



# ANNUAL REPORT





## Annual Report 2017

**All rights reserved.**

In case of quote, please refer to this  
publication as under:

Federal Authority for Government Human  
Resources, The Annual Report 2017



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

[info@fahr.gov.ae](mailto:info@fahr.gov.ae)

@FAHR\_UAE



**HH Sheikh Khalifa bin Zayed Al Nahyan**  
President of the United Arab Emirates

“The great achievements and  
tremendous efforts made in the past  
period ... require us to work even harder”





**His Highness Sheikh Mohammed bin Rashid Al Maktoum**  
UAE Vice President, Prime Minister and Ruler of Dubai



“Success of nations in building the human element depends on their wisdom and the vision of governments. Everything perishes except the homeland and human element”





**His Highness Sheikh Mohammed bin Zayed Al Nahyan**  
**Crown Prince of Abu Dhabi**  
**and Deputy Supreme Commander of the UAE Armed Forces**



“The good reputation established by the UAE is the product of steadfast efforts of our founding fathers and reinforced by His Highness President Sheikh Khalifa bin Zayed Al Nahyan, who is leading the UAE to the highest levels of progress and prosperity”

# Contents

Opening speech	12
Strategy of Federal Authority for Government Human Resources (2017 - 2021)	14
Organizational Structure	17
FAHR Initiatives and Projects	18
“BAYANATI” ... The Smart Platform for Federal HR Procedures	20
Launch of an improved version of Smart App. (FAHR)	24
Employee Performance Management System	26
Launch of updated version of E-Training & Development System	28
Launch of 6 Initiatives during the Annual Meetings of UAE Government	30
Launch of FAHR Award for Best Scientific Research in Human Resources	32
Honoring winners of third round of Emirates HR Award in the Federal Government	34
Ma’arif Initiative has trained 19,000 Federal employees since its launch in 2013	36
Launch of Professional & Specialized Certification Program	38
Evaluation of 98% of Federal Government jobs listed in BAYANATI System	39
Human Resources Club 12 Thousand members and 5 Forums in 2017	40

7th International Human Resources Conference	41
Launch of an electronic Rewards & Incentives System in the Federal Government	42
Launch of first phase of e-Learning Portal Project	43
Authority’s Nursery Empowering Women, enhancing Career Wellbeing	44
FAHR provides 2,400 legal consultations to Federal Government employees in 2017	44
12 Channels to connect with the Team	45
“Imtiyazat” ... Hundreds of offers and companies to serve Federal Government employees	46
38 HR Forums	48
Launch of a Guide to Knowledge Management in the Federal Government	48
Launch of a Guide to Talent Attraction & Retention in the Federal Government	49
Launch of Employee Wellness Guide in the Federal Government	50
Year of Giving... and 40 Community and Humanitarian Initiatives	52
Motivational Pioneering Initiatives	56
Our Media Tools	58



2017

## Year of Achievements and Investment in Talent

### Ladies and Gentlemen

#### Dear Readers

After a year of achievements, we would like to present you this brief report of the most important achievements accomplished at the Federal Authority For Government Human Resources in 2017, towards realizing its vision, objectives and comprehensive strategy to serve as a reference for researchers, specialists and those interested in human capital development issues.

The Authority's team have worked hard over the last few years, firmly believing in the importance of investing in human capital as one of the most important forms of investment. The sole aim of these efforts is to secure a better future for the coming generations and placing the UAE among the world's top nations in terms of global leadership and competitiveness.

Through this window, we extend our thanks and appreciation to the staff of the Authority, its partners and customers, including the ministries and federal entities, local governments and private sector establishments. They are to be credited for their significant role in these achievements after God, and the efforts and directives of our wise leadership: HH Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE, HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai and HH Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces.

Ladies and Gentlemen,

The first year of the 4th cycle of HR Strategy in the Federal Government witnessed a great mobility and remarkable achievements on many levels. New Systems and initiatives were launched, policies and legislations were amended and proposed, and most importantly, the Authority adopted global practices in developing human capital in the Federal Government, increasing productivity, and creating a positive work environment conducive to attracting top talent.

In 2017, the Authority played an active role in moderating the Government HR Axis during the first annual meetings of the UAE Government, which saw the launch of 130 national initiatives in 30 federal and local sectors, 6 of them on empowering government human resources aimed at assessing HR maturity, studying future job

skills, conducting scientific research in the field of human resources, and establishing a unified statistical database for government human resources in the country.

The Authority's most important achievements during the year include developing HR Management Information System in the Federal Government (BAYANATI), and automation of many HR Systems and procedures at the Federal Government level, with BAYANATI as a smart electronic platform. This was followed by the launch of upgraded version of Smart Application (FAHR) including 27 primary and secondary services, as well as modernization Employee Performance Management, and Training & Development Systems.

The Authority also launched a special award for the best scientific research on human resources, targeting students and teaching staff of universities and colleges in the country. It successfully finalized evaluation and description of all Federal Government jobs in a large project, the first of its kind in the country, opened a nursery for its female employees as part of women's empowerment in the workplace, and launched a series of specialized guides, such as the Guide to Attracting and Retaining Talent, the Guidance Framework for Employee Wellbeing, the Guide to Knowledge Management, and a Manual for Volunteering in the Work Environment.

The ongoing projects include the development of Federal Government employees' discounts program "Imtiyazat" in form and content, and launching it a new suit through converting it to smart application. Another project is "Ma'arif" initiative for the Federal Government's preferred training partners, which hold 400 training courses for Federal Government employees, 5 specialized forums at the HR Club, the Seventh International Conference on HR, in addition to the implementation of 40 community initiatives and events in the "Year of Giving".

In conclusion, we would like to thank all those who contributed to the success of the Authority's initiatives and projects internally and externally and enhancing the leading role of the Authority as a house of expertise in human resources development.

**The Federal Authority for Government Human Resources**



To be  
**one of the best countries  
in the world**  
by 2021

**Strategy of Federal Authority for  
Government Human Resources (2017 - 2021)**

الهيئة الاتحادية للموارد البشرية الحكومية  
Federal Authority For Government Human Resources



### Vision

Happy and innovative government workforce  
capable of leading UAE to global leadership.

### Mission

To empower human capital in the Federal Government in order to achieve corporate performance excellence through effective collaboration with partners and support the implementation of integrated solutions for human resources according to international best practices

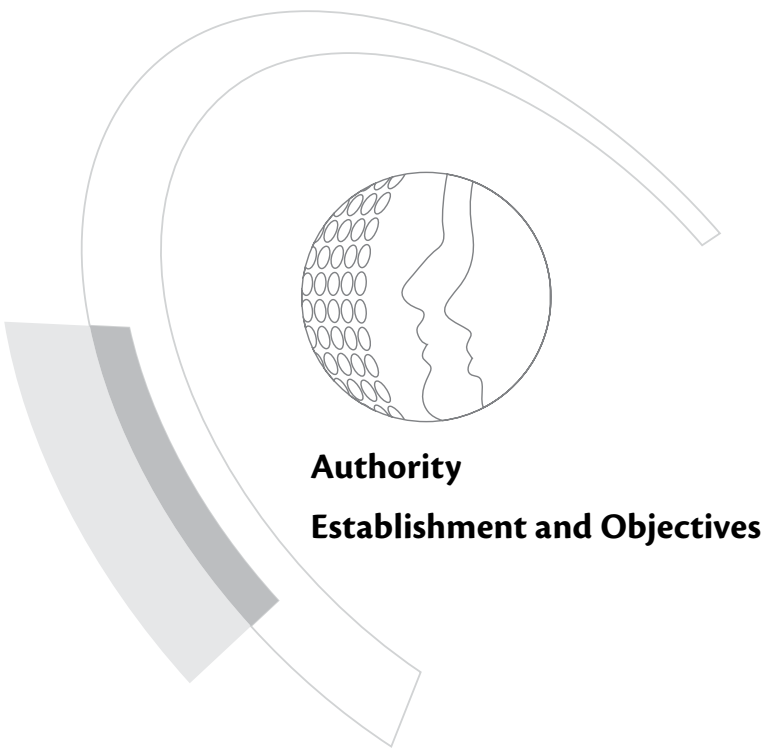
### Values

- Sense of loyalty and belonging
- Professionalism and integrity
- Leadership and team spirit
- Perseverance
- Engagement and Cooperation

### Strategic Goals

1. Develop and implement an integrated legislative system for the management of the Federal Government human capital.
2. Promote and develop the Federal Government human capital to achieve global leadership.
3. Create a happy and motivating work environment for the Federal Government human capital.
4. Ensure all administrative services adhere to the quality, efficiency and transparency standards.
5. Establish a culture of innovation in the work environment and embed it as an institutional function.

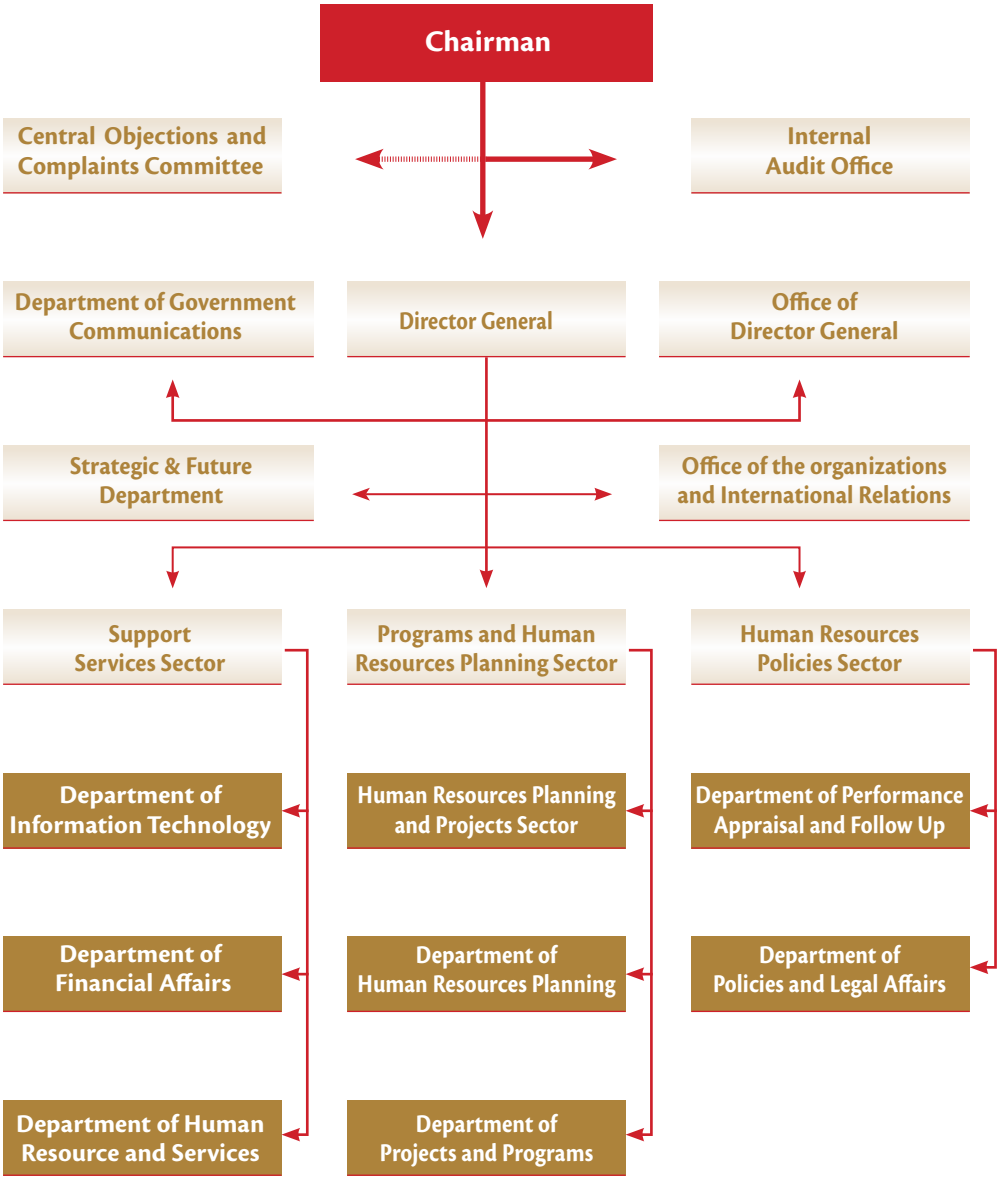




The Federal Authority for Government Human Resources (FAHR) was established in 2009. It aims to develop human resources in the UAE Federal Government according to modern concepts and globally applied standards in this field. It is entrusted with the general powers and responsibilities related to such management for “a promising futuristic launch in the field of human resources development at Ministries and Federal Government Authorities”.

Some of the main strategic goals of the Authority are: establishing a modern and a comprehensive legislative system to manage human resources in the Federal Government according to the best global practices; empowering national competencies and developing the federal human capital; planning efficiently for the human capital to raise the productivity level in the federal entities; spreading the principles of an institutional culture and creating a motivating work environment; and ensuring that all managerial services meet the standards of quality, competency and transparency.

