United Arab Emirates

Professional Competencies of Federal Government Employees

Federal Authority for Government Human Resources (FAHR)

January 2019

Introduction:

The development and implementation of an integrated legislative system for human capital management, as well as modernization of human resources were considered part of the strategic objectives of the Federal Authority for Government Human Resources (FAHR).

The Council of Ministers endorsed Performance Management System pursuant to Resolution No. (12) of 2012.

Steps taken since endorsement:

➢ Automation of the system through BAYANATI in 2013
➢ Developing the Smart Goals Bank and launching Professional Competency Framework in 2016
➢ Electronic linkage to operational plans of entities in 2017

This competency framework has been developed based on the UAE Model for Government Leadership adopted by the Council of Ministers in late 2018, which is based on three pillars, including leadership spirit, future outlook, accomplishment and influence. Each pillar consists of a set of criteria which, combined constitute a realistic picture of the leadership model.

In light of the government orientation and to enhance the efficiency of government employees so that they can perform their functions with distinction and professionalism, and based on the initiatives adopted by the UAE Government, which accord great importance to reviewing HR policies and systems and with a focus on developing future skills, in alignment with the UAE Centennial 2071, the Authority has taken steps to develop the Behavioral Competency Framework.

Behavioral Competency Framework

Behavioral Competency Framework

Job Category	Grade	Proficiency Level	Core Competencies						Leadership Competencies		
			Human Capital Group		Results Group				Strategy Group		
			Teamwork/ Networking	Communication Skills	Customer Focuss	Result Orientation	Resource Management.	Accountability	Driving Change	Empowerm/Talent Development	Strategic Thinking
Leadership Role	U/Secreary + *Assit* U/Secewtary	PL 7					PL 7				
Senior Management Roles	Special A	PL 6					PL 6				
	Special B						PL 5				
	1	PL5									
	2										
Supervisory Roles	3	PL 4			PL 4						
	4				PL 3				N/A		
	5	PL 3			PL 2						
	6				PL 1						
	7	PL 2									
	8										
	9	PL 1									
	10										

Behavioral Competency Framework as aligned with the UAE Model of Government Leadership

➢ It includes 3 proficiency levels with clear behavioral indicators for each attributes making it easier to implement the framework.

(The level of sophistication and complexity of the competency will gradually increase from one level to another)

		Proficiency Level 3
		• Undersecretary/Director General
	Proficiency Level 2	• Assist. Undersecretary/CEO
Proficiency Level 1	• Special Grade (B)	• Special Grade (A)
* Grade (3) * Grade (4)	• Grade (1)	
* Grade (5) * Grade (6)	• Grade (2)	
* Grade (7)		
Aware	**Practitioner**	**Proficient (Expert)**

UAE Model of Government Leadership

Accomplishment and Influence	Future Outlook	Leadership Spirit
Resilient and Fast Defenestrates resilience; builds an environment that promotes change; effectively utilizes available resources and is reliable pparticularly in changing situations	**Forward -Looking** Familiar with global trends, imagines the future, insightful, anticipates and analyzes opportunities and challenges, develops scenarios and pro-active plans, keeps pace with future trends	**Empowering others** Inspires, encourages and motivates others and develops their human potentials. Capable of building leaders, transferring skills, developing talents and enjoys high emotional intelligence
Makes smart, effective and efficient decisions Adopts a way of thinking that enables him to make smart and practical decisions. He is effective, wise, influential and courageous. Capable of taking the right decision at the right time	**Innovative and catalyst for radical change** Adopts creative thinking, encourages entrepreneurial thought, recognizes the mechanisms of radical change in individuals and at iinstitutional level, a risk-taker and believes that nothing in the world is impossible	**Role Modeling** Demonstrates high morals, values, integrity, humility and respect for others. He is optimistic about the future, passionate and diligent, adopts and spreads the concept of happiness and positivity, seeks to deliver tangible contributions, and reflects the State's true image .
Focusing on the government's highest goals and achieving results Familiar with the government's orientations, disseminates the concept of the highest government's goals, and works to achieve national goals and	**Familiar with advanced future technology** Keeps abreast of future technology trends, e.g. the Fourth Industrial Revolution, artificial intelligence and its impact and usage for future industry and human happiness	**Open to the World** Open to the world of peace, tolerance and coexistence, looking forward to communicate with all, learns from others' experiences, has a network of relationships and knowledge of international culture.

identified outcomes and adds value to the organization		
	A life-long learner Has a passion for continuous learning and seeks personal-development in order to diversify and update his skills according to change. Has a passion for research and exploration	

