The Indicators of the Human Resources Enablers in the Federal Government According to the Human Resources Maturity Index "HRMI"

Federal Authority | هيئة اتحادية

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The mechanism used to measure the maturity level of human resources practices is based on the classifying the functions of human resources into four main pillars according to human resource competencies:, governance, recruitment efficiency, development, and engagement. These pillars are in line with the strategic priorities of the Government of the United Arab Emirates. Each pillar containing the following main KPIs:

1   Governance

1. Compliance with HR laws and Regulations
2. Effective use of HR electronic systems.
3. Manpower efficiency

2   Recruitment Efficiency

1. Digital transformation in recruitment.
2. Emiratization.
3. Turnover.
4. Performance Evaluation.

3   Development

1. Digital transformation in training.
2. Percentage of trainees.
3. Average training hours.
4. Percentage of degree holders (BA and above)
5. Percentage of employees with the required competencies.

4   Engagement

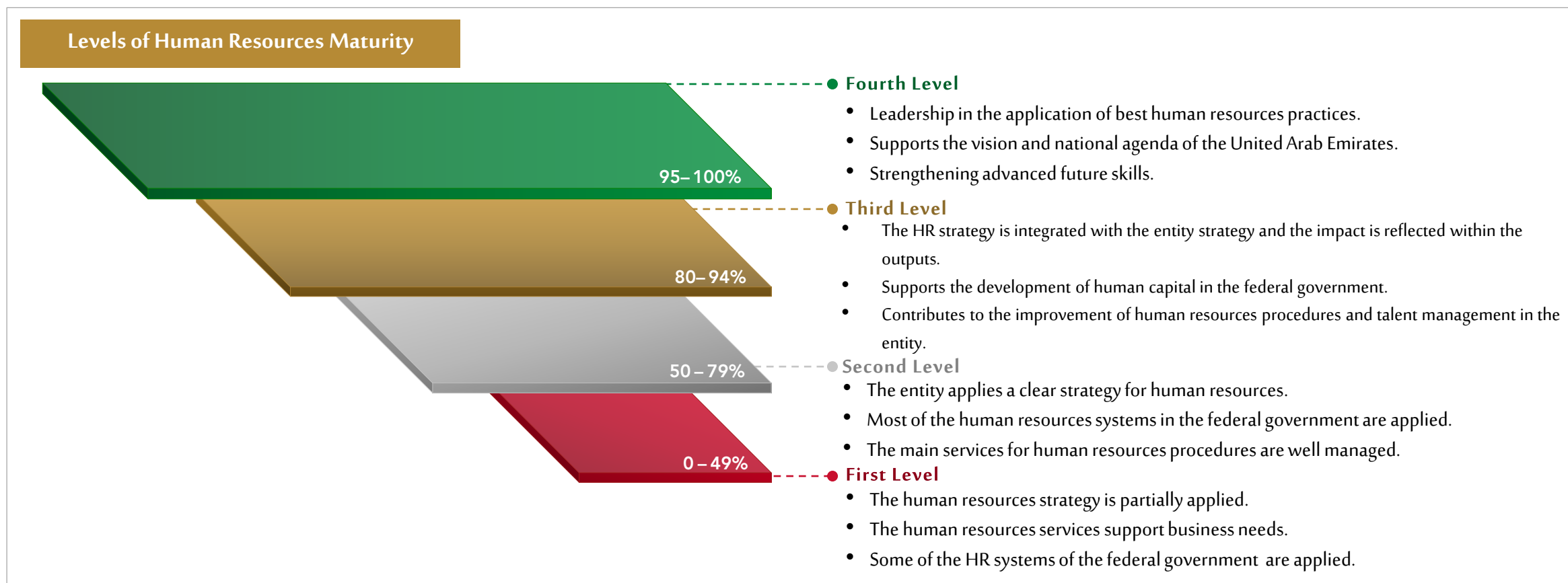1. Employee productivity.
2. Rewards and incentives.
3. Violations and grievances.
4. Skills Bank

- The federal entities are classified according to the levels of the Human Resources Maturity Index based on the results of the human resources KPIs in the federal government. The KPIs are measured through the HR electronic systems.

- The fourth level of the HR maturity represents the highest and the best level of development, while the first level represents the lowest level in the HR Maturity as it requires more efforts to improve human resources performance by the federal entities to keep up with the government priorities.

Levels of Human Resources Maturity

95– 100%

80– 94%

50 – 79%

0 – 49%

Fourth Level
- Leadership in the application of best human resources practices.
- Supports the vision and national agenda of the United Arab Emirates.
- Strengthening advanced future skills.

Third Level
- The HR strategy is integrated with the entity strategy and the impact is reflected within the outputs.
- Supports the development of human capital in the federal government.
- Contributes to the improvement of human resources procedures and talent management in the entity.

Second Level
- The entity applies a clear strategy for human resources.
- Most of the human resources systems in the federal government are applied.
- The main services for human resources procedures are well managed.

First Level
- The human resources strategy is partially applied.
- The human resources services support business needs.
- Some of the HR systems of the federal government are applied.

Governance Pillar

1. Compliance with HR laws and regulations

- Compliance with HR laws and regulations
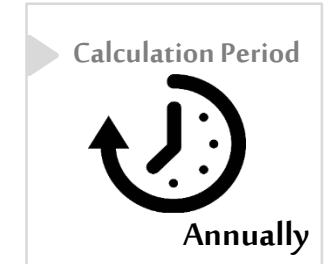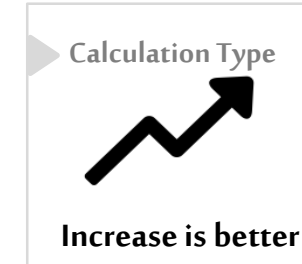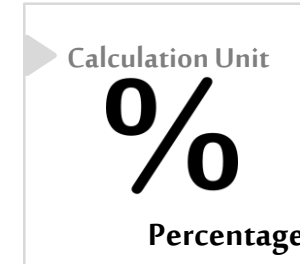
2. Effective use of HR electronic systems

- The percentage of utilization of the electronic human resources systems for entities using Bayanati.