**Organizational Structure**



# FAHR Initiatives and Projects



UAE Government  
Annual Meetings

6

HR Initiatives  
to empower  
Government Human  
Capital

BAYANATI

2.2 million HR  
Transactions



SMART App. FAHR

27 Innovative  
Services



E-Performance Management System

Substantial modifications  
on the system during 2017



E-Training & Development System

Launch of updated  
version during 2017



## “BAYANATI” ... The Smart Platform for Federal HR Procedures

The Federal Government's Human Resources Management Information System (BAYANATI) is one of the vital and strategic projects, which serves as a platform for many important HR procedures and Systems in the Federal Government.

The system helps to effectively manage human resources function and provide general and accurate statistics on human resources in the Federal Government. It also helps to automate all HR procedures, including wages and salaries in the ministries and federal entities from the appointment of the employee until his retirement, thus enhancing the Federal Government's overall performance and productivity.

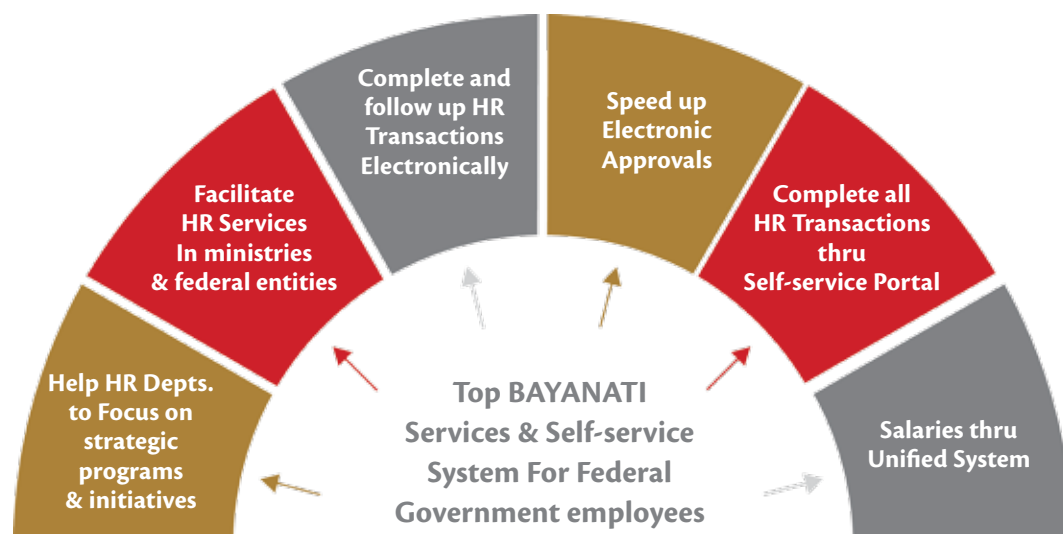
### BAYANATI Services

BAYANATI offers valuable services to Federal Government employees as it enables them to get their salaries through a unified system, involves staff in completion of HR procedures through self-service unit. It is considered a breakthrough in terms of automation of administrative procedures at the Federal Government level.

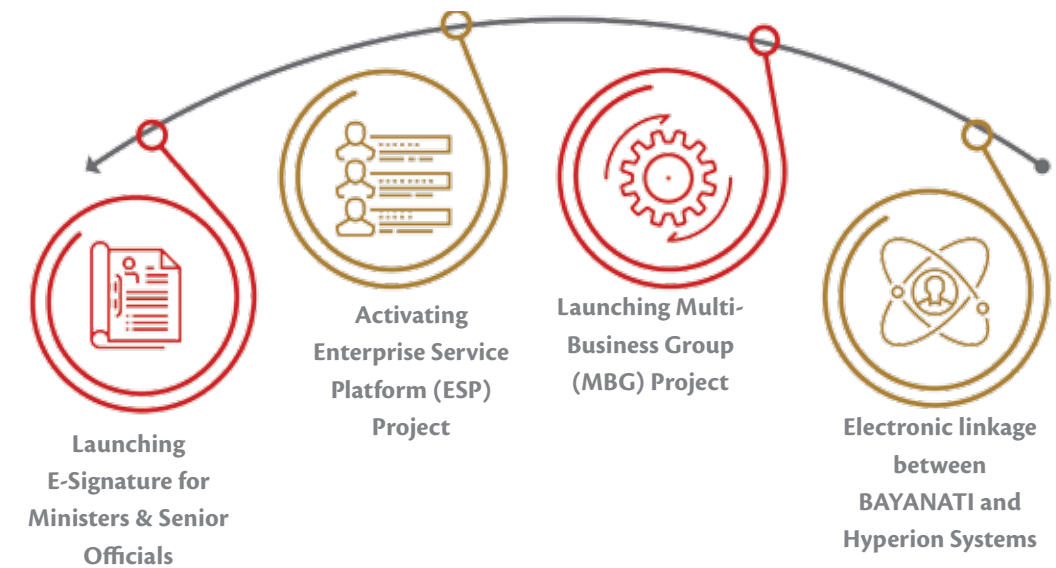
The most important achievements of the system in 2017 include: the electronic link between BAYANATI and “Hyperion” System, to develop financial planning and forecasting, support financial sustainability in

ministries and federal entities, achieve efficiency in allocation of financial resources, and ensure automation of federal budget. The launch of the multi-business group (MBG) project, which allows ministries and federal entities operating BAYANATI System to maintain flexibility in applying human resource laws and regulations, as well as financial Systems to their employees. Activation of Enterprise Service Platform (ESP) project to provide linkage of all human resources Systems applied in the ministries and federal entities with BAYANATI System, without the need for any development processes by those entities.

Among the projects launched by the Authority under the umbrella of BAYANATI System, the e-Signature Project for ministers and officials of the Federal Government, which contributes to speeding up and simplifying procedures, ensuring the accuracy and confidentiality of documents and preserving the environment. Ministers, undersecretaries, director generals in ministries and federal entities, as well as executive managers and HR heads can put their signatures electronically on decisions, circulars, documents and formal procedures through BAYANATI System without paper work.

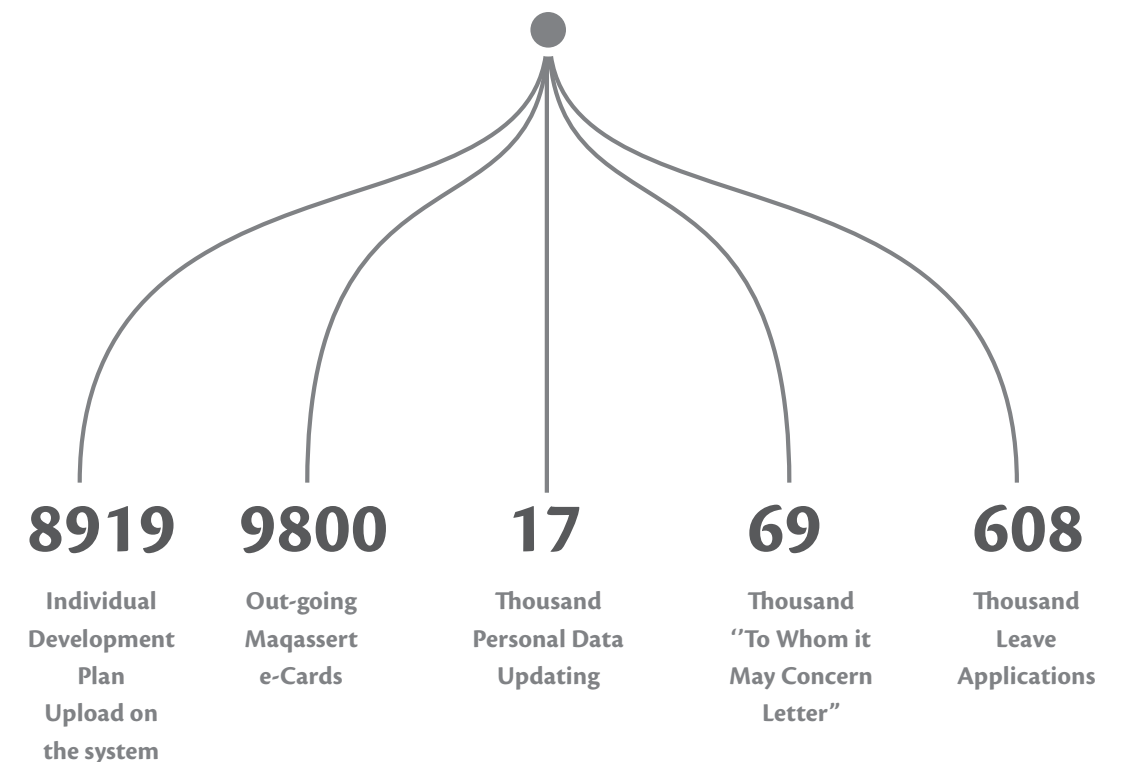


### Most important achievements in 2017



### 42 Ministries & Federal entities operating Self- Service System

By the end of 2017, 42 ministries and federal entities were operating the self- service system, with nearly 745,000 HR transactions and procedures being completed using the system, during the same year.

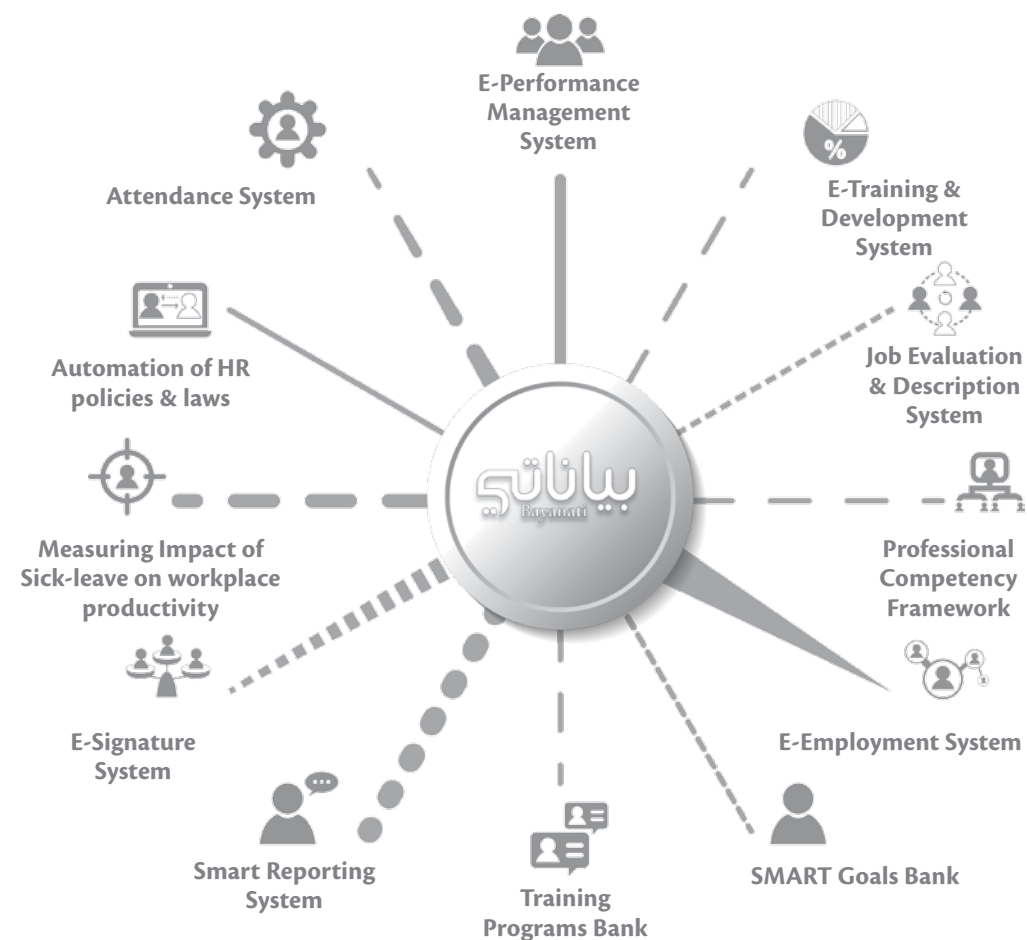




## BAYANATI Projects 2018



## The major electronic HR Systems related to «BAYANATI» System



## HR Management Information System



All HR procedures are a single click away at anytime from anywhere in the world

## Launch of an improved version of Smart App. (FAHR)

## Smart App FAHR in figures

At GITEX Technology Fair 2017, the Authority launched the upgraded version of Smart Application (FAHR), which includes 27 key and sub-services, to be used by employees of 61 ministries and federal entities and helping them to complete their HR procedures on their own.

One of the most important services provided through this app. is the legal advice service which enables the user to inquire about Federal HR Laws, Policies and Legislation, or apply for an objection to the Federal Objections Committee, and benefit from the offers provided by the Federal Government employee discount program "Imtiyazat". Services also include Federal Government employees' network, accessing the latest news of the Authority and the agenda of future events, as well as learning more about the Authority and its strategic initiatives.

BAYANATI services available via Smart Application (FAHR) include: Completing all phases of the E-Performance Management System for Federal Government employees, enrolling in training courses through the E-Training & Development System, inquiring about a specific job in the Federal

Government through the E-Employment System. The app. provides HR dashboard for the employee, and another for the line manager, which enables him to follow all the achievements of his staff, and approve applications submitted to him electronically.

