

الهيئة الاتحادية للموارد البشرية الحكومية  
Federal Authority For Government Human Resources



# The Annual Report

2011

# The Annual Report

2011

---

Prepared by  
Department of Government Communications

---

**Together For A bright Future**

[www.fahr.gov.ae](http://www.fahr.gov.ae)

- “Our State has made great strides at all levels, and has become a model of achievement and challenge management, thanks to the loyalty of our citizens and their sincere efforts, and the effectiveness of its institutions, systems, laws and internal and external policies.”
- “The citizen is the key element in the progress of our State and partner in forming the future of the nation”

**H.H Sheikh,  
Khalifa bin Zayed Al Nahyan  
President of the UAE**



■ **“Prosperity of a country cannot be achieved without knowledge, innovation and excellence in all fields”**

**“In the race for excellence, there is no finish line”**

■

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

**UAE Vice President and Prime Minister and the Ruler of Dubai**





# Contents

Chairman of Board of Directors Message	10
Director General Message	12
Authority`s Organizational Set- up	15-23
The Authority in Brief	16
Vission	17
Mission	17
Values	18

Strategic Goals of the Authority	19
Organizational Structure of the Authority	20
The Authority`s Board of Directors	21
Introduction	22

Summary Of The Annual Report	25-42
Photo Library	45

## **An Unprecedentedly Exceptional Year that Embodies the Leadership's Vision**



**Ladies and Gentlemen,**

When we say that the 2011 was an exceptional year of achievements for the Federal Authority for Government Human Resources, we mean what we say. The Authority has laid the foundations for a new phase at the level of the Federal Government, its ministries, authorities and institutions, in terms of preparation and release of regulations, policies and legislation related to human resources, which serve the overall process of sustainable development.

The establishment of the Authority came to translate the keenness of our leadership on the development of concepts of human resources, and upgrading their standard in the Federal Government. This also reflects our leadership's foresightedness as embodied in the UAE Vision 2021, the strategy of the Federal Government, and the desire to build a leading State at all levels.

I take this opportunity to emphasize that these achievements, in form of large projects and initiatives, briefly featured in this edition, would not have been possible without the

God's will, then the guidance of our wise leaders, with their future vision and the dream of a developed nation, led by His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE, and without the unlimited support of His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai.

We are moving forward in bringing about a qualitative change within our competence: developing policies, regulations and legislation, in line with the aspirations of our wise leadership, the Strategic Plan of the Authority, and the Human Resource Strategy of the Federal Government, 2011 - 2013.

**Humaid Al Qatami,**

Minister of Education

Chairman of Board of Directors of the Federal Authority for  
Government Human Resources

## Tremendous and Sustained Efforts



Dear Reader,

It is our pleasure to address you today through this new edition of the Federal Authority for Government Human Resources, which represents the firstling of a year of hard work, in which the Authority had been teaming with activity and energy throughout its units.

The Authority's dynamism is attributed to its seeking to embody the aspirations of our wise leadership towards the achievement of development, leadership and excellence, through hard work, effective efforts and constructive dialogue. As a result, the Authority has made great achievements, thanks to the tremendous efforts by all concerned, contribution of the loyal citizens, and the cooperation of federal agencies, with their continued support to the initiatives and projects of the Authority, towards realization of the aspirations of our citizens and employees for a brighter future.

It is obvious that the UAE has made great strides towards the implementation of HR best practices and systems,

for the growth and prosperity of human capital, which is considered the pillar of comprehensive development. The Authority continues its projects in full swing to promote this approach, and has a lot of initiatives and programs that will be launched in succession within the Federal Government, that will have a major impact on the work of ministries and federal authorities, particularly the management of human cadres, in order to achieve high levels of job satisfaction, ensuring simplification of work, timeliness and quality.

Well aware that excellence and ambition have no limit; the Authority is seeking to launch more projects and creative initiatives at the level of the Federal Government in the coming period. These initiatives will have a great impact on the work of HR departments in the ministries and federal authorities, as well as on the human resources as a whole, in terms of achieving job satisfaction, attracting and retaining qualified National workforce, and empowering new, adequately empowered leaders.

**Dr. Abdulrahman Al Awar,**  
Director General of the Federal Authority  
for Government Human Resources



# **The Organizational Set-up of the Authority**





## The Authority in Brief

Federal Authority for Government Human Resources has been established as per Federal Decree Law No. 11 for the year 2008 regarding Human Resources issued by His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of United Arab Emirates.

The Authority aims to develop Human Resources in the Government Sector based on modern concepts and international standards applied in the field of Human Resource Management.

The Cabinet Resolution regarding the Authority's organization was issued in April 2009, and its Board of Directors was formed as per a Cabinet Resolution in May 2009, marking the commencement Authority's role.

The Authority is entrusted with general powers and responsibilities related to Human Resource Management in Ministries and Federal Authorities subject to Federal Decree Law No. 11 for the year 2008 regarding Human Resources, to constitute a promising future direction in the field of Human Resource Development in the Federal Government Ministries and Authorities.

In particular the Authority handles the study proposal of policies and legislation related to Human Resources at the Government level, and assists the Ministries to properly carry out execution of the legislation related to Human Resources and ensure that Ministries adhere to the provisions of this Decree and the bye-laws issued in implementation thereof and to look into the objections against decisions of Complaints Committee and any other competence entrusted to the Authority by the Cabinet.

