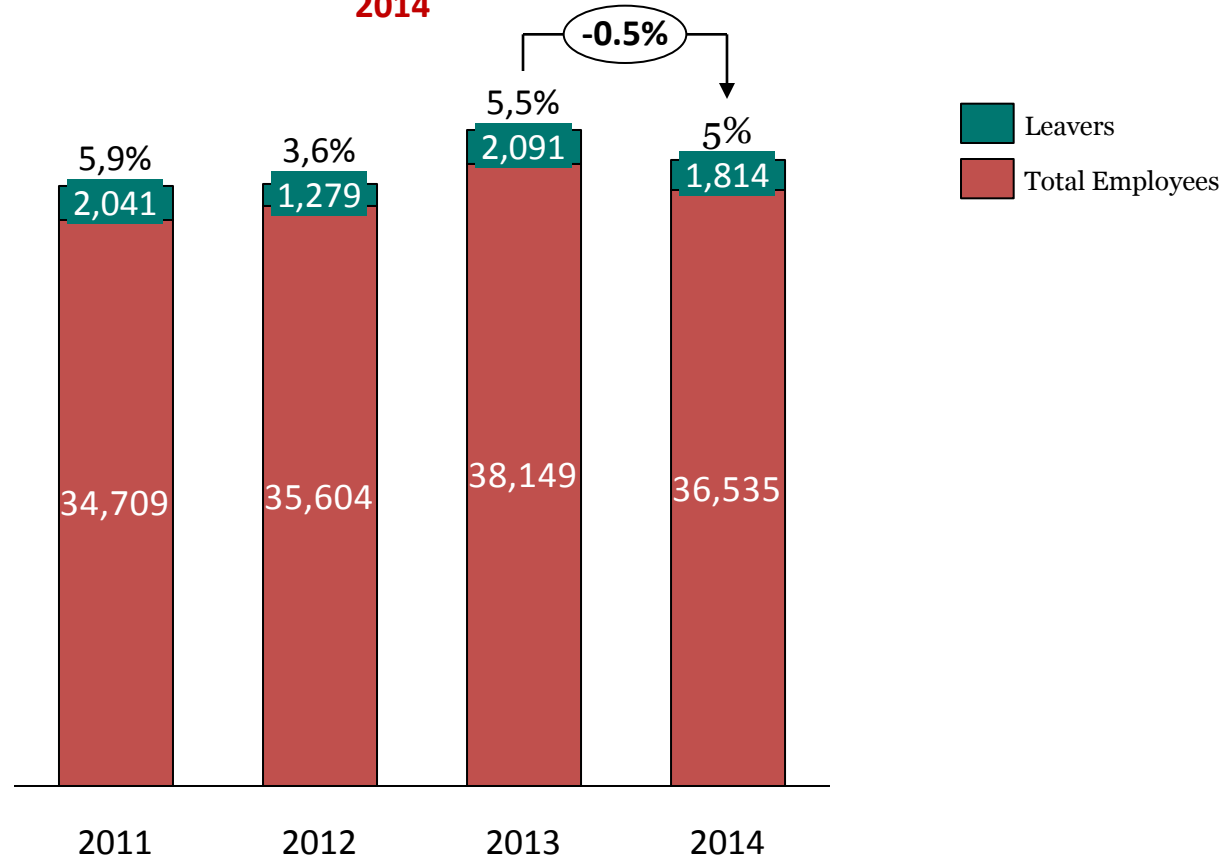
* Historical data are not available

Introduction

- **This study addresses the following points:**
 - Comparison of current employee turnover with that of previous years, 2011- 2014
 - Job leavers (voluntary and involuntary)
 - Classification of federal entities according to turnover percentage, 2013 - 2014
 - Main causes of employee turnover:
 - by gender
 - by nationality
 - by job family
 - by length of service
 - by age group
 - by Qualification
 - Targets for employee turnover

Employee Turnover 2011 - 2014

Number of Employees, Number of Leavers and Employee Turnover percentage- 2011 - 2014

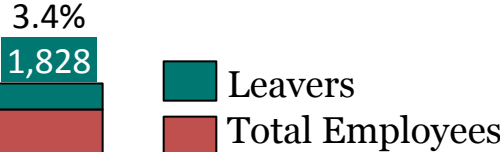


Status Analysis

Employee turnover percentage declined from 5.5% in 2013 to 5% in 2014

Employee Turnover in 2014

Number of employees, number of leavers and employee turnover percentage in the federal entities in 2014 (excluding attaining retirees age or death)



Number of employees, number of leavers and employee turnover percentage in the federal entities in 2014



