



# The Indicators of the Human Resources Enablers in the Federal Government (In accordance with the Balanced Scorecard)

Federal Authority

July, 2017



## Human Resources Act and its Executive Regulations in the Federal Government

### Human Resources Act in Federal Government:

- The Human Resources Act is issued in the Federal Government by virtue of the Federal Decree issued under Law No. 11 of 2008 in relation to the human resources in Federal Government, amended by the Federal Decree issued under Law No. 17 of 2016 in relation to amending some provisions set out in the Human Resources Act issued in the Federal Government.
- This Human Resources Act focuses on the human being as it is deemed as a investment asset which must be effectively and efficiently managed and developed. It reflects the future vision and farsightedness of future needs relating to the human resources. It also contributes to developing the systems and policies within the work environment and effectively stimulating the human development.





## Human Resources Regulation in the Independent Federal Entities

### Human Resources Regulation of the Independent Federal Entities:

- The Human Resources Regulation of the Independent Federal Entities was issued by virtue of the Cabinet Resolution No. 15 of 2013 to unify the human resources principles and concepts which regulate the human resources business in the Independent Federal Entities in a manner that complies with the general principles of Human Resources Act issued in the Federal Government, thus there shall be one reference by issuing a legislation regulating the same.
- The legislation is characterized by its compliance with the provisions set out in the Executive Regulations issued under the Federal Decree No. 11 of 2008 and its amendments. It is also inline with many other provisions, which facilitate the application of the systems approved in the Federal Government in the federal entities (including, but not limited to, Bayanati System, Performance Management System, Training and Development System and Job Categorization and Evaluation System, etc.).



## Human Resources Regulation in the Independent Federal Entities

- A schedule is also issued by virtue of the Cabinet Resolution No. 15 of 2013 in relation to the Human Resources Regulation of the Independent Federal Entities, which includes the Independent Federal Entities to which the legislation is applicable.

This legislation shall not contradict the independency of these entities as each entity has completely retained the following:

- Ranks and salaries schedule and the relevant allowances and bonuses conforming to the nature of work.
- Organizational structure complying with privacy, main and approved duties.
- Flexibility in some administrative aspects.





## Introduction

The Prime Minister Office has launched the Government Enablers Project of Strategic Course 2014/2016, including the following four perspectives; financial perspective, human resources perspective, smart government perspective and customers perspective, called in October 14, 2014 by the Federal Authority for Government Human Resources as "the Indicators of Human Resources Enablers ", including five (5) strategic indicators and twelve (12) operational indicators. At the beginning of 2016, the Federal Authority for Government Human Resources has agreed with the Prime Minister Office to update these indicators as they shall include six (6) strategic indicators and two (2) operational indicators.



## Decree-Law of the Performance Development and Improvement Project of Human Resourced Departments in Federal Government

Pursuant to the Resolution issued by the Ministerial Development Council, (previously known as the Ministerial Council for Services) under No. (52/4KH/2) of 2013 in relation to approving the Performance Development and Improvement Project of Human Resources Departments in Federal Authorities in accordance with the balanced scorecard methodology conforming to the human resources indicators in federal government as the Federal Authority for Human Resources follows-up these indicators with the federal authorities by virtue of this resolution. The annual performance report of all federal authorities shall be also submitted to the Ministerial Development Council, (previously known as the Ministerial Council for Services).



## Bayanati System in the Federal Government

Pursuant to the Resolution issued by the Ministerial Development Council, (previously known as the Ministerial Council for Services) under No. (16/1KH/16) of 2013 which directed all Federal Entities to provide the Federal Authority for Government Human Resources with all data of its employees for the completion of data described in Bayanati Program in accordance with the mechanism determined by the Federal Authority for Government Human Resources in this regard.



## **Cabinet Resolution issued in relation to Governance System of Boards of Directors of Profit and Non-Profit Authorities, Organizations and Companies in the Federal Government**

Pursuant to the Cabinet Resolution No. 29 of 2011 in relation to the governance of boards of directors of profit and non-profit entities, organizations and companies in the Federal Government, the Federal Authority for Government Human Resources is assigned to apply the terms stipulated in this law by inspecting the activities of these boards in the aspect relating to the human resources and submitting the reports based on the same.





## Resolution No. 16M / 1T of 2017 issued by the Ministerial Development Council

Pursuant to the Resolution No. 16M / 1T issued by the Ministerial Development Council in relation to the governance of salaries, bonuses and allowances in all ministries, independent and federal entities, profit and non-profit companies owned by the Federal Government, the Federal Authority for Government Human Resources is assigned to review the salaries schedule of the Federal Government and complete the electronic connectivity with the Independent Federal Entities via the organizational services transfer system, in addition to organizing the annual increments in Federal Government as they shall not exceed AED 1000.



## Emirates Award for Government Human Resources

Under the patronage of H.H. Sheikh Mansour bin Zayed Al Nahyan in relation to Emirates Award for Human resources, the Federal Authority for Human Resources shall follow-up the human resources indicators in all Federal Authorities in accordance with the award standards provided that they shall comply with the human resources indicators in Federal Government which develops the human resources business and stimulates the Federal Entities to develop and improve the business field.