The Smart Application (FAHR) allows direct communication with the Authority's leadership, employee nomination for the Federal Government's Reward & Incentive system. Employees can view their leave balance, request leave, track leaves, request official documents such as To Whom It May Concern Certificate, access monthly salary data, inquire about medical insurance and update the employee personal data.

The upgraded version of Smart Application (FAHR) enables the employee to complete all phases of the E-Performance Management System for Federal Government employees, including the three phases of the cycle (Performance Planning, Interim Review and Annual Performance Review), as well as self-service in BAYANATI system.



### Key Services provided by Smart App FAHR

Taking advantage of offers provided by Employee Discounts Program in the Federal Government "Imtiyazat"

Access the Authority's latest news and agenda of Future events, and learn more About its strategic initiatives.

Federal Government Employees' Network

Submit an appeal to Federal Objections Committee

Legal Enquiries



### Dashboards for employees and officials

The Smart Application (FAHR) provides smart dashboards for the employees and officials of ministries and federal agencies. Indicators provided by the application to all employees include total leave balance, number of certificates requested and issued, approved leaves, number of awards, annual performance appraisal, number of Maqassert e-Cards (sent and received), unwarranted absences, expired documents, years of service, percentage of use of Smart Application (FAHR) compared to BAYANATI self-service system.

The line-manager's dashboard, provides full information about the number of employees who are absent, number of outstanding leave applications, attendance details, number of applications for training, percentage of annual performance review stages completed, number of employees who completed the individual development plan, average number of training hours per employee, number of employees in probationary period, number of employees receiving rewards under the Federal Government's reward and incentive system, percentage of employees whose data is completed in BAYANATI system.



## Employee Performance Management System ... Linking individual objectives to entity's plan



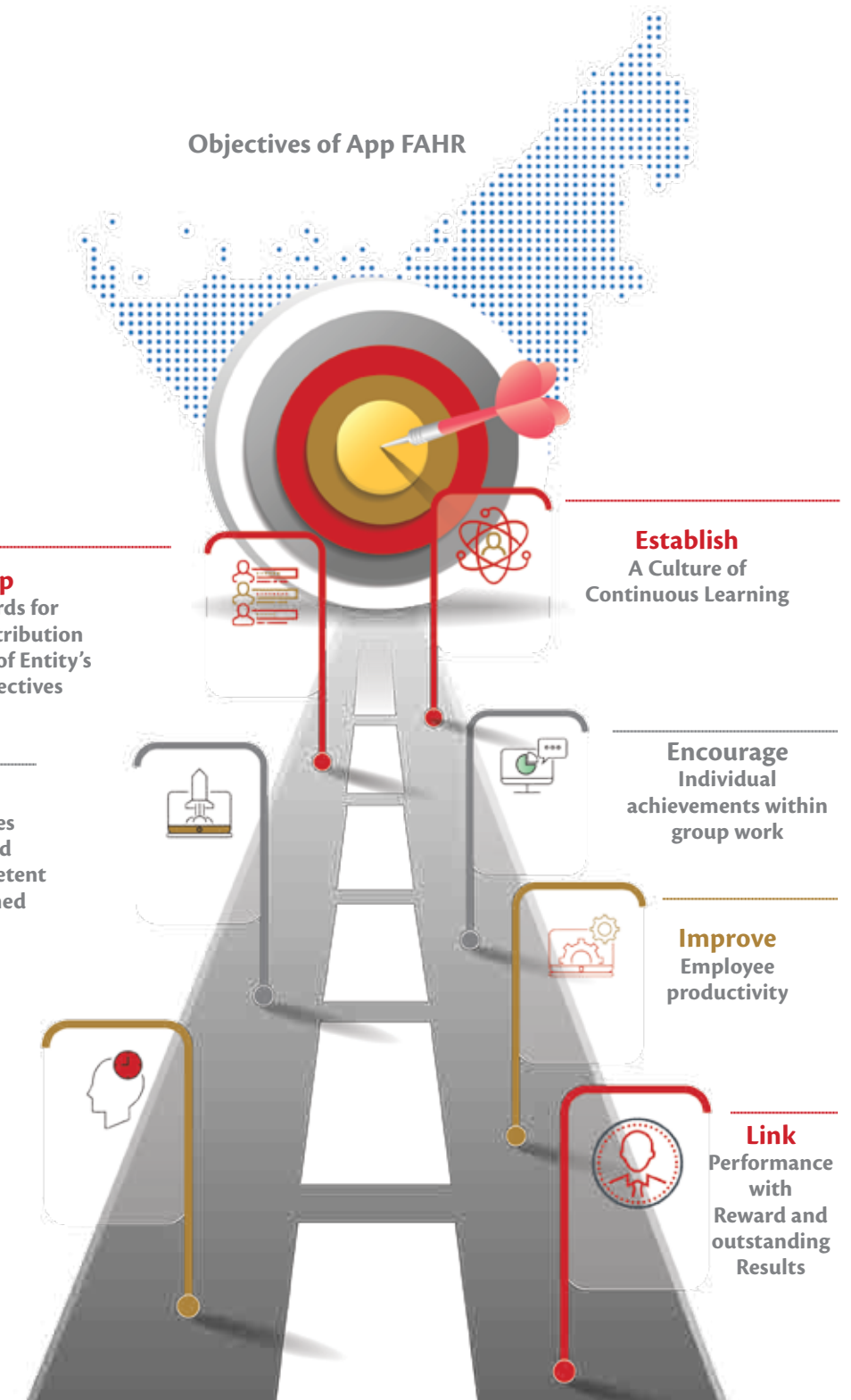
In 2017, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, issued Council of Ministers' Resolution No. (24) of 2017 regarding the amendment of some provisions of the Council of Ministers Resolution No. (12) endorsing electronic Employee Performance Management System (EPMS) for Federal Government employees.

In line with these amendments, and as part of the efforts to upgrade employee appraisal system in ministries and federal entities, the Authority added in 2017 a new feature in the electronic EPMS available through BAYANATI system, which allows ministries and federal agencies operating BAYANATI to link individual employee objectives to their strategic and operational plans.

The new feature enables 42 ministries and entities to align individual objectives of their employees as outlined in the EPMS, with their strategic and operational plans, which will bring the greatest benefit to the staff and enable them to realize the visions and strategies of the Federal Government.

The EPMS for Federal Government employees links the individual objectives of the employee to the objectives of the organization, and thus the HR strategy of the Federal Government and UAE Vision 2021.

It is a process by which the employee's performance is measured against key performance objectives and indicators to establish opportunities for justice, transparency and equality among all staff.





## Launch of updated version of E-Training & Development System

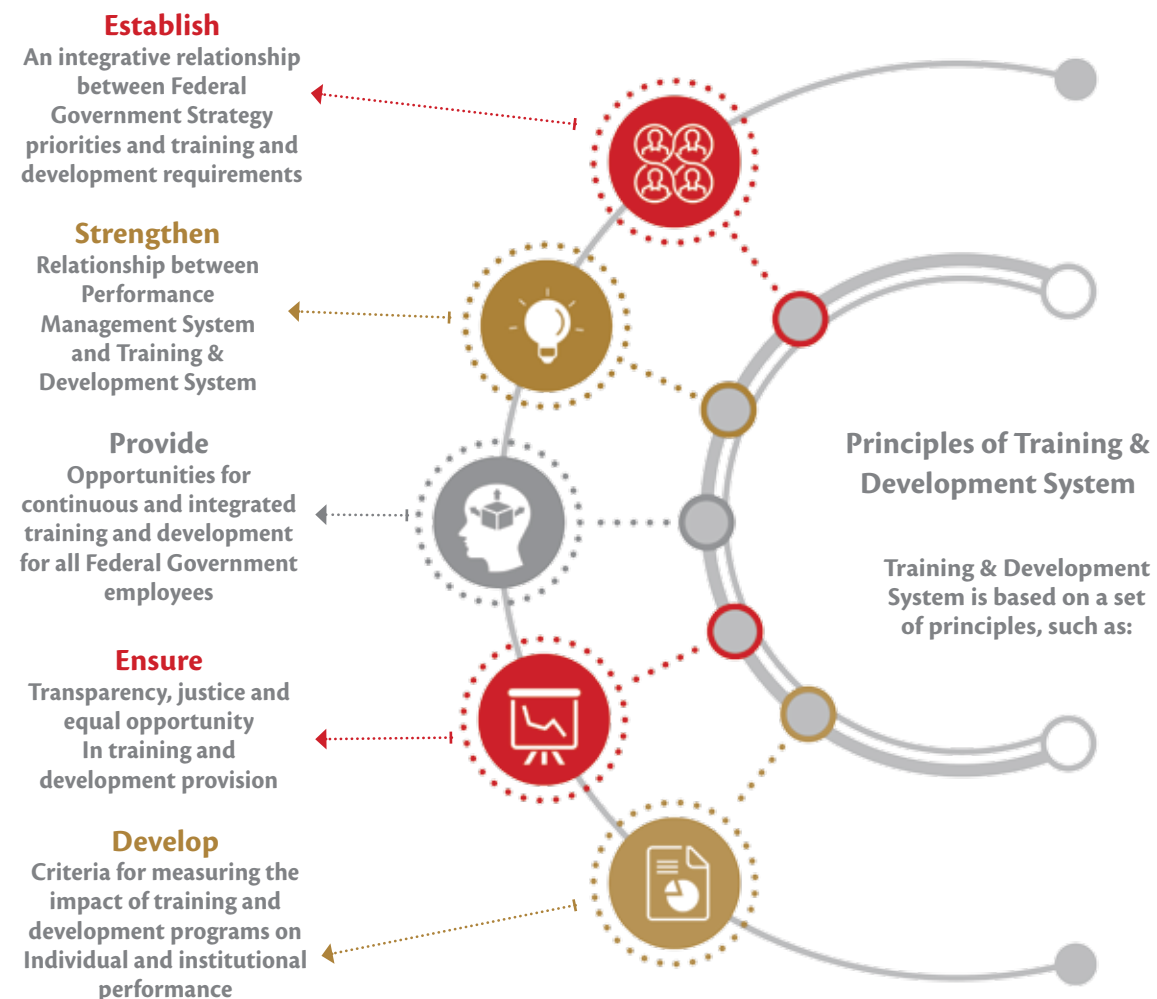
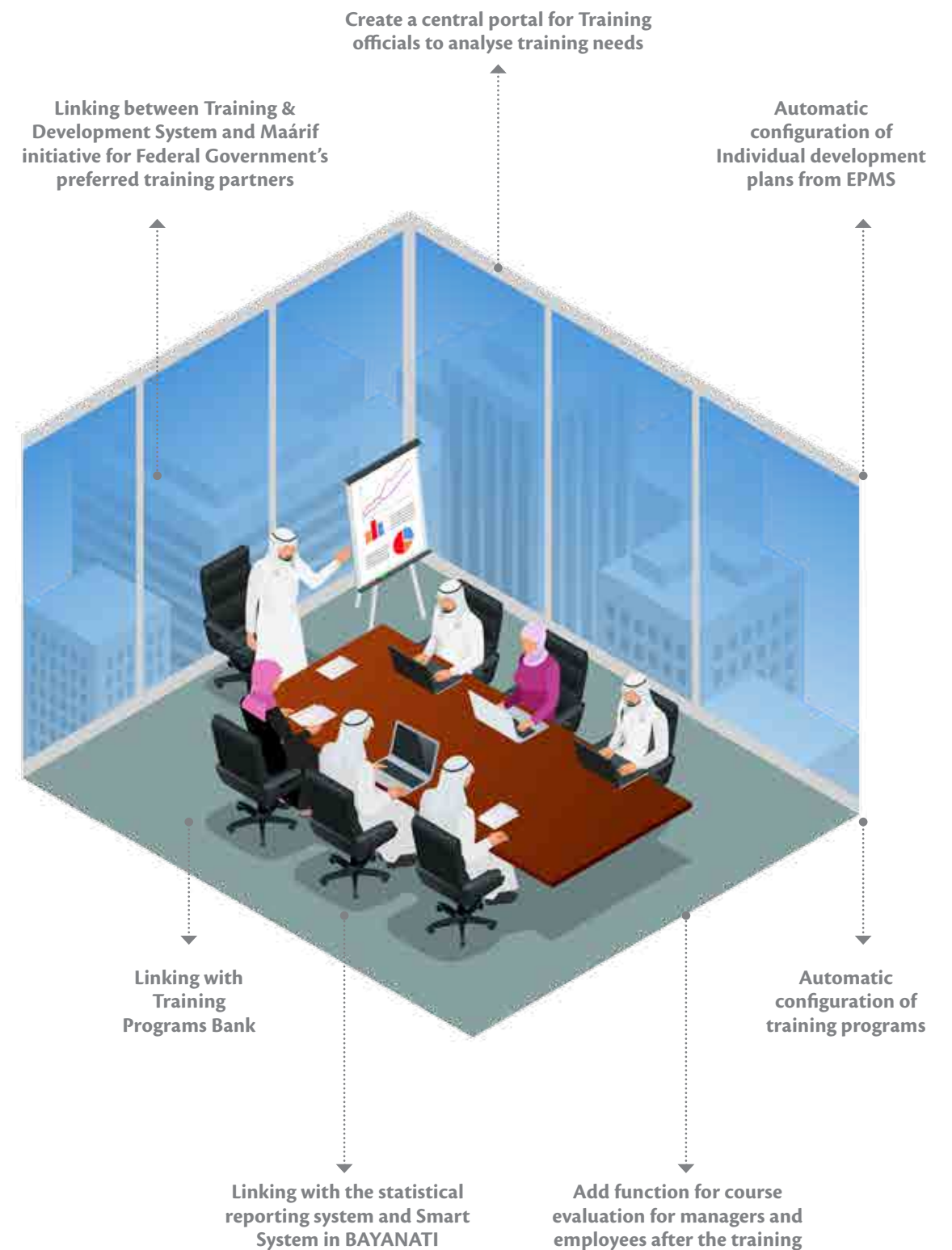
One of the Authority's most important achievements in 2017 is the launch of the updated version of E-Training & Development System via BAYANATI system.