Status Analysis

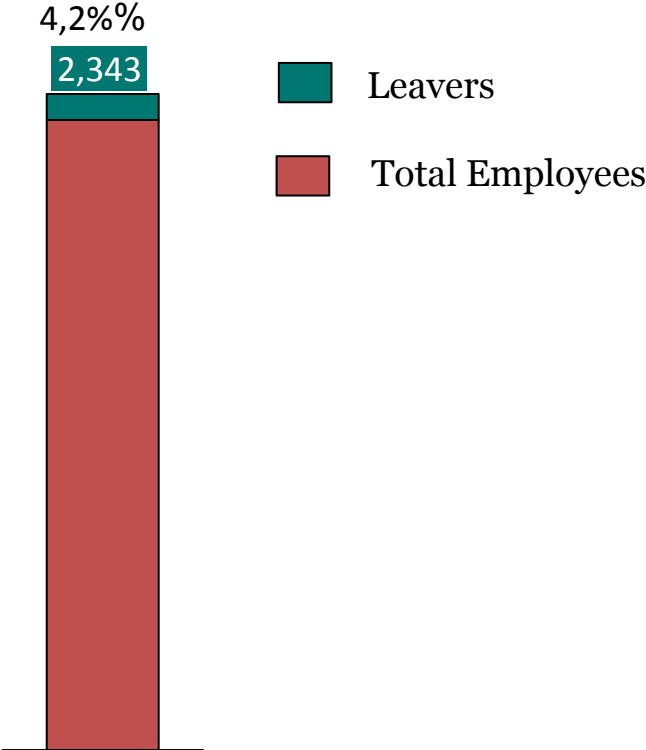
2014

2014

Overall employee turnover reaches 4% and 3.4% excluding retirement and death

Employee Turnover in 2014

Number of employees, number of leavers and employee turnover percentage in the federal entities in 2014 (including those hired on lump sum contracts, daily wages ,experts & consultants)

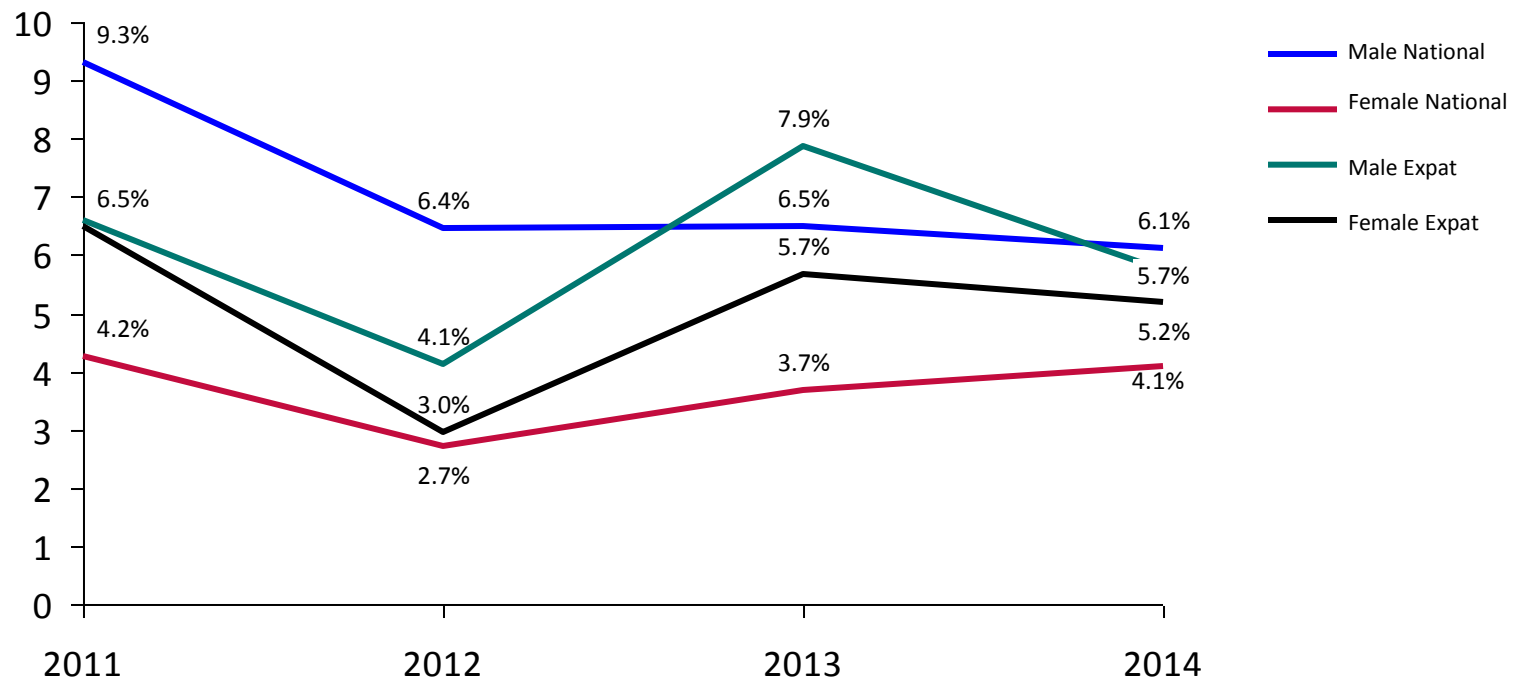


Status Analysis 2014

Employee turnover percentage is 4.2% (including those hired on lump sum contracts, daily wages ,experts and consultants)

