Guide on the Development
of the Human Resources Departments' Performance in the Federal Government

الهيئة الاتحادية للموارد البشرية الحكومية
Federal Authority For Government Human Resources

United Arab Emirates

Guide on the Development
of the Human Resources Departments'
Performance in the Federal Government

"Balanced Scorecard
of the Human Resources Departments"

Contents

1. Introduction

The strategy of the United Arab Emirates government has always stressed the importance of investing in the national human capital and reinforcing the leadership of the government sector. Therefore, pursuant to the UAE Vision 2021, the state will strive to become one of the world's best countries, and will focus on developing its current, competitive knowledge-based economy. Human capital-based sustainability will play a major role in this regard; therefore, the federal ministries and bodies must be effective in the delivery of their services to the citizens and the business sector.

The Federal Authority for Government Human Resources has launched a series of frameworks, policies and systems including the Human Resources Law and its executive regulation, the Performance Management System of the Federal Government's Employees, the Training and Development System, the Code of Professional Conduct, the Human Resources Management Information System (Bayanati), "Maaref", "Al Mawred", the Jobs Evaluation and Description System…etc. The "Development of the Performance of Human Resources Departments in the Federal Government of the UAE" is a huge leap forward that will help develop the entire human resources trends in the federal government.

Based on this direction, the Ministerial Council for Services has approved in its Decision no. (2/KH4/52) of 2013 a project to develop and improve the performance of human resources departments in the federal government through the use of the balanced scorecard of the human resources departments.

1.1 The Objective

The main objective of "developing the performance of human resources departments in the federal government" in enabling the human resources departments operating in the federal ministries and bodies to perform their duties for the purpose of achieving the following goals:

- Ensure the delivery of a strategic added value to the federal ministry/body by the human resources departments.
- Enhance the efficiency of the human resources department.
- Build the professional capacities and skills of the human resources.
- Develop a sustainable environment to attract and maintain the best talents.

1.2. The Scope

The Human Resources Departments' Performance Development Guide covers the practical guidelines/directions required to achieve the desired goals, which include the development of the human resources departments' performance in all of the federal ministries and bodies that apply the Human Resources law and its executive regulation and amendments, whereby:

- The human resources departments in the federal ministries and bodies should apply the operational guidelines to develop and improve the performance.

- The Federal Authority for Government Human Resources shall be responsible for developing and reviewing the Guide whereby the human resources' balanced scorecard shall be used as a governance tool.

- The Federal Authority for Government Human Resources shall serve as a center of excellence to clarify the concepts and ensure the development of the human resources departments' performance and their sustainability in the federal ministries and bodies.

1.3. The Legal Reference

This framework has been developed as per the following legal references:

- The Federal Decree Law no. (11) of 2008 on the Federal Government Human Resources and the Executive Regulation and Amendments thereof.

- Cabinet Decision no. (12) of 2012 on the Performance Management System of the Federal Government's Employees.

- Cabinet Decision no. (11) of 2012 on the Training and Development System.

- The Federal Government's Operational Plan and Human Resources Strategy.

- The Ministerial Council for Services Decision no. (2/KH4/52) of 2013 on the Approval of the Human Resources Departments' Performance Development and Improvement Project.

- The Human Resources Information System "Bayanati).

- Best practices in human resources management.

1.4. Definitions

The following is a general description of the words and phrases that are frequently used in the context of this Guide:

- **The State:** The United Arab Emirates

- **The Government:** The Government of the United Arab Emirates

- **The Cabinet:** The United Arab Emirates' Cabinet

- **The Ministry:** Any ministry that is established pursuant to the provisions of the Federal Law no. (1) of 1972 on the Competencies of Ministries, the Ministers' Authorities and the Laws in Amendment thereof, or pursuant to any other laws.

- **The Human Resources Law:** The Federal Decree Law no. (11) of 2008 on the Federal Government Human Resources and Amendments thereof.

- **The Executive Regulation:** The Executive Regulation of the Federal Decree Law no. (11) of 2008 and Amendments thereof on the Federal Government Human Resources issued as per Cabinet Decision no. (13) of 2012.

- **The Federal Body:** The federal public bodies and institutions.

- **The Minister:** The top head of the ministry.

- **The Authority:** The Federal Authority for Government Human Resources

- **The Higher Management:** The Undersecretary, the Assistant Undersecretary or the like.

- **The Human Resources Management:** The administrative unit concerned with human resources in the federal body.

- **The Employee:** Any person who occupies one of the positions stated in the budget.

- **The Performance Management System:** The system used to evaluate the performance of employees in the federal government which is approved by Cabinet Decision no. (12) of 2012 on the Approval of the Performance Management System of the Federal Government's Employees.

- **The Training and Development System:** The system used to train and develop the federal government's employees which is approved by Cabinet Decision no. (11) of 2012 on the Training and Development System of the Federal Government's Employees.

- **The Human Resources Information System "Bayanati":** It is an electronic system through which the human resources procedures can be automated, including the financial procedures that are related to the employees' salaries in all the bodies implementing said system, including the federal ministries and bodies. Therefore, "Bayanati" represents a unified database for the federal government.

- **The Procedures:** A special way to fulfill any job and is reliant on a series of consecutive steps for a specific order.

- **The Flow Chart:** Is a graph explaining the steps and procedures to conduct a certain task or action according to its logical order.

2. What Does Developing the Performance of the Human Resources Departments Mean?

Developing the human resources departments' performance is an approach that is based on the integration and alignment of tasks and the ability to motivate in order to determine how the human resources departments perform inside a ministry or body. This helps the departments fulfill their obligations and promises and meet the stakeholders' expectations. The first step here is to adopt a clear basis for the procedures used to develop the performance of human resources departments. Improvement is usually made from within the body itself (as when a manager criticizes the human resources practices, or its employees, etc), and it is important to implement changes based on feedback, work requirements and the customers' expectations.

The "Human Resources Departments' Performance" development framework in the federal government recommends adopting a four-stage approach since the development of the human resources departments' performance is not limited to performing human resources tasks, but also the effective contribution to achieving institutional success. The focus here shall not be on the change process itself, but rather on the final results as per the organizational and institutional capabilities. Therefore, this Guide will help us develop the performance of the human resources departments in a sustainable way by applying the related guidelines and directions.

The Performance Development Framework

of the Human Resources Departments

Analyzing the Needs	→	Achieving the Desired Results	→	Application Guidelines	→	Accountability

Why?	What are they?	How?	Who?
Assessing the Human Resources' Readiness	• Building Institutional Capacities	The Strategy	• Roles and Responsibilities
• Performance Level Stakeholders	• Stakeholders' Measures	• The Balance Scorecard	The Roadmap
• Analyzing the Current Situation		The Operations	(Flow Chart)
• Identifying Expectations		• Re-engineering	
Case Study		• Using Technology	
		The Individuals	
		• Efficiency	
		• Unique Roles	
		• Professional Planning	

2.1. Why Do We "Develop the Performance of the Human Resources Departments?"

The biggest challenge that the government human resources officials and experts face is helping their federal ministries/bodies implement the strategic plan to achieve the main goals, adhere to the allocated budgets, provide services, achieve goals, and play the role of a motivator to sustain society's growth. Real change begins when we respond to the work needs and the stakeholders' requirements according to clear and specific priorities.