## List of Indicators

S.N.	Name of Indicator	Type of Indicator
1	Job Happiness Rate *	Strategic / Enabler
2	Positivity Rate in Work Environment *	Strategic / Enabler
3	Job Harmonization Rate *	Strategic / Enabler
4	Job Loyalty Rate *	Strategic / Enabler
5	Female Leaders Rate in comparison with Total Number of Leaders	Strategic / Enabler
6	Rate of Women working in the Specialized and Technical Categories in comparison with Total Number of Workers (including Male and Female Workers) of this Category.	Strategic / Enabler
7	Emiratisation Rate (Total)	Strategic / Enabler
8	Impact of Leaves <del>Results affected on</del> the Employees' Productivity	Strategic / Enabler
9	Training Hours Rate of Each Employee (Total)	Operational / Enabler
10	Trainees Rate in comparison with Total Number of Employees	Operational / Enabler
11	Impact of Training on Occupational Competencies	Operational / Enabler
12	Occupational Turnover Rate	Operational
13	Rate of Total Number of Employees' costs spent from the Entity's Budget	Operational
14	Authority's Employee Cost Rate	Operational
15	Effective Use of Electronic and Smart Human Resources Systems	Operational
16	Rate of Compliance with the Service Level Agreements (SLA)	Operational
17	Rate of Compliance with the Final Job Performance Assessment Results (Adjustment and Balance)	Operational
18	Strategic Planning of Work-Force	Operational
19	Rate of Occupations described and approved in accordance with the Occupations Evaluation and Description System Mechanisms	Operational
20	Rate of Employees honored in accordance with the Rewards and Incentives System	Operational
21	Rate of Frequent Injuries resulting in the Time Waste.	Operational
22	Violations Rate	Operational
23	Rate of Adjudicated Grievances	Operational

\*It shall be measured by the Prime Minister Office via the annual surveys.



## Indicator No. 1: Job Happiness Rate

**Type of Indicator: Strategic**

**Description of the Indicator:**

- This indicator shall measure the employee's happiness rate in work environment by making a quantitative study through an electronic questionnaire (happiness and positivity questionnaire in work environment) which shall be annually prepared by the Prime Minister Office.
- The scope of this indicator shall include employees of all occupational categories (such as leading, supervising, executive, specialized and technical categories including interface employees) excluding the senior leadership members (ministers, deputies, directors general and similar positions) and service occupations (employees, workers and similar positions).
- The occupational happiness rate shall be measured in the federal entity by asking 10 questions and these questions shall be also evaluated in accordance with a scale consisted of five (5) points (point No. 5 shall mean "strongly agree" and point No. 1 shall mean "strongly disagree")
- The Job happiness rate shall be calculated by calculating the rate of results no's 4 "agree" and 5 "strongly agree" only in all questionnaire questions.

### Method of Calculation:

Calculation Period	Calculation Unit	Calculation Type	Calculation Equation	Collection Method	Source
Annually	Percentage	Increase is better.	Results of job Happiness Questionnaire	Last Value	Report of Happiness and Positivity Study Results in Work Environment (prepared by the Prime Minister Office)



## Indicator No. 2: Positivity Rate in Work Environment

Type of Indicator: Strategic

Description of the Indicator:

- This indicator shall measure the extent of employee's positivity and existence of a positive and supportive work environment, in addition to focus the organizational culture on the employee's strengths, instead of weaknesses.
- The Prime Minister Office shall annually measure this indicator by making the happiness and positivity questionnaire in work environment.
- The scope of this indicator shall include employees of all occupational categories (such as leading, supervising, executive, specialized and technical categories including interface employees) excluding the senior leadership members (ministers, deputies, directors general and similar positions) and service occupations (workers and similar positions).
- The positivity rate shall be measured in the federal entity by asking 7 questions and these questions shall be also evaluated in accordance with a scale consisted of five (5) points (point No. 5 shall mean "strongly agree" and point No. 1 shall mean "strongly disagree").
- The positivity rate shall be calculated in work environment by calculating the rate of results no's 4 "agree" and 5 "strongly agree" only in all questionnaire questions.

### Method of Calculation:

Calculation Period	Calculation Unit	Calculation Type	Calculation Equation	Collection Method	Source
	Percentage	Increase is better.	Results of Positivity Questionnaire in Work Environment	Last Value	Report of Happiness and Positivity Study Results in Work Environment (prepared by the Prime Minister Office)



## Indicator No. 3: Job Harmonization Rate

Type of Indicator: Strategic

Description of the Indicator:

- This indicator shall measure the employee's harmonization rate, their interest in relation to both the work they joined and work place. It shall also measure the extent of the employee's linkage to their occupations and relations with their co-workers and line managers in work environment.
- The scope of this indicator shall include employees of all occupational categories (such as leading, supervising, executive, specialized and technical categories including interface employees) excluding the senior leadership members (ministers, deputies, directors general and similar positions) and service occupations (employees, workers and similar positions).
- This harmonization rate shall be measured in the federal entity by asking 12 (Gallup) questions about the job harmonization by assessing the employee's impression towards (learning, growth and progress, whether the employees have friends in the work place, whether they feel that other employees' work is excellent and of high quality, whether they believe in their entity's mission and objectives, whether they feel that their opinions are important, what are their ideas about the development opportunities, whether they feel that others are concerned about them, whether they receive the appropriate appreciation in relation to their works, whether they have opportunity to often do excellent works, whether they receive support with adequate materials and devices and whether they perform their work below expectations).
- These questions shall be also evaluated in accordance with a measurement consisted of five (5) points (point No. 5 shall mean "strongly agree" and point No. 1 shall mean "strongly disagree")
- The positivity rate shall be calculated in work environment by calculating the rate of results No. 5 "strongly agree" only in all questionnaire questions.