* Statistics cover all entities applying BAYANATI System

Employee turnover rates by gender and nationality

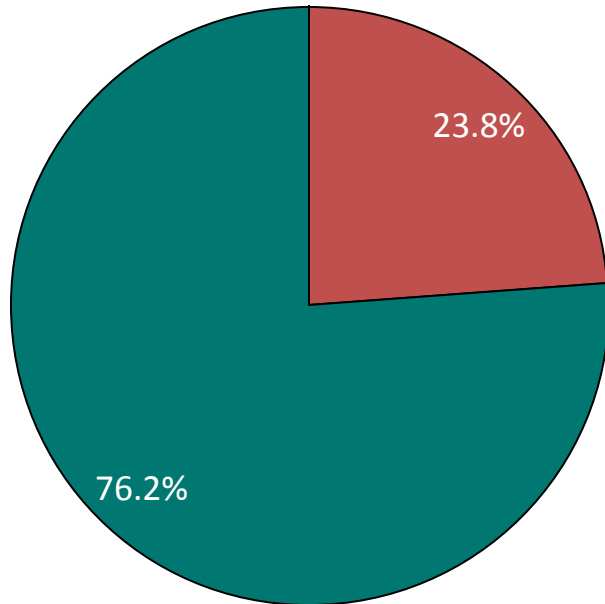


Status Analysis

Male Nationals recorded the highest employee turnover percentage flowest to the female National

Voluntary and involuntary employee turnover 2014

Service leavers in voluntary turnover



Service leavers voluntary turnover

Employee turnover %	No. of Leavers	Involuntary Leavers
5.4%	119	Non-renewal of contract or termination
4.3%	95	Transfer to another entity **
3.6%	79	unexcused absence from workplace for 10 consecutive days or 20 nonconsecutive days
3.4%	75	Replacement due to Nationalization of jobs
3.2%	71	Death
1.6%	35	Incompetence
1.3%	29	Medically unfit
0.4%	9	Dismissed for administrative violation
0.1%	3	Transfer to diplomatic and consular corps **
0.1%	2	Restructuring
0.1%	2	Other
0.0%	1	Other
%	Number	
63.1%	1,379	Resignation
13.2%	288	Attaining retirement age

Status Analysis

(Voluntary) Leavers registered the highest turnover percentage

* Statistics cover all entities applying BAYANATI System

** Transfer may be to another federal entity or diplomatic corps

Reasons for leaving a job by Gender 2014

Reasons for leaving job	Male	Female
Resignation	499	880
Attaining retirement age	212	76
Non-renewal of contract or termination before its expiry	100	19
Transfer to another entity	77	18
Replacement due to Nationalization of jobs	64	11
Unexcused absence from workplace for 10 consecutive days or 20 nonconsecutive days	60	19
Death	50	21
Incompetence	32	3
Medically unfit	14	15
Dismissed for administrative violation or by a court ruling	9	0
Transfer to diplomatic and consular corps	3	0
Restructuring	2	0
Other	2	0
Other	1	0
Total	1,125	1,062

Number of employees leaving their jobs according to job family 2014

Top 20 Job Families with the highest employee turnover parentage

S	Job Family	Total Employees	Turnover	النسبة
1	Engineering Assistant (Mechanical)	9	3	33.3%
2	Consultants	18	4	22.2%
3	Religious Studies	14	3	21.4%
4	Librarian	5	1	20.0%
5	Photography	33	6	18.2%
6	Interior Design	12	2	16.7%
7	Chemical Engineering	6	1	16.7%
8	Support Services	837	139	16.6%
9	Financial Analysis	14	2	14.3%
10	Drivers	7	1	14.3%
11	Dentistry	443	63	14.2%
12	Secretarial	144	20	13.9%
13	Management Control	58	8	13.8%
14	Civil Engineering	29	4	13.8%
15	Engineering Assistant (Construction)	45	6	13.3%
16	Store-keeping	16	2	12.5%
17	Directing and Drama	9	1	11.1%
18	Engineering Assistant (Electrical)	28	3	10.7%
19	Statistics	48	5	10.4%
20	Architecture	29	3	10.3%

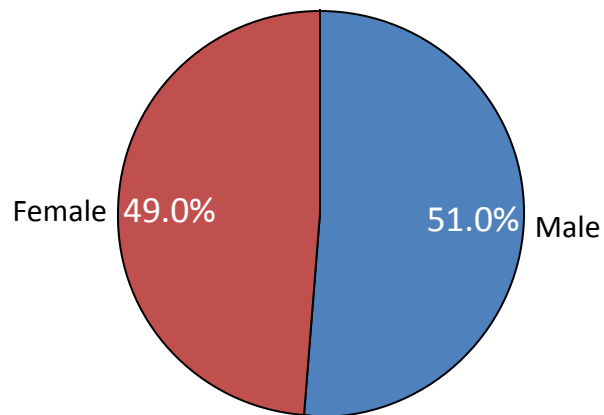
Top 20 Job Families with the highest number of job leavers

S	Job Family	Total Employees	Leavers	%
1	Teaching	12676	443	3.5%
2	Military Jobs	17846	367	2.1%
3	Medical technician without Higher Qualifications	5445	268	4.9%
4	Executive Management	3450	232	6.7%
5	Support Services	837	139	16.6%
6	Mosques	2098	110	5.2%
7	Physicians	1413	103	7.3%
8	Dentistry	443	63	14.2%
9	Higher Management	915	56	6.1%
10	Support Executive Management	889	53	6.0%
11	Educational assistance	1846	32	1.7%
12	Guidance	533	27	5.1%
13	Accountants	282	21	7.4%
14	School Administration	716	21	2.9%
15	Secretarial	144	20	13.9%
16	Supervisory Management	398	18	4.5%
17	Computer	382	15	3.9%
18	Medical Technician with Higher Qualifications	563	15	2.7%
19	Legal	156	14	9.0%
20	Experts	240	14	5.8%