The key amendments made by the Authority to the updated version of the electronic system include: Automatic configuration of individual development plans within the electronic Performance Management System, establishment of a central portal for training officials to analyse training needs, develop training plans according to training budgets, linking Training & Development System to "Ma'aref" initiative for the Federal Government's preferred training partners, as well as the automatic scheduling of training courses according to individual development plans. After training: add training assessment function and create

link with Training Program Bank to allow access to training programs and their selection by the employee, as well as linking with statistical reports system and SMART system in BAYANATI, to view the data and training indicators related to HR enablers in the Federal Government.

In addition, the e-Training & Development System for the Federal Government employees aims to ensure setting individual development plans for the staff of ministries and federal entities, to help them improve their competencies and capabilities to assume higher responsibilities in the future and enable entities to develop training and development activities using best practices to identify training needs and required training plans.

## Major amendments made by the Authority on the updated version of the Electronic System



## Launch of 6 Initiatives during the Annual Meetings of UAE Government to Empower Human Resources



The Authority was honored to participate in the first round of the Annual Meetings of the UAE Government, which saw the launch of more than 120 national initiatives in over 30 sectors at the federal and local levels.

The initiatives launched included 6 dedicated to the empowerment of government human resources, aimed at harmonizing and integrating human resources policies and Systems, assessing HR maturity, studying critical skills for future jobs, and launching

advanced scientific research in the field of human resources, in light of growing interest by many official bodies in the UAE.

The most important of these initiatives include: Aligning and integrating human resources policies and Systems; assessing the level of HR Maturity; creating a unified statistical database of government human resources and smart screen technology for human resources Systems, and studying critical skills for future jobs.

### Initiative 1:

Alignment and Integration of HR Policies and Systems:



Ensure conformity of HR policies and activities at local and federal levels to complete HR policies and regulations in the State

### Initiative 3:

Unified Statistical Database for Government Human Resources:



Will establish a unified statistical database of government human resources at the state level through electronic connectivity Systems

### Initiative 5:

Studying Future Job Skills:



Studying and analysing skills for jobs required at universities, other higher education institutions and related institutions to align education outputs with labor market needs

### Initiative 2:

Assessing Human Resources Maturity:



Will measure maturity of HR procedures and practices at the level of the UAE Government, with the aim of addressing gaps and speeding up implementation of joint national initiatives

### Initiative 4:

Smart Screens for Human Resources Systems:



Will create smart screens for Integrated HR Systems in the UAE Government sector, which reflects accurate and reliable data to support planning and decision-making process

### Initiative 6:

HR Club



Will see the launch of HR Club branches, along with periodic forums to support projects and research work on human resource at State level.

# 6

**Initiatives to Empower Government Human Resources**



## Launch of FAHR Award for Best Scientific Research in Human Resources

FAHR has launched the Best Scientific Research Award in the field of Human Resources as one of its innovative strategic initiatives. The Award is organized on an annual basis, targeting students of UAE University, Zayed University, Higher Colleges of Technology, as well as teaching staff, in specializations related to the subjects of the Award.

The introduction of the Award reflects the Authority's keenness to contribute to supporting the Human Resources Strategy in the Federal Government and enhance the Authority's initiatives through studying the reality of human resources to help shape its future. The Award will also help us overcome the challenges ahead by strengthening the role of ministries and

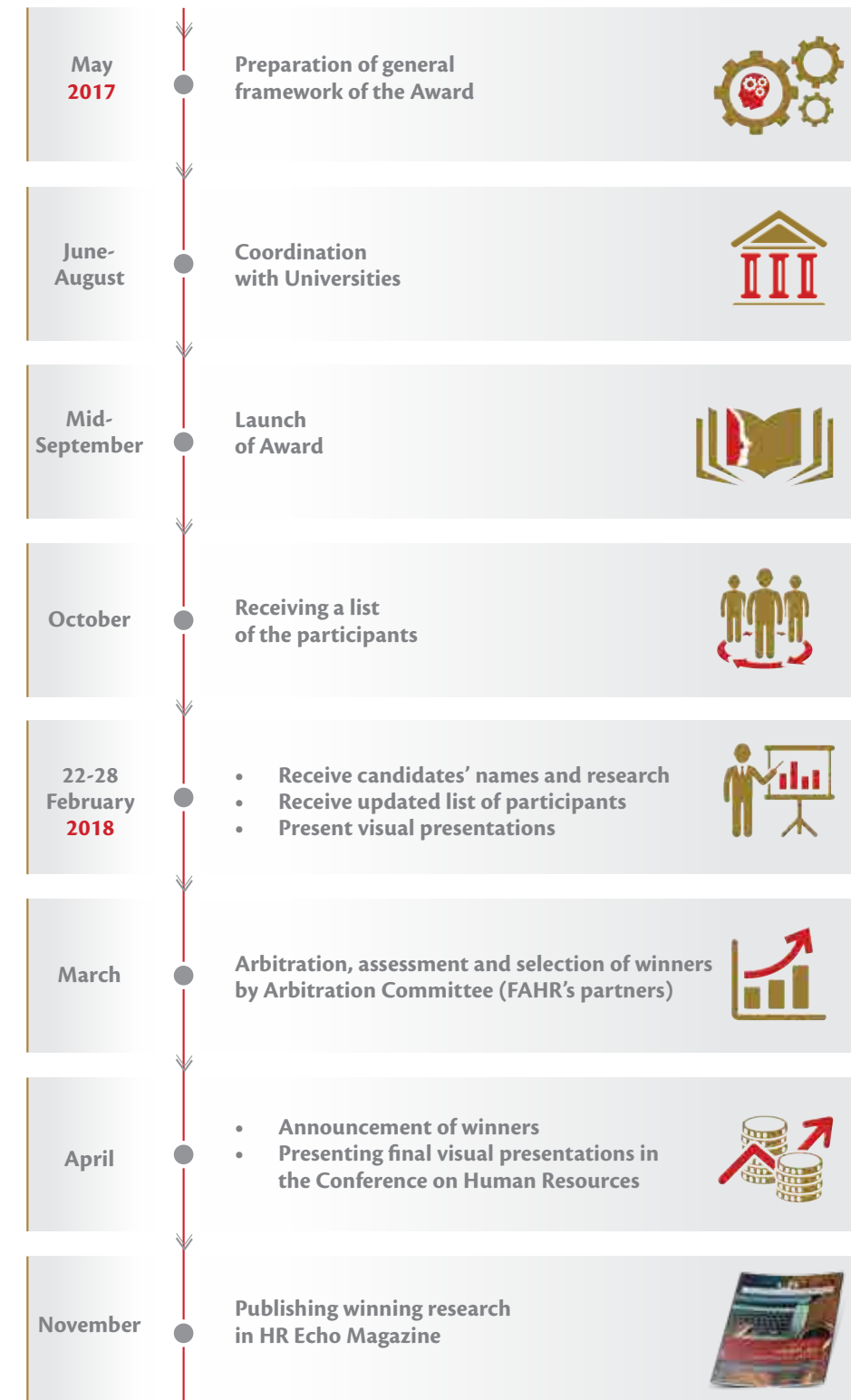
federal entities through innovative initiatives, thus contributing to the achievement of aspirations of our leadership.

The Award aims to motivate the youth to continue their research initiatives, study the reality of work and challenges involved. In addition, it is meant to be instrumental in highlighting the crucial role of human resources in achieving excellence, as well the important contribution of universities - teachers and students - in improving human resources experience.

Prizes given to Award Winners		
Rating	Teaching Staff	Students
First Place	<ul style="list-style-type: none"> <li>AED <b>30.000</b></li> <li>Golden Shield Award</li> <li>Publishing research summary in HR Echo Magazine</li> </ul>	<ul style="list-style-type: none"> <li>AED <b>30.000</b></li> <li>Golden Shield Award</li> <li>Publishing research summary in HR Echo Magazine</li> </ul>
Second Place	<ul style="list-style-type: none"> <li>AED <b>20.000</b></li> <li>Silver Shield Award</li> <li>Publishing research summary in HR Echo Magazine</li> </ul>	<ul style="list-style-type: none"> <li>AED <b>20.000</b></li> <li>Silver Shield Award</li> <li>Publishing research summary in HR Echo Magazine</li> </ul>
Third Place	<ul style="list-style-type: none"> <li>AED <b>10.000</b></li> <li>Bronze Shield Award</li> </ul>	<ul style="list-style-type: none"> <li>AED <b>10.000</b></li> <li>Bronze Shield Award</li> </ul>



### Proposed Time Frame





## Honoring winners of third round of Emirates HR Award in the Federal Government



The UAE has risen to fame with the arms of its 'loyal, ambitious, and creative' sons, and these three elements together constitute distinctive characteristics of human element, which is the product of the real investment of the UAE and its leadership.

**His Highness Sheikh Mansour bin Zayed Al Nahyan,**

**Deputy Prime Minister, Minister of Presidential Affairs,  
Chairman of the Ministerial Development Council**

During the year 2017, His Highness Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs, Patron of the Emirates HR Award in the Federal Government, recognized the winners of the third round of the award, organized by the Authority on an annual basis.

The Emirates HR Award aims at highlighting the successful human resources initiatives at the federal level, and reflects the vital role of federal entities in developing their human capital, improving human resources practices and personnel management. It also targets creating a stimulating work environment to attract specialized human resources, enhancing the concept of outstanding performance of human resources management, and motivating ministries and government agencies to increase productivity.

### New features of 4th Round

The fourth round of the Award, launched by the Authority in late 2017, witnessed the introduction of a number of changes including evaluation criteria. Accordingly, the Award honors the federal entities based on six categories: leading federal entity in overall human resources management, and outstanding entity in operations, learning, the financial performance, customer service, and most improving entity.

### New Evaluation Criteria

The Authority also added new criteria for the evaluation of ministries and federal entities

participating in the Award, in line with the Federal Government's directions towards achieving the development of government human resources. These include training impact measurement, which evaluate the impact of training employees through courses, workshops and tutorials in accordance with annual training plans adopted by the ministries and federal entities. This indicator contributes to identifying the actual outcome of training and development system in the Federal Government, and its relevance to employee development needs.

Other criteria added include the Service Level Agreements (SLA) through which the Authority aims to measure the effectiveness and efficiency of services provided by the human resources departments at the ministries and federal agencies for their employees, as well as for the rest of the organizational units and customers via the Federal Government's HR Management Information System (BAYANATI).

Moreover, the 4th round of the Emirates HR Award provides an opportunity for all ministries and federal agencies to apply the best human resources practices deemed fit by each, without limitation contrary to the case in previous rounds. This approach could significantly maximize the benefit, as well as help ministries and federal agencies to identify and benefit from the best experiences and practices applied in the field of human resources at the level of the Federal Government.



## Ma'arif Initiative has trained 19,000 Federal employees since its launch in 2013

Ma'arif Initiative for the Federal Government's preferred training partners, was launched by FAHR in late 2013 to build partnerships with the best training providers in the UAE, to enable the ministries and federal agencies to benefit from their training programs at competitive prices. The initiative conducted a total of 1,579 free training courses since its launch up to the end of 2017, benefiting about 19 thousand Federal Government employees.

Ma'arif is considered one of the Authority's major strategic initiatives, and a first of its kind at the level of the Federal Government. It is aimed at preparing a list of the best providers of training services in the UAE and make it available to the ministries and federal entities, and negotiating with key training providers to offer quality training programs at competitive prices or free of charge.

The initiative aims to:

Establish a partnership based on social responsibility and serving the mutual interests the government and private sectors. Guarantee providing high quality training for around 84,000 employees working in 56 ministry and federal entity. Meet the training needs in accordance with the training and development system of the Federal Government employees. Achieve a financial surplus from the training budgets of federal entities and serve the maximum number of employees. Enhance the competence and productivity of the Federal Government and create a favorable business environment therein. Assist federal entities to select training courses online, in accordance with predefined time frames.

### Ma'arif in Figures

1579

Free training courses held by the Authority to Federal Government employees, in cooperation with its certified and preferred training providers since the launch of Ma'arif initiative until the end of 2017

406

Training Courses only in 2017

19.000

Employees benefited from these courses

179

Training providers have been selected and work is underway to pick more according to standards developed and updated in order to enhance the quality of training services in the Federal Government

### Strategic Objectives of Ma'arif Initiative



## Launch of Professional & Specialized Certification Program

Among the outstanding initiatives of the Authority during 2017, the launch of Professional & Specialized Certification Program at the Federal Government level. The program seeks to support and empower federal ministries and agencies and provide them with qualified staff capable of realizing the aspiration of the government to achieve competitiveness and excellence through improving the results of training and development system in the Federal Government.