## Indicator No. 3: Job Harmonization Rate

### Method of Calculation

Calculation Period	Calculation Unit	Calculation Type	Calculation Equation	Collection Method	Source
	Percentage	Increase is better.	Results of job Harmonization Questionnaire	Last Value	Report of Happiness and Positivity Study Results in Work Environment (prepared by the Prime Minister Office)



## Indicator No. 4: Job Loyalty Rate

Type of Indicator: Strategic

Description of the Indicator:

- This indicator shall measure the rate of employee's loyalty towards his/her work place and the Prime Minister Office shall annually measure this indicator by making the happiness and positivity questionnaire in work environment.
- The scope of this indicator shall include employees of all occupational categories (such as leading, supervising, executive, specialized and technical categories including interface employees) excluding the senior leadership members (honorable ministers, deputies, directors general and similar positions) and service occupations (employees, workers and similar positions).
- The job loyalty rate shall be measured by asking 2 questions ( I feel proud of working for the entity, After the lapse of two years, I shall continue working in favor of the entity where I have already been working).
- These questions shall be also evaluated in accordance with a scale consisted of five (5) points (point No. 5 shall mean "strongly agree" and point No. 1 shall mean "strongly disagree")
- The job loyalty rate shall be calculated by calculating the rate of results in relation to these two questions by adding the percentage of point No. 5 "strongly agree" to percentage of the point No. 4 "agree".

### Method of Calculation:

Calculation Period	Calculation Unit	Calculation Type	Calculation Equation	Collection Method	Source
Annually	Percentage	Increase t is better.	Results of Occupational Loyalty Questionnaire	Last Value	Report of Happiness and Positivity Study Results in Work Environment (prepared by the Prime Minister Office)





## Indicator Number 5: Female Leaders Rate in comparison with Total Number of Leaders

This indicator aims at reducing the gap between the male and female employees in the leadership positions, achieving the balance between two genders in the field of work and giving equal opportunities to them to participate in decision-making process.

The measurement of this indicator shall include all (male and female) employees in the leading category in accordance with the classification stipulated by the Prime Minister Office Office as mentioned below:

Category	Evaluation and Description System	Titles
Leadership	Senior Leadership	Minister, Deputy Minister, Director General, Assistant Deputy, Chief Executive Officer, Manager's Representative, Secretary-General, President of Authority.

### Method of Calculation:

Calculation Period	Calculation Unit	Calculation Type	Calculation Equation	Source
Annually	Percentage	Increase is better.	$(\text{Rate of Female Leaders} / \text{Rate of Total Number of Leaders in the Authority}) * 100$	Bayanati

Numerator Components	Denominator Components
Number of Female Leaders	Total Number of Leaders



## Indicator No. 6: Rate of Women Working in the Specialized and Technical Categories in comparison with Total Number of (Male and Female) Working in this Category (Strategic)

This indicator aims at increasing the percentage of female employees in the specialized and professional occupations, achieving the balance between two genders in the field of work and giving equal opportunities to them to participate in decision-making process.

The measurement of this indicator shall include all (male and female) employees in the specialized and professional categories in accordance with the classification stipulated by the Prime Minister Office as mentioned below:

Category	Evaluation and Description System	Titles
Specialized and Professional	Technical and Professional	Senior Consultant, Consultant, Expert, Senior Specialist, Specialist, Physicians, Engineers, Analysts, Legal, Researchers, Auditors, Financial.
	Technical Support	Qualified and Technical Assistant of Healthy, Engineering, Maintenance, IT Fields.

### Method of Calculation:

Calculation Period	Calculation Unit	Calculation Type	Calculation Equation	Source
Annually	Percentage	Increase of the Percentage of Female Employees.	$\frac{\text{(Number of Female Employees in the Specialized and Professional Occupations / Total Number of Employees in the Specialized and Professional Categories)}}{100} * 100$	Bayanati
<b>Numerator Components</b>			<b>Denominator Components</b>	
Number of Female Employees in the Specialized and Professional Occupations.			Total Number of Employees in the Specialized and Professional Categories	



## Indicator No. 7: Emiratization Rate (Total)

### Description of Indicator:

- The indicator shall measure the modification of legislations and policies related to the development of national employees within the federal entities and the extent of their success in attracting and increasing the numbers of UAE national in the federal entity.
- The indicator shall also measure the emiratization rate in the different occupational categories in a total manner and based on the detailed results of occupational categories which shall give an indicator for the extent of emiratization plan application which shall increase the emiratization rate.

### The measurement of indicator shall include the following:

- 1) General and Specialized Cadre's Employees such as Educational, Diplomatic, Medical and Judicial Cadres.
- 2) Employees appointed in accordance with the different full-time and special contracts, experts and consultants.
- 3) Seconded Employees.
- 4) Employees who take an extensive summer leave, extensive sick leave and national service.
- 5) Employees appointed within the probation period.

### The following shall be excluded from the measurement of indicator:

- 1) Support or Service Category.
- 2) Local Cadre.
- 3) Temporary and Part-Time Contracts.
- 4) Outsourcing Contracts.

### Notes:

This indicator require the compliance with the entry of detailed data of employees in the Human Resources Information Management System (Bayanati) according to the several titles approved in the Federal Government and its classifications.