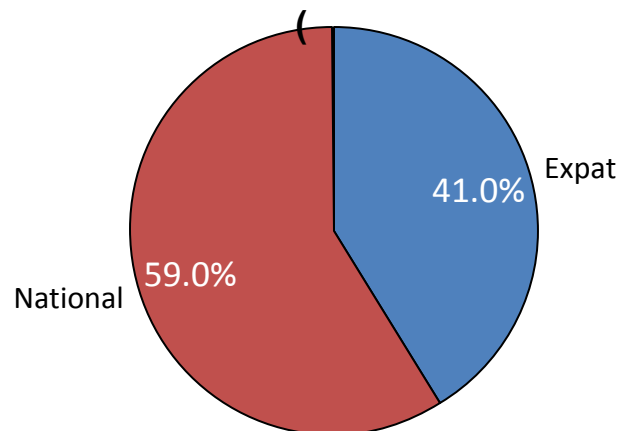
Statas Analysis :Support Services and Dentistry registered the higher percentage of leavers

Number of Job Leavers by gender and nationality, 2014

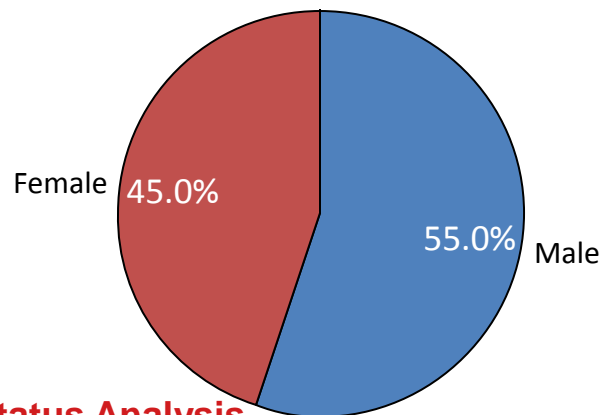
Number of services leavers by gender (2187)



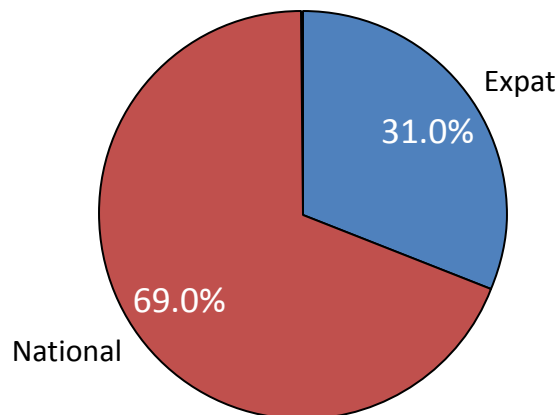
Number of services leavers by nationality (2187)



Total employees by gender (53961)



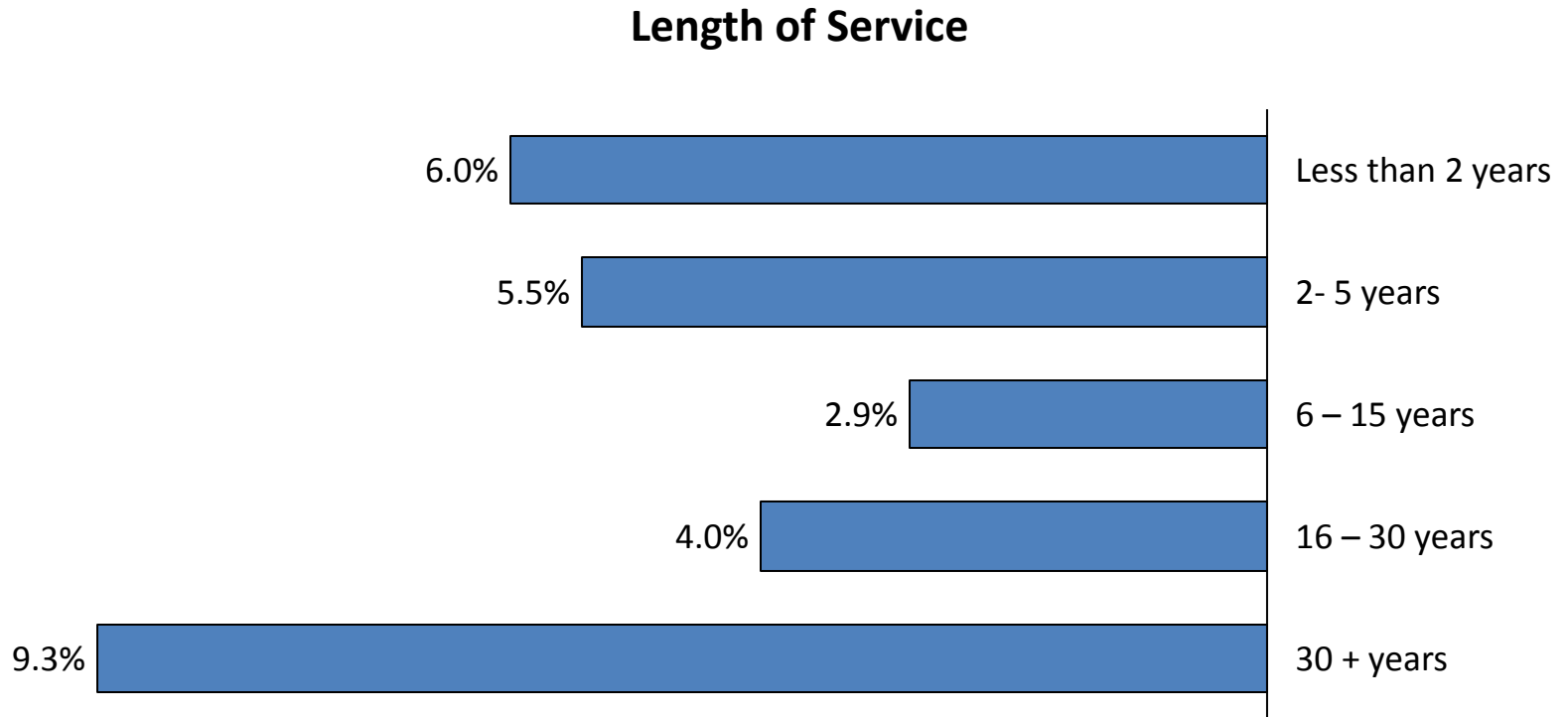
Total employees by nationality (53961)