- The percentage of automation of human resources systems for entities integrated through ESB

- The percentage of employees data completion in the HR electronic system.

3. Manpower efficiency

- Percentage of hiring efficiency according to the approved electronic mechanism.

- The of implementation of the strategic workforce planning.

- The percentage of filled vacancies in the critical jobs.

- The percentage of core jobs from total jobs.

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Governance
Pillar

The Utilization of the HR electronic systems for entities using Bayanati

United Arab Emirates

Calculation Unit

%

Percentage

Calculation Type

Increase is better

Calculation Period

Annually

Description of the Indicator :

This indicator measures the utilization of the following HR electronic Modules in Bayanati, which include:

1. Human resources procedures system (Core HR)

2. Self Service HR

3. Performance Management System (PMS)

4. Electronic recruitment system (i-recruitment)

5. Electronic training system (OLM)

6. Statistical reporting system (Discoverer)

7. Intelligence reporting system (Business Intelligence)

Method of Calculation :

This KPI is measured by calculating the efficiency rate of using the following electronic systems:

1. **Basic Human Resources System (Core HR)**

   Number of transactions to the total number of employees in the entity

2. **Self Service HR**

   Number of transactions to the total number of employees in the entity

3. **Performance Management System (PMS)**

   the average completion percentage of the 3 PMS phases to the total number of <u>targeted employees</u>

4. **Electronic Training System (OLM)**

   number of registration in training courses to the total number of employees in the entity

5. **Electronic recruitment system (i-recruitment)**

   Percentage of the number applicants to number of posted jobs through the system

6. **Statistical reporting system (Discoverer)**

   Number of the used reports to the number of users (with privileges to access the system)

7. **Intelligence reporting system (Business Intelligence)**

   Number of the used reports to the number of users (with privileges to access the system)

The percentage of automation of the HR electronic systems for the federal entities integrated through the Enterprise Service Bus (ESB)

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Governance Pillar

United Arab Emirates

Calculation Unit	Calculation Type	Calculation Period
%		
Percentage	**Increase is better**	**Annually**

Description of the Indicator :

○   This indicator calculates the percentage of linkage Automated HR services through ESB and it includes:

1. Assignment Transaction Registration (Update organization unit/Position/Grade)
2. End of Service Registration
3. Promotion Registration
4. Leave Registration
5. Organization Hierarchy Change Registration
6. Employee Relatives Change Registration

7. Work Injury Registration
8. Training Course Registration
9. Payroll Registration
10. Employee Training Registration
11. Appeal Registration
12. Performance Evaluation Registration
13. Employee Details Change Registration

14. Employee Awarding Registration
15. Complaint Registration
16. Individual Development Plan Registration (I.D.P)
17. Certificate\Degree Issue Registration (vocational, professional, educational)
18. New Employee Registration

Method of Calculation :

The percentage of automation of the HR electronic systems for the federal entities integrated through the Enterprise Service Bus (ESB) $=$ $\dfrac{\text{Number of Automated Human Resources services}}{\text{Total number services of Human Resources (18 Services)}}$

Calculation Unit	Calculation Type	Calculation Period
%	↗	⟳
Percentage	**Increase is better**	**Annually**

Description of the Indicator :

o   This KPI calculates the completion percentage of Employee Basic Database, Job details and Dependent details in the HR Electronic system

Method of Calculation :

$$\text{The percentage of employees data completion in the HR electronic system} = \frac{\text{Number of completed fields}}{\text{Total Number of required fields}}$$

Employee Basic Information Details	Job Details	Dependent Database
1 Name in Arabic language	1 Joining Date	1 Dependent Name
2 Name in English Language	2 Position	2 Dependent ID
3 Date of Birth	3 Job	3 Dependent Gender
4 National ID Number	4 Job Family	4 Dependent Social Status
5 Mobile Number	5 Sub Job Family	5 Relationship
6 Address	6 PMO Classification	6 Dependent Date of birth
7 Religion	7 Grade	7 Start date of dependent
8 Educational Level	8 Grade Category	
9 Academic Qualification	9 Organizational Unit	
10 Social status	10 Contract Type	
11 Gender	11 Contract Start Date	
12 E-mail Address	12 Contract End Date	
13 Nationality	13 Contract Document	
14 Unified Number	14 Basic Salary	
15 Passport Number	15 Total Salary	
16 Passport Document (copy)	16 Work Emirate	
17 National ID documents (copy)	17 Work Location	
18 Family Book (Family Number – City Code)		
19 Disability Type		

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Employee Basic Information Details		Job Details		Dependent Database	
1	Name in Arabic language	1	Joining Date	1	Dependent Name
2	Name in English Language	2	Grade	2	Dependent relationship
3	Date of Birth	3	Contract Type	3	Dependent Date of Birth
4	Nationality	4	Position	4	Dependent Gender
5	National ID Number	5	Name of Organizational Unit	5	Dependent ID Number
6	Unified Number	6	Organizational Unit Type	6	Dependent Social Status
7	Passport Number	7	Work Location	7	Hired ?
8	Mobile Number	8	Work Emirates	8	Has Medical Insurance?
9	E-mail address	9	Total Salary		
10	Address	10	Contract Start Date (Phase 2 Project)		
11	Religion	11	Contract End Date (Phase 2 Project)		
12	Education Level	12	Contract Document (Phase 2 Project)		
13	Academic Qualification				
14	Gender				
15	Social Status				
16	Passport Document (Phase 2 Project)				
17	National ID Document (Phase 2 Project)				
18	Family Book (Family Number – City Code)				
19	Disability Type				