The data of support category (including many occupations of which there are drivers, guards and correspondents) of all types of contracts, reward contracts, daily salary contracts despite they shall not be calculated in the emiratization indicator) shall be required to be updated



## Indicator No. 7: Emiratisation Rate (Total)

### Method of Calculation

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Annually	Percentage	Increase is better.	(Number of Emirati Employees in the approved Occupational Categories ÷ Total Number of Employees in the approved Occupational Categories at the end of Calculation Period) × 100	Bayanati System
<b>Numerator Components</b>			<b>Denominator Components</b>	
Number of Emirati Employees at the end of Calculation Period.			Total Number of Employees at the end of Calculation Period.	
<b>Mid-Year</b>			<b>Equation</b>	
First	Number of Emirati Employees in the Approved Occupational Categories at the End of First Mid-Year ÷ Total Number of Employees in the approved Occupational Categories at the End of First Mid-Year) × 100			
Second	Number of Emirati Employees in the Approved Occupational Categories at the End of Year ÷ Total Number of Employees in the different Occupational Categories at the end of Year) × 100			



## Indicator No. 8: Impact of Leaves on the Employees' Productivity

### Type of Indicator:

- This indicator shall measure the impact of leaves taken by the employees on their productivity as this indicator can be used by the HR Department to calculate absence cases and determine short-term absence cases or those requiring attention and thus the necessary actions shall be taken. It is also used as a method to measure the productivity by applying the following equation:
- Leaves Impact Factor =  $(A^2 * B)$ .
  - A: Total Number of Employee's Recurrent Absence Cases per Year (Occurrence).
  - B: Total Number of Employee's Absence Days per Year.

The results of Bradford Factor shall be classified as follows:

- 1) 0-125: The result is not requiring to file any comments.
- 2) 126-500: The result is requiring to file comments and control.
- 3) 501-1000: The result is requiring actions.
- 4) 1001-2000: The result is requiring to consider the application of disciplinary actions.
- 5) Higher than 2000: The result is requiring the application of strict disciplinary actions.

Types of Leaves included within the indicator scope: Sick Leaves, Sick Committee, Accompany Patient inside Country, Accompany Patient outside Country.

Types of Excluded Leaves: Annual Leaves, Exit Permission, Summer Vacancy, Performance of National Service and Mourning.

### Note:

The concerned team of Federal Authority for Human Resources shall extract this indicator from Bayanati System. In case the data of the entities are not available in Bayanati System, they shall be extracted from the Electronic Connectivity Systems (ESB).



## Indicator No. 8: Impact of Leaves on the Employees' Productivity

### Calculation Method of Sick Leaves Result Factor Affected Productivity:

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Annually	Percentage	Decrease is better.	(Number of Employees whose leaves impact factor is included in the 4 <sup>th</sup> and 5 <sup>th</sup> Classification requiring the Application of Disciplinary actions and Strict Disciplinary Actions ÷ Total Number of Employees in the approved Occupational Categories at the End of Calculation Period) × 100	Bayanati System

#### Numerator Components

Number of Employees whose leaves impact factor is included in the 4<sup>th</sup> and 5<sup>th</sup> Classification requiring the Application of Disciplinary actions and Strict Disciplinary Actions

#### Denominator Components

Total Number of Employees in the approved Occupational Categories at the End of Calculation Period



## Indicator No. 8: Impact of Leaves on the Employees' Productivity

### Example of using Bradford Factor Points for the Calculation of Sick Leave Impact on Productivity in Bayanati System

Table showing the distribution of sick leaves of employees in a federal entity, in accordance with the frequency of sick leaves and number of days:

End Date of Leave	Start Date of Leave	Number of Leave Days	Type of Vacancy	Name of Employee		Name of Ministry / Authority	Employee No.
<b>January 16, 2014</b>	January 13, 2014	4	Sick Leave	Mohammed Abdullah Hussein Salem	Ahmed Khaled	Federal Authority of Human Resources	1000001
<b>January 22, 2014</b>	January 20, 2014	3	Sick Leave	Mohammed Abdullah Hussein Salem	Ahmed Khaled	Federal Authority of Human Resources	1000001
<b>February 12, 2014</b>	February 9, 2014	4	Sick Leave	Mohammed Abdullah Hussein Salem	Ahmed Khaled	Federal Authority of Human Resources	1000001
<b>March 3, 2014</b>	March 2, 2014	2	Sick Leave	Mohammed Abdullah Hussein Salem	Ahmed Khaled	Federal Authority of Human Resources	1000001
<b>August 14, 2014</b>	August 11, 2014	4	Sick Commission	Mohammed Abdullah Hussein Salem	Ahmed Khaled	Federal Authority of Human Resources	1000001
<b>September 13, 2014</b>	August 27, 2014	12	Sick Commission	Mohammed Abdullah Hussein Salem	Ahmed Khaled	Federal Authority of Human Resources	1000001



## Indicator No. 8: Impact of leaves on the Employees' Productivity

**Total Number of Days = 29**

**Equation for the Calculation of Bradford Points  $29*6*6 = 1.044$  Bradford Points.**

**Frequency of Sick Leaves = 6**

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

	Points Rating	Comments made in accordance with Point Results
1	0-125	There are no comments about sick leaves.
2	126-500	Low Bradford Index: The employee has sick leaves which have no effects on productivity and no action is required.
3	501-1000	Medium Bradford Index: The employee has sick leaves which have limited impact on productivity and this matter requires advices and directions issued to employees to ensure that his sick leave shall not be increased.
4	1001-2000	High Bradford Index: The employee has increased sick leaves which have significant impact on productivity and this matter requires measures to be taken to reduce the use of sick leaves.
5	+2000	Very High Bradford Index: The employee has several sick leaves which have high effect on productivity and this matter requires quick actions to be taken against employee.





## Indicator No. 9: Training Hours Rate Per Each Employee (Total)

### Description of the Indicator:

- This indicator shall measure the participation levels of human resources in the training program which shall improve their performance through the development of their knowledge, abilities and enable them to do so as per the occupation requirements.
- Total Number of Employees: The total Number of employees shall be calculated at the end of calculation period.
- The term of "Training Program" shall include each type of training either by attending a training seminar, program, work shop or the like which its time period shall not be less than two hours.
- The total Number of training hours received by all employees shall be calculated even if the names of employees are repeated as the objective of this indicator is to calculate the number of hours and compare it with the number of employees.
- The results shall be calculated including all occupational categories as of the 10<sup>th</sup> rank and above (wherever applicable).