Therefore, in order to overcome this challenge and ensure access to added value, the human resources department must identify the actual needs of its main role and determine its impact on the federal ministry or body. This will serve as the first step toward meeting the basic needs of the work. If the human resources department's performance is developed on this basis, then they can achieve sustainability thanks to their link with the institutional framework.

The development of the human resources departments' performance is one of the responsibilities of the federal government's executive team, and the first step here is to treat this team as the real development team or the change team. This team represents real stakeholders for the federal ministry or body which means that the change team must designate a project manager to implement the development process within the framework of this Guide. However, in order to help him build the logical basis for developing the performance of the human resources departments, the project manager must cooperate with the human resources department to carry out the following:

- Identify the federal government's readiness to implement the development process of the human resources departments' performance.

- Analyze and understand the stakeholders' expectations regarding the federal ministry or body.

- Prepare a case study/report as per this concept.

2.1.1. Assessing the Readiness of Federal Ministries and Bodies

The best way to commence the development process is to evaluate the current situation in terms of the performance level of the human resources departments. In this case, the human resources must be comprehensively assessed (please refer to Appendix 3.1 on Readiness Assessment), and this assessment reference must be used to collect data from the leadership and the management team in the federal ministry/body, which includes both the human resources and the other executive departments.

2.1.2 Stakeholders Analysis

The human resources departments must understand the federal ministry's or body's strategy and the stakeholders' expectations, in addition to understanding the institutional needs and the external changes, which include the transformations in the technological field, the demographic characteristics, the impact of globalization…etc. External circumstances have a real indirect impact on the roles played by the federal ministry or body. However, they become more impactful when they are translated into specific expectations by the stakeholders.

The employees are among the most prominent stakeholders for the human resources departments, but they are not the only ones. The ministry's/body's leadership, the customers, and the legislative and social bodies

all represent external stakeholders, and it is important to be clear about that in order to make sure that the stakeholders' needs and expectations are met from the get go. This helps us make sure that all stakeholders are involved in everything we do with regard to the development of the performance of human resources departments. (Please refer to Appendix 3.2 on the Stakeholders Analysis).

2.1.3. The Case Study

Human resources experts and specialists must understand the economic situations, the career patterns in the various sectors, the customers' preferences and the organizational and technological environments. Then, after analyzing the challenges that the key stakeholders are facing and understanding their expectations, we move on to preparing a case study/comprehensive report to develop the performance of human resources departments which should be considered as a response to the real and future work-related challenges.

Moreover, the project manager must rely on realistic and accurate data and numbers, rather than intuition, to justify the development process. He also needs to cooperate with the human resources leadership and establish partnership with the support departments, such as the finance department, and others to obtain data that can serve as the logical basis for requesting development. (Please refer to Appendix 3.3 on the Case Study). After including the key challenges and estimating its scale, impact and the required solutions, the project manager must formulate a convincing case study/report in order to obtain support from the Higher Management needed to achieve success.

2.2. The Desired Results: What Can We Expect to Achieve from "Developing the Performance of Human Resources Departments?"

Once the federal ministry or body is confident that developing the performance of the human resources departments will help it respond to work-related challenges, it will inevitably request to know how the impact of this development and its results will be measured. Measuring the improved human resources activities cannot be considered enough since the real result lies in the impact that these activities have on the course of action.

Among the key results of developing the performance of Hee are:

- Build the institutional capacities
- Fulfill the stakeholders' expectations.

2.2.1. The Institutional Capacities

The institutional capacities represent the type of activities that a given body is famous for, or the things that the body is good at, which includes designing activities to offer an added value to the type of work. In this regard, developing the performance of human resources departments can help in redefining the institutional capacities, and in most cases it those capacities reflect the body's identity and culture.

Moreover, it is necessary to focus on building those capacities to achieve results, and the project manager, along with the human resources department, must check the progress by identifying the most crucial capacities that can help the ministry/body achieve success in the future according to the strategic plan. (Please refer to Appendix 3.4 on Institutional Capacities Checklist).

Identifying the capacities can help in determining the targeted/necessary capacities for each stakeholder, and therefore identify the priorities to achieve progress in the development of the Hee performance.

2.2.2. Stakeholders Measures

Based on the feasibility study, the executive team has previously obtained a list of the key stakeholders, their priorities and expectations, since it is important to have a shared perspective of the key stakeholders' identity and the identity of the stakeholders who are the most affected by the development of the Hee performance. The second stage requires us to identify the human resources activities and the value offered to the stakeholders through the development of clear measures. (Please refer to Appendix 3.5 on Determining the Stakeholders' Measures). Such measures can help in tracking the progress made in developing the performance of Hee and measuring the benefit that these positive changes bring to the stakeholders.

2.3. Guidelines: How is the "Human Resources Departments' Performance Development Project" Implemented?

This is the most important stage in the entire development process. In this stage, the human resources departments conduct additional measures to develop several roles/duties, including but not limited to: Talent management, the automation of the human resources procedures, the shared services, and the preparation of operations' flow chart. However, all of these are not enough to achieve the desired results, and the development of the performance of human resources departments must be aligned with the course of work, and must be included on all levels, including the improvement of human resources efficiency and the reinforcement of efficiency by determining the value added to the work.

In order to achieve the results stated in the second stage, the executive team must focus on the following main factors:

- The strategy
- The operations
- The individuals

2.3.1. The Strategy: Alignment and Governance

The Federal Authority for Government Human Resources developed a strategy for the human resources in the federal government that is in line with the UAE Vision 2021 whereby a detailed operational plan was prepared for the period between 2014 and 2016 based on the strategic goals.

The Human Resources Strategy in the Federal Government

(2014-2016)

The Vision

A human capital in the federal government that achieves global leadership

The Mission

Enabling the human capital in the federal government to achieve excellent institutional performance through effective cooperation with the partners to devise and support the implementation of integrated solutions for the human resources as per the best international practices.

The Values

Loyalty, sense of belonging, professionalism, integrity, leadership, performance excellence, responsibility, effective communication, and partnership

The Strategic Goals

1	2	3	4
Establish a modern and integrated legislative system to manage human resources in the federal government as per the best international practices	Empower the national talents and develop the federal human capital.	Effective planning of the human capital to increase productivity of the federal bodies	Promote the principles of corporate culture and create a motivating work environment.

5 — Ensure the provision of all administrative services as per the quality, efficiency and transparency standards.

For more details about the human resources strategy and the organizational plan, please visit the official website of the Federal Authority for Government Human Resources at www.fahr.gov.ae

Implementing the human resources strategy in the federal government will help the federal ministries and bodies ensure their human resources activities are in line with the federal government's vision of the United Arab Emirates, as well as its strategic plans. The Federal Authority for Government Human Resources has designed the balanced scorecard based on the federal human resources strategy in which the pillars of the balanced scorecard are linked to the strategic goals.

The Customers Pillar
- Improving Customer Satisfaction

The Learning and Growth Pillar
- Improve efficiency
- Reinforce commitment

The Human Resources Strategy

The Financial Pillar
- Reducing some human resources-related costs
- Reinforcing the value of investment in human resources and its revenues

The Internal Operations Pillar
- Improve productivity
- Reinforce operations efficiency
- Improve commitment and reduce risks

The initiatives of the Federal Authority for Government Human Resources will enable the federal ministries and bodies to introduce a significant change in the human resources field on those levels. Based on the broader human resources strategy, all the initiatives/programs that are internally developed by the human resources department will need to align itself with the proposed strategic goals. This will ensure that the human resources will respond to the federal ministry/body and the duties entrusted in the, not to mention the added value it will offer.