Calculation Unit

%

Percentage

Calculation Type

Increase is better

Calculation Period

Annually

Indicator description:

o   This KPI measures the hiring efficiency of candidates in the federal government through matching their qualifications and work experience with job requirements.
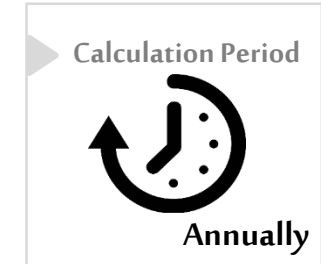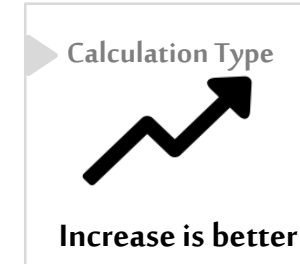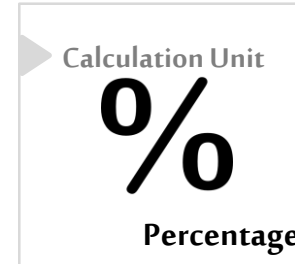
Calculation method:

The Percentage of the hiring efficiency according to the approved electronic mechanism = $\dfrac{\text{Number of employees achieved evaluation target (80\% and above)}}{\text{Total Number of employees evaluated through Automated hiring efficiency mechanism.}}$

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Calculation Unit	Calculation Type	Calculation Period
%		
Percentage	**Increase is better**	**Annually**

Indicator description

o The KPI measures the quality and effectiveness of the Strategic Workforce Planning in the federal government which serves the Government direction in Planning the Human Capital to enhance and identify competencies and talents in the federal entities and provide accurate recruitment budget through a defined scientific methodology

Calculation method:

o This indicator depends on the average of two main KPIs (with equal weight):

   1. **The percentage of completion of the Strategic Workforce Planning Phases**

   2. **The percentage of hiring on jobs planned through the Strategic Workforce Planning Exercise.**

1

The Percentage of Implementation of Strategic Workforce Planning Phases
=
$$\frac{\text{Total Number of jobs in the final phase (3}^{rd}\text{ phase)}}{\text{Total number of jobs in the entity (without repetition)}}$$

2

Percentage hiring on jobs planned through the Strategic Workforce Planning
=
$$\frac{\text{Number of employees hired on planned jobs}}{\text{Total Number of hiring in the entity}}$$

Equation measurement of the effectiveness of the Strategic Planning of the workforce Plan
=
$$\frac{\text{Percentage of completion of the Strategic Workforce Planning Phases + Percentage of hiring on jobs planned through the Strategic Workforce Planning Exercise}}{2}$$

| Calculation Unit	Calculation Type	Calculation Period
%		
Percentage	**Increase is better**	**Annually**

Description of the Indicator :

○ This indicator measures the percentage of filled critical jobs in the entity as categorized in the Strategic workforce Planning system for the Federal Government, Critical Jobs are considered mandatory jobs as per the Regulatory Law to achieve the United Arab Emirates government 's vision and objectives.

Method of Calculation :

$$\text{The percentage of filled critical jobs} = \frac{\text{Number of filled critical jobs}}{\text{Total number of critical jobs in the entity}}$$

Calculation Unit
%
Percentage

Calculation Type
Increase is better

Calculation Period
Annually
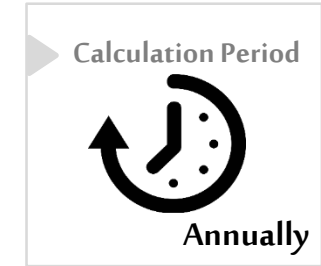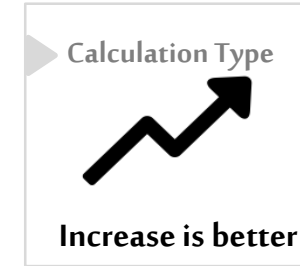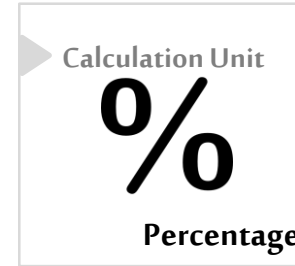
Description of the Indicator :

○ This indicator measures the percentage of the core jobs from the total jobs in the federal entity. Core jobs are essential functions to implement and achieve the strategic objectives and initiatives of the entity. **Core jobs are classified based on the <u>organizational unit</u> (for instance: IT, HR, Finance, Corporate Communication are support organizational units and not core units)**

Method of Calculation :

The percentage of core jobs from total jobs $=$

$$\frac{\text{Numbers of core jobs in the entity (classified based on organizational unit)}}{\text{Total number of jobs in the entity}}$$

Recruitment Efficiency Pillar

1. Emiratization (Strategic indicator)

1. Total Emiratization Ratio

2. The achieved Emiratization percentage vs targeted ratio

3. Percentage of the increase in the number of UAE nationals

4. Percentage of UAE national employees in critical Jobs

5. Percentage of UAE national employees in core jobs

2. Turnover

1. Turnover Rate

2. Turnover rate for new employees (service period ≤1 year)

3. Turnover rate of employees with PMS rate of 4 and above
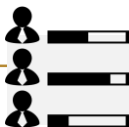
3. Performance Evaluation

1. Percentage of personal objectives derived from the SMART objectives Bank

2. Percentage of completion of PMS phases

3. Percentage of promoted employees

4. Percentage of employees with PMS rate of exceed expectation and above from total number of promoted employees

4. Digital transformation in recruitment

1. Percentage of vacancies posted through the i-recruitment system

2. Percentage of employees hired through i-recruitment system

Description of the Indicator :

- This indicator measures the percentage of national employees in the entity. This KPI reflects the extent to which the entity applies the Emiratization plans and the policies related to the development of national employees. The indicator also reflects the success of the entity in attracting and raising the number of citizens in the critical jobs.