## Vision

Human Resources that possess high capabilities in Federal Government and assuming a vital role in achieving the vision of the Government of United Arab Emirates

## Mission

- Enhancing capabilities of all employees of the Federal Government Entities.
- Enabling U.A.E. Nationals to assume specialized technical and leading positions and roles.
- Creating a culture based on distinctive performance and high productivity.
- Developing HR Departments and supporting the same with high technologies.

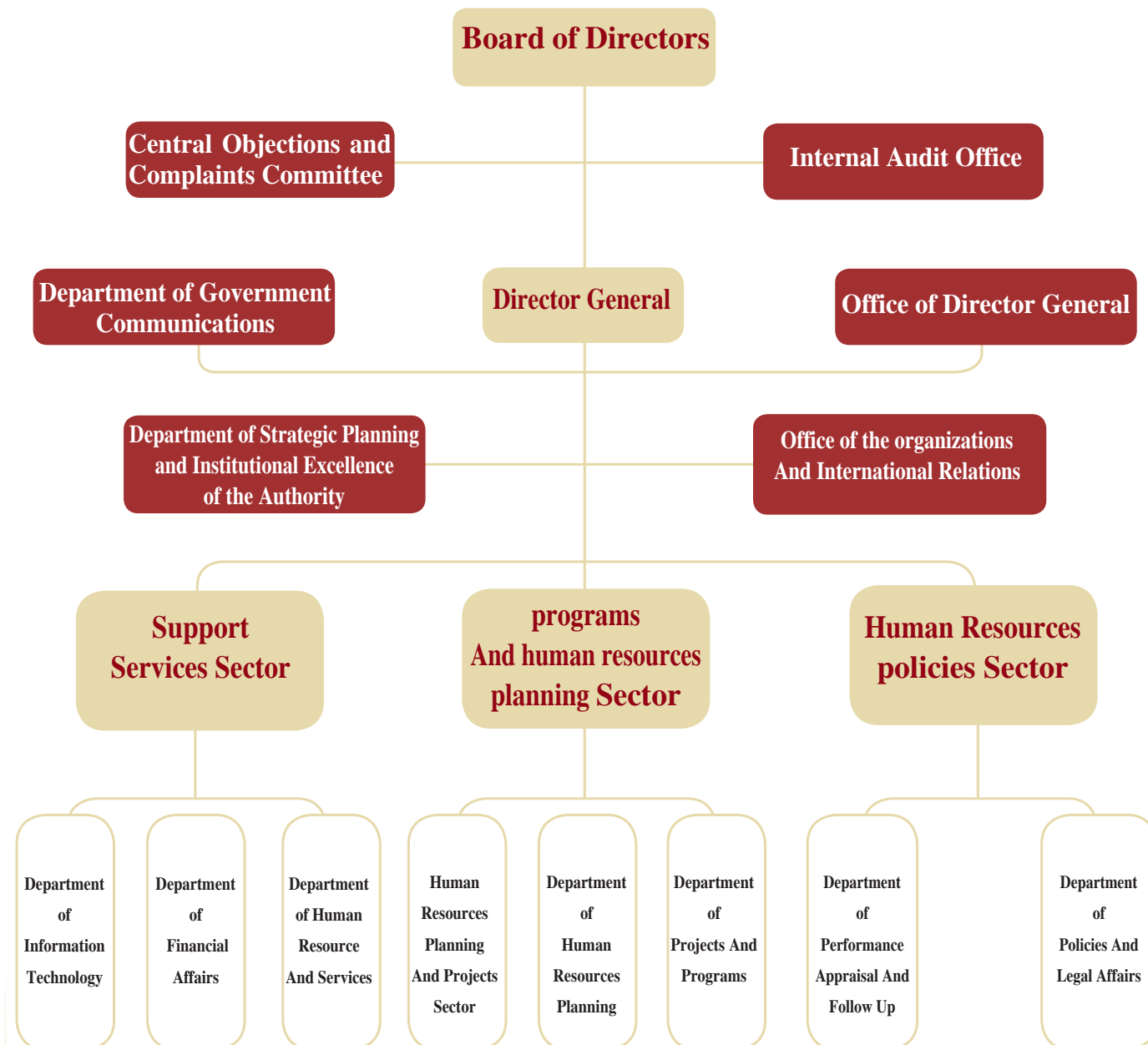
## Values

- **Commitment and Professionalism:**  
To demonstrate high standards of personal commitment and professionalism necessary for getting the job done in the best way.
- **Accountability and Loyalty:**  
To possess a strong sense of accountability and loyalty that ensure cooperation within the powers assigned to perform the work in the Federal Government.
- **Leadership and Excellence:**  
To develop a sense of initiative and excellence needed to achieve leadership at all levels of work, in pursuit of an enhanced performance.
- **Fairness and Equality:**  
To abide by the principles and practices of fairness, transparency and equality in all transactions, internally and externally.
- **Efficient Communication:**  
To encourage open door policies internally and activate communication channels with Customers to foster cooperation.