The Professional Certification Program is aimed at

identifying specialized programs for training the Federal Government employees as well as recognized awarding entities to ensure the quality of certificates. The initiative also comes to encourage the federal entities to use the training budgets in providing specialized training programs that lead to accredited certification, and to establish a unified database of programs and awarding bodies that can be easily by ministries and federal entities.

**316** Specialized Programs based on 20 Professional Competencies



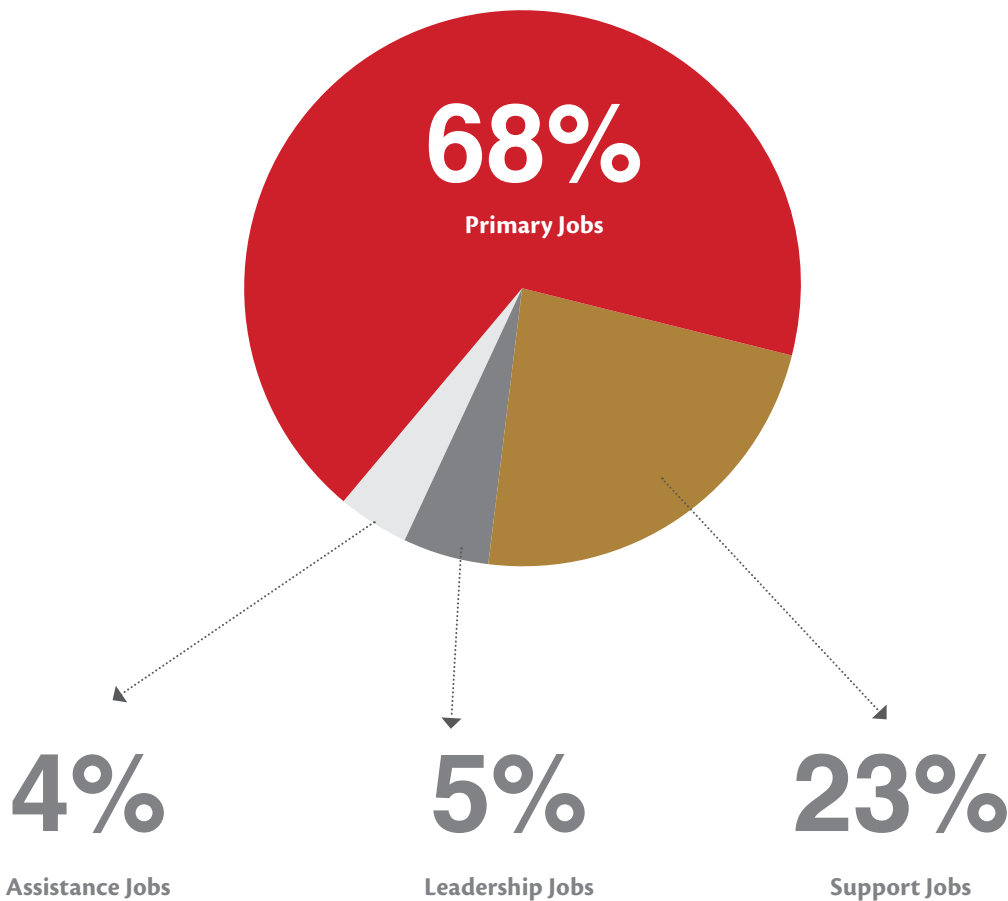
The Authority had completed lists containing 316 specialized programs based on 20 professional competencies and job families approved by the Federal Government. It also coordinated with the Maárif initiative partners to provide these programs at competitive prices for the ministries and federal entities.

## Evaluation of 98% of Federal Government jobs listed in BAYANATI System

The Federal Committee for Job Evaluation & Description in the Federal Government, has finalized since its inception in 2014 up to November 2017, the endorsement of job titles for around 98% (1,177) of

the total Federal Government jobs, including 341 support and assistance jobs, 832 specialized and 71 leadership.

### Strategic Objectives of Maárif Initiative





## Human Resources Club

### 12 Thousand members and 5 Forums in 2017

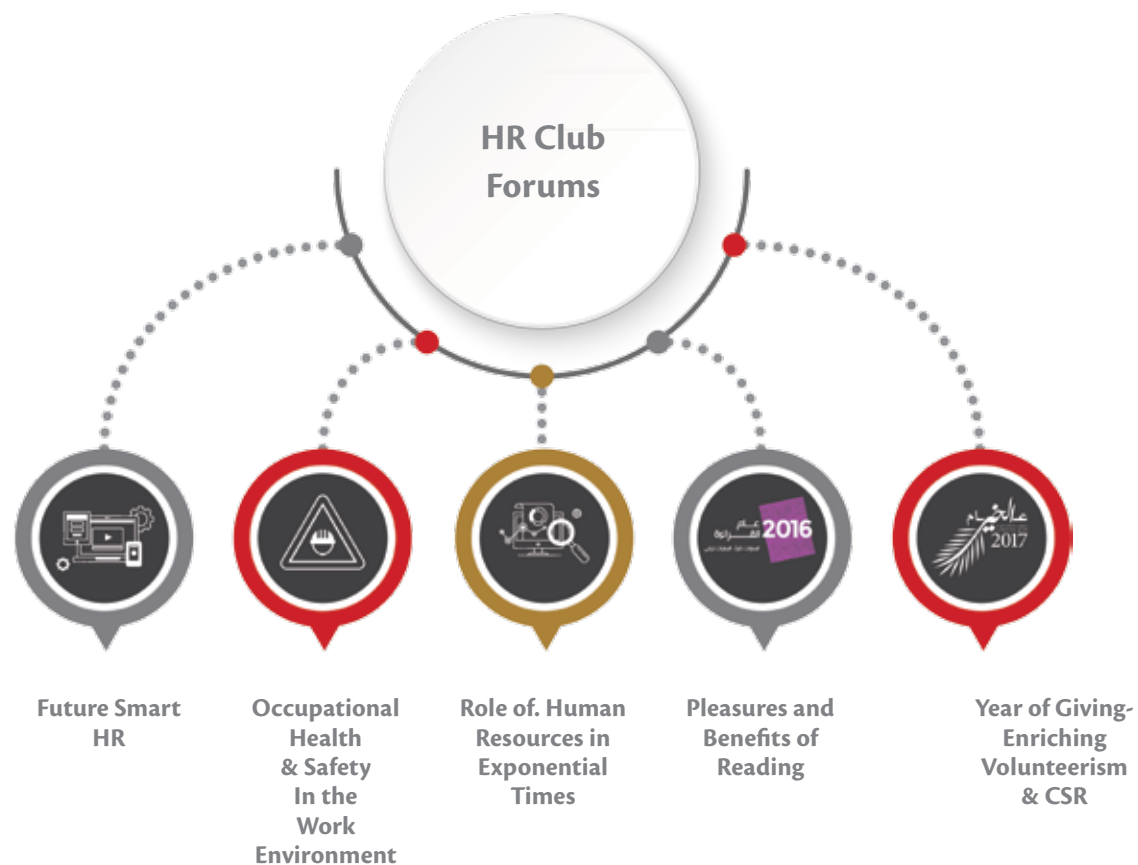


During the year 2017, FAHR held 5 Forums, as part of the activities of HR Club, whose membership has exceeded 12 Thousand. The forums discussed a number of important topics, such as “The Year of Giving- Enriching Volunteerism & Corporate Social Responsibility”, “The Pleasure and Benefits of Reading”, “Role of Human Resources in Keeping Up with the Technological Development”, “OHS in the Work Environment”, and Creative Thinking”.

The HR Club aims to create an intellectual and knowledge base among UAE officials and

specialists, exchange ideas and discuss challenges and solutions to human capital development issues, as well as review HR best practices locally, regionally and internationally, and deliver innovative and successful solutions

In early 2017, FAHR signed two memorandums of understanding with Emirates Islamic Bank and Dubai Knowledge Park, under which the two organizations will sponsor the activities of HR Club exclusively during 2017.



مجمع دبي للمعرفة  
DUBAI KNOWLEDGE PARK

الإمارات الإسلامية  
EMIRATES ISLAMIC

## 7th International Human Resources Conference



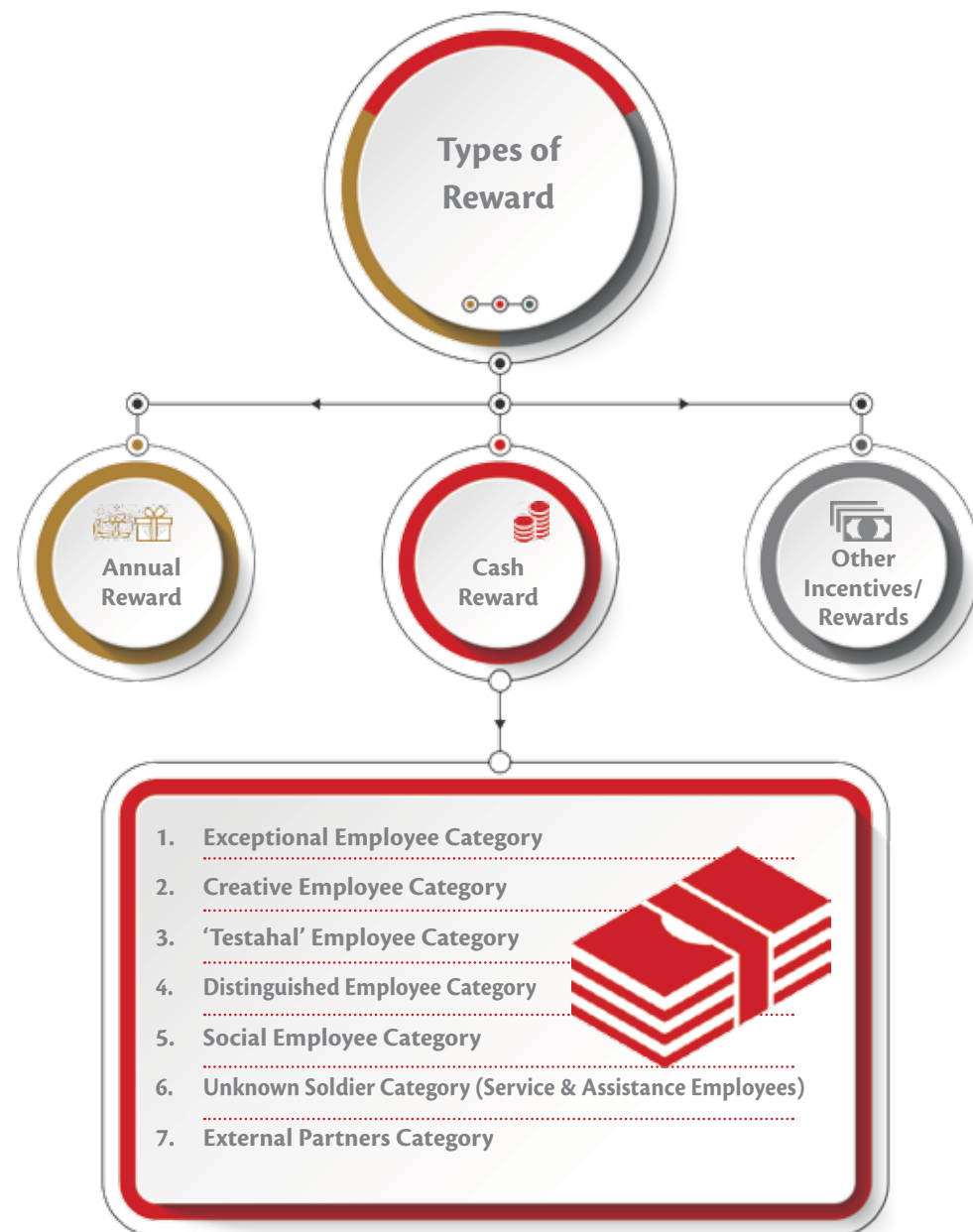
Under the patronage of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, FAHR held its 7th International Human Resources Conference titled “Millennials Shaping the Future of Work”, in Dubai on 10 and 11 April 2017.

The number of speakers at the conference was about 25 experts in Human Resources from around the world, while the Conference was attended by nearly

500 experts and specialists in the field of human resources.

The two-days Conference discussed a number of Important issues related to the development of human capital, especially the issue of empowering young people in the work environment, and how to manage their performance and invest in their potential. The main theme was the role of youth in boosting the performance of organizations.