The following shall be included in the indicator:
1. General and special Cadre's employees such as Educational, Diplomatic, Medical and Judicial Cadres.
2. Employees with full time contracts, special contracts, experts and consultants contracts.
3. Seconded employees
4. Employees who take an extensive Study leave, extensive sick leave and national service.
5. Employees appointed within the probation period.

The following shall be excluded from the indicator:
1. Support/ service category employees
2. Local Cadre
3. Temporary and part time contracts
4. Outsourcing contracts

Calculation Unit

%

Percentage

Calculation Type

Increase is better

Calculation Period

Semi-Annually

Description of the Indicator :

○ This indicator measures the percentage of UAE national employees in the federal entities. It reflects the extent to which the entity has applied the Emiratization plans and policies related to the development of the UAE national employees.

Method of Calculation :

$$\text{The percentage of Total Emiratization Ratio} = \frac{\text{Number of UAE national employees}}{\text{Total number of employees in the entity}}$$

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Recruitment
Efficiency Pillar

The achieved vs targeted Emiratization Ratio

United Arab Emirates

Calculation Unit

%

Percentage

Calculation Type

Increase is better

Calculation Period

Annually

Description of the Indicator :

○ This indicator measures the percentage of Emiratization achieved in comparison to the Emiratization target which was set as per the mechanism agreed between the PMO, FAHR, and the Federal entity.

Method of Calculation :

The achieved vs targeted Emiratization Ratio   = $\dfrac{\text{The achieved(actual) Emiratization percentage}}{\text{Emiratization target}}$

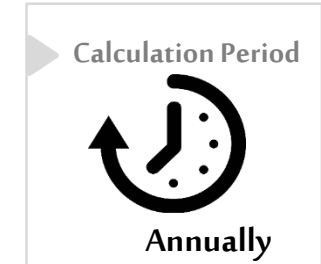| Calculation Unit	Calculation Type	Calculation Period
%		
Percentage	**Increase is better**	**Annually**

Description of the Indicator :

○ This indicator measures the percentage of increase in the number of UAE nationals and reflects the success of the organization in attracting and raising the number of UAE nationals in the entity.

Method of Calculation :

$$\text{The Percentage of the increase in the number of UAE nationals} = \frac{\text{Number of UAE national employees at the end of the year - the number of UAE national employees in the last year}}{\text{Number of UAE national employees in the last year}}$$

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United Arab Emirates

Calculation Unit	Calculation Type	Calculation Period
%	↗	
Percentage	**Increase is better**	**Annually**
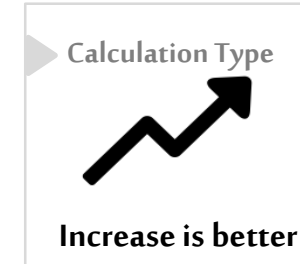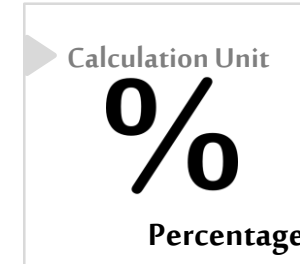
Description of the Indicator :

○ This indicator measures the percentage of UAE national employees in the critical job, which are classified according to the strategic workforce planning system in the federal government as mandatory functions under the regulatory law and are necessary to achieve the vision and objectives of the UAE strategic government.
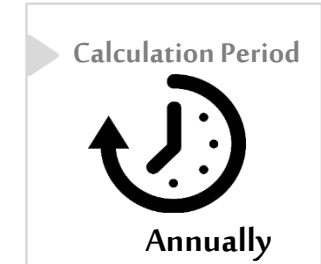
Method of Calculation :

$$\text{The Percentage of UAE national employees in critical Jobs} = \frac{\text{The number of UAE national employees in critical jobs}}{\text{The total number of critical jobs in the entity}}$$

Calculation Unit	Calculation Type	Calculation Period
%	↗	⟳
Percentage	**Increase is better**	**Annually**
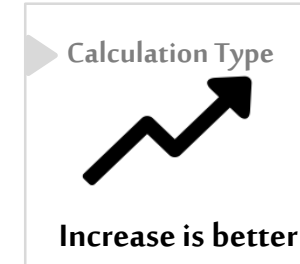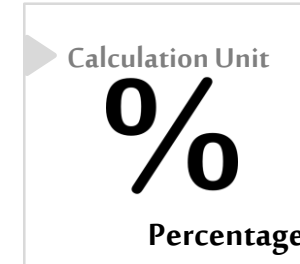
Description of the Indicator :

○ This indicator measures the percentage of UAE national employees in the core jobs, which are essential to implement and achieve the strategic objectives and initiatives of the entity.

Method of Calculation :

$$\text{The Percentage of UAE national employees in core Jobs} = \frac{\text{The number of UAE national employees in core jobs}}{\text{The total number of core jobs in the entity}}$$

Description of the Indicator :

○ The turnover rate reflects the extent to which federal entities are able to maintain employees. It also reflects the average job vacancy and leakage of competencies in the federal government.