## Strategic Goals of the Authority

- Enhance capabilities of Federal Government employees and develop their skill levels;
- Attract, motivate and retain qualified human resources to take up key positions;
- Develop Human Resource policies, programs and systems within the Federal Government; and
- Ensure the provision of all centrally rendered services according to quality, efficiency and transparency standards.

## Organizational Structure of the Authority



## The Authority's Board of Directors



The Board of Directors is the supreme authority responsible for overseeing the Authority's affairs, managing its business and drawing up the policy to be pursued in conducting its business. The Board is also mandated to make organizational and individual decisions in order to achieve its purposes and exercise all necessary powers and functions to do so. The membership of the Board represents various sectors and specialties related to human resources in UAE.

# Introduction

The Federal Authority for Government Human Resources (FAHR) is pleased to present you its Annual Report for the year 2011.

This report contains the objectives of the FAHR; its initiatives and accomplished activities and displays the progress of work in implementing them in relation to set plans. This report is compiled in accordance with the indicators of the operational plan of the authority which was entered into the Government Performance Management System at the Office of the Prime Minister.

The Authority aims, by compiling this report, to develop performance and stand up to the challenges of promoting it; achieving its objectives and initiatives and following up and improving its activities and ultimately, reaching out to state of the art levels of institutional performance, keeping abreast with the ev-

er-changing world and the future advancements and seizing all available opportunities and potentials to enrich and enhance the work environment at all levels.

The Authority, by publishing this report and making it available to the public, thrives to consolidate the principle of participation and transparency; empowering all customers and the public to have access to the latest information relating to the ongoing progress of initiatives and activities in a regular basis.

The report highlights a set of initiatives, projects and achievements fulfilled during the year 2011, to form a reference for professionals and concerned.

For those interested to know more about the group of projects, policies, systems, studies and initiatives, which fall beyond the scope of this book, it is advised to refer to the Authority's official website, [www.fahr.gov.ae](http://www.fahr.gov.ae)





# Summary



Objective	Initiatives	Main Activities	Remarks
Set special policies, programs and systems for human resources within the Federal Government	Setting a Comprehensive strategy for human resources in Federal Government	Setting a Comprehensive strategy for human resources in Federal Government	<ul style="list-style-type: none"> <li>Preparing and circulating “ The Strategy of Human Resources in Federal Government of the UAE “2011-2013” which was based upon a number of strategic goals , derived from and related to the Strategic goals and objectives of the Federal Government . What follows is a summary of the five strategic goals:</li> <li>Attract , recruit and maintain highly qualified and talented persons for targeted job positions;</li> <li>Empower UAE human resources and enhance their capacities for highly competent work in the targeted roles and job positions ;</li> <li>Capacity building for the employees of the Federal Government</li> <li>Effective and sound planning for improving the competence and efficiency of human resources and increasing their productivity output;</li> <li>Ensure the efficiency of the legislative frameworks and human resources systems and develop these in order to enhance the competence of the performance of human resources managements in concerned federal government bodies</li> </ul>
	Setting and upgrading policies for governmental human resources	Amendment of some provisions of the Human Resources In Federal Government Law	The Federal Decree Law No. (9) for the year 2011 regarding amendment of some provisions of Federal Decree Law No(11) for the year 2008 , regarding human resources in Federal Government was issued.
		Amendment of the Cabinet of Ministers Resolution No. 13 on the Executive Regulation for the Human Resources in Federal Government Law	The new Executive Regulation for Human Resources was prepared pursuant to the issuance of the Federal Decree Law No. (9) for the year 2011 amending the Federal Decree Law No(11) for the year 2008 , regarding human resources in Federal Government

Objective	Initiatives	Main Activities	Remarks
	Setting and upgrading policies for governmental human resources	Setting the policy for Employees’ performance management in federal governmental bodies	<p>Pursuant to the study prepared by the Authority:</p> <ul style="list-style-type: none"> <li>The Cabinet of Ministers resolution for services No (11/318 c/1 for the year 2011 was issued ,which provides for the application of the system as an experimental phase with the participation of 7 federal governmental bodies .</li> <li>The Cabinet of Ministers resolution for services No (20/2c/2) for the year 2012 was issued regarding the adoption of Performance Management System for the Federal Government employees.</li> </ul>
Capacity building for the employees and promotion of their skills in the Federal Government	Programs for improving and increasing productivity output of employees through sound and effective planning of human resources	Application of the employees’ Performance Management System in federal governmental bodies	<ul style="list-style-type: none"> <li>A Cabinet of Ministers resolution was issued in 2011 which provides for the application of the system as an experimental phase with the participation of 7 federal governmental bodies.</li> <li>A committee was formed to supervise the experimental phase of application.</li> <li>The application commenced in June 2011 by merging the two first phases together.</li> <li>A plan involving the time framework for training was set.</li> </ul> <p>33 internal workshops were organized in all 7 bodies with 100% participation of the targeted persons and the percentage of employees who had performance documents among the participants was also 100%</p>
Setting special policies, programs and systems for human resources in federal government	Setting and upgrading of governmental human resources policies	Setting a general framework for behavioral and technical efficiencies and competences	<ul style="list-style-type: none"> <li>A general framework for behavioral competencies for the employees of federal government bodies was issued</li> <li>The general framework was approved and applied in performance management system.</li> <li>Currently an ongoing coordination with concerned ministries is underway for the purpose of developing technical/ specialized competencies with respect to the specialized function of the concerned body.</li> <li>The target is sought to be achieved during the third quarter of 2013 according to the timeline of the operational plan of the Authority</li> </ul>
		Setting a policy for training and development in federal government bodies	<ul style="list-style-type: none"> <li>Pursuant to a study prepared by the Authority , the Cabinet of Ministers resolution for services No (11/318 c/1 for the year 2011 which provides for the application of the system as an experimental phase with the participation of 7 federal governmental bodies was issued.</li> </ul>