The federal ministries and bodies need to apply the balanced scorecard principle of human resources and forward periodic reports to the Federal Authority for Government Human Resources regarding the progress made in using the balanced scorecard as a tool for governance.

All of the balanced scorecard pillars have been linked with several current strategic initiatives, and each one of these initiatives has its own set of key performance indicators which will enable the federal ministry/body to monitor the progress made, and thus forward periodic reports to the Federal Authority for Government Human Resources.

The initiatives that are internally developed must follow the same techniques for measuring key performance indicators and the balanced scorecard pillar. The balanced scorecard of the human resources is considered a governance tool that the federal ministries and bodies must use.

The Balanced Scorecard of the Human Resources Departments

Below is a list of the key performance indicators developed by the Federal Authority for Government Human Resources and the initiatives associated with the balanced scorecard perspective. The federal ministry/body can add more to this list based on the implementation of the various initiatives.

The Customers Pillar				
The Initiative		Performance Indicators Measures		
Initiative Title	Implementation Timeframe	Indicator	Target	Measurement Periodicity
The Federal Government Employees' Productivity Enhancement Initiative	Since 2011	Job Satisfaction/Job Harmony	70%	First quarter of each year
		Job Turnover Rate	Descending order	Annual
The Human Resources Law and its Executive Regulation	Since 2012	Activation of the Violations and Grievances Committees	As per the law	Biannual
		Number of grievances and violations on which decisions have been made as per the timeframe	Descending order	Biannual
		Commitment to the law and the regulation *	Ascending order	Annual
Implementation of "Testahel" program to encourage the employees	2014	Number of candidates in each category (4 categories)	4 candidates in each quarter	The second quarter 2014 and continues
Performance Management System	Since 2012	Number of performance-related grievances on which decisions were made compared to the total number of grievances		annual
Training and Development System	Since 2012	Satisfaction with the training programs and the annual training plan	Ascending order	annual
Any other initiatives can be added in the body that are related to the customers				

Initiative		Performance Indicators Measures		
Initiative Title	Implementation Timeframe	Indicator	Target	Measurement Periodicity
Emiratization (The National Agenda Targets)	Since 2011	Emiratization rates according to the various job categories (leadership, supervisory, executive, specialized, technical)	According to the Emiratization Plan	Quarterly
		Number of jobs replaced as per the replacement targets		
Training and Development System	Since 2012	Issuing the annual training and development plan based on the individual development plans within the system's timeframe	According to the approved training plan	Annual
		Percentage of trainees according to the various job categories (leadership, supervisory, executive, specialized, technical)		Quarterly
Jobs Assessment and Description System	Since 2014	Percentage of jobs that have been described and assessed	25% during 2014	Biannual
Performance Management System	Since 2012	Percentage of employees who have performance documents	Based on the system	According to the system cycle
		Formation of control and budget committees		Annual
		Adherence to the system's timeframe		Annual
		Adherence to the quality of implementation as per the standards set out in the system	Refer to the system	Annual
		Percentage of employees as per the approved performance levels	Refer to the system	Annual
The Human Resources Information System "Bayanati"	Since 2014	Percentage of procedures implemented through self-service compared to procedures implemented through human resources procedures (self-service activation rate)	Descending order	Continuous
		Completion rate of the employees' basic data (name in English, passport details, identity card information, residency details, contact info, email address…etc)	100%	
		Level of commitment to the activation of the electronic system related to the Human Resources Information System "Bayanati" in the federal bodies **	100%	
The Electronic System for the Strategic Planning of the Workforce	2014	Activation of the Workforce Electronic System to issue the annual employment plan and prepare the jobs budget	Ascending order	annual
Any other initiatives can be added in the body that are related to the internal operations				

Initiative		Performance Indicators Measures		
Initiative Title	Implementation Timeframe	Indicator	Target	Measurement Periodicity
The Training and Development System	Since 2012	Average training hours for each employee according to the various job categories (leadership, supervisory, executive, specialized, technical)	According to the approved training plan	Annual
		Percentage of employees who have individual development plans		
		Commitment to the approved annual training and development plan		
		Ratio of specialized programs to general programs		
		Number of employees who obtained professional certificates	Ascending order	
Maaref Initiative	Since 2013	Usage rate of the preferred training partners list within Maaref	According to the approved training plan	
		Number of training programs implemented in the behavioral competencies matrix		
Any other initiatives can be added in the body that are related to the learning and growth				

The Financial Pillar				
Initiative		Performance Indicators Measures		
Initiative Title	Indicator	Indicator	Target	Measurement Periodicity
Performance Management System	Since 2012	Percentage of employees who received financial or job promotion based on performance results.		Annual
The Federal Government Employees' Productivity Enhancement Initiative	Since 2011	Average absence days for each employee	Descending order	Biannual
		Average sick leaves per employee	Descending order	Biannual
		Number of work-related injuries (professional health and safety)	Descending order	Annual
Training and Development System	Since 2012	Commitment to the annual training budget as per the approved training plan	According to the approved budget	Annual
The Electronic System for the Strategic Planning of the Workforce	Since 2014	Commitment to the approved jobs budget	Ascending order	Annual
		Job occupancy rate as per the approved employment plan	According to the body's employment plan	
Any other initiatives can be added in the body that are related to the financial pillar				

*Based on feedback from the State Audit Institution.

**The Performance Management System, the Training and Development System, Self-service, the Statistical Reports System "Al Mustakshef", and the Smart Data Measurement and Management System.

Other indicators will be added based on the approved initiatives later on.
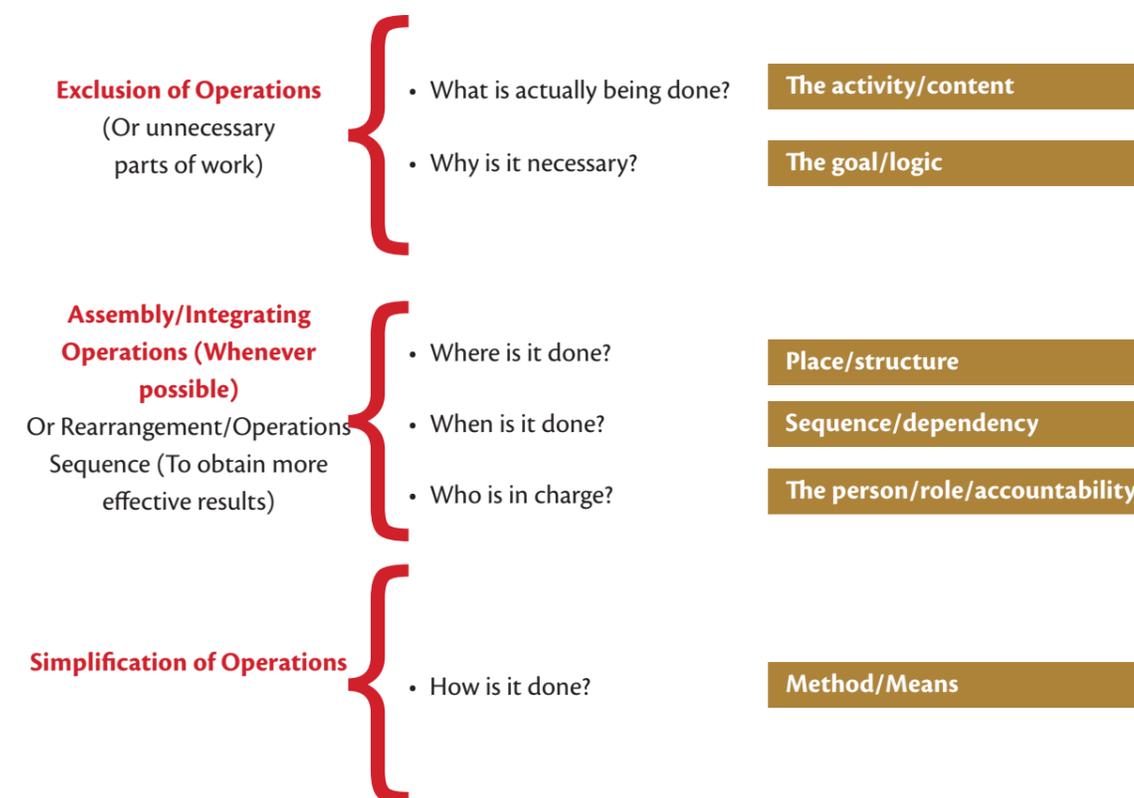
2.3.2. The Operations: Re-engineering – Integration