Status Analysis

The percentage of services leavers is consistent with the number of employees by gender and nationality

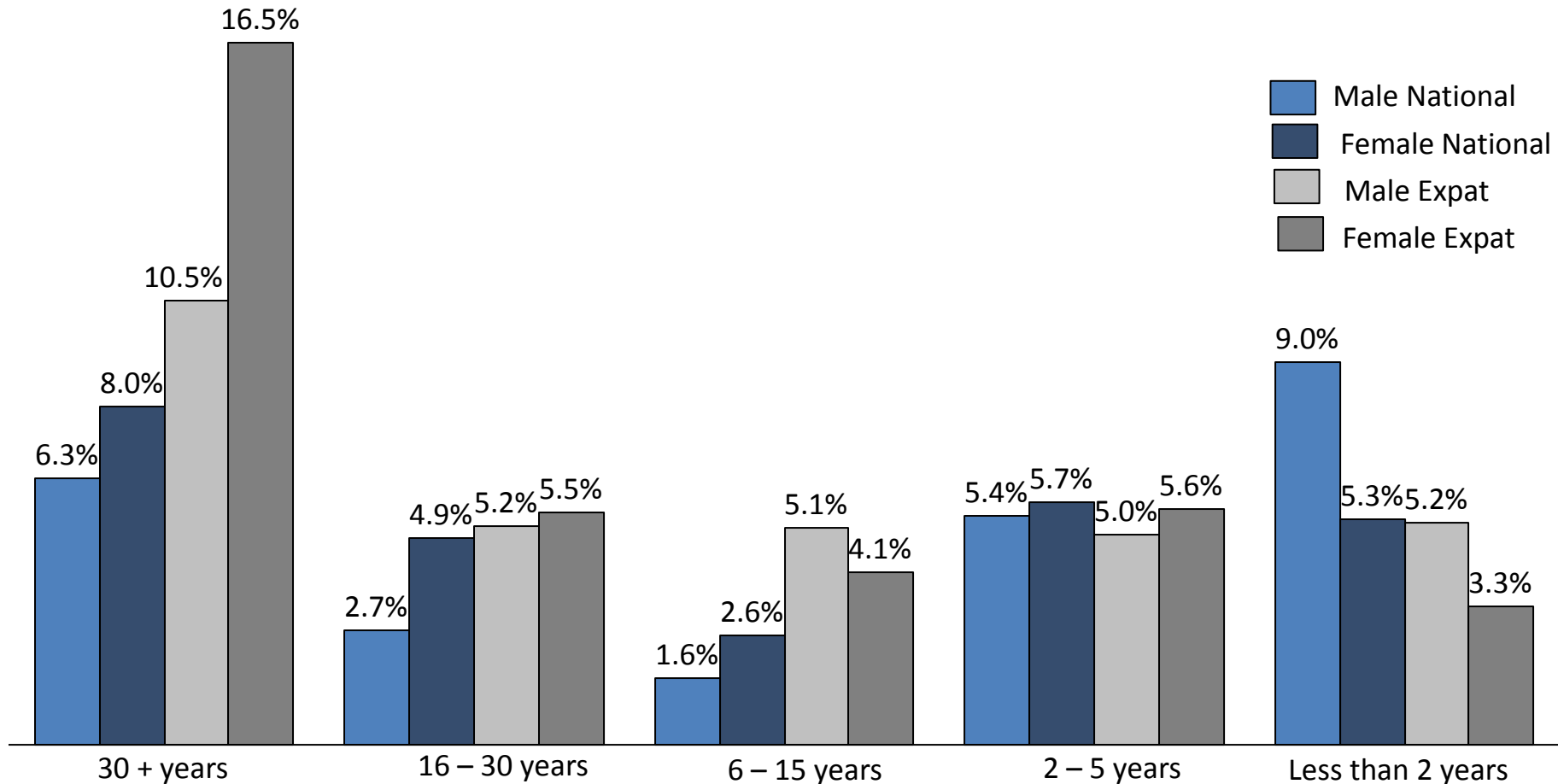
Termination by length of service, 2014



Status Analysis

The highest percentage of resignations by years of experience is among employees whose period of service is more 30 years, followed by "Less than two years" and "5-2 years"