Objective	Initiatives	Main Activities	Remarks
	Designing Integrated systems for governmental human resources	Setting standards and principles for accrediting qualifying and training institutes in Federal Government	<ul style="list-style-type: none"> <li>In light of the adoption of the training and development system in the Federal Government, institutes which will provide qualification and training in Federal Government will be selected according to standards to be determined by the Authority</li> </ul>
		Developing a human resources management information (system (HRMIS (Bayanati system )	<p>The system is operated in all governmental bodies as of January 2012 in accordance with the timeline adopted for the implementation of the project including 4 phases which will be completed in July 2012 including :</p> <ul style="list-style-type: none"> <li><b>The first phase:</b> The system for basic human resources procedures and recruitment system were successfully launched</li> <li><b>The second phase:</b> operating payroll system</li> <li><b>The third phase:</b> operating the employees' performance management system, the training and development system and the checking in and out system.</li> <li><b>The fourth phase:</b> Entering independent federal bodies data which will begin in July 2012</li> </ul> <p>Accordingly , the following was accomplished :</p> <ul style="list-style-type: none"> <li>6 meetings involving Bayanati network</li> <li>7 electronic leaflets concerning Bayanati were issued</li> <li>Training courses were organized for 41 trainees from 19 federal bodies</li> <li>Two training sessions were held for all finalist trainees</li> <li>A follow-up program on using the system was implemented for 330 finalist trainees</li> <li>The self-development system was developed and circulated in 19 federal bodies</li> <li>The upgrading and correction of the data base for the Federal Government Employees in the Human resources Management System ( Bayanati) was successfully accomplished.</li> </ul>

Objective	Initiatives	Main Activities	Remarks
		Development of accreditation (Itimad) system for independent federal bodies	<ul style="list-style-type: none"> <li>Organizing training courses for accreditors in the rate of 9 courses for each 68 trainees</li> <li>The system was activated in 37 independent federal bodies</li> </ul>
Capacity building and development of skills for the employees of the Federal Government	Program for developing leaders within the Federal Government	Activation of program for developing leaders within the Federal Government	<div> <div>Launching the Leaders of UAE Government</div> <div>Participants</div> <div>140</div> <div>Leaders of UAE Government Program- Executive</div> <div> <div>No. Of workshops</div> <div>Participants</div> </div> <div> <div>2</div> <div>61</div> </div> <div>Leaders of UAE Government Program- The Future</div> <div> <div>No. Of workshops</div> <div>Participants</div> </div> <div> <div>1</div> <div>30</div> </div> </div>

Objective	Initiatives	Main Activities	Remarks
	Programs for improving the efficiency and competence of human resources management performance in federal government	Preparation of a program for the development of human resources officials	<p>The three-level program was prepared including:</p> <ul style="list-style-type: none"> <li>A program for the fundamentals of human resources : focusing on the fundamentals and principles of human resources work , training employees in applying the Executive Regulation and the Human Resources Law and the applications of Public Servant System( Bayanati)</li> <li>Applications and Systems program: focusing on human resources systems and technical policies of added value</li> <li>Leaders of human resources : focusing on strategic planning of human resources and empowering leading categories of officials to contribute to the development and implementation of human resources strategies</li> </ul> <p>Application programs will be added pending on the approval of the Cabinet of Ministers of the programs and systems for human resources in Federal Government during the year 2012 within the timeline framework of the operational plan of the Authority.</p>
		Application of program for the development of human resources officials	<ul style="list-style-type: none"> <li>8 seminars were organized for the Federal Government employees on (Fundamentals of Human Resources Program) attended by 250 employees which discussed the Human Resources Law and its Executive Regulation.</li> <li>Training on Performance Management System was provided for 7 federal entities as an experimental phase, with the intention of training all federal entities on using the system during 2012 in accordance with the timeline of the strategic operational plan of the Authority.</li> <li>Two seminars were organized for the leaders of human resources attended by 15 human resources directors.</li> <li>A circular was issued to all federal entities to nominate their participants in the program</li> <li>A program on Human resources officials' development was organized, by contract with IPMA-HR Corporation, and was attended by 16 participants from federal entities.</li> </ul>