Behavioral Competency Framework

Leadership Spirit The ideal government leader leads by example. Empowers others by making sure they have the skills to drive and lead the institutional goals. The ideal leader communicates effectively and has the skills and ability to instill and leader values, passion and happiness in the workplace					
Skills	**Definition**	**Traits**	**Aware**	**Practitioner**	**Proficient (Expert)**
Role Model	Demonstrates values, ethics, integrity and respect for others. Optimistic, promotes concepts of happiness, positivity, seeks to deliver results and reflect the organization's positive image	**Passion at Work**	• Performs tasks with enthusiasm • Helps team members to identify and integrate self-motivation into their functional roles • Recognizes the national values of UAE • Believes in established organizational principles and values • Commits to organization's policies and procedures • Maintains and ethical standards	• Seeks to create a passionate and enthusiastic work environment • Integrates his/her personal passion in the work place • Believes in principles and ideas he /she promotes and his /her daily actions reveal an understanding of others • Capable of clearly expressing what he believes in, without undermining others' views • Reflects the national values of UAE • Reflect the entity's values and ethics • Maintains standards and measures set by the organization • Leads institutional principles and values • Devotes all efforts to pursuit of organizational goals	• Shows passion at work • Seeks to corporate personal passion in the workplace • Believes in principles and ideas he /she promotes • Can present his/her ideas in a logical manner • Embodies the national values of UAE • Embodies the entity's values and ethics • Identifies and instils institutional values and ethics • Acts as a role model by promoting institutional principles and ethics

Behavioral Competency Framework as aligned with the UAE Model of Government Leadership

Adopting new behavioral competencies on all target job grades from Undersecretary / Director General to Grade 7 (based on proposed proficiency levels			Grade 5 - 7	Grade 3 - 4	Special Grades (B) / 1-2	DG/CEO/Special (A)
			PL 1 **Aware**	PL 1 **Aware**	PL 2 **Practitioner**	PL 3 **Proficient(Expert)**
Leadership Spirit	**Empowering**	Develops talents		✓	✓	✓
		Supports a culture of accountability & Responsibility		✓	✓	✓
		Communicates strategically		✓	✓	✓
		Promotes cooperation	✓	✓	✓	✓
	Role Model	Demonstrates passion, enthusiasm, and ethics at work	✓	✓	✓	✓
		Inspires and motivates others		✓	✓	✓
		Promotes happiness and positivity	✓	✓	✓	✓
	Open to the World	Leads through influence		✓	✓	✓
		Encourages diversity	✓	✓	✓	✓
		Adapts to changes		✓	✓	✓

Leadership Spirit					
Empowers others by ensuring tey have necessary skills to drive and lead institutional goals. Communicates effectively and capable of instilling values, and creating passion at work and workplace happiness					
Skills	**Definition**	**Traits**	**Aware**	**Practitioner**	**Expert**
Empowering others	Inspires, encourages and motivates others. Develops human potentials and talent. Empowers, and builds leaders. Transfers skills to others, and effectively employs their abilities. Enjoy emotional intelligence	**Develops Talents**	• Encourages team members to contribute to their best • Encourages individuals to work based on their personal strengths • Supports others in the team to develop their skills making them feel valued • Capable of identifying attitudes that are likely to have a negative impact	• Identifies and develops the team's abilities and skills • Develops others' aptitude for leadership • Realizes the need for a diverse skill set within the team and makes use of it • Assigns tasks according to available skills • Identifies own leadership strengths and acknowledges areas for development • Relies on diverse talents and ideas of team members • Does not allow personal feelings to influence judgement of others' skills, and recognizes the emotional needs of others • Determines the entity's future competencies and expertise and proposes appropriate training plans	• Creates a culture of learning and provides opportunities for the team to develop • Leverages the skills and talents of others to drive the strategic objectives of the state • Uses the skills of all leaders throughout the organization • Provides learning opportunities for leaders across the organization • Able to balance own feelings with the needs of others when required
		Supports a culture of accountability & responsibility	• Takes responsibility for commitments to deliver business results • Encourages others to take responsibility and accountability for their actions	• Takes responsibility for own and team members' actions • Take others accountable for the results achieved • Applies a realistic and pragmatic approach to organization's priorities	• Leads a culture of accountability • Regularly rewards employees for holding themselves accountable • Ensures accountability across the organization to achieve excellence and desired results

Behavioral Competency Framework as aligned with the UAE Model of Government Leadership