○ The turnover rate include resignation cases after the expiry of the notice period for the resigned employee. For example: 1-7-2018 was defined as the last day of an employee so the employee should be counted in the "second half" turnover indicator, not from the date of the resignation request

The following shall be included in the indicator:	The following shall be excluded from the indicator:
1. General and specialized Cadre's employees such as Educational, Diplomatic, Medical and Judicial Cadres. 2. Employees appointed in accordance with the different full time, special contracts, experts and consultants contracts. 3. Transferred employees 4. Employees who take an extensive study leave, extensive sick leave and national service. 5. Employees appointed within the probation period. 6. Support/ service category. **Turnover reasons included in the KPI:** 1. Resignation 2. Expiry or end of contract 3. Transfer 4. Absenteeism from work without a reason for 10 consecutive days or 20 separated days. 5. Incompetency	1. Local Cadre. 2. Temporary or daily salary or part time contracts. 3. General services outsourcing contracts. 4. Reaching the retirement age. 5. Death cases. 6. Emiratization of jobs replacement plans 7. Withdrawal of the nationality or its fall from the employee 8. Federal decree to terminate employee service 9. Dismissal by a decision of the Council of Ministers 10. Termination due to restructuring 11. Termination due to unfit health.

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Recruitment
Efficiency Pillar

Turnover Rate

United Arab Emirates

Calculation Unit
%
Percentage

Calculation Type

Decrease is better

Calculation Period

Semi-Annually

Description of the Indicator :

○   This indicator reflects the extent to which federal entities are able to maintain employees. It also reflects the average job vacancy and leakage of competencies in the federal government.

Method of Calculation :

$$\text{Turnover Rate} = \frac{\text{Number of employees who left the service (without excluded categories)}}{\text{Total number of employees in the entity (without excluded categories)}}$$

Calculation Unit
%
Percentage

Calculation Type
Decrease is better

Calculation Period
Annually

Description of the Indicator :

○ The percentage of new employees leaving the service reflects the extent to which the federal entities are able to maintain new employees.

Method of Calculation :

$$\text{Turnover Rate of New Employees} = \frac{\text{Total number of new employees who left the service}}{\text{The total number of \underline{new employees} in the entity}}$$

Calculation Unit	Calculation Type	Calculation Period
%		
Percentage	**Decrease is better**	**Annually**
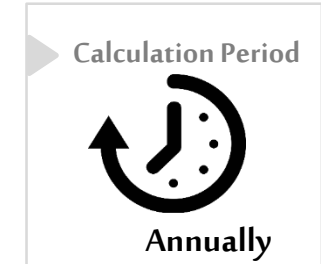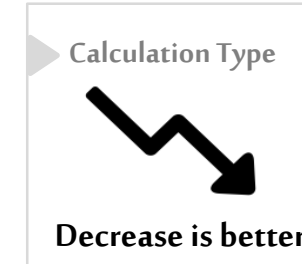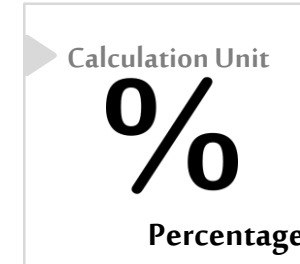
Description of the Indicator :

○ The indicator measures the percentage of employees with high performance who are leaving the service. It reflects the extent to which federal entities are able to maintain competency-based employees with a performance rating of "4"**and above** according to the approved performance management system for federal government employees.

Method of Calculation :

$$\text{Turnover Rate of employees with PMS rate of "4" and above} = \frac{\text{The total number of employees with PMS rate "4" and above (based on previous year PMS results) and leaving the service in the current year}}{\text{The total number of employees leaving the service in the current year}}$$

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Recruitment
Efficiency Pillar

United Arab Emirates

Calculation Unit
%
Percentage

Calculation Type
Increase is better

Calculation Period
Annually

Description of the Indicator :

○ This indicator reflects the extent of the electronic transformation in performance evaluation system by linking the personal objectives of employees to the operational plan of the entity and the SMART objectives bank.

Method of Calculation :

$$\text{Percentage of personal objectives derived from the SMART objectives Bank} = \frac{\text{Number of employees who used SMART objectives bank}}{\text{The total number targeted employees}}$$

Calculation Unit	Calculation Type	Calculation Period
%		
Percentage	**Increase is better**	**Annually**

Description of the Indicator :

○ This indicator measures the percentage of completion of the employee performance cycle according to the performance management system approved by the federal government.

Method of Calculation :
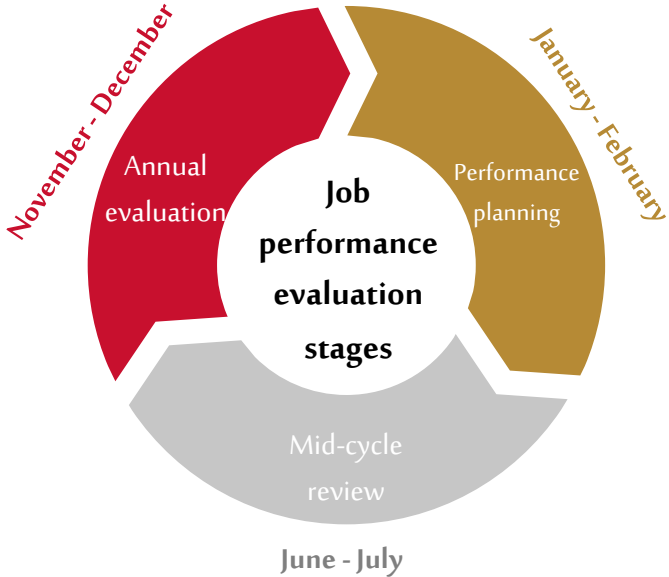
$$\text{Percentage of completion of PMS phases} = \frac{\text{Number of completed performance documents at the end of each phase}}{\text{Number of the target employees in the annual assessment}}$$

November - December — Annual evaluation

January - February — Performance planning

Job performance evaluation stages

Mid-cycle review — **June - July**

📋 Note: The educational Cadre in the Ministry of Education has a special performance system where the period differs from the current system according to the academic year.