Human resources departments must focus more on addressing the strategic issues that include the federal ministries'/bodies' competitiveness and performance level, than on performing the operational role. Also, the human resources must ensure that their practices, operations and policies complement the body's overall strategy. Therefore, they need to develop specific abilities to carry out this strategy, not to mention reducing the time needed to apply the strategy.

The next step is to rethink the way human resources operate, and redesign it from the ground up. This requires the reorganization of all roles and works related to human resources in order to save time, reduce operational costs, and improve the quality of services and their delivery. Therefore, the Federal Authority for Government Human Resources recommends following these three simple rules:

- Simplifying operations.
- Unifying the procedures.
- Integration and automation whenever possible.

The simplification of operations rule includes investigating the current situation and re-aligning the operations with the strategic goals of the federal ministry/body. In this context, all aspects of this operation must be analyzed and reformulated through re-engineering. In other words, the content, logic, structure, sequence, accountability and methodology must be clarified. The Federal Authority for Government Human Resources recommends adopting the following model to limit or simplify the work procedures. (Please refer to Appendix 3.6 on Examples of Questions used in Operations Analysis which includes:

Exclusion of Operations (Or unnecessary parts of work)
- What is actually being done? — The activity/content
- Why is it necessary? — The goal/logic

Assembly/Integrating Operations (Whenever possible) Or Rearrangement/Operations Sequence (To obtain more effective results)
- Where is it done? — Place/structure
- When is it done? — Sequence/dependency
- Who is in charge? — The person/role/accountability

Simplification of Operations
- How is it done? — Method/Means

The body's procedures, which include improving the delivery or re-delivery of recurrent services, can be unified regardless of the place, time, and the person in charge of implementation. Federal Authority for Government Human Resources developed the "Human Resources Policies and Procedures Manual" for this particular purpose. Therefore, the federal ministry/body needs to continue developing and implementing this manual to achieve the desired internal results.

The integration and automation of operations plays a vital role in reinforcing the efficiency of the human resources operations. In this regard, "Bayanati System" has been applied since 2012. This will lead to significantly less work load due to the automation of human resources procedures.

The federal ministries and bodies need to implement the System's modules and ensure data accuracy in order to address the gaps and ensure effective use.

2.3.3. The Individuals: Capacity Building

The availability of an adequate number of employees who possess the appropriate skills and competencies in the right place at the right time helps the body continue its response to the stakeholders' expectations. Building the individuals' capacities is of utmost importance since it helps improve future competition opportunities. Therefore, federal ministries and bodies need to work on developing the following aspects in order to reinforce the capacities of individuals working in the human resources field:

- The technical/specialized competencies
- The unique human resources roles

The technical/specialized competencies of the human resources specialists will determine the ability of developing the performance of human resources departments in the future, as well as the achievement of sustainability. Competencies help individuals achieve optimal performance, which in turn creates a positive impact on the fulfillment of the strategic goals. In this regard, the UAE government has introduced the "General Framework of the Behavioral Competencies" which is applied on a wide scale through the Performance Management and the Training and Development Systems for the federal government employees.

The specialized competencies along with the behavioral competencies will enable the human resources specialists to understand what they are expected to know and perform their duties effectively. The technical/ specialized competency, i.e. human resources experience, is the main competency that is required to be mastered by the human resources specialists. For more details please refer to Appendix 3.7 on the Specialized Competencies Model for Human Resources Specialists.

The Specialized/Technical Competencies

The Human Resources Experience and Practices

- Strategic business management
- Workforce planning
- Human resources development
- Compensations and benefits
- Risk management (including the profession
- Staff relations
- Human resources techniques
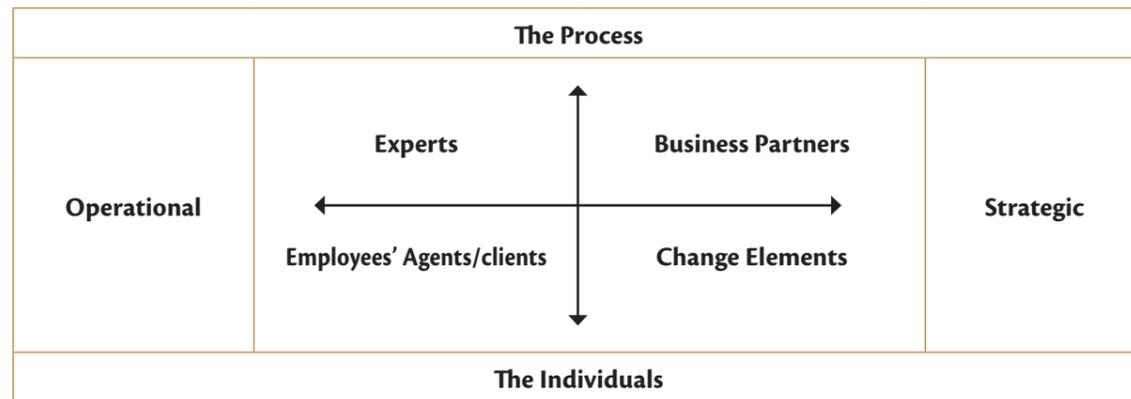- Talent management
- Change management

The specialized competencies have been integrated with the "General Framework of Behavioral Competencies" system, and those behavioral and specialized competencies have been designed based on their respective skill levels to provide the framework needed to identify the suitable members of the human resources team, from beginners to advanced.

Through professional development and continuous improvement, each individual in the human resources department can effectively contribute to the success of his/her ministry/body. To this end, the federal ministry/ body needs to effectively adopt the competency model in order to build the professional capacities of the human resources team in the following cases:

- Employment/assessment of new and/or current candidates
- Performance management based on the expected competency levels
- The individual development plans to fill in performance gaps
- Training and development based on the required competency levels
- Rewards and performance recognition
- Promotion/selection using the competency model
- Planning the career paths of the human resources specialists across all levels.