### Notes:

- This indicator shall be connected to another indicator, i.e. the trainees rate. Thus, the figures collected within both indicators shall be taken into consideration so as to ensure that there is no contradiction or conflict.
- The concerned team of the Federal Authority for Human Resources shall extract this indicator from Bayanati System. In case the data of the entities are not available in Bayanati System, they shall be extracted from the Electronic Connectivity Systems.

### The measurement of indicator shall include the following:

- 1) General and Specialized Cadre's Employees such as Educational, Diplomatic, Medical and Judicial Cadres.
- 2) Employees appointed in accordance with the different full-time and special contracts, experts and consultants.

### The following shall be excluded from the measurement of indicator:

- 1) Support or Service Category.
- 2) Local Cadre.
- 3) Temporary and Part-Time Contracts.
- 4) Outsourcing Contracts.
- 5) Employees included in the ranks below 10<sup>th</sup> rank.
- 6) Secondment, Extensive Summer Vacancy, Extensive Sick Leave, National Service, Appointments done in the last quarter of year.
- 7) Resigned Employees during Year.



## Indicator No. 9: Training Hours Rate Per Each Employee (Total )

Method of Training Hours Rate Calculation per Each Employee:

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Semi-Annually	One Hour per Each Employee	Increase t is better.	(Total Number of Actual Training Hours provided to the employees of the approved Occupational Categories during the Calculation Period ÷ Total Number of Employees targeted in the approved Occupational Categories at the end of Calculation Period)	Bayanati System

### Numerator Components

Total Number of Actual Training Hours provided to the employees of the approved Occupational Categories during the Calculation Period

### Denominator Components

Total Number of Employees targeted in the approved Occupational Categories at the end of Calculation Period\*



## Indicator No. 9: Training Hours Rate Per Each Employee (Total )

### Mid-Year

### Equation

#### First

(Total Number of Actual Training Hours provided to the employees of the approved Occupational Categories in the First Mid-Year ÷ Total Number of Employees targeted in the approved Occupational Categories at the End of First Mid-Year)

#### Second

(Total Number of Actual Training Hours provided to the employees of the approved Occupational Categories during the Year ÷ Total Number of Employees targeted in the approved Occupational Categories at the End of Year)

\* The total Number of employees planned to be trained is deemed as the total Number of targeted employees based on the ratings described in the table showing the categories included by the measurement of indicator (slide No. 22).



## Indicator No. 10: Trainees Rate in comparison with Total Number of Employees

### Description of the Index:

This indicator shall measure the rate of trained employees of federal entity.

- This indicator shall measure the participation levels of human resources in the training program which shall improve their performance through the development of their knowledge, abilities and enable them to do so as per the occupation requirements.
- Total Number of Employees: The total Number of employees shall be calculated at the end of calculation period.
- The term of "Training Program" shall include each type of training either by attending a training seminar, program, work shop or the like.
- The participation and attendance of employees in the training and development programs shall be calculated as one time, regardless of their frequent participation for more than one time as the objective is to measure the size of employee participation and not to measure the extent of their frequent participation. The resigned employees shall be also excluded from the indicator result in both the numerator and denominator.
- The results shall be calculated including all occupational categories as of the 10<sup>th</sup> rank and above (wherever applicable).

### Notes:

- This indicator shall be connected to another indicator, i.e. the training hours rate. Thus, the figures collected within both indicators shall be taken into consideration so as to ensure that there is no contradiction or conflict.
- The concerned team of Federal Authority for Human Resources shall extract this indicator from Bayanati System. In case the data of authorities are not available in Bayanati System, they shall be extracted from the Electronic Connectivity Systems (ESB).



**The measurement of indicator shall include the following:**

- 1) General and Specialized Cadre's Employees such as Educational, Diplomatic, Medical and Judicial Cadres.
- 2) Employees appointed in accordance with the different full-time and special contracts, experts and consultants.

**The following shall be excluded from the measurement of indicator:**

- 1) Support or Service Category.
- 2) Local Cadre.
- 3) Temporary, Daily Salary or Part-Time Contracts.
- 4) General Services Outsourcing Contracts.
- 5) Employees included in the ranks below 10<sup>th</sup> rank.
- 6) Secondment, Extensive Summer Vacancy, Extensive Sick Leave, National Service, Appointments done in the last quarter of year.
- 7) Resigned Employees during Year.



## Indicator No. 10: Trainees Rate in comparison with Total Number of Employees

### Method of Trainees Rate Calculation:

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Semi-Annually	Percentage	Increase is better.	$(\text{Number of Employees within the Approved Occupational Categories who received Training during the Calculation Period (accumulative with no repeated frequency)} \div \text{Total Number of Employees planned to be trained in the approved Occupational Categories at the end of Calculation Period}) \times 100$	Bayanati System

Numerator Components	Denominator Components
Number of Employees within the Approved Occupational Categories who received Training during the Calculation Period (accumulative with no repeated frequency)	Total Number of Employees planned to be trained in the approved Occupational Categories at the end of Calculation Period*



## Mid-Year

## Equation

### First

Number of Employees within the Approved Occupational Categories who received Training during the Calculation Period (accumulative with no repeated frequency) during the First Mid-Year ÷ Total Number of Employees planned to be trained in the approved Occupational Categories in the First Mid-Year) × 100

### Second

Number of Employees who received Training during the Year (with no repeated frequency) ÷ Total Number of Employees planned to be trained in the approved Occupational Categories at the End of Year × 100

\* The total Number of employees planned to be trained is deemed as the total number of targeted employees based on the classification described in the table showing the categories included in measuring the indicator (slide No. 24).