Adopting new behavioral competencies on all target job grades from Undersecretary / Director General to Grade 7 (based on proposed proficiency levels			Grade 5 - 7	Grade 3 - 4	Special Grades (B) / 1-2	DG/CEO/Special (A)
			PL 1 **Aware**	PL 1 **Aware**	PL 2 **Practitioner**	PL 3 **Proficient** **(Expert)**
Forward looking	**Empowering**	Strategic insight		✔	✔	✔
	Innovative and catalyst for radical change	Innovation, creative thinking and experimentation		✔	✔	✔
		Risk-taking		✔	✔	✔
		Redrawing business practices		✔	✔	✔
	Familiar with advanced future technology		✔	✔	✔	✔
		Coping with future technology	✔	✔	✔	✔
	A life-long learner	Self- development				

Future Outlook

The ideal government leader is future oriented and recognizes the impact of global and national trends on an organization. He constantly seeks new and innovative practices and unconventional methods to achieve institutional success and minimize risk. The government leader keeps pace with the new development and develops his skills to meet new global demands

Skills	Definitio n	Traits	Aware	Practitioner	Proficient (Expert)
Familiar with advanced future technology	Keeps abreast of future technology trends, e.g. the Fourth Industrial Revolution, artificial intelligence and its impact and usage for future industry and human happiness	**Coping with future technology**	• Capable of identifying modern technology • Constantly searches for modern technology • Possesses necessary skills for coping with latest technological developments • Anticipates and analyses opportunities and challenges related to modern technology	• Participates in developing effective strategies that take into account future digital transformations and challenges • Contributes to developing a vision and strategy for technology in the entity • Promotes the effective use of technologies to support resource management processes • Actively seeks to implement and use new technology for diving operational efficiency	• Develops a strategy and vision for future implementation of technology • Identifies, analyzes and draws directions or new links between institutional issues, translating them into the organization's priorities in terms of modern technology • Promotes use of technology across the organization • Aligns the organization's strategy with global technology • Creates a culture of thinking across the organization in how to use and innovate new technical initiatives

Behavioral Competency Framework as aligned with the UAE Model of Government Leadership

Adopting new behavioral competencies on all target job grades from Undersecretary / Director General to Grade 7 (based on proposed proficiency levels			Grade 5 - 7	Grade 3 - 4	Special Grades (B) / 1-2	DG/CEO/Special (A)
			PL 1 **Aware**	PL 1 **Aware**	PL 2 **Practitioner**	PL 3 **Proficient** **(Expert)**
Accomplishment & Influence	**Resilient & Fast**	Monitors and interprets the environment		✓	✓	✓
		Adapts to change quickly	✓	✓	✓	✓
	Makes smart & effective decisions	Takes effective decisions		✓	✓	✓
		Encourages others to learn taking effective decisions		✓	✓	✓
	Focuses on the government's highest goals and achieving results	Aware of the government's direction, disseminates the concept of the government's highest goals and objectives		✓	✓	✓

Accomplishment & Influence
The ideal government leader is able to lead and achieve the strategic and operational goals of the organization in line with the broader government and national agendas. A successful government leader adopts a way of thinking that enables him to take practical and effective decisions with institutional impact. He is flexible, responsive and adaptable to global market changes

Skills	Definition	Traits	Aware	Practitioner	Expert
Flexible & Fast	Demonstrates flexibility and speed; builds an environment conducive to change, quick achievement and effective resources management. Very self-confident	Monitors and interprets the environment	• Understands global markets and some macro and micro economy's risks affecting business • Can study the environment in order to anticipate events and local, regional or international trends • Anticipates future changes that may affect the team or organization	• Shows understanding to global markets and most of macro and micro economy's risks affecting business • Occasionally monitors the environment in order to anticipate events and local, regional or international trends that may affect his department or business unit • Identifies competencies and experiences needed by the organization in the future, and proposes appropriate training plans • Applies appropriate changes to his unit in line With global trends • • Flexible at work • And deal with variables	• Shows accurate understanding of global markets and macro and micro economy's risks affecting business • Redefines success as the overall context changes in light of globalization and the influence of governments and social transformations • Does not take things for granted, and always seeks to identify unexpected events or circumstances • Makes change when important events or trends are expected instead of waiting and treating it as a reaction • Looks forward in order to adapt to a changing environment • Outlines the way to the future and how to overcome challenges • Identifies the competencies and expertise needed by the institution in the future, develops and implements training plans accordingly • Flexible and confident in dealing and communicating with others • Works with the team in a flexible atmosphere