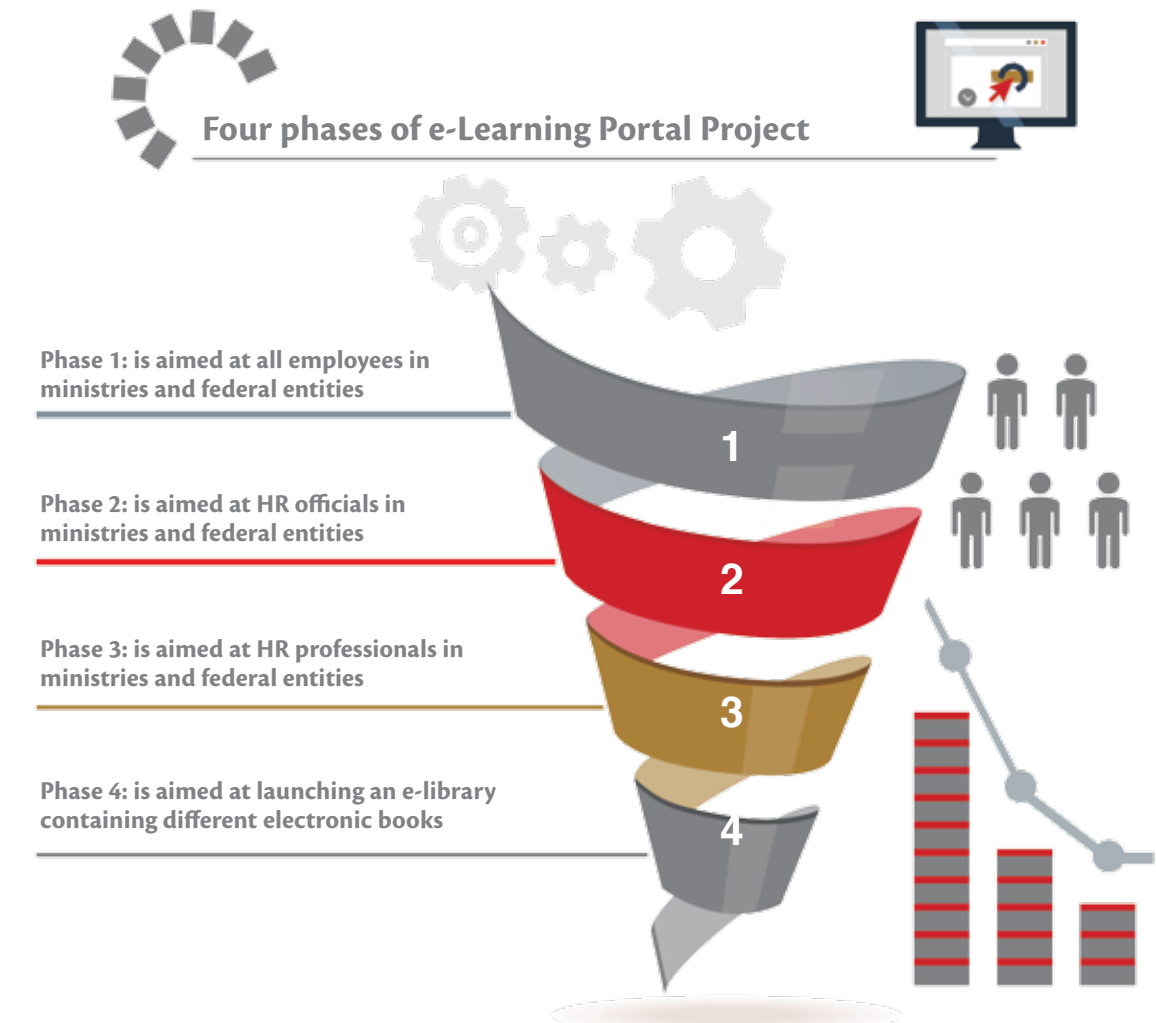
## Launch of an electronic Rewards & Incentives System in the Federal Government



FAHR launched in 2017, the electronic Rewards & Incentives system via BAYANATI System, in order to provide a unified electronic mechanism for the ministries and federal agencies to nominate employees under various categories of Rewards & Incentives system for Federal Government employees, which was proposed by FAHR and endorsed by the Cabinet in 2015.

The Rewards & Incentives System is aimed at recognizing the efforts of the employees in developing the government work, raise teamwork spirit and workplace loyalty among employees, and provide a unified methodology for ministries and federal agencies to reward and motivate their distinguished human resources.

## Launch of first phase of e-Learning Portal Project



FAHR launched the first phase of e-Learning Portal Project in early 2017, to raise the awareness of employees at the ministries and federal entities about the human resources laws, Systems and policies applied at the Federal Government level.

The first phase aims at sensitizing all employees of ministries and federal entities in general and new employees in particular, on human resource laws, policies, legislation and procedures applied at the Federal Government level. It is also intended to familiarize them with the various electronic human resources Systems launched by FAHR under the umbrella of Human Resources Management Information System in the Federal Government (BAYANATI)".

The first phase of the E-Learning Portal Project, which

consists of four phases, targets all employees of the ministries and federal entities, while the second phase, will target human resources officials, to provide them with comprehensive electronic training on all human resource procedures individually performed by each. The third phase of the project, to be launched in December, will be specifically targeting human resource specialists in ministries and federal entities, providing them with extensive training options on all procedures that will enable them to carry out the tasks assigned to them, while the fourth and final phase will be launched along with the launch of an electronic library containing several e-books in various fields and disciplines, in order to encourage employees to read, and develop an effective reading culture.

## Authority's Nursery Empowering Women, enhancing Career Wellbeing

The Authority has launched several innovative initiatives that support and encourage women working in the Federal Government and enhance their job satisfaction. One of the most prominent of these initiatives is the Authority Nursery, launched in 2017, as part of the National Nursery Project launched in 2009.

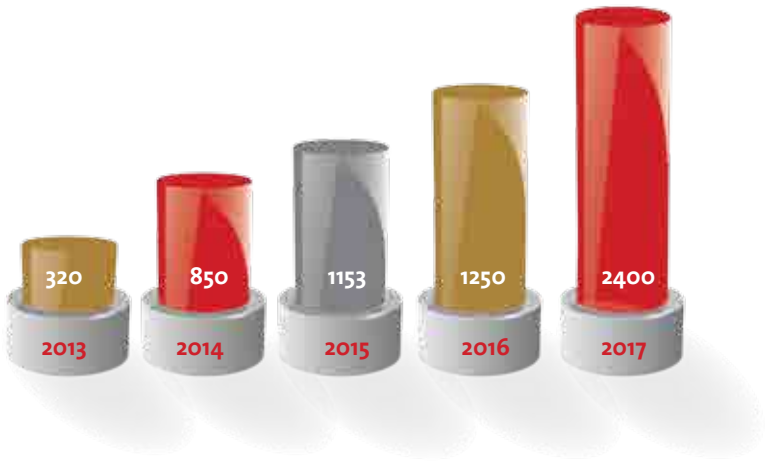
The Dubai-based Nursery serves the children of the Authority's staff and employees of three Federal Government agencies close to the Authority headquarters: Ministry of Energy, the Federal

Authority for Land and Marine Transport and the Emirates Standards and Metrology Authority. The Nursery has been designed according to the best health and safety standards in the world, as it is operated by British Orchard Nursery with more than 25 quality certificates.

The nursery provides an ideal educational environment for the employees' children and allows them to practice educational and sports activities that would develop their talents and instil a culture of creativity in them.

## FAHR provides 2,400 legal consultations to Federal Government employees in 2017

2400 Consultations in 2017












The legal consultation team at the Authority continued its efforts and outstanding achievements during the year 2017. It succeeded in dealing with more than 2400 legal consultations and inquiries from the ministries and federal agencies and their employees, compared to 1250 consultations in 2016, 1153 of them in 2015, 850 in 2014, and 320 in 2013.

Statistics showed that legal advice was focused on

a number of key topics such as housing allowance, recruitment, end of service benefits, leave of all kinds, allowances and bonuses, workplace violations, breastfeeding hours, promotion, secondment and performance management system.

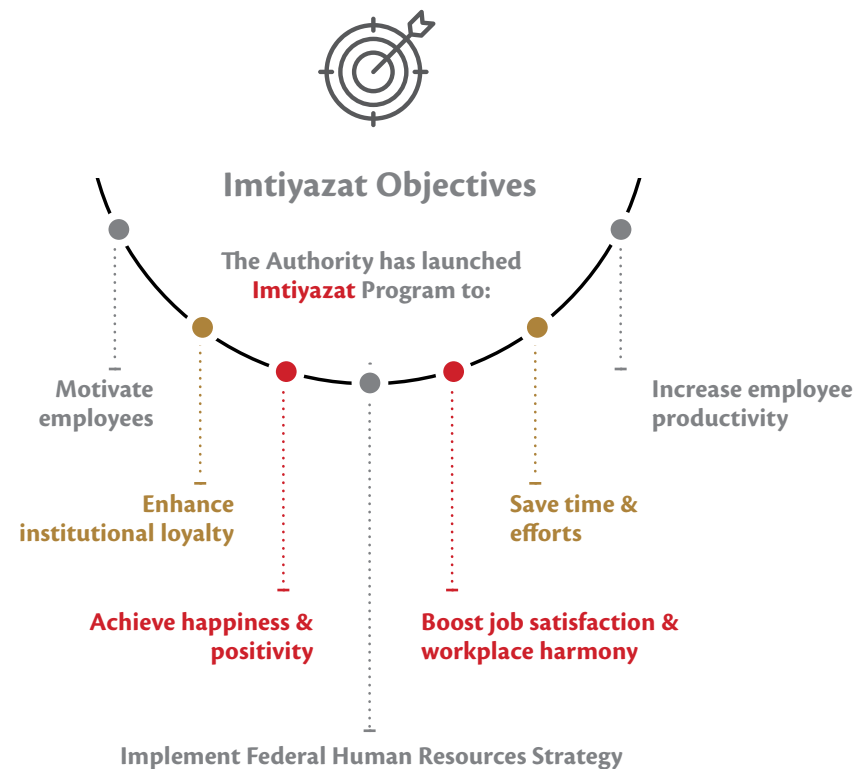
## 12 Channels to connect with the Team

As part of the Authority's ongoing efforts to facilitate the mechanism of communication with the Legal Consultations Team, 12 channels have been allocated as follows:

 Smart App. FAHR	 E-mail info@fahr.gov.ae	 The Authority's website www.fahr.gov.ae
 Social Media (twitter)	 Oracle Policy Automation (OPA)	 The Remedy System
 Legal Clinic	 Awareness Messages (An Eye on, & Did You Know?)	 Official Correspondence
 Fax 04/2953444	 Toll Free 600525524	 Instant Conversations (Live Chat)



## “Imtiyazat” ... Hundreds of offers and companies to serve Federal Government employees



When talking about the Authority's achievements in 2017, we must mention the employee discount program 'Imtiyazat', which is a partnership between FAHR and private sector companies to provide exclusive discounts for Federal Government employees and their families on goods and services at special preferential prices.

In 2017, the Authority launched 'Imtiyazat' program as a smart application that serves the employee at all times and places and strengthens the aspirations of our government towards automation and smart transformation. The program is sponsored by Dubai Commercial Bank, Emirates Telecommunications Company (Etisalat), OSN, and National Bonds Corporation.

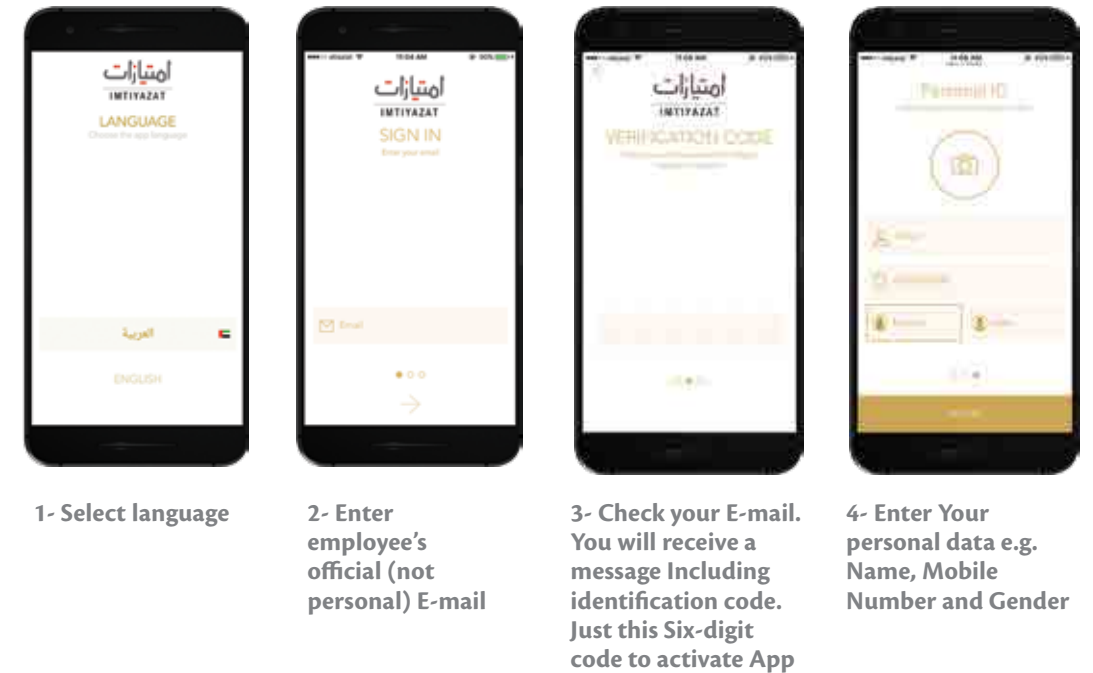
The smart application Imtiyazat is easy to navigate and includes exclusive offers by Federal Government's partners, along with interactive maps showing the locations of these offers, and allows companies listed under the initiative to update their offers and make new offers.