Objective	Initiatives	Main Activities	Remarks
Attract , stimulate and maintain qualified human resources to fill the targeted job positions within the federal governmental sector	Programs for developing capacity and potential of national staff	Preparation of an Emiratization plan Federal Government	<ul style="list-style-type: none"> <li>A plan for launching and following-up of the project was prepared.</li> <li>A study was conducted and a proposed plan was set and submitted to the Board of Directors.</li> <li>A Cabinet of Ministers resolution for services No (12/338 c/7 for the year 2011 which provides for mandating the Authority , in collaboration with ministries and governmental entities and corporations , regarding a mechanism and plan for Emiratization of jobs in the public federal sector 2011-2013</li> </ul>
		Activation and follow-up of the program of Emiratization in Federal Government	<ul style="list-style-type: none"> <li>In collaboration with the office of The Prime Minister, indicators for Emiratization of Jobs were set at the Federal government level and was put in force and circulated to all federal entities for application.</li> </ul>
Set special policies, programs and systems for human resources within the Federal Government	Setting and upgrading Human Recourses policies in Federal Government	Preparation of the document of the Code of Ethics and Professional Conduct in Public Service	<ul style="list-style-type: none"> <li>The Authority has conducted a comprehensive study examining this issue and according to this study a Cabinet of Ministers Resolution No. 15, for the year 2010 was issued regarding approval of the document on Code of Ethics and Professional Conduct in public service.</li> </ul>



Objective	Initiatives	Main Activities	Remarks
Capacity building and development of skills for the employees of Federal Government	Programs for improving the efficiency and competence of human resources management performance in federal government	Publication and circulation of the document on Code of Ethics and Professional Conduct in public service	<ul style="list-style-type: none"> <li>The document on Code of Ethics and Professional Conduct was published and circulated among federal government entities.</li> <li>The document was typed and posted on the official website of the HR Authority.</li> <li>The launching of the document is underway and will take place during the first quarter of 2012.</li> <li>The contents of the electronic training copy were revised.</li> <li>The preparation of the plan for publishing and circulating the electronic training copy of the Code of ethics document is currently underway.</li> </ul>
Set special policies, programs and systems for human resources within the Federal Government	Setting and upgrading of governmental human resources policies	Setting a policy for governance of the work of boards of directors in federal authorities and institutions fully owned by the Federal Government	<ul style="list-style-type: none"> <li>A Cabinet of Ministers Resolution for services No. (145/9g/10) for the year 2011 approving the Governance System was issued and also the issuance of a Decree Law No. (5) ,for the year 2011 regarding the organization of boards of directors and secretaries.</li> <li>A circular was issued regarding this issue to all Federal Government entities in September 2011.</li> <li>A workshop was organized in collaboration, with The Ministry Of Cabinet Of Ministers Affairs and the State Audit Institution, for independent bodies in October 2011</li> </ul>
Attract , stimulate and maintain qualified human resources to fill the targeted job positions within the federal governmental sector	Programs for developing capacity and potential of national staff	Preparing a program for taking care of secondary school graduates (Masar)	<ul style="list-style-type: none"> <li>The policies relating to the program were successfully set.</li> <li>A Cabinet of Minister's resolution was issued in approval of the program and was circulated to all Federal Government entities.</li> </ul>

Objective	Initiatives	Main Activities	Remarks						
		Activation and follow-up of Masar program	<ul style="list-style-type: none"> <li>A report on the follow-up of applying the program within Federal Government was issued.</li> <li>The results of the program were discussed with all Federal Government entities during the workshop on Emiratization of Jobs , held in September 2011</li> </ul>						
Capacity building and development of skills for the employees of the Federal Government	Programs for improving the efficiency and competence of human resources management performance in federal government	Human Resources Club	<table border="1"> <tr> <th>No. of Forums</th> <th>Attendance</th> <th>Total Club Members</th> </tr> <tr> <td>5</td> <td>1535</td> <td>1200</td> </tr> </table>	No. of Forums	Attendance	Total Club Members	5	1535	1200
		No. of Forums	Attendance	Total Club Members					
5	1535	1200							
	International HR Conference & Exhibition ( HR Conferences)	<ul style="list-style-type: none"> <li>The conference was launched under the theme of “Human Resources : The Sustainable Capital for the New Era” from 19 to 20 January 2011, attended by about 400 participants and with contribution of all labor market sectors ( federal government/ local/ private) in UAE and HR specialists in the region and from around the globe. The conference was accompanied by an exhibition for companies concerned with HR in an area of more than 300 s.q.m.</li> <li>The preparation for holding the First Arab Conference on Human resources during the period 27-28 March 2012 is underway. It will be organized by FAHR in collaboration with the Arab Organization for Administrative Development, under the patronage of His Highness Sheikh Mohamed Bin Rashid Al Maktoum , Vice-President and Prime Minister of UAE , Ruler of Dubai.</li> </ul>							