The unique roles of the human resources that represent an added value to achieve the strategic goals of the federal ministry/body and offer sustainable competitive features have been identified by focusing on the (strategic/operational) dimension and the interaction levels (the process/individuals)

	The Process	
Operational	**Experts**　　　　**Business Partners** ← ↕ → **Employees' Agents/clients**　　**Change Elements**	**Strategic**
	The Individuals	

Please refer to Appendix 3.8 on the Unique Roles of Human Resources. The human resources specialists must be highly effective to perform all these four roles. In fact, the human resources specialists must perform multiple roles at the same time whereby one of these roles is the primary role.

The federal ministry/body must classify the members of its team based on these principles and train the individuals to perform the roles within these specified fields of specialty in order to build the capacities of the entire human resources department. Flexibility in this model is allowed provided that the main principles of the model are not compromised. Clarity in roles and responsibilities should definitely lead to achieving rewards and recognition.

2.4. Accountability: Who is in Charge of "Developing the Human Resources Departments' Performance?"

Developing the performance of the human resources departments is a big project that requires change management. Change does not occur unless the need for such change is larger than resistance to change itself. However, creating a shared need for change in the human resources field is of utmost importance and often requires a certain degree of awareness and a desire to develop and learn new behaviors.

Developing the human resources specialists must be done in consultation with the concerned parties involved in the planning and execution stage. Moreover, it is also important to engage the specialists themselves in designing the change activities and decision-making because their commitment is required when implementation is commenced. On the other hand, engaging the stakeholders will provide support and assistance that can help overcome any obstacles, and it is unlikely that they will resist the change when implementation begins.

The directions related to the following matters must be followed to ensure proper development:

- Identify the roles and responsibilities

- Clarify the operations maps

2.4.1. The Roles and Responsibilities

Achieving successful development of the performance of the human resources departments requires timely selection of the suitable person who possesses the suitable set of skills. The project manager must include a wide range of the human resources elements (the leaders and experts) in addition to representatives of the executive team and the key stakeholders who must participate in the development process:
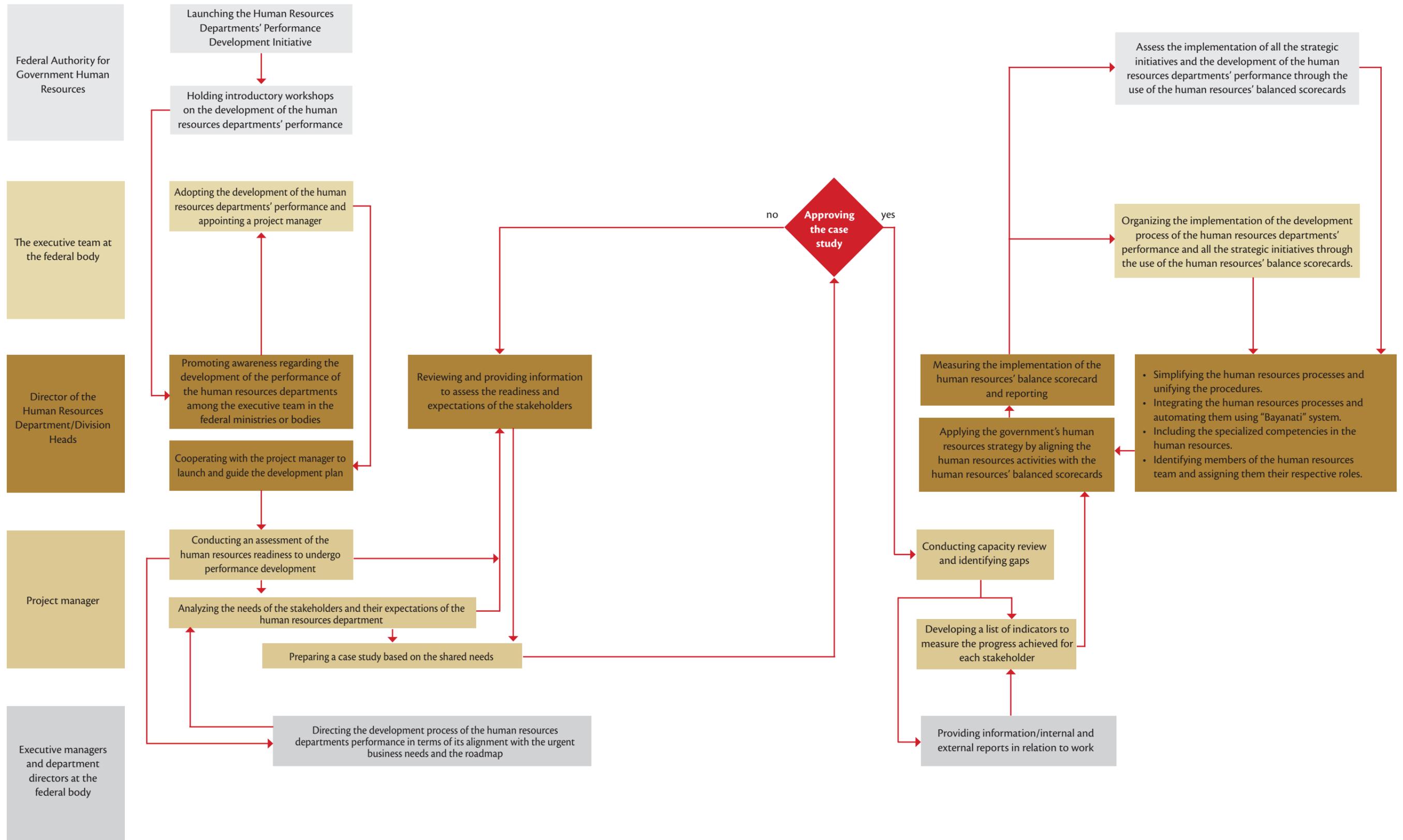
The Body	Roles and Responsibilities
Federal Authority for Government Human Resources	• Launch the Human Resources Departments' Performance Development Manual • Organize workshops to introduce the project. • Submit proposals and directions to the federal ministries and bodies regarding the development of the human resources departments' performance as required. • Assess the implementation stage of the human resources departments' performance development process using the balanced scorecard and ensure its implementation as per the targets. • Recognize the achievements of individuals and bodies through the participation in the "UAE Human Resources Award" • Provide support and assistance to develop the human resources specialists through specialized training and certificates in the human resources field. • Develop and automate the various human resources systems using "Bayanati" System.

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The Body	Roles and Responsibilities
The Federal Ministry or Body (The Executive Team)	• Sponsor the "Human Resources Department's Performance Development" project. • Select a manager for the "Human Resources Department's Performance Development" project. • Supervise the execution of the the "Human Resources Department's Performance Development" project using the balanced scorecard. • Review and approve the development results • Manage and resolve issues related to the project
The Project Manager	• Establish partnership with the human resources leadership in order to prepare a development plan and follow up on and assess the results. • Supervise the development process and activate the balance scorecard. • Collect information from the Executive Team and obtain approval from the Leadership Team, if needed. • Ensure commitment to the frameworks and deliver the results effectively. • Verify the quality level to align the development process with the business objectives.
The Human Resources Department	• Promote awareness regarding the "Human Resources Department's Performance Development" project. • Establish partnership with the project manager to lead the development project. • Apply the specialized competencies model on all the applicable decision-making processes related to human resources. For example: (employment, performance management system, individual development plans, incentives, rewards, etc). • Measure the applicability of the balance scorecard in the human resources field and report the same to the Executive Team and the Federal Authority for Government Human Resources on a periodic basis.