## Indicator No. 11: Impact of Training on Occupational Competencies

### Description of the Indicator:

This indicator shall measure the outcome of implementing the training plan in federal entities by measuring the development of employee's competencies relating to the performance management system at the end of year (final stage of evaluation) without addressing the individual objectives.

### Method of Calculation:

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Annually	Percentage	Increase is better.	$\left( \frac{\text{Total Number of Performance Levels Points Achieved in Competencies}}{\text{Total Number of Top Performance Levels Points in Competencies}} \right) \times 100$	Bayanati System
Numerator Components			Denominator Components	
Total Number of Performance Levels Points Achieved in Competencies			Total Number of Top Performance Levels Points in Competencies	





## Indicator No. 11: Impact of Training on Occupational Competencies \*

### Total Number of Top Performance Level Points in Competencies

Competencies 9	Competencies 6	Results of Evaluation
= =	= =	4 significantly exceeds the expectations.
36	24	3 exceeds the expectations.
27	18	2 meets the expectations.
18	12	1 requires to be improved

#### Explanatory Example:

The total Number of performance levels points achieved in the competencies of employee based on the (6) competencies for the year of 2016 was 11, i.e. it reached the level (2) meeting the expectations. To apply the equation of training impact measurement affected the competencies, the following shall be done:

$$11 \div 18 \times 100 = 61\%$$

The total Number of performance levels points achieved in the competencies of employee based on the (6) competencies for the year of 2017 reached 15, i.e. it still within the second level meeting the expectations:

$$15 \div 18 \times 100 = 86\%$$

Based on the following, the employee achieved a development in the level of occupational competencies as the training return rate reached 86% in 2017 in comparison with the year of 2016 as it reached 61%.

\*This indicator shall measure the results of competencies only, but it shall not measure the result of individual objectives.



## Indicator No. 12: Job Turnover Rate

### Description of the Indicator:

The job turnover rate shall measure the federal entity's efforts relating to retaining the employees as it shall reflect their satisfaction about the same, job leave rate and escape of competencies in the federal government either through voluntary termination of service such as resignation or as a compulsory termination of service such as dismissal or transfer outside the authority.

### The measurement of indicator shall include the following:

- 1) **General and Specialized Cadre's Employees such as Educational, Diplomatic, Medical and Judicial Cadres.**
- 2) **Employees appointed in accordance with the different full-time and special contracts, experts and consultants.**
- 3) **Seconded Employees.**
- 4) **Employees who take an extensive summer leave, extensive sick leave and national service.**
- 5) **Employees appointed within the probation period.**
- 6) **Support or Service Category.**

### The following shall be excluded from the measurement of indicator:

- 1) Local Cadre.
- 2) Temporary or Daily Salary or Part-Time Contracts
- 3) General Services Outsourcing Contracts
- 4) Reach the Retirement Age
- 5) Death Cases

### Notes:

- The job turnover indicator shall require the expiration of notice period of resigned employee to be calculated within the indicator. For example; the date of July 01, 2015 is determined to be the last day of employee and thus the employee shall be calculated in the job turnover indicator "second mid-year", but he shall not be calculated as of the date of resignation request and it shall exclude the notice period exclusions by virtue of a decision issued by the president of the federal entity.
- The concerned team of the Federal Authority for Human Resources shall extract this indicator from Bayanati System. In case the data of authorities are not available in Bayanati System, they shall be extracted from the Electronic Connectivity Systems (ESB).



## Indicator No. 12: Job Turnover Rate

Method of Job Turnover Rate Calculation:

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Semi-Annually	Percentage	Decrease is better.	$\frac{\text{Number of Employees who leave the service}}{\text{Total Number of Actual Employees}} \times 100$	Bayanati System

### Numerator Components

Number of Employees who leave the Service at the End of Year

### Denominator Components

Total Number of Actual Employees



## Indicator No. 13: Rate of Total Number of Employee's Costs Spent from the Entity's Budget

### Description of the Indicator:

This indicator shall calculate the productivity costs rate of human capital in the federal entities in comparison with the total number of employee as the rate of financial costs spent from the entity's budget to the employees shall be also calculated.

The following shall be excluded from the measurement of the indicator:

The expenses related to the entity's basic activities which have no direct relation with the employee's costs (social relieves, scholarships and the like).

### Method of Calculation

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Annually	Percentage	Decrease is better.	$\frac{\text{Costs of Total Number of Employees}}{\text{Total Expenses}} \times 100$	Entity's Budget

#### Numerator Components

Costs of Total Number of Employees

#### Denominator Components

Total Expenses (Without the Projects Item)



## Indicator No. 14: Employee Costs Rate

Description of the Indicator:

This indicator shall measure the average employee's costs rate in the federal entity as the general rate shall be calculated; for the costs of each employee, by the budget allocated to the entity's employees.

### Method of Calculation:

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Annually	Percentage	Decrease is better.	Costs of Total Number of Employees ÷ Total Number of Employees at the End of Calculation Period	Entity's Budget

#### Numerator Components

Costs of Total Number of Employees

#### Denominator Components

Total Number of Employees at the End of Calculation Period



## Indicator No. 15: Effective Use of Electronic and Smart Human Resources Systems \*

### Description of the Indicator:

- The indicator shall measure the effective use of electronic and smart human resources systems including the following:

Human Resources Procedures System

Wages and Salaries System

Statistical Reports System

Job Performance Management System

Electronic Training and Development System

Smart Applications System

Electronic Approvals System

Smart Reports System

Human Resources Systems Automation

Electronic Organizational Structures

Self-Services

Electronic Recruitment

Attendance and Leave System

Support Service Office System

Work-Power Planning System

Electronic Connectivity System of

Human Resources Databases (ESB)

Electronic Archiving System of

Human Resources Procedures

### Method of Calculation:

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Annually	Percentage	Increase is better.	(Number of the transaction carried-Out via Electronic and Smart Systems ÷ Total Number of Employees) × 100	Bayanati System of Operating Authorities. Organizational Services Transfer System of Non-Operating Authorities of Bayanati System
<b>Numerator Components</b>			<b>Denominator Components</b>	
Number of transactions carried-out via Electronic and Smart Systems.			Total Number of Employees.	