Objective	Initiatives	Main Activities	Remarks
Set special policies, programs and systems for human resources within the Federal Government	Studies and research in the area of human resources in Federal Government	Study and upgrade data on job rotation in Federal Government (Once annually)	<ul style="list-style-type: none"> <li>The study was completed in 2010</li> <li>A memorandum was submitted to the Cabinet of Ministers in this regard.</li> <li>The work is underway to prepare a study on the year 2011</li> </ul>
Attract , stimulate and maintain qualified human resources to fill the targeted job positions within the federal governmental sector	Programs for attracting ,recruiting and maintaining highly qualified personnel in targeted leading job positions	Formation and activation of a consultative committee for working women in the Federal Government	<ul style="list-style-type: none"> <li>Three meetings were held to contemplate the idea of designing a survey on the needs of working women and a plan was set to launch the survey.</li> <li>A study on working women was conducted and the survey was launched in March.</li> </ul>
Set special policies, programs and systems for human resources within the Federal Government	Studies and research in the area of human resources in Federal Government	Survey on working women	<ul style="list-style-type: none"> <li>The survey was launched in February and electronically stopped in March and the study was conducted during March.</li> <li>The responding survey sample amounted to 7876 national women at a percentage of 96%. One third of the sample was university degree holders falling within the 24-35 age group, at a percentage of 72%.</li> <li>The study was submitted to the Board of Directors with a memorandum to be submitted to the Cabinet of Ministers in this regard.</li> </ul>

Objective	Initiatives	Main Activities	Remarks
Capacity building and development of skills for the employees of the Federal Government	Programs for improving the efficiency and competence of human resources management performance in federal government	Preparation for launching the HR Award	<ul style="list-style-type: none"> <li>A preliminary perception of the program was prepared.</li> <li>The work on implementing the directives of the Board of Directors is underway.</li> <li>The final shape of the launching of the award is underway.</li> </ul>
Set special policies, programs and systems for human resources within the Federal Government	Designing Integrated systems for governmental human resources	Development of a system for evaluation and classification of jobs in federal government entities	<ul style="list-style-type: none"> <li>An initial draft of the system was already completed and is currently under discussion by working team. The project will be concluded during 2012</li> </ul>
Warrant the deliverance of all central services in accordance with quality, competence and transparency standards.	Providing the best legal services	Preparation of legal studies and consultations	<ul style="list-style-type: none"> <li>The Authority received requests for 635 legal advices during 2011 which were studied and answered promptly.</li> <li>A number of frequently asked questions, amounting to (135) from clients outside the authority were documented, with answers.</li> <li>17 grievance cases submitted by federal government employees were examined and investigated.</li> <li>The Appeals Committee examined three cases from employees of the Federal Government.</li> </ul>

Objective	Initiatives	Main Activities	Remarks
Capacity building and development of skills for the employees of the Federal Government	Programs for improving the efficiency and competence of human resources management performance in federal government	Preparation for launching the HR Award	<ul style="list-style-type: none"> <li>A preliminary perception of the program was prepared.</li> <li>The work on implementing the directives of the Board of Directors is underway.</li> <li>The final shape of the launching of the award is underway.</li> </ul>
Set special policies, programs and systems for human resources within the Federal Government	Designing Integrated systems for governmental human resources	Development of a system for evaluation and classification of jobs in federal government entities	<ul style="list-style-type: none"> <li>An initial draft of the system was already completed and is currently under discussion by working team. The project will be concluded during 2012</li> </ul>
Warrant the deliverance of all central services in accordance with quality, competence and transparency standards.	Providing the best legal services	Preparation of legal studies and consultations	<ul style="list-style-type: none"> <li>The Authority received requests for 635 legal advices during 2011 which were studied and answered promptly.</li> <li>A number of frequently asked questions, amounting to (135) from clients outside the authority were documented, with answers.</li> <li>17 grievance cases submitted by federal government employees were examined and investigated.</li> <li>The Appeals Committee examined three cases from employees of the Federal Government.</li> </ul>

Objective	Initiatives	Main Activities	Remarks
Set special policies, programs and systems for human resources within the Federal Government	Studies and research in the area of human resources in Federal Government	Studies and research in the area of human resources (to order)	<p>The work on revising and preparing a proposal for Human Resources Regulation for :</p> <ul style="list-style-type: none"> <li>National Bureau of Statistics</li> <li>Insurance Authority</li> <li>Office of Her Excellence State Minister Reem Al Hashimi</li> <li>Human Resources Regulation for Hamdan Bin Rashid's Prize for Education</li> <li>Preparation of standard Human Resources Regulation for independent entities as per the commission from the Cabinet of Ministers in this regard, to be submitted to the competent authority</li> </ul>
	Setting and upgrading of governmental human resources policies	Revision and upgrading policies of human resources ( as required)	<ul style="list-style-type: none"> <li>Resources Regulation for independent entities as per the commission from the Cabinet of Ministers in this regard is prepared to be submitted to the competent authority</li> </ul>
Attract , stimulate and maintain qualified human resources to fill the targeted job positions within the federal governmental sector	Designing Integrated systems for governmental human resources	Upgrading the database on human resources policies and procedures ( electronic library)	<ul style="list-style-type: none"> <li>The website is upgraded in lieu of the policies and programs launched by the Authority ( as posted in the official website of the Authority)</li> </ul>