The Initiative aims to support and motivate Federal Government employees, as well as raise their job satisfaction, and workplace loyalty and happiness, by providing them with special privileges through partnerships with the private sector, which has an impact on improving their productivity, and thus achieve the UAE Vision 2021, and the human resources strategy of the Federal Government.

Since the launch of the program, the Authority has concluded about 255 partnership agreements with private institutions and companies under the initiative, benefiting Federal Government employees and their families.

Smart App Imtiyazat has been a great success since its launch in May 2017. It has been downloaded more than 15947 times until the end of 2017, while the App users among the Federal Government employees reached 13,981.

### Smart App “Imtiyazat” Download Method



### Federal Government employees and their families benefit from a variety of services



## 38 HR Forums

For the second year in a row, the Authority continued to hold human resource forums - formerly known as legal forums - at the headquarters of the ministries and federal entities, in order to raise awareness and knowledge of the staff of those entities about the HR Law in the Federal Government and its executive regulations, and HR List for independent Federal Authorities. The forums also aim to familiarise employees with Human Resources legislation and policies applied at the Federal Government level, with a view to ensuring their proper application, as well as sensitizing them to human resources Systems and requirements such as balanced scorecard which is a strategy performance management tool.

HR forums, reaching a total of 38 since the beginning of this year and until the end of last November, are periodic meetings that bring together members of a number of the Authority's departments with representatives of a certain group of ministries and federal agencies each time. The meetings allow federal entities to share views on mechanisms to improve and upgrade the services of the organization.

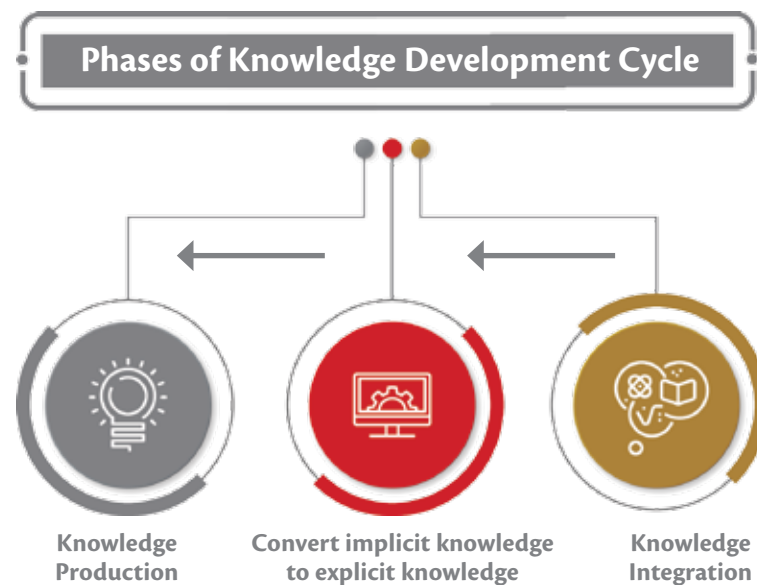
## Launch of a Guide to Knowledge Management in the Federal Government

By introducing a guide to knowledge management in the Federal Government, the Authority aims to raise awareness about the importance of managing knowledge assets in ministries and federal entities, as well as pave the way to more productivity, creativity and innovation.

The Guide addresses the knowledge types, the stages of its development, as well as internal and external sources. The Guide also highlights the several benefits gained by the entities that adopt the concept of knowledge management and supports them through

providing an adequate explanation about the assessment of the maturity level of its knowledge, as well as knowledge management strategy components.

It can be used to handle the challenges that may face the entities while proposing appropriate solutions as it contains a number of tools and methods that would contribute to the production, acquisition, storage, publication, measurements and assessment of knowledge.



## Launch of a Guide to Talent Attraction & Retention in the Federal Government

In an important step that supports the Authority's efforts towards enhancing the attractiveness and competitiveness of the Federal Government's working environment, the Authority launched in 2017 a Guide to Talent Attraction & Retention in the Federal Government.

The aim of the Guide is to support the human resources departments and the direct heads of ministries and federal agencies to improve their skills in attracting talent, in accordance with global best practices.

The Guide will greatly contribute to the development of the work system across the ministries and federal entities and enable them to apply the best practices in attracting and keeping outstanding employees, thus minimizing turnover rates and maintaining a reliable talent pipeline at the Federal Government level. In addition, it is intended to support and encourage federal entities to develop innovative practices and solutions that ensure the effectiveness talent management policies, using predetermined regulatory framework.

### Talent Attraction and Retention Journey





# Launch of Employee Wellness Guide in the Federal Government

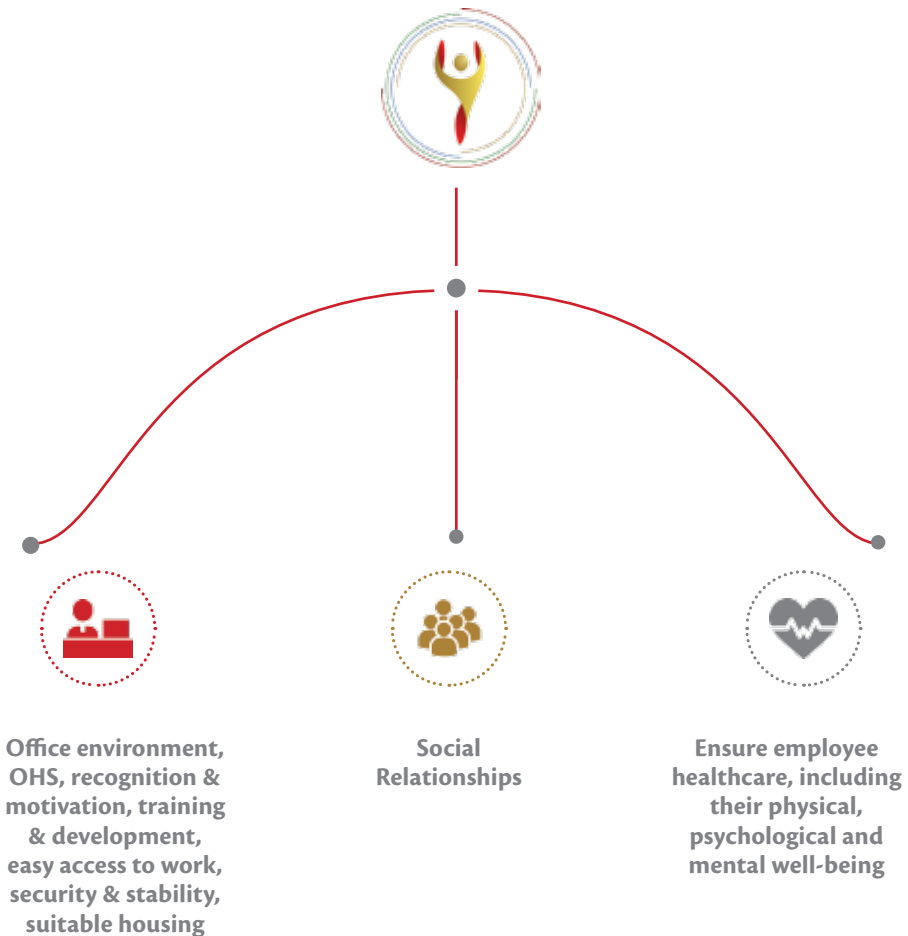
The Authority launched Employee Wellness Guidance Framework (EWGF) in the Federal Government, to create a positive and motivating work environment that ensures happiness and job satisfaction for all employees of the ministries and federal entities and enhance the competitiveness and global leadership of the UAE Government.

The EWGF is in line with the principles of the National Happiness and Positivity Charter adopted by the UAE Council of Ministers in early 2016, which affirms the Government's commitment to create an environment

conductive to the happiness of the individual, family and community. It aims to ensure job satisfaction among employees and achieve institutional excellence across government sectors.

It also provides a reference for all ministries and federal entities in their efforts to create a positive work environment for employees and launch incentive initiatives to enhance their role and increase their productivity.

## Foundations of guiding framework for Employee Wellness Program





## Year of Giving... and 40 Community and Humanitarian Initiatives by FAHR at the Federal Government level

From the first moment His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE declared 2017 as Year of Giving, the Authority intensified its efforts on the humanitarian and societal levels. The efforts resulted in the launch of 40 community and voluntary initiatives from the beginning of the year until the end of 2017, involving thousands of employees of ministries and federal entities and members of the community. The Authority seeks to maximize the benefits within and outside the country, and to consolidate the values of volunteerism and philanthropy, enhance the spirit of social responsibility and workplace happiness by volunteering.

The most prominent of these initiatives are:

### Create Database for Volunteers

As part of its various initiatives in the Year of Giving, the Authority has prepared lists of those who wish to participate and volunteer in community initiatives and volunteer campaigns organized individually or in cooperation with one of its partners, charitable organizations and voluntary groups. The lists include employees from the Federal Government and all sectors of the country.

The Authority has opened registration for all Federal Government employees and members of the community in different sectors and categories who wish to participate in the initiatives and charitable and voluntary campaigns organized by the Authority or by one of its partners, government and private institutions, for the benefit of the UAE community.

### Charity Campaign

#### to support “Shitahom Dafi” Initiative

The Authority organized a voluntary campaign under the slogan “**Shitahom Dafi**”, targeting workers in construction sites in the United Arab Emirates, distributing clothes and necessities to protect them

from the winter cold, using donations by employees of the Authority.

The staff distributed winter clothes to 300 workers from Dubai Municipality, and dozens of employees from ministries of Education, Economy, Finance, Infrastructure Development, Dubai Municipality, and volunteers from ‘Nashama Emirates’ joined them.

### “Save a Heart” Campaign

#### to help indigent heart patients

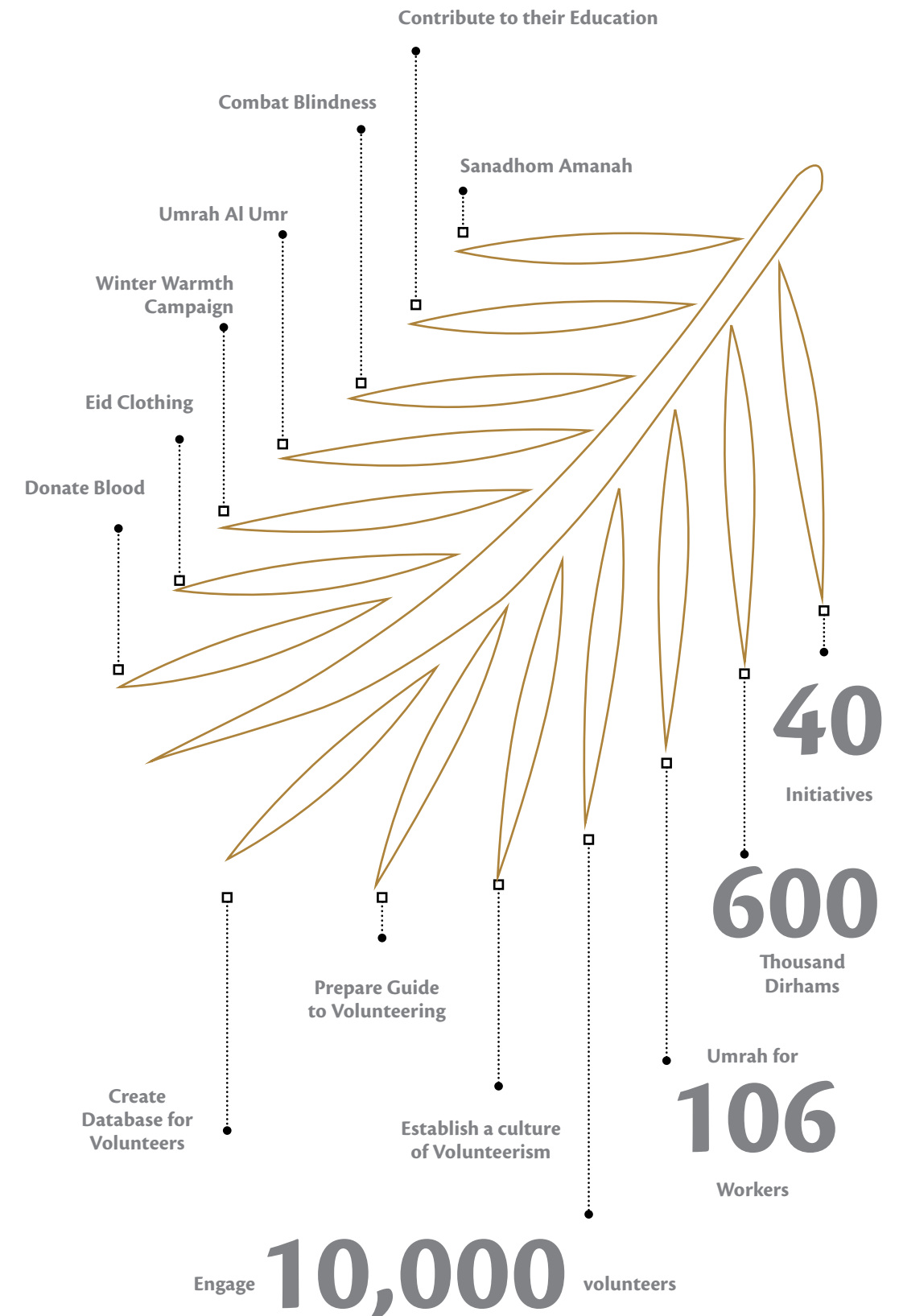
In February, FAHR interacted with Save the Heart Campaign as part of its Sanadhom Amanah community initiative, which is part of Dubai Health Authority’s “Help” program and relies on the assistance provided by companies, associations and individuals for needy patients.