The Body	Roles and Responsibilities
The Executive Departments (Sectors and Departments)	• Provide support to the development efforts. • Direct the development of the human resources departments' performance to suit the business needs. • Provide business-related information/internal and external reports
Human Resources Specialists	• Participate in awareness workshops and develop and carry out the detailed tasks. • Link personal success to the success of the process carried out to develop the performance of the human resources departments. • Adopt and learn new roles, perform new activities and master the main competencies. • Adapt with the new human resources trend (The corrected procedures, systems automation, and the competencies of the human resources professionals) and the associated challenges.

The Roadmap (The Flowchart)

Developing the performance of the human resources departments includes working on three fronts, the strategy, the process and the individuals. The maximum period that the federal ministry/body needs to apply the balanced scorecard strategically is (100) days, whereas it takes (150) days to improve the performance-related processes and (300) days to enhance the individuals' competencies.

Federal Authority for Government Human Resources	Launching the Human Resources Departments' Performance Development Initiative

Holding introductory workshops on the development of the human resources departments' performance

Assess the implementation of all the strategic initiatives and the development of the human resources departments' performance through the use of the human resources' balanced scorecards

The executive team at the federal body

Adopting the development of the human resources departments' performance and appointing a project manager

no — Approving the case study — yes

Organizing the implementation of the development process of the human resources departments' performance and all the strategic initiatives through the use of the human resources' balance scorecards.

Director of the Human Resources Department/Division Heads

Promoting awareness regarding the development of the performance of the human resources departments among the executive team in the federal ministries or bodies

Reviewing and providing information to assess the readiness and expectations of the stakeholders

Cooperating with the project manager to launch and guide the development plan

Measuring the implementation of the human resources' balance scorecard and reporting

Applying the government's human resources strategy by aligning the human resources activities with the human resources' balanced scorecards

- Simplifying the human resources processes and unifying the procedures.
- Integrating the human resources processes and automating them using "Bayanati" system.
- Including the specialized competencies in the human resources.
- Identifying members of the human resources team and assigning them their respective roles.

Project manager

Conducting an assessment of the human resources readiness to undergo performance development

Analyzing the needs of the stakeholders and their expectations of the human resources department

Preparing a case study based on the shared needs

Conducting capacity review and identifying gaps

Developing a list of indicators to measure the progress achieved for each stakeholder

Executive managers and department directors at the federal body

Directing the development process of the human resources departments performance in terms of its alignment with the urgent business needs and the roadmap

Providing information/internal and external reports in relation to work

3. Appendices

3.1. Readiness Assessment Checklist

This checklist must be used to collect information from the leadership and the administrative team at the concerned federal ministry/body and should include the human resources team and the executive departments. The Readiness Assessment will help give a clear and complete idea about the needs of the human resources departments regarding the necessary development.

Instructions: Circle the number that you think is the most suitable for the federal ministry/body.

To what extent are the following sentences considered true in the federal ministry or body in which you work?

#	Sentence	Degrees Scope: 1 N/A 5 Completely Applicable				
1	All of the human resources specialists have enough information about the type of work the federal ministry/body does, its stakeholders and the external work environment.	1	2	3	4	5
2	The human resources department adopts a modern method to classify its work based on priorities and according to the expectations of the external stakeholders (the clients, and the executive and legislative bodies)	1	2	3	4	5
3	The federal ministry/body has clearly identified the institutional capacities that guarantee the execution of the strategy.	1	2	3	4	5
4	The human resources leaders focus on business results (through the assessment of the institutional capacities rather than the activities).	1	2	3	4	5
5	The human resources department has significantly contributed to the addition of a moral value among decision makers and to the federal ministry's/body's reputation.	1	2	3	4	5
6	The human resources team is aware of the human resources strategy of the federal ministry/body and is able to explain how daily work is linked to the strategy.	1	2	3	4	5
7	The human resources department can clearly distinguish between the traditional human resources work and its strategic role	1	2	3	4	5
8	The size of the human resources is adequate (in terms of the work team and costs) considering the outputs of the body's activities.	1	2	3	4	5
9	The human resources has competent individuals, performance, information and processes that are directly linked to the strategic results.	1	2	3	4	5

#	Sentence	Degrees Scope: 1 N/A 5 Completely Applicable				
10	The operations conducted by the human resources are effectively integrated (for example, things that are implemented within the talent development field is reinforced through rewards approval)	1	2	3	4	5
11	The human resources processes are effectively in alignment with the work strategy of the federal ministry/body	1	2	3	4	5
12	The human resources has clearly identified the human resources competencies, roles and activities that are directly linked to the success of the business.	1	2	3	4	5
13	The human resources is doing a good job in assessing the human resources specialists in terms of the required competencies to achieve success in the business	1	2	3	4	5
14	The human resources effectively invests in the human resources specialists and links their performance to the business results.	1	2	3	4	5
15	The main departments lead the initiatives related to the individuals and the federal ministry/body through support from the human resources departments	1	2	3	4	5
16	The human resources contributes to the collection and analysis of the clients' visual elements and guarantees that the ministry/body will honor the promises it made.	1	2	3	4	5
17	The human resources leaders are aware of the UAE Vision 2021 and are working on aligning its value-added initiatives.	1	2	3	4	5
The Result: Collect the Points for each Sentence and Write them Down Below						
80 or more	I have developed the human resources department in the ministry/body using this operational manual that can help you achieve continuous improvement.					
50 to 80	You have a good chance to improve the human resources contribution through focused and organized efforts to complete the development process. Use this operational manual to design and execute your plan.	Total Points: _____				
Below 50	It is important to start acting now and develop the performance of the human resources departments. Use this operational manual to design and execute your plan.					

3.2. Stakeholders Analysis

The most complete human resources model includes several stakeholders, such as the employees, the higher management inside the ministry/body, the clients, the legislators and the concerned parties from outside the body, in order to achieve full understanding of the specific work conditions that are linked to the development of the human resources departments' performance. Therefore, it is important to determine the expectations and changes associated with the stakeholders' directions.

Instructions: Ask all members of your executive team to fill in the following work paper by determining the needs, expectations and the strengths. After all of your team members fill in this work paper, go ahead and classify the stakeholders' needs based on priorities.

Stakeholders	Categories/Classification	Needs/Expectations/Strengths
Employees		
Higher Management		
Clients		
Legislators		
Society		
Others (Please mention them)		

3.3. Case Study

In order to develop the performance of the human resources departments, the human resources teams need to establish a clear relationship that fulfills the work requirements and the key stakeholders' expectations. It is also important to understand the integrated nature of the "Human Resources Departments' Performance Development" project and how it relates to other initiatives in the body. This means dealing with the development process as a priority among other competitiveness elements.

Instructions: Ask each member of the executive team to fill in the below paper by answering the questions before holding a meeting on the case study development (the Human Resources Departments' Performance Development Report).

1	What are the three main challenges that the federal ministry/body faces?

2	What is the impact of these challenges on the three main stakeholders in your entity?

3	What changes could the human resources make that might help the stakeholders overcome such challenges?

4	What impact do you expect these changes to have? How can you measure such impact?

5	Why are you concerned with the development process?

3.4. Institutional Capacities Checklist

This is the most important human resources tool to identify and build the institutional capacities which can support the strategy and fulfill the stakeholders' aspirations. The institutional capacities checklist shows the total scores for each one of these capacities, not to mention the maximum and minimum averages that these classified items have received.