Calculation Unit	Calculation Type	Calculation Period
%		
Percentage	**Increase is better**	**Annually**

Description of the Indicator :

○ This indicator measures the percentage of promoted employees in the entity, as well as the percentage of employees who have a PMS rate of "4" and above from the total number of **promoted employees**.

Method of Calculation :

1

$$\text{Percentage of promoted employees} = \frac{\text{Number of promoted employees}}{\text{Total number of employees in the entity}}$$

2

$$\text{Percentage of employees who promoted and got a performance rating of "4" and above from the total number of promoted employees} = \frac{\text{Number of employees who promoted and got a performance rating of "4" and above (based on last year PMS results.)}}{\text{Total number of promoted employees in the current year}}$$

Description of the Indicator :

○ This indicator measures the extent of the digital transformation in recruitment through the use of the i-recruitment system to determine the automation of recruitment processes in the federal entity and it includes two sub-indicators:

- Percentage of vacancies posted through the i-recruitment system
- Percentage of employees hired through the i-recruitment system

Calculation Unit

%

Percentage

Calculation Type

Increase is better

Calculation Period

Annually

Method of Calculation :

1

Percentage of vacancies posted through the i-recruitment system

$=$

$$\frac{\text{Number of vacancies posted through i-recruitment}}{\text{Total number of vacancies in the entity}}$$

2

Percentage of employees hired through the i-recruitment system

$=$

$$\frac{\text{Number of employees hired through the i-recruitment system}}{\text{Total number of hiring in the entity}}$$

Development Pillar

1. Digital transformation in training

- Percentage of employees who have an electronic individual development plan (IDP)
- Percentage of training programs executed based on results and outputs of the performance management system.
- Percentage of the usage of training bank.
- The relevance of the executed training programs to the training needs according to the results of training effectiveness survey.
- Percentage of the usage of different trainings methods

2. Percentage of Trainees (Strategic indicator)

- Percentage of Trainees (Strategic indicator)

3. Average Training hours (Strategic indicator)

- Average Training hours (Strategic indicator)

4. Percentage of employees with higher qualification degree

- Percentage of employees with higher qualification degree (BA and above)

5. Percentage of employees with the required competencies

- Percentage of employees with the required competencies
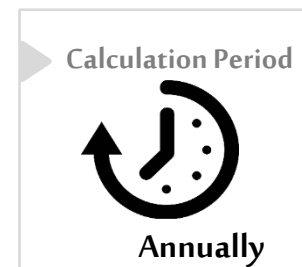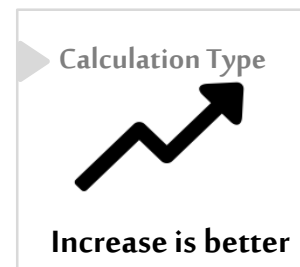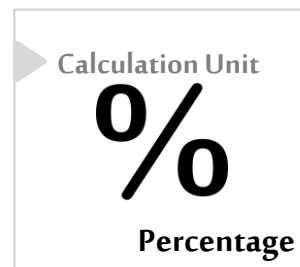
Calculation Unit
%
Percentage

Calculation Type
Increase is better

Calculation Period
Annually

Description of the Indicator :

○ This indicator measures the percentage of employees who have an electronic individual development plan (IDP) that is developed annually and in line with the employee's needs to develop specific competencies that will improve his performance in his current job or to prepare him for other future responsibilities.

Method of Calculation :

Percentage of employees who have an electronic individual development plan (IDP) $=$ $\dfrac{\text{Number of employees who have an electronic individual development plan (IDP)}}{\text{Total number of the target employees in training}}$

Calculation Unit	Calculation Type	Calculation Period
%		
Percentage	**Increase is better**	**Annually**

Description of the Indicator :

○ This indicator measures the extent to which the federal entity links the outputs of the performance management system with the i training programs to develop the employees' functional and behavioral competencies.

Method of Calculation :

Percentage of training programs implemented based on results and outputs of the performance management system $=$ $\dfrac{\text{Number of training programs executed based on the performance system outputs}}{\text{Total number of training programs proposed form the performance management system}}$

Percentage of the usage of the training bank

Calculation Unit	Calculation Type	Calculation Period
%		
Percentage	**Increase is better**	**Annually**

Description of the Indicator :

○ This indicator measures the extent to which the entity has benefited from the electronic training bank in implementing individual development plans for the target employees in training.

Method of Calculation :

Percentage of the usage of the training bank $=$ $\dfrac{\text{Number of employees who received training programs through the training bank}}{\text{Total number of employees targeted in training}}$

Calculation Unit
%
Percentage

Calculation Type

Increase is better

Calculation Period

Annually

Description of the Indicator :

○ This indicator aims to measure the impact of training and the suitability of the training programs implemented with the training plans and needs of the target employees.

Method of Calculation :

The relevance of the executed training programs to the training needs	=	Number of the executed training programs which suit the training needs of the targeted employees
		Total number of training programs within training needs in the entity

Calculation Unit	Calculation Type	Calculation Period
%	↗	⏱
Percentage	**Increase is better**	**Annually**

Description of the Indicator :

○ This indicator measures the percentage of the usage of different training methods identified in the approved training and development guidance in the federal government, which will raise the workforce performance to achieve the entity's current and future objectives.

Method of Calculation :

$$\text{Percentage of the usage of different trainings methods} = \frac{\text{Number of the used training methods}}{\text{Total number of the training methods identified in the approved the training and development guidance/module in the federal government}}$$

Description of the Indicator :

○ This indicator measures the percentage of employees trained in the federal entities. It aims to determine the level of participation of employees in training programs of all kinds in order to improve the performance of employees and develop their knowledge, skills, abilities and empowerment, as required by the job requirements.

○ The term training program includes any type of training to be accredited in the training and development system either by attending a seminar, training program, workshop or other.