The idea of “Sanadhom Amanah” is to donate to patients with disabilities in Health Authority hospitals, covering the costs of treatment, and purchase medicines, medical devices and equipment.

### Visit to Family Village in Dubai

Within the framework of the Authority’s interaction with the announcement of March as National Reading Month, a delegation from the Authority, accompanied by UAE writer Dr. Fatima Al Mazrouei, visited the Family Village headquarters, one of the projects of the Awqaf and Minors’ Foundation in Dubai.

The delegation got acquainted with the activities, initiatives and programs of the village aimed at empowering orphans in Dubai. Fatima Al Mazroui read some of her short stories to children and discussed with them the content of these stories and the messages they carry, to encourage children to pursue reading as a culture.



### Blood Donation Campaign on World Health Day

In conjunction with World Health Day, which falls on April 7th every year, FAHR organized a blood donation campaign, in cooperation with DHA Blood Bank, which involved a large number of employees of the Authority and employees of neighboring institutions and companies.

The blood donation campaign was aimed at assisting Thalassemia patients who are being treated at hospitals and medical centers of Dubai Health Authority.

### World Diabetes Day

The Authority is keen every year to mark World Diabetes Day, which falls on the 14th of November. This time, it organized educational lectures and various activities as well as medical examinations for its employees, in cooperation with Health Authority in Dubai.

### “Umrah Al Omr” (Lifetime Umrah) Initiative

Umrah Al Omr (Lifetime Umrah) initiative launched in partnership with Dar Al Ber Society aimed to enable hundreds of needy workers to visit the Sacred House of Allah and perform Umra for the first time.

The launch of the initiative coincides with World Labor Day, which falls on May 1 each year, with the aim of bringing happiness and joy to the hearts of hundreds of workers in the UAE and realizing their dream of performing Umrah.

The Umra Al Omr initiative witnessed great interaction not only by the Federal Government employees but also all segments of the UAE society. An amount of more than 160 thousand dirhams was raised within 5 days, to cover the visit of 106 workers to the Holy Lands.

### Combat Blindness Campaign

Combat Blindness Campaign launched by Noor Dubai, aims to treat blind patients in many of the world's poor countries with the full support of FAHR,

which promoted to the campaign through the various media accounts on social networking sites, SMS and e-mails addressed to all Federal Government employees via BAYANATI system.

### Eid Clothing Campaign

As part of its charity initiatives in the holy month of Ramadan, and in cooperation with Dar Al-Ber Society, the Authority launched the “Eid Clothing” campaign, which aims to bring happiness and joy to the hearts of needy children on Eid Al Fitr.

### Treatment of Patients with Chronic Diseases

In cooperation with the Dar al-Ber Society, the Authority launched a charitable campaign at the level of the Federal Government aimed at contributing to the treatment of a number of low-income people with chronic diseases such as hepatitis and kidney failure.

The Authority has succeeded in publicizing the campaign and secured the cost of treating a number of needy patients in Dubai Health Authority hospitals.

### Donating 48 Computers

Within the framework of its qualitative community initiatives for the Year of Giving, the Authority handed over 48 computers to Municipality Dubai, to reflect keenness on supporting the personal computers revamping project implemented by the municipality in cooperation with governmental and private institutions in the country.

### “Contribute to their Education”

The campaign is aimed at providing the costs of stationery and other necessities for needy school children.

Contribute to their Education campaign coincides with the start of the new academic year to reflect the keenness of FAHR and Dar Al-Ber Society to alleviate the burdens of low-income parents, by providing needy students with essential school supplies, to give them hope to start a new academic year with enthusiasm and determination.

### Maintenance of a house

### in Ras Al Khaimah

The Authority launched a charity campaign under Sanadhom Amanah Community Initiative to provide for maintenance of a house in Ras Al Khaimah, owned by an elderly low-income head of household who supports seven individuals.

The aim of this campaign is to alleviate the suffering of the targeted family and bring joy to the hearts of its members by securing a stable family life for them.

### Eye Tests for School Children in Dubai

The Authority participated in the community initiative launched by Noor Dubai Foundation to carry out vision screening for students of H.H. Sheikh Rashid Al Maktoum Pakistani School during the field visit organized by a joint delegation from FAHR and the Foundation to the school headquarters in Dubai.

The Initiative aimed to ensure the safety of the students' eyes and to raise awareness among school children about the importance of regular eye exams as part of routine preventive health care.

## Motivational Pioneering Initiatives

### World Happiness Day

The Authority also marked the occasion of the World Day of Happiness, which falls on March 20 each year. It organized a celebration in Dubai for its employees, which included a variety of entertainment events and interactive competitions, besides recognizing distinguished teams and employees.

### Mother 's Day

The Authority celebrated Mother's Day, which falls on March 21 every year, by organizing field visit to the Center for Continuing Education and Professional Development (CCEPD) in Dubai. A number of the Authority's female employees took part in the visit and distributed flowers and symbolic gifts to the Center's employees and associates.

### Wellness Initiatives

FAHR believes that employees are its most valuable assets and key for its successes. Therefore, it has been working to provide them with a positive work environment by launching several internal initiatives that have had a great impact on their happiness, job satisfaction, team spirit and creativity. Below are some of the most prominent of these initiatives:

### Employee Welfare Program

By introducing the Employee Welfare Program, the Authority seeks to integrate its employees in the working environment and raise their job satisfaction levels. To achieve maximum benefit, several events and activities were organized including:

### International Women's Day

The Authority marked the International Women's Day, which falls on the 8th of March every year, by holding a ceremony, during which the employees of the Authority were honored and presented with souvenirs.

Celebration of International Women's Day comes as a tribute to the role of women leaders in promoting the UAE's position at the local, regional and global levels, in addition to their outstanding contributions in all walks of life.

### Emirati Women 's Day

The Authority also organized a celebration to mark Emirati Women's Day, which falls on the 28th of August every year.

### National Sports Day

Celebration took place as part of the National Sports Day, by organizing a series of activities and events under the slogan "Emirates brings us together," and "Happiness and Healthy Lifestyle".

The events organized by the Authority in collaboration with Dubai Health Authority included conducting a variety of medical tests for employees, e.g. screening of diabetes, blood pressure and cholesterol. In addition, an awareness workshop was held on dangers of smoking and ways to overcome bad habits, avoid common diseases. The events also included the organization of several health exercises and games, lectures on the importance of healthy nutrition.

### Opening the Authority's

### Library in a new shape

In conjunction with the March National Reading Initiative, and as part of its efforts to instil reading culture in the staff, the Authority opened its new-look library, which includes a variety of books and magazines in various scientific, cultural and literary fields.

### Launch of Positive Employee Award

The initiative was launched in early 2017, to recognize positive, productive and creative employees who could promote the concepts of workplace well-being and happiness. The initiative encourages good relations among staff, promotes employee involvement in decision-making, and motivates them to read success stories which help them to develop professionally and personally.

Positive Employee Award is given to employees based on a set of attributes, most notably: the ability to make people happier, understanding the needs of others and assisting them, respecting others

regardless of their ethnic backgrounds and traditions, expressing one's thoughts positively, etc. Employees nominated for the award must be proactive, positive, cheerful, and able to motivate others, contribute to creating a positive work environment, work as one team, actively participate in the Authority's internal and external initiatives and events.

### "Open Hour" initiative to enhance communication between employees

The HR & Services Department of the Authority launched the "Hour of Safwa" – Open Hour-initiative, which aims to enhance communication and cooperation between management and the various organizational units in the Authority, discuss the needs of employees and give feedback on the services provided by the HR Department.

The idea of the initiative is to hold a regular meeting, which brings together representatives of HR & Services Department and one of the departments of the Authority to discuss ways to develop the services provided by the HR & Services Department to the staff of the Authority.

### Happiness Breakfast

The initiative launched by the Authority in 2012 as a monthly tradition which brings together employees and leadership, to review the latest developments, achievements, and future projects in a friendly atmosphere, as well as recognizing high-performing teams and individuals.

Through this initiative, the Authority aims to enhance communication between employees of different

departments, grades and job titles, and promote cooperation among them in a non-traditional social environment.

### Happiness and Positivity Session

The idea is to hold a friendly meeting between the Director General of the Authority and a group of employees in special sessions outside the official work, to talk openly and to discuss different topics with the group.

The session significantly contributes to enhancing institutional loyalty and belonging among employees and increasing their job satisfaction and workplace harmony.

### Maqassert Electronic Card

It is an electronic appreciation card exchanged by FAHR staff to express their thanks and gratitude to their colleagues for cooperating with them.

The initiative launched in 2013, aims to motivate Federal Government employees to pay attention to their positive aspects, by creating a stimulating work environment based on a culture of teamwork and outstanding performance.



## Our Media Tools

### HR Echo

The Authority released during 2017 the 6<sup>th</sup> and 7<sup>th</sup> issues of the specialized bilingual and biannual magazine "HR Echo" which was launched in 2014. The magazine which is published in English and Arabic is prepared in partnerships with globally recognized institutions in the field of human resources and the empowerment and development of human capital, such as the British Chartered Institute of Personnel and Development (CIPD); Boston Consultancy Group (PCG); Monash University in Australia; Duke University in US; the Association of Qualitative Research in UK; the Korean Institute for Officials Training (COTI); Gallup Com; AQR; IPMA; in addition to researchers and specialists in the field of HR management and development around the world.

HR Echo is a specialized magazine that provides a qualitative addition to HR library in the UAE, serves as a reference for researchers and those interested in the field, and adds a new tool to our media, which seeks to reach the largest segments of the public, within and outside the UAE. The magazine is available on FAHR website [www.fahr.gov.ae](http://www.fahr.gov.ae), in both Arabic and English, and prospective readers may subscribe online.

### HR Magazine

#### 100 Thousand readers and 80 issues

The HR Magazine issued by the Authority on a monthly basis is the first of its kind, not in the United Arab Emirates, but also in the region in terms of specialty and quality of content. It has become a platform that attracts HR professionals and those interested in human capital development locally, regionally and globally.

The magazine truly reflects the Authority's keenness to have an effective media tool to reach all its customers and keep abreast of human resource global developments.

HR Magazine is making significant progress in delivering its message and voice to all readers and those concerned with human resources issues,

bringing the number of published issues to 80 up to the end of December 2017, with more 100 thousand readers, locally, regionally and globally.

### Social Media Channels.. Interactive platforms with the public around the clock

FAHR pays great attention to effective communication with customers and all stakeholders, especially the Federal Government employees through social networking sites.

It is making every effort to strengthen communication and cooperation with its partners, customers and the public through interaction via its accounts on social networking sites, such as YouTube, Instagram, LinkedIn and Twitter.

#### 23 Thousand users on Twitter

The Authority launched its own page on Twitter in 2012, and at the end of 2017, the number of followers grew to over 23 thousand.

The Authority accorded paramount importance to Twitter as a major interactive platform with audience, and an awareness tool to publicize HR laws, policies and Systems applicable in the Federal Government.

### LinkedIn Page

FAHR launched in 2015 its own page on LinkedIn, and established a specialized electronic forum on this page, in order to create an interactive platform for dialogue on the most important topics and studies on human resources issues, as well as publish scientific articles about the latest research in the field of resources human, and the best international practices in this area. The page provides opportunity to those who follow the Authority's account on the professional network to share their views and ideas on these topics.

The number of those who follow the Authority account on LinkedIn grew to over 12 thousand by the end of 2017.



### Our Website....

#### 253 Thousand visits per year

The Authority considers its website: [www.fahr.gov.ae](http://www.fahr.gov.ae) an important part of its media as it provides valuable services to users, particularly those relating to human resources procedures and policies in the Federal Government, in an easy and smooth manner, allowing customers to obtain information about the Authority and its initiatives and projects.

The bilingual website (Arabic and English) contains pages displaying HR policies, legislation and Systems at the Federal Government level, in addition to latest circulations and decisions issued in this regard. Initiatives and projects launched by FAHR, as well as its activities are showcased via the website, including statistics and scientific studies on human capital in the Federal Government, and other options and services, in the form of links a user can navigate through.

The site provides an interactive platform for the Authority's audience, where they can quite easily request legal advice on different topics and issues, technical support, and access FAHR accounts on social networking sites such as Twitter, Instagram, LinkedIn and YouTube. The site also provides opportunity for bloggers to present their views on a separate page which is continuously updated with topics and articles on human resources.

During 2017, the Authority's site registered nearly 253 thousand visitors, 82% of them from within the country, focusing mostly on a number of main pages and corners such as: Media Corner, Laws and Regulations, HR Management Information System (BAYANATI), and Performance Management System for the Federal Government employees.