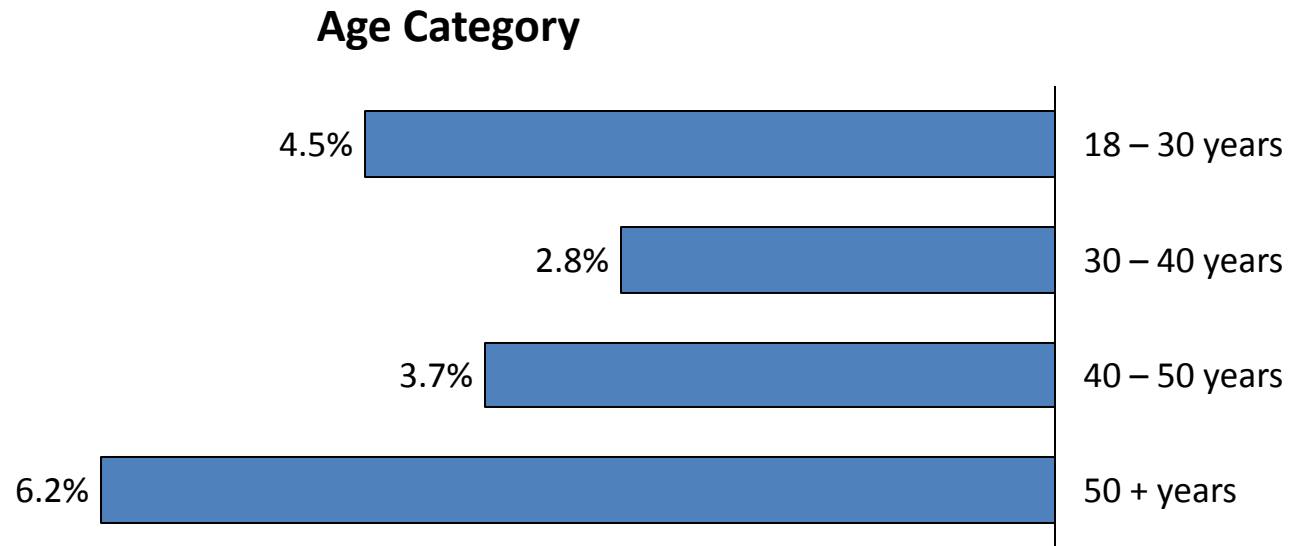
Percentage of Leavers by length of service, 2014



Status Analysis

The highest percentage of resignations by length of service is among expatriate employees whose length of service exceeds 30 years, followed by Nationals with “Less than 2 years”