		Adapts to change quickly	• Has the skill to identify different experiences that affect the work • Aware of flexible leader's skills • Has change management and dealing with challenges skills	• Has flexible management skills • Has the ability to deal with different situations and accept change in a flexible manner • Responds in a timely manner to any change that occurs in line with the interest of the team and management	• Instills a culture of adaptability and responsiveness to change • Reorganizes organization's priorities and objectives in a strategic way to face a change in the organizational or national agenda, works as a change agent • Adopts a systematic, flexible and timely approach in accepting change

Professional Competency Framework

Professional Competency Framework

The technical competency framework is an inventory of anticipated knowledge, skills, and / or abilities, that lead to an acceptable performance level at work. It describes competencies in technical terms, using indicators to help recognize the competencies when individually demonstrated. The purpose of the framework is to define a set of standard competencies for all staff across the UAE Federal Government in order to achieve their strategic goals and to build a culture associated with high productivity.

The technical competencies in this document are mapped according to the UAE Federal Government's twenty (20) job families. They total up to one ninety-nine (99) competencies.

Professional Competencies

Professional competencies describe knowledge, skills and / or abilities required to perform specific job tasks, duties and responsibilities at work. Long-term sustainability depends on how the final results are achieved.

The Structure of Professional Competency Framework:

Competency Title: This is a short name used for the competency. It is normally unique as well as easy to understand and to communicate.

Definition: This statement provides an explanation of what is meant by each competency. This defines in more detail what the competency is about and what it involves.

Proficiency Level: This describes the progression of proficiency of the technical indicators. The level of sophistication and complexity of the competency gradually increases as the employee moves from one level to another. The following are the four proficiency levels

Foundational:	Intermediate:	Advanced:	Expert
This requires a basic understanding of the business structures, operations, and includes responsibility for implementing and achieving results	This requires a moderate understanding of overall business operations and measurements, including responsibility for monitoring the implementation of strategy. This has limited or informal responsibility for	This requires strong understanding of the organization's environment, operational plans, current strategic position and direction with strong analytical skills and the ability to advise on strategic options for the business. This includes formal responsibility for colleagues and their	This requires expert knowledge to develop strategic vision and provide unique insight to the overall direction and success of the organization. This is formal responsibility for business areas and his / her actions and

through own actions rather than through others.	colleagues and / or needs to consider broader approaches or consequences.	actions; and that their decisions have a wider impact.	decisions have a high-level strategic impact.

Example: (1) – Information Technology

DATA SECURITY MANAGEMENT			
The process of setting, implementing, and updating data security strategies and plans to ensure responding to vulnerabilities and retrieval of data in a timely manner			
Foundational:	**Intermediate:**	**Advanced:**	**Expert**
• Uses IT systems in a secure manner as well as ensures confidentiality and integrity when storing and using data records. • Provides support, administration, and maintenance necessary to ensure effective and efficient IT system performance and security. • Identifies, analyzes, and mitigates basic threats relevant to IT systems or networks.	• Identifies, responds, and reports data security vulnerabilities (e.g. intrusions and attacks), as well proposes rectifying measures. • Ensures that only authorized employees can access data. • Supports the investigation of cyber events and / or crimes related to I.T. systems, networks, and digital evidence. • Reviews and evaluates incoming cyber security information to determine its usefulness for intelligence. • Arranges for the safe storage of electronic data.	• Responds to complex data security vulnerabilities in a timely manner. • Investigates cyber events and / or crimes related to IT systems, networks, and digital evidence. • Ensures the monitoring and protection of records from any unauthorized access • Establishes and implements adequate protocols to exchange personal and confidential information	• Establishes, updates, and ensures the implementation of data security policies, procedures, and processes • Sets data recovery strategies and plans in order to overcome any emergencies. • Specifies the organization's compliance controls against the applicable laws, regulations, standards, policies, and procedures; as well as assesses their effectiveness. • Monitors and assesses the information security compliance practices of all

• Follows set guidelines related to archiving back-ups, accessing records, and transferring records via different channels.	• Contributes to the establishment of a comprehensive plan for data recovery in cases of emergency	personnel in accordance with the entity's policies and procedures