Instructions: Circle the number that is the closest to your federal ministry/body.

To what extent do you consider the federal ministry/body good at identifying and activating the institutional capacities?

#	Sentence	Degrees Scope: 1 N/A 5 Completely Applicable				
1	**Talents (Competencies)** Is the body good at attracting, motivating, developing and maintaining talented individuals and competent persons?	1	2	3	4	5
2	**Speed** Is the body good at introducing significant changes quickly?	1	2	3	4	5
3	**Shared Intellect** Do the clients' and employees' impressions of the federal ministry/body reflect its institutional identity?	1	2	3	4	5
4	**Accountability** Are you good at formulating and applying standards that can achieve a high level of performance and implementation?	1	2	3	4	5
5	**Cooperation** Are you good at cooperating with others to ensure efficiency and effectiveness?	1	2	3	4	5

#	Sentence	Degrees Scope: 1 N/A 5 Completely Applicable				
6	**Learning** Are you good at generating, communicating and applying effective ideas?	1	2	3	4	5
7	**Leadership** Are you good at creating leaders that generate trust in the future?	1	2	3	4	5
8	**Communication with the Clients** Are you good at reinforcing permanent, trust-based relationships with the targeted clients?	1	2	3	4	5
9	**Innovation** Can you perform a new work on the content and operations level?	1	2	3	4	5
10	**Strategic Unity** Are you good at creating shared agenda that is related to your strategy?	1	2	3	4	5
11	**Simplicity** Are you good at simplifying strategies, operations and services?	1	2	3	4	5
12	**Social Responsibility** Can you create a strong reputation to achieve sustainability and charity work in your federal ministry/body?	1	2	3	4	5
13	**Risks** Are you good at anticipating and managing risks?	1	2	3	4	5
14	**Efficiency** Are you good at reducing costs that are related to the business practices you perform?	1	2	3	4	5

3.5. A Model for Determining the Stakeholders' Measures

Each stakeholder, project manager, the human resources leadership team must select two to three indicators to track the progress being achieved in regards to change. These measures must be trustworthy, accurate, transparent and easy to calculate. Moreover, the team must follow a specific approach to collect and exchange the data and monitor the stakeholders' measures.

Stakeholders	Proposed Measures
Employees	• A higher level of productivity • More commitment and integration • A higher level of efficiency in performing the current and future jobs • Maintaining more talented and competent staff • The ability to nominate the body in order to attract other potential talent
Leaders	• Measuring the talents among the second row leaders • A source to show the necessary competency that the leader must possess. • Ability to identify the body and the key capacities
Clients	• Show more loyalty and satisfaction with the federal ministry/body in the client opinion polls. • Greater willingness to engage in long-term relationships • Recommend the body to others.
Decision-makers	• Confidence in the leadership type to take the right decisions regarding the strategy, individuals, clients and processes. • Greater trust in future accomplishment and growth
The Legislators	• Trust the body to perform the tasks assigned to it • Grant the body more authority to determine the regulations • To show that the body is committed to the laws and regulations
Society	• Recognized for being a preferred employer • Encourage safe and positive business practices among the employees • Build a positive reputation and promote it as a good workplace • Manage the environment responsibly

3.6. Operations Analysis Sample Questions

A careful examination must be performed on the various elements and components of the processes in order to identify the aspects with the highest quality, such as using technology to process information, which supports decision-making. This ultimately leads to directing the necessary activities to accomplish the mission. Therefore, the human resources leadership team must ask the following questions in order to create an objective approach that is both effective and efficient.

Process Components	Example Questions
Activity/Content	1. What has been accomplished? 2. What else can be done? 3. What should be done?
Purpose/Logic	4. What was it accomplished? 5. What is the risk of not accomplishing it?
Place/Framework	6. Where was it accomplished? 7. Why was it accomplished in this particular place/framework? 8. Can it be done in another place/framework? 9. Where should it be done?
Sequence/Dependency	10. When was it done? 11. Why was it done? 12. When can it be done? 13. When should it be done?
Person/Role/Accountability	14. Who conducts the work? 15. Why does this person conduct it? What is his/her role? 16. Who is the other person who could potentially conduct the work? 17. Who is supposed to conduct the work?
Method/Means	18. How was it done? 19. Why was it done this way? 20. In what other way can it be done? 21. How should it be done?

3.7. The Specialized Competencies Model for Human Resources Specialists

Competencies are considered individual characteristics that include knowledge, skills, capabilities, personal impression, merits, and methods of thinking that achieve the desired result if they are used the right way. Technical/specialized competency consists of five different components that are similar to the behavioral competency framework.

Below are some of the details that are related to the table:

- **The Title:** A unique title for the competency

- **The Definition:** A general definition that is one sentence long

- **The Rationale:** Secondary competencies that are related to or are part of the general competency.

- **The Behaviors:** A list of the specific behaviors exhibited by the individuals who possess the highest level of professionalism regarding the referred to competency.

- **The Competency Levels:** The competency standards related to the four job levels (beginners or fresh employees, intermediate, advanced, and executive). Each one of these competency levels represents a behavioral standard whose success must be proved by the human resources specialists through the concerned level.

The Technical/Specialized Competency: The Human Resources Experience and Specialized Practices	
Definition	**Rationale**

The ability to apply the human resources department's principles and practices to contribute to business success	• Awareness of the laws, legal provisions and current regulations
	
	• Awareness of the latest updates regarding the human resources practices, strategies and techniques
	
	• Exhibit practical knowledge regarding the key human resources jobs, including:
	
	  • Business strategy management
	
	  • Workforce planning and employment
	
	  • Human resources development
	
	  • Rewards and incentives
	
	  • Risk management (which includes professional health and safety, quality, etc)
	
	  • Staff relations
	
	  • Human resources technology
	
	  • Human resources capacity building
	
	  • Talent management
	
	  • Change management
	
	• Classify work priorities to obtain the highest level of performance and achievement
	
	• Develop and use the best practices
	
	• Offer customized solutions to the human resources to overcome institutional challenges
	
	• Seek to achieve professional development in the human resources field
	
	• Seek to achieve improvement in the processes using multiple resources
	
	• Use of the technologies that are related to the main businesses and those related to the human resources in order to overcome work-related challenges.

Category	Degree	Competency Level	Description	Behavioral Indicators
Executive Management	Special A / Special B	PL6 Executive Level	Serves as the organizational leader and designer of the human capital strategy	• Develop standards to fulfill the obligations • Take responsibility for the human resources and businesses results • Assess the institutional and strategic needs of the human resources, and educate and guide the executive team regarding the key strategic human resources issues that are required for the decision-making process • Proactively apply the wide-scale human resources knowledge based on business needs. • Ensure the human resources policies are aligned with the institutional values and goals. • Influence the trends and create a vision for the human resources work team. • Align the delivery of human resources services so that they proactively merge with the institutional initiatives. • Assess work conditions and develop strategies to improve the institutional performance • Present a balanced, long and short-term strategic visions. • Assess the potential issues or the services needs in order to proactively develop a strategic response. • Develop proactive strategic initiatives. • •Supervise the human resources fields that feature financial and legal risks that the body may face. • Present a vision to achieve the body's key goals through the human capital strategy. • Assess the strategic situation in relation to the external and internal forces. • Develop the human resources technology strategy (automation solutions for human resources' systems)
	1 / 2	PL5 Advanced Level	Leading and developing implementation plans and analyzing work-related information	• Provide experiences to support staff development • Execute the human resources strategy • Establish partnerships with the executive-level employees across all the body's departments to obtain information regarding the human resources decisions. • Ensure the implementation of high quality human resources processes. • Assess the potential issues or the services' needs and activate the strategic response. • Identify the best practices to support the institutional direction. • Develop a strategy for the institutional culture. • Guide the human resources specialists and others within the body. • Propose methods or ways to merge the human resources services with the institutional initiatives. • Propose technological decisions for the human resources. • Develop policies and procedures that are in line with the body's values and goals. • Analyze the career programs. • Assess the risks associated with commitment and lack thereof.