○ The participation of the employee in the attendance of the training and development programs is counted as one time (for one employee without repetition throughout the year) regardless of the repeated participation in the training in all forms. The aim of the indicator is to measure the participation of employees from the total target of the system.

Method of Calculation :

$$\text{Percentage of Trainees} = \frac{\substack{\textbf{Number of employees within the approved occupational categories who} \\ \textbf{received training during the calculation period} \\ \textbf{(accumulative with } \underline{\textbf{no repeated frequency}}\textbf{)}}}{\substack{\textbf{Total number of staff targeted in training in the approved occupational} \\ \textbf{categories at the end of the measurement period *}}}$$

Calculation Unit	Calculation Type	Calculation Period
%	↗	⏱
Percentage	**Increase is better**	**Semi-Annually**

The following shall be included in the indicator:

1. General and specialized Cadre's employees such as educational, diplomatic, medical and judicial Cadres.
2. Employees appointed in accordance with the different full-time and special contracts, experts and consultants.

The following shall be excluded from the indicator:

1. Support or service category.
2. Local Cadre.
3. Temporary, daily salary or part time contracts.
4. General services outsourcing contracts.
5. Employees included in the ranks below 10th rank
6. Secondment, extensive summer vacancy, extensive sick leave, national service, appointments done in the last quarter of year.
7. Resigned employees during year.

Note: This indicator is linked to another indicator, which is the average of the training hours. Therefore, the numbers collected in the two indicators must be taken into account so that there are no inconsistencies or conflicts.
* Total number of employees targeted in training is the total number of employees targeted based on the classifications listed in the table showing the categories covered by the indicator measurement

Description of the Indicator :

○ This indicator measures the actual number of training hours spent by employees in training in the federal authorities. It aims at determining the time invested in developing the technical, behavioral and administrative skills.

○ The term training program includes any form of training approved according to the training and development system for the employees of the federal government either by attending a seminar or training program or workshop or other for at least two hours.

○ The total number of training hours received for all employees regardless of the employee's repetition is calculated as the objective of this indicator is to measure the average actual hours of the total target and compare them with the number of employees.

○ The score is calculated on all functional categories of grade 10 and above (where applicable) (except for the support or service category)

Method of Calculation :

$$\text{Average Training hours} = \frac{\text{Total number of actual training hours for employees of the approved functional categories during the measurement period}}{\text{Total number of staff targeted in training in the approved occupational categories at the end of the measurement period *}}$$

Calculation Unit	Calculation Type	Calculation Period
% Percentage	↗ Increase is better	Semi-Annually

The following shall be included in the indicator:

1. General and specialized Cadre's employees such as educational, diplomatic, medical and judicial Cadres.
2. Employees appointed in accordance with the different full-time and special contracts, experts and consultants.

The following shall be excluded from the indicator:

1. Support or service category.
2. Local Cadre.
3. Temporary, daily salary or part time contracts.
4. General services outsourcing contracts.
5. Employees included in the ranks below 10th rank
6. Secondment, extensive summer vacancy, extensive sick leave, national service, appointments done in the last quarter of year.
7. Resigned employees during year.

Note: This indicator is linked to another indicator, which is the percentage of trainees. Therefore, the numbers collected in the two indicators must be taken into account so that there are no inconsistencies or conflicts.
* Total number of employees targeted in training is the total number of employees targeted based on the classifications listed in the table showing the categories covered by the indicator measurement

Calculation Unit

%

Percentage

Calculation Type

Increase is better

Calculation Period

Annually

Description of the Indicator :

○ This indicator measures the percentage of employees with a Bachelor qualification and above. **employees at grade 10 or below (support services) are excluded when measuring this indicator**.

Method of Calculation :

Percentage of employees with university qualifications and above	=	Number of employees with a Bachelor degree or above
		Total number of employees

الهيئة الاتحادية للموارد البشرية الحكومية
Federal Authority For Government Human Resources

United Arab Emirates

Calculation Unit	Calculation Type	Calculation Period
%	↗	
Percentage	**Increase is better**	**Annually**

Description of the Indicator :

○ This indicator measures the percentage of employees who have obtained a "2" assessment and higher in the assessment of the functional competencies of the total targeted in the performance evaluation in the entity.
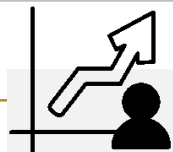
Method of Calculation :

Percentage of employees with the required competencies	=	Number of employees with a "2" score and higher in job competency assessment for the current year
		Total number of targeted employees in the performance evaluation for the current year

Engagement Pillar

1. Employees productivity

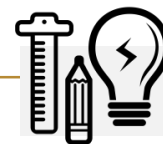- Impact of sick leaves on productivity (Strategic indicator)

2. Rewards and incentives

- Percentage of rewarded employees

3. Violations and grievances

- Percentage of violations

- Percentage of resolved grievances

4. Skills Bank

- Percentage of employees participating in the Skills Bank

Description of the Indicator :

○ This indicator measures the impact of sick leave on employee productivity by identifying short or frequent absenteeism cases or absenteeism that requires attention or certain actions to be taken by the human resources department.

○ Types of leaves included within the indicator are:

1. Sick leave

2. Sick leave with committee

3. Exceptional sick leave inside the country (to accompany 1st or 2nd degree family patient)

○ Excluded categories:

Local staff / Temporary contracts / Part-time contracts / Outsourcing contracts / Auxiliary Jobs.