Termination of service by age category, 2014

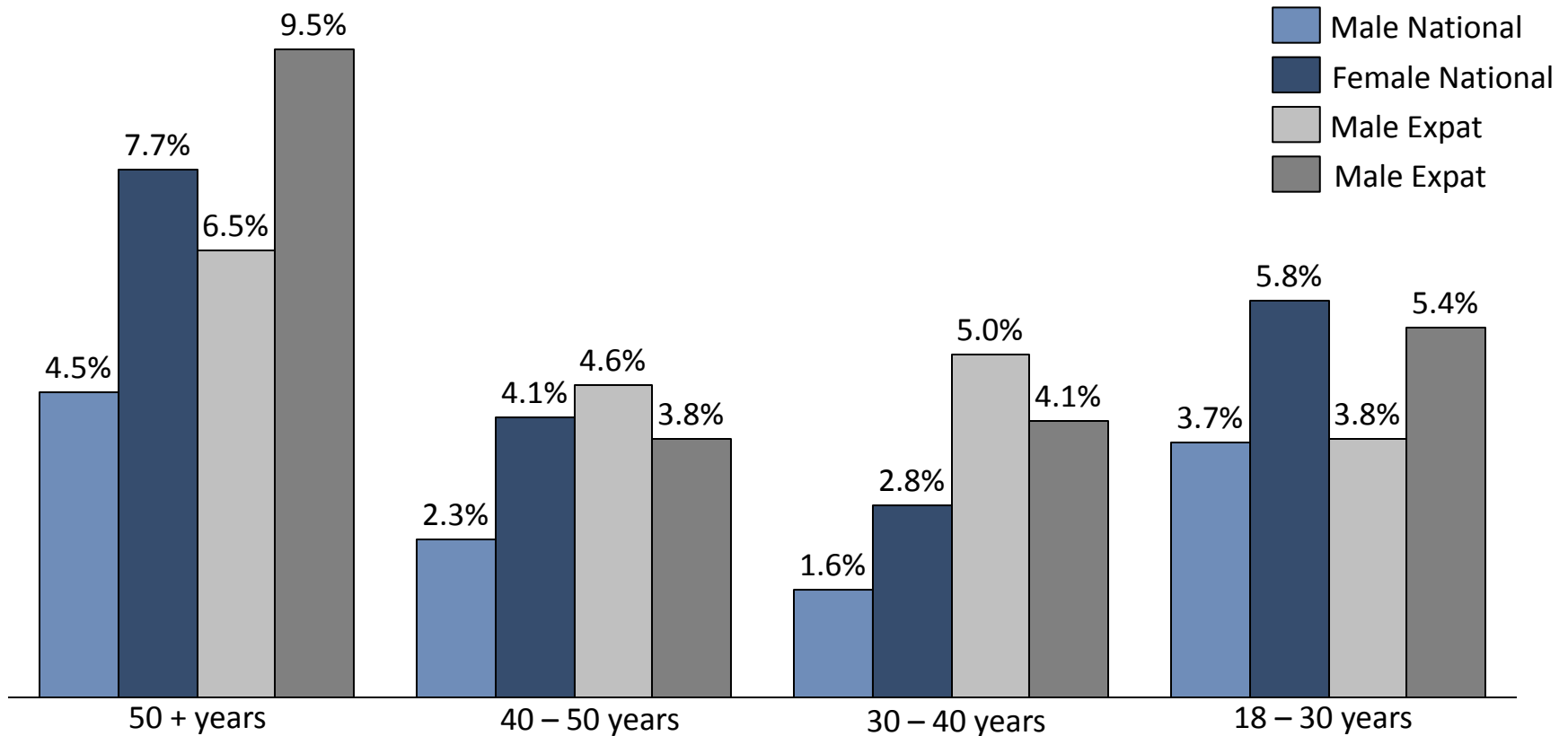


Status Analysis

Age group “50 + years” registered the highest percentage of resignations, followed by “18 – 30 years”

Statistics cover all entities applying BAYANATI System

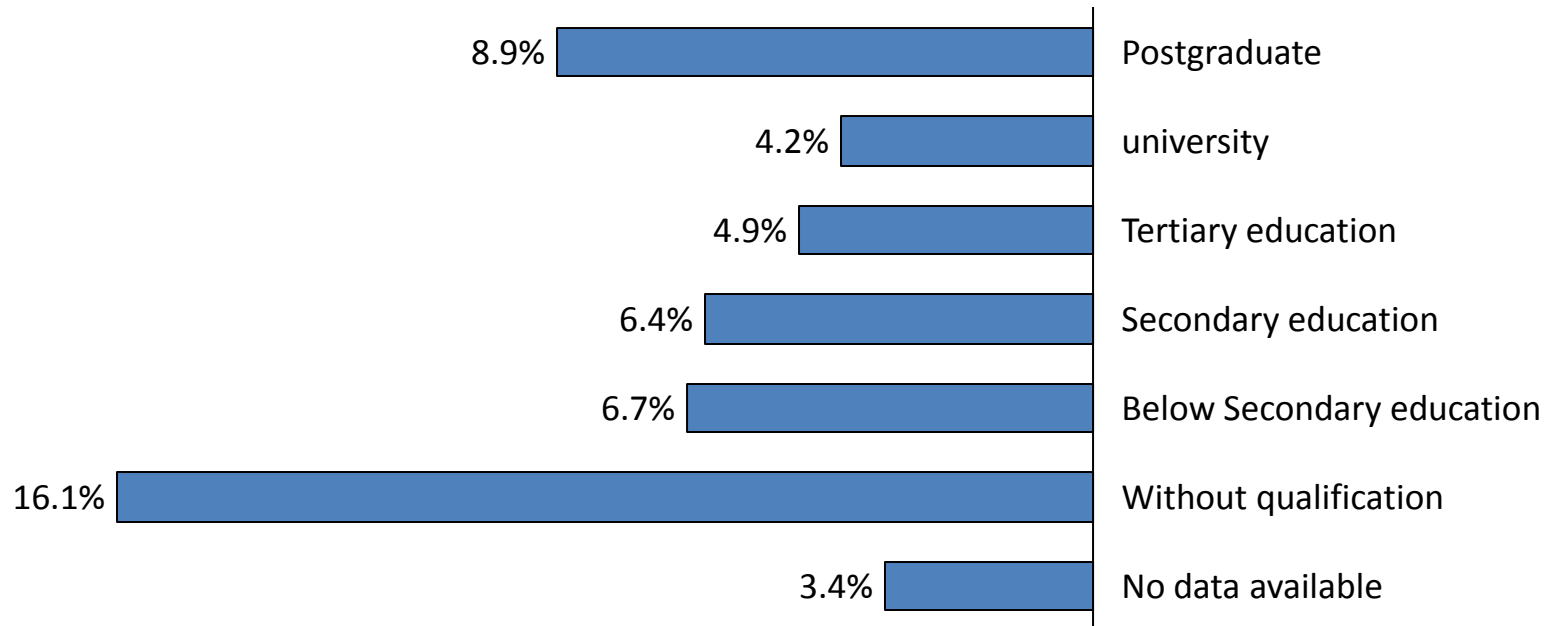
Percentage of Leavers by age group and nationality, 2014



Status Analysis

Female Nationals and Non-Nationals in the age group “50 + years” registered the highest percentage of leavers.