\*The indicator results shall be automatically calculated via Bayanati Systems



## Indicator No. 16: Rate of Compliance with Service Level Agreement (SLA)

### Description of the Indicator:

- This indicator aims at measuring the services effectiveness and efficiency levels provided by the human resources departments in the authorities to their employees, other departments and units, as well as customers.

### Method of Measurement:

The method of measurement shall depend on the determination of rate of services achieved on the ideal time and expected in accordance with the reference list of certain human resources department services determined by the Federal Authority for Government Human Resources..

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Annually	Percentage	Increase is better.	$\frac{\text{Total rates of compliance with certain time-frames of the entity's human resources services}}{\text{Total number of the Human Resources Department services}} \times 100$	Bayanati System of Operating Authorities. Organizational Services Transfer System (ESB) of Non-Operating Authorities.

#### Numerator Components

Total rates of compliance with certain time-frames of entity's human resources services

#### Denominator Components

Total number of Human Resources Department's services.



## Indicator No. 16: Rate of Compliance with Service Level Agreements (SLA)

### Explanatory Example:

Some services provided by the Human Resources Department in the federal entities, in addition to the times which shall be implemented by the Human Resources Departments to achieve the excellence of services.

S. N.	Service Level Agreement Description: Employee's Human Resources Department	Working Days		
		Excellent	Satisfactory	Requires Improvement
1	Time taken to complete the salaries requests letters.	2 or less	3-5	6 or above
2	Time taken to complete the annual/sick leaves requests.	2 or less	3-5	6 or above
3	Time taken to complete the requests of modifying the attendance and leave hours.	2 or less	3-5	6 or above
4	Time taken to complete the tuitions payment requests.	2 or less	3-5	6 or above
5	Time taken to complete the annual tickets requests.	2 or less	3-5	6 or above
6	Time taken to amend/renew contract.	2 or less	3-5	6 or above
7	Time taken to complete the visas renewal requests.	2 or less	3-5	6 or above





## Indicator No. 17: Rates of Compliance with Final Job Performance Evaluation (Adjustment and Balance)

### Description of the Indicator:

This indicator shall measure the rate of compliance of the entities with the adjustment and balance rates in accordance with the performance management system approved by the federal government.

#### Final Job Performance Evaluation Standards:

- 4 = significantly exceeds the expectations (0%-5%)
- 3 = Exceeds the expectations (0%-10%)
- 2 = Meets the expectations (80%-100%)
- 1 = Requires to be improved (0%-5%)

### Note:

The concerned team of Federal Authority for Human Resources shall extract this indicator from Bayanati System. In case the data of authorities are not available in Bayanati System, they shall be extracted from the Electronic Connectivity Systems



## Indicator No. 17: Rates of Compliance with Final Job Performance Evaluation (Adjustment and Balance)

Rates Measurement Method of Compliance with the Final Job Performance Evaluation (Adjustment and Balance):

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Annually	Percentage	Achieve the Determined Adjustment Rates.	Number of Employees (In Each Standard) ÷ Total Number of Assessed Employees.	Bayanati System of Operating Authorities. Organizational Services Transfer System (ESB) of Non-Operating Authorities.

### Numerator Components \*

#### Number of Employees (In Each Standard):

- Number of Employees whose Assessment significantly exceeds the Expectations.
- Number of Employees whose Assessment Exceeds the Expectations.
- Number of Employees whose Assessment meets the Expectations.
- Number of Employees whose Assessment requires to be improved.

### Denominator Components

Total Number of Assessed Employees

### Note:

The numerator components shall differ in accordance with the measurement used in the federal entity (triple, quadruple, quintuple).



## Indicator No. 18: Strategic Planning of Workforce

### Description of the Indicator:

- This indicator shall measure the compliance rate of the federal entities with regards to the work-force plan based on the work-force planning guide/system prepared by the entity and the extent of connecting this planning to the electronic system of work-force planning connected to Bayanati System and salaries system to measure the extent of adaptation with the work-force planning items\*.
- This indicator shall also serve the government's directions issued in relation to the active planning of human capital to increase the productivity levels as it shall help to determine the future expectations of necessary occupations and competencies which shall improve the attraction and development processes.

### Note:

The concerned team of Federal Authority for Human Resources shall extract this indicator from Bayanati System. In case the data of authorities are not available in Bayanati System, they shall be extracted from the Electronic Connectivity Systems.

\*The strategic planning guide of work-force shall be available on the entity's website and the Federal Authority for Government Human Resources's team shall be completely ready to support the federal authorities for the application of this guide, [www.fahr.gov.ae](http://www.fahr.gov.ae)



## Indicator No. 18: Strategic Planning of Workforce

### Rate Measurement Method of Compliance with the Application of Work-Force Planning Stages:

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Annually	Percentage	Increase is better.	Number of Occupations at the Final Stage, i.e. the occupations for which the determination process of their attraction and retaining priorities is completed ÷ Total Number of Occupations × 100	Bayanati System of Operating Authorities. Organizational Services Transfer System (ESB) of Non-Operating Authorities.