Category	Degree	Competency Level	Description	Behavioral Indicators
Operational	3 / 4	PL4 Intermediate Level	Managing projects, programs and initiatives, along with applying the plans and delegating tasks to beginner employees	• Act as a human resources expert with the managers. • Conduct investigations regarding violations of the workplace policies. • Manage the operational/routine human resources tasks. • Achieve change by using change management technologies that proved successful. • Implement the policies and procedures across the body's departments. • Interpret the policies and the changes therein. • Apply the knowledge related to compliance in order to protect the body. • Oversee the issues related to risk management (professional health and safety, legal issues, etc). • Apply the solutions within a specific scope of responsibilities. • •Seek to implement improvement methods of the institutional processes and results proactively. • Execute technical human resources plans. • Apply the experiences and skills to look for solutions. • Forward reports regarding the trends to the senior leadership. • Suggest changing the policies to support business needs.
Administrative Support	5 / 6	PL3 Beginner Level	Support the human resources initiatives, perform the tasks and work on the procedural level	• Identify the ways to improve operational efficiency. • Direct the stakeholders' questions to the right place. • Use logic to determine the best time to consult the higher management regarding specific matters or problems. • Provide services to stakeholders. • Create solutions and apply them when needed within the specific scope of responsibilities. • Use of the unified operation procedures and policies when processing human resources-related transactions. • Forward reports on the issues related to risk management in the workplace to the leadership (such as professional health & safety, etc). • Develop knowledge around the human resources general practices and techniques. • Process the transactions with minimum errors. • Follow the laws and regulations. • Work under the supervision of an expert in human resources. • Use of the related technical human resources systems to meet the administrative and service needs. • Demonstrate complete willingness to learn.
	7			
	8			
	9			
	10			

3.8. The Unique Roles of Human Resources

In order to distinguish between the traditional role of the human resources and its strategic role, various human resources models have been developed by re-designing the planning and the advisory and administrative support pillar.
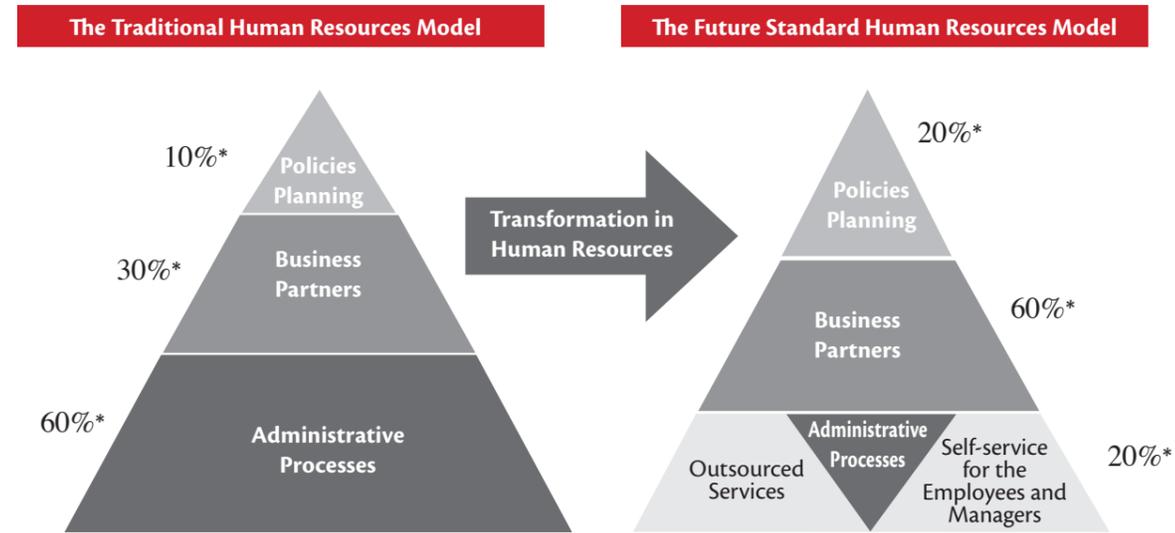
*The percentages used are hypothetical for illustration purposes.

The new human resources model must provide an added value to the work and create a sustainable competitive ability. Therefore, four different roles of the human resources have been identified based on the (strategic/operational) focus area and interaction levels (processes/individuals). These are:

- The strategic partners
- The change elements
- The employee's agents/clients
- The administrative experts

The Strategic Partner: This role requires the alignment of the human resources and the strategic plan, and the performance of an effective role in determining the strategic trends. The main components of this role are:

- Consultancy regarding the development of the body's values, message and strategic plan'
- A main contributor to the development of the ministry's/body's strategic plan
- Develop the human resources strategies to suit the business needs.
- Represent in the executive team which contributes to the work-related decision making process.
- Participate in the work-based taskforces (such as ISO 9000)
- Manage the strategic planning of the workforce, the rewards program and succession planning, competency assessment and job succession.

The goals of this role focus on implementing the human resources strategies

Change Elements: This role focuses on the change management and how to achieve effectively.

The main components of this role are:

- Partnership with the assistant agents/executive managers to manage and simplify change
- Institutionalize the change capabilities within the institution
- Understand the ministry's/body's culture and the effective things it has
- Perform various roles in regards to change management, for example: Care, design and motivation.
- Consult to increase the body's efficiency (Diagnosis/estimation, contracting, work planning, assessment and follow up)
- Organizational design
- Operations re-engineering
- Efficiency analysis
- Reinforcement of the department's development over long term.

This role aim to create a renewable organization.

The Employees' Agents: This role requires managing the employee's contribution through sustainable motivation and selection of the qualified employee.

The main components of this role are:

- Facilitate, measure and improve the type of management and team work
- The organizational value
- Applying strategies that reinforce the contribution of the human capital.
- Creating a suitable work environment
- Facilitating the employees' opinion polls
- Support an inclusive environment and fair practices for the employees.
- Establish commitment among the workforce
- Encourage balancing personal and professional life
- Training the management
- Communicate with the employees
- The open door policy
- Review the performance appraisal
- Carry out corrective measures with the employees and managers
- The employee's voice

This role aims to increase the employee's commitment and abilities.

The Administrative Experts: This role focuses on managing the infrastructure of the human resources by improving the processes and efficiency.

The main components of this role are:

- Establishing and providing processes and services that are related to human resources and are both effective and efficient, as well as suitable to the business needs.
- Providing more services faster and with better quality which would help reduce the costs and increase client satisfaction.
- Reviewing salaries and wages.
- Following up on requests.
- Logistic preparations for job interviews.
- The incentives and rewards program

- Promotions
- Database maintenance and transactions transfer
- Providing new programs
- Preparing reports on data and analysis
- Providing training services.

This role aims to contribute to management of costs that are related to individuals and human resources.