Objective	Initiatives	Main Activities	Remarks
Setting special policies, programs and systems for human resources in federal government	Setting and upgrading of governmental human resources policies	Setting of an Optional Retirement Policy	<ul style="list-style-type: none"> <li>The Cabinet of Ministers resolution on services No. (9/123 c/11) for the year 2010 regarding Optional Retirement for those who spent 30 years or more in service with the Federal Government was issued.</li> <li>The Policy for Optional Retirement for employees of independent authorities was prepared.</li> <li>A Cabinet of Ministers resolution for services No. (9/160g/25) for the year 2011 approving optional retirement for government authorities and corporations was issued.</li> <li>A circular in this regard was issued and circulated to all federal government entities in August 2011</li> </ul>
		Preparation of a resolution for determining the ceiling for employment and financial benefits for special contracts	<ul style="list-style-type: none"> <li>A Cabinet Resolution on services was issued approving the proposal</li> <li>A circular was issued in this regard to all federal government entities in July 2011</li> </ul>
		Setting a mechanism for the classification and specification of new functions for payment of the technical allowance	<ul style="list-style-type: none"> <li>The setting of the mechanism was successfully completed and was discussed with the Ministry of Finance and submitted to the Authority's Board of Directors.</li> <li>A Board of Directors' resolution was issued and a circular distributed to all federal government entities in in this regard.</li> <li>The mechanism was integrated into the new Human Resources Executive Regulation</li> </ul>
		Preparation of Retirement Model in collaboration with experts and consultants	<ul style="list-style-type: none"> <li>The model was carefully studied, in agreement with the Ministry of Finance and the study was submitted to the Cabinet of Ministers for approval.</li> </ul>

Objective	Initiatives	Main Activities	Remarks
Warrant the deliverance of all central services in accordance with quality, competence and transparency standards	Competent and efficient management of financial resources	Preparation of Budget and follow up of its implementation	<ul style="list-style-type: none"> <li>The payroll management is checked monthly and reviewed and approved by the internal audit office of the Authority. 51 contracts were successfully concluded with consultant companies and contractors at a percentage of 100%, and 47 direct purchase orders were issued. The Financial Affairs Department normally prepares 12 financial reports monthly .</li> </ul>
		Payroll Management	
	Applying the best HR practices	Training and development of employees	<p>The percentage of trainees according to different job categories:</p> <ul style="list-style-type: none"> <li>Leading (90%)</li> <li>Supervisory (89%)</li> <li>Executive (97%)</li> <li>Specialized and technical (88%)</li> <li>Technical support (76%)</li> </ul> <p>The total number of training hours according to different job categories:</p> <ul style="list-style-type: none"> <li>Leading (1034)</li> <li>Supervisory (280)</li> <li>Executive (912)</li> <li>Specialized and technical ( 1076)</li> <li>Technical support (656)</li> </ul>
	Providing stat of the art IT services	Development of electronic systems and applications	<ul style="list-style-type: none"> <li>The website scored 100% in the annual evaluation of government websites sponsored by the UAE electronic Government in light of upgrading work done by the work team.</li> </ul>
		Provision of technical support to users ( help line)	<ul style="list-style-type: none"> <li>An integrated system and help line for technical support for the Authority were developed in addition to formation of support team for applying performance management system for the Federal Government employees providing a hot telephone line and an e-mail for communication with the working team</li> <li>An integrated model for organizing technical support processes relating to Human Resources Management System (Bayanati) was adopted , which consists of :</li> <li>The first technical support line represented by the main users who were trained and qualified in all federal government entities</li> <li>The second technical support line represented in the formation of a technical support office allocating a special number (006-425525) for the processes of technical support</li> <li>Allocating a special e-mail address <b>bayanati@fahrgove.ae</b> to receive request for technical support</li> </ul>



Objective	Initiatives	Main Activities	Remarks
		Networks management and data security	<ul style="list-style-type: none"> <li>The networks and main servers infrastructure were developed so as to support the Authority's departments in implementing their projects.</li> </ul>
	Applying the best HR practices	Personnel	<ul style="list-style-type: none"> <li>The Personnel department undertook the task of preparing (2394) transactions, using the public servant system for the Authority's employees during 2011.</li> <li>Flexible work hour's system was applied in the Authority.</li> <li>Job descriptions were prepared, approved and distributed to all departments and sectors.</li> </ul>
	Insuring the application of quality control and institutional excellence standards	Quality management	<ul style="list-style-type: none"> <li>A questionnaire about job satisfaction was launched electronically involving all employees of the Authority.</li> <li>A proposal for Suggestions' system was prepared.</li> </ul>
	Setting and developing the Strategic Plan and Performance measurement	Specification of principle Performance indicators and performance measurement	<ul style="list-style-type: none"> <li>The Key performance indicators and performance measurement were specified in the strategic and operational plan of the Authority for the years 2011-2013.</li> <li>The first, second, third and fourth quarters for the operational plan indicators for the year 2011 were entered into the Performance Management System for the UAE Government.</li> </ul>

Objective	Initiatives	Main Activities	Remarks
		Setting and development of the operational and strategic plans	<ul style="list-style-type: none"> <li>The Operational Plan for the Authority was approved by the concerned competent bodies and was entered into the Performance Management System.</li> </ul>
	Warranting the application of quality standards and institutional excellence	Management of Customer Relations	<ul style="list-style-type: none"> <li>A study on Customer satisfaction pursuant to the standards set by Sheikh Khalifa Program for Institutional Excellence was prepared and conducted . The study involved 72 participants, specialized in human resources management, legal policies and affairs, from 42 ministries and federal government entities. The study involved individual interviews, telephone calls .The results were as follows: 88.1% of overall satisfaction against the targeted level of 80% satisfaction.</li> <li>Two workshops were organized in the Authority to inform the employees about the results of the above mentioned study and to explain the significance of a questionnaire on employees' satisfaction concerning achievement of anticipated results of the Authority.</li> </ul>
		Preparations for participating in Sheikh Khalifa Award for Excellence	<ul style="list-style-type: none"> <li>A number of workshops were organized for the employees of the Authority to introduce them to the Sheikh Khalifa Program for Institutional Excellence and a pioneers' team was formed.</li> <li>The Nomination details for different employee categories were completed and dispatched to the management of Khalia's Prize and the qualification and preparation of the nominees is currently underway.</li> </ul>