The worker and the last leave view that absence depends on two main elements:

1 - Repeated absence (occurrence)

2 - Total Days Absence (Total Days Absence)

Calculation Unit	Calculation Type	Calculation Period
% Percentage	**↘** Decrease is better	**⟳🕐** Annually

Impact of Sick Leaves on Productivity Equation:

$$B = (S^2 \times D)$$

S: The total number of separate employee absences per year

D : Total number of days of absence of the employee during the year

B : BradFordFactor

Bradford's results are classified as follows

◎	125-0	There are no comments on sick leaves
◉	500-126	Low Bradford Index: The employee has sick leaves which have no effects on productivity and no action is required
◉	1500-501	Medium Bradford Index: The employee has sick leaves which have limited impact on productivity and this matter requires advices and directions issued to employee to ensure that his sick leave shall not be increased
◉	2000-1501	High Bradford Index: The employee has increased sick leaves which have significant impact on productivity and this matter requires procedures to be taken to reduce the use of sick leaves
◉	2000+	Very High Bradford Index: The employee has several sick leaves which have high impact on productivity and this matter requires quick actions to be taken against the employee

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Method of Calculation :

The Impact of Sick Leaves on Productivity:	=	Number of employees whose leave impact factor falls within the fourth and fifth categories
		Total number of employees in the entity

Example of using Bradford Factor points for the calculation of sick leaves impact on productivity in Bayanati system:

Table showing the distribution of sick leaves of an employee in a federal entity, in accordance with the frequency of sick leaves and number of days.

Emp. No.	Name of Ministry	Employee Name	Type of Leave	No. of leave days	Start date of leave	End date of leave
1000001	Federal Authority of Human Resources	Mohammed Ahmed Abdullah Khaled Hussein Salem	Sick Leave	4	13-Jan-22	16-Jan-22
1000001	Federal Authority of Human Resources	Mohammed Ahmed Abdullah Khaled Hussein Salem	Sick Leave	3	20-Jan-22	22-Jan-22
1000001	Federal Authority of Human Resources	Mohammed Ahmed Abdullah Khaled Hussein Salem	Sick Leave	4	9-Feb-22	12-Feb-22
1000001	Federal Authority of Human Resources	Mohammed Ahmed Abdullah Khaled Hussein Salem	Sick Leave	2	2-Mar-22	3-Mar-22
1000001	Federal Authority of Human Resources	Mohammed Ahmed Abdullah Khaled Hussein Salem	Sick, Commission	10	4-Jul-2022	14-Jul-2022
1000001	Federal Authority of Human Resources	Mohammed Ahmed Abdullah Khaled Hussein Salem	Sick, Commission	16	27-Aug-22	12-Sep-22
1000001	Federal Authority of Human Resources	Mohammed Ahmed Abdullah Khaled Hussein Salem	Sick Leave	1	1-Oct-22	1-Oct-22

Bradford Points

Frequency = 7   Total Days = 40   Equation for calculation of Bradford Points   40*7*7 = **1960**

Table showing factor index ratings for the calculation of sick leaves impact on productivity based on the employee's results in accordance with the frequent sick leaves.

125-0	There are no comments on sick leaves
500-126	Low Bradford Index: The employee has sick leaves which have no effects on productivity and no action is required
1000-501	Medium Bradford Index: The employee has sick leaves which have limited impact on productivity and this matter requires advices and directions issued to employee to ensure that his sick leave shall not be increased
2000-1001	High Bradford Index: The employee has increased sick leaves which have significant impact on productivity and this matter requires procedures to be taken to reduce the use of sick leaves
2000+	Very High Bradford Index: The employee has several sick leaves which have high impact on productivity and this matter requires quick actions to be taken against the employee

Calculation Unit	Calculation Type	Calculation Period
%	↗	⟳
Percentage	**Increase is better**	**Annually**

Description of the Indicator :

○ This indicator measures the percentage of rewarded employees in the federal entities according to the system of rewards and incentives in the Federal Government which is approved by the Council of Ministers decision No. 18 of 2015. this indicator aims to raise the competitiveness of the federal government to be an attractive environment for competencies by granting bonuses and incentives to federal government employees within the framework of an integrated system of human resource that enhances performance, increases productivity and ensures employee satisfaction.

Method of Calculation :

$$\text{Percentage of the rewarded employees} = \frac{\text{Number of rewarded employees}}{\text{Total number of employees in the entity}}$$

Calculation Unit	Calculation Type	Calculation Period
%		
Percentage	**Decrease is better**	**Annually**

Description of the Indicator :

○ This indicator measures the number of violations approved by the violations committees and documented through the screens of Bayanati system or any other electronic system.

Method of Calculation :

$$\text{Percentage of the violations} = \frac{\text{Total number of violations}}{\text{Total number of employees in the entity}}$$

Engagemant Pillar

Federal Authority For Government Human Resources

الهيئة الاتحادية للموارد البشرية الحكومية

Calculation Unit	Calculation Type	Calculation Period
%		
Percentage	**Decrease is better**	**Annually**

Description of the Indicator :

○ This indicator measures the percentage of grievances that have been resolved through the grievance committees and documented through Bayanati system or any other electronic system.

Method of Calculation :

$$\text{Percentage of the Grievances} = \frac{\text{Total number of grievances resolved}}{\text{Total number of grievances in the entity}}$$

Calculation Unit
%
Percentage

Calculation Type
Increase is better

Calculation Period
Annually

Description of the Indicator :

○ This indicator measures the number of employees participating in the Skills Bank in the federal entities in order to identify the skills of federal government employees and benefit from their skills and expertise in various projects and activities. The Skills Bank also enables the exchange of knowledge among the federal government entities through a unified database in the federal government which is accessible to all employees.

Method of Calculation :

$$\text{Percentage of employees participating in the Skills Bank} = \frac{\text{Number of employees participating in the Skills Bank}}{\text{Total number of employees in the entity}}$$

Thank You

For more information please contact:	• Omar AlBalooshi -Tel:042319118 - Email:OAlBalooshi@fahr.gov.ae
	• Zainab Al Ali -Tel:042319168 - Email:ZAlAli@fahr.gov.ae