Percentage of Leavers by qualification, 2014

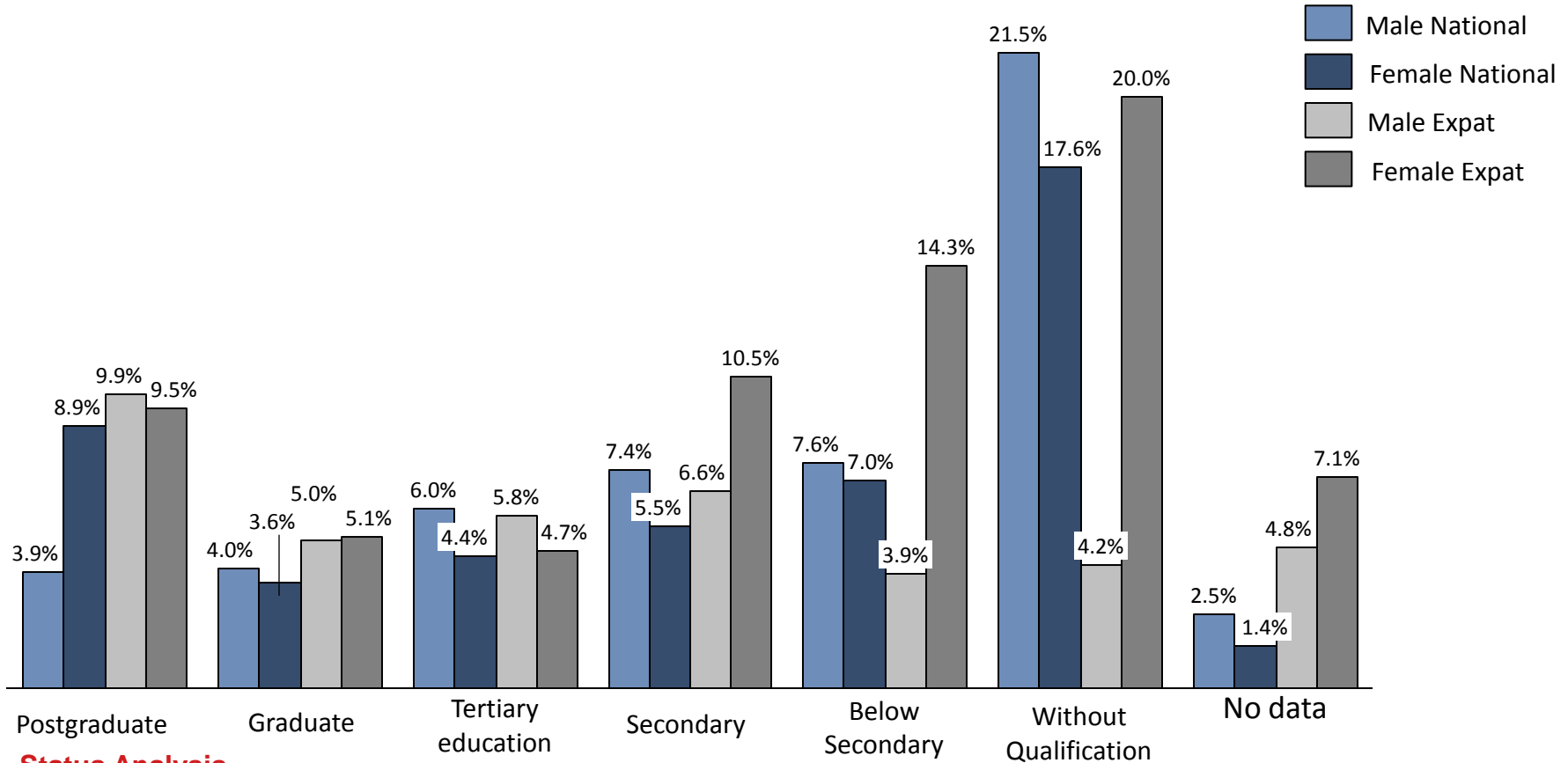


Status Analysis

The category “Without Qualification” registered the highest percentage of job leavers, followed by “Postgraduate” employees

* Statistics cover all entities applying BAYANATI System*

Percentage of Leavers by education & nationality, 2014



Status Analysis

Female Nationals and Non-Nationals in the category “Without Qualification” registered the highest percentage of job leavers

Targets for employee turnover, enablers 2014 – 2016

	Baseline	2014 Targets	2015 Targets	2016 Targets
Nationals	8.3% in 2013	08%	7.5%	07%
Emiratization	03%	3.5%	04%	4.5%

	Baseline	Actual in 2014
Nationals	8.3% in 2013	3.5%
Non-Nationals	03%	5.4%

Recommendations

The major features of Employee Turnover Report in the Federal Government - 2014

- Employee turnover percentage declined from 5.5% in 2013 to 5% in 2014 (16 ministries and 3 independent federal authorities).
- turnover percentage was 4% in 17 ministries and 18 independent federal authorities.
- The highest turnover percentage was among male Nationals, while their female national registered the lowest percentage.
- The highest percentage of resignations was voluntary
- The percentage of service leavers is consistent with the number of employees by gender and nationality
- The highest percentage of resignations by years of experience is among employees whose period of service is more than 30 years, followed by "Less than two years" and "2.5 years"
- The highest percentage of resignations by length of service is among male and female expatriate employees whose length of service exceeds 30 years, followed by Nationals with "Less than 2 years"
- Age group "50 + years" registered the highest percentage of resignations, followed by "18 – 30 years"
- Female Nationals and Non-Nationals in the age group "50 + years" registered the highest percentage of leavers.
- The category "Without Qualification" registered the highest percentage of job leavers, followed by "Postgraduate" employees

It is recommended to provide the following for the study of turnover 2015

- Provide data regarding end of service in independent federal entities.
- Provide appraisal reports according to Employee Performance System through BAYANATI System
- Arrange for Additional fields regarding promotion, leaves and termination in the system