Objective	Initiatives	Main Activities	Remarks
	Ensuring the establishment of internal and external communication	Planning and coordinating (streamlining) internal and external communication	<p>Partnerships were concluded with the following:</p> <ul style="list-style-type: none"><li>• The Civil Service Bureau of the Kingdom of Bahrain</li><li>• Moroccan Ministry of Modernization of Public Service Sectors</li></ul>
		Management of Media activity	<ul style="list-style-type: none"><li>• Keeping up with major programs and activities of the Authority by media coverage utilizing written and spoken word , photographs and videos</li><li>• Publication of 8 issues of HR Electronic Magazine.</li><li>• Enhancing internal media activities and creating an interactive relationship with employees among themselves , on the one hand, and between the employees and the Authority's activities on the other hand.</li></ul>
	Applying the best international practices in leadership		<ul style="list-style-type: none"><li>• The leadership has adopted the open-door policy with employees.</li><li>• Activation of incentives system</li><li>• Regular follow up of projects and programs of the Authority with the executive team.</li><li>• Regular meetings with different sectors.</li><li>• The annual ceremony for honoring employees.</li><li>• The collective annual Iftar</li></ul>



# Photo Library







الهيئة تشارك في الندوة الرابعة لمعاهد الإدارة العامة والتنمية الإدارية بدول التعاون لدول الخليج العربية

FAHR taking part in the 4th seminar of Public Administration Institutes and Management Development in GCC countries in Kuwait



استضافة الاجتماع العاشر للجنة الفنية لشؤون الخدمة المدنية والموارد البشرية بدول مجلس التعاون

Hosting the 10th meeting of the Technical Committee for Civil Service Affairs and Human Resources in GCC



حاكم الفجيرة يتسلم درعاً تذكاريّة من الهيئة عقب معرض الفجيرة الخامس للتوظيف .. وولي العهد في لقطة تذكارية مع فريق الهيئة

Ruler of Fujairah, received a commemorative trophy by the Authority after Fujairah 5th Exhibition of employment .. And the Crown Prince in a commemorative snapshot with the team.



الهيئة تستضيف الاجتماع الـ 12 لمديري معاهد الإدارة والتنمية الإدارية بدول مجلس التعاون

FAHR Hosts the 12th Meeting for Institutes of Management and Administrative Development Managers in GCC



من ورش الاستعداد للمشاركة في برنامج الشيخ خليفة للتميز الحكومي

One Of workshops for participation in Sheikh Khalifa program for government Excellence



استضافة الاجتماع الـ 16 للجنة التدريب عن بعد بمعاهد الإدارة العامة والتنمية الإدارية في دول مجلس التعاون

Hosting the 16th meeting of the distance training Committee in public administration institutes and administrative development in GCC



الهيئة تطلع على تجربة محاكم دبي الأرشيفية

FAHR to review the Archive experience of Dubai Courts



طلبة الإدارة في "تقنية دبي" يطلعون على بنية الهيئة ونظامها الإداري

Administration students at the Dubai technical Collage review the Authority's Set-up and its administrative System



إطلاق مبادرة الحقبة المدرسية المجتمعية

Launching of Community School Bag Initiative



## FAHR Annual Ceremony for Honoring Excellence Groups and Partners



عدد من موظفي الهيئة خلال الحفل  
Number of FAHR Staff during the Ceremony



فريق تعديل قانون الموارد البشرية  
HR Law Amendment Team



فريق نظام اعتماد للموافقات الإلكترونية  
Team of Accreditation System for Electronic Approvals



فريق المشتريات  
Purchasing Team



فريق تطبيق نظام إدارة الأداء داخل الهيئة  
Team of application performance management system within FAHR

## لقطات من حفل الهيئة السنوي لتكريم الفرق المتميزة والشركاء



معالي حميد القطامي وسعادة د. عبد الرحمن العور يتوسطان عبد الله البسطي ومريم الأميري ومريم العبار  
H.E Humaid AL Qatami, H.E Dr. Abdulrahman Al Awar amidst Abdullah Al Basti, Mariam Al Amiri & Mariam Al Abbar



فريق تطوير الموقع الإلكتروني  
Website Developing Team



فريق إدارة برنامج قيادات حكومة الإمارات  
UAE'S Leaderships Program Management Team



فريق دراسة آلية وخطة التوطين  
mechanism and plan of Nationalization study Team



فريق التغيير المساند لتطبيق نظام "بياناتي"  
The supporting changing team for the application of "BAYANATY" System



## Authority's UAE 40 National Day Celebration



## لقطات من احتفال الهيئة باليوم الوطني الـ 40