#### Numerator Components

Number of Occupations at the Final Stage, i.e. the occupations for which the determination process of their attraction and retaining priorities is completed.

#### Denominator Components

Total Number of Authority's Occupations (With No Frequency).



## Indicator No. 19: Rate of Occupations described and approved in accordance with the Job Categorization and Evaluation System

### Description of the Indicator:

This indicator shall measure the rate of occupations whose descriptions are developed or updated as the measurement process aims at following-up the occupations evaluation and description process at the level of federal government. The occupations categorization and evaluation shall be based on the mechanism and system issued by the Federal Authority for Government Human Resources. The total number of approved occupations shall be determined in the occupations categorization and evaluation system (approved plan).

### Method of Calculation:

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Annually	Percentage	Increase is better.	$\left( \frac{\text{Total Number of Occupations described and approved by the committee}}{\text{Total Number of Occupations determined within the Scope of Occupation Evaluation and Description System}} \right) \times 100$	Bayanati System of Operating Authorities. Organizational Services Transfer System (ESB) of Non-Operating Authorities.

#### Numerator Components

Number of Occupations described and approved by the Committee.

#### Denominator Components

Total Number of Occupations (With No Repeated Frequency) determined within the Scope of Occupations Evaluation and Description System.



## Indicator No. 20: Rate of Employees Honored in accordance with the Rewards and Incentives System

### Description of the Indicator:

The system is aiming at increasing the federal government's competitiveness to be an attractive environment of national competencies by granting the rewards and incentives to the federal government's employees within an integrated system of the human resources systems and legislations in the federal government, initiatives and stimulation programs which improve the performance, increase the productivity and ensure the happiness of both employees and customers.

### Note:

The rewards and incentives system shall be applied on the federal government's employees in accordance with the Cabinet Resolution No. 18 of 2015 and the system guide is available on the website of Federal Authority for Government Human Resources to deduce the methods of applications, [www.fahr.gov.ae](http://www.fahr.gov.ae)

### Method of Calculation:

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Annually	Percentage	Increase t is better.	(Total Number of Employees honored by the Authority ÷ Total Number of Employees × 100	Federal Authority
<b>Numerator Components</b>			<b>Denominator Components</b>	
Number of Employees honored by the Authority.			Total Number of Employees.	



## Indicator No. 21: Rate of Frequent Injuries resulting in Time Waste

### Description of the Indicator:

This indicator aims at increasing the levels of occupational health and safety at work sites (office's work environment) by supporting the federal authorities to take the necessary actions for the purpose of creating a healthy and safe work environment to ensure the safety of both the employees and customers in accordance with the highest levels of occupational health and safety in work environment.

### The indicator shall be divided into two parts:

1. Frequency Rate of Work Injuries.
2. Severity Extent of Injuries

### Method of Calculation:

#### Frequency Rate of Work Injuries

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Annually	Percentage	Decrease is better.	Number of Work Injury Accidents / Total Number of Authority's Working Hours × 1,000,000	Federal Authority

#### Severity Extent of Injury

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Annually	Percentage	Decrease is better.	Number of Waste Working Hours for Each Accident / Total Number of Authority's Working Hours × 1,000,000	Federal Authority



## Indicator No. 21: Rate of Frequent Injuries resulting in Time Waste

Explanatory Example of Methods of Extracting the Authority's Total Working Hours:

Each authority has its own nature of work, thus the total working hours shall differ from authority to another due to the difference of nature of work and total number of employees. In order to extract the total working hours, the following shall be done:

Number of Working Days in the Gregorian Year = 224

Number of Daily Working Hours = 7 Hours

$$224 \times 7 = 1,568$$

$$1,568 \text{ (Number of Hours)} \times 5,000 \text{ (Number of Employees)} = 7,840,000 \text{ (Total Working Hours)}$$

Explanatory Example of Methods of Extracting the Authority's Total Waste Working Hours for Each Authority's Accident:

Number of Accidents	Number of Injured Employees	Number of Absence Days	Total Number of Absence Days for All Employees
1	2	3	6
2	5	2	10
3	3	4	12
<b>Total</b>			<b>28</b>

Number of Waste Working Hours:  
**28** × 7 (Number of Daily Working Hours) = 196

Number of Authority's Waste Working Hours = 196





## Indicator No. 22: Violations Rate

### Type of the Indicator:

This indicator shall measure the number of violations approved and documented in the authority by the violation committees via Bayanati Screens or any other electronic system.

### Method of Calculation:

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Annually	Percentage	Decrease is better.	$\frac{\text{Number of Violations recorded in the System}}{\text{Total Number of Organizational Employees at the End of Calculation Period} \times 1,000,000}$	Bayanati System of Operating Authorities. Services Transfer System (ESB) of Non-Operating Authorities.

#### Numerator Components

Number of Violations recorded in the System.

#### Denominator Components

Total Number of Employees at the End of Calculation Period.



## Indicator No. 23: Rate of Adjudicated Grievances

### Type of the Indicator:

This indicator shall measure the number of grievances submitted by the employees in the authorities through the grievances committees and documented via Bayanati Screens or any other electronic system.

### Method of Calculation:

Calculation Period	Calculation Unit	Calculation Type	Equation	Source
Annually	Percentage	Increase is better.	Number of adjudicated Grievances ÷ Total Number of Organizational Grievances recorded in the Authority's System × 100.	Bayanati System of Operating Authorities. Organizational Services Transfer System (ESB) of Non-Operating Authorities.

#### Numerator Components

Number of adjudicated grievances.

#### Denominator Components

Total Number of Authority's Grievances.



## Contact Details

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