Example: (2) - HUMAN RESOURCES

HUMAN RESOURCES INFORMATION MANAGEMENT SYSTEMS			
The process of using appropriate technologies and systems that support gathering, analysis, and reporting of human resources-related information.			
Foundational:	**Intermediate:**	**Advanced:**	**Expert**
• Demonstrates awareness of human resources information management systems (e.g. BAYANATI, ORACLE, etc.).. • Supports the daily human resources- related operational activities using the human resources information management system. • Utilizes data analytics provided by the human resources management systems to	• Demonstrates the ability to utilize online technical solutions that improve the effectiveness of the human resources processes. • Accesses appropriate data and information to analyze specific business challenges and recommend solutions. • Utilizes the human resources information management systems (e.g. BAYANATI, ORACLE, etc.) to generate statistical reports (e.g. attendance, overtime, etc.).	• Supports the implementation of a technology-driven self-service approach enabling employees to perform basic people-related transactions (e.g. benefit enrollment, information changes, etc.). • Identifies required improvements to the human resources information management systems (e.g. BAYANATI, ORACLE, etc.) and makes adequate recommendations in this regard to satisfactorily address the changing needs.	• Directs and ensures the implementation of appropriate human resources information management systems (e.g. BAYANATI, ORACLE, etc.) that integrate with enterprise systems to provide efficient and effective reporting and metrics as well as HR services. • Leverages technology to gain efficiencies within the HR function.

identify trends and to inform the decision-making process.	• Trains employees on the usage of the self-service feature of human resources information management system.	• Suggests initiatives to reduce costs and improve customer service based on the understanding of human resources operations and online technologies	

Annexes

Leadership Spirit					
Empowers others by ensuring tey have necessary skills to drive and lead institutional goals. Communicates effectively and capable of instilling values, and creating passion at work and workplace happiness					
Skills	**Definition**	**Traits**	**Aware**	**Practitioner**	**Expert**
Empowering others	Inspires, encourages and motivates others. Develops human potentials and talent. Empowers, and builds	**Develops Talents**	• Encourages team members to contribute to their best • Encourages individuals to work based on their personal strengths • Supports others in the team to develop their skills making them feel valued • Capable of identifying attitudes that are likely to have a negative impact	• Identifies and develops the team's abilities and skills • Develops others' aptitude for leadership • Realizes the need for a diverse skill set within the team and makes use of it • Assigns tasks according to available skills • Identifies own leadership strengths and acknowledges areas for development • Relies on diverse talents and ideas of team members • Does not allow personal feelings to influence judgement of others' skills, and recognizes the emotional needs of others	

Skills	Definition	Traits	Aware	Practitioner	Expert
	leaders. Transfers skills to others, and effectively employs their abilities. Enjoy emotional intelligence			• Determines the entity's future competencies and expertise and proposes appropriate training plans	
		Supports a culture of accountability & responsibility	• Takes responsibility for commitments to deliver business results • Encourages others to take responsibility and accountability for their actions	• Takes responsibility for own and team members' actions • Take others accountable for the results achieved • Applies a realistic and pragmatic approach to organization's priorities	• Leads a culture of accountability • Regularly rewards employees for holding themselves accountable • Ensures accountability across the organization to achieve excellence and desired results

Leadership Spirit
The ideal government leader leads by example. Empowers others by making sure they have the skills to drive and lead the institutional goals. The ideal leader communicates effectively and has the skills and ability to instill and leader values, passion and happiness in the workplace

Skills	Definition	Traits	Aware	Practitioner	Expert
Empowering others	Inspires, encourages and motivates others. Develops human potentials and talent.	**Strategic Communication**	• Able to express and clarify strategic goals • Recognizes the impact of sending important messages to others • Listens to others and shows understanding by delivering concise messages • Communicates in a clear and concise manner • Participates in constructive discussions • Able to see the world through others' eyes	• Translates strategic plans into practical goals • Communicates strategic and operational goals effectively and in an inspiring way • Encourages two way communication between individuals • Actively listens to others and asks questions that help gain a common understanding • Effectively convey and expresses views to enable others to understand • Avoids focusing on hierarchy / organizational structure to allow open communication across the whole organization • Focuses on two way communication to ensure participation and integration	• Communicates strategic plans within the organizational • Focuses on two way communication to ensure participation and incorporation • Engages others and takes into account different views regarding corporate initiatives • Adapts communication methods to meet others' needs • Demonstrates emotional intelligence in managing different situations • Able to see the world through others' eyes • Takes into account others" needs, hopes and dreams

					Actively updates stakeholders about issues that are likely to face the organization	• Encourages others to show empathy for each other when necessary • Listens to the meaning and explains messages correctly to enable two way communication
Empowers, and builds leaders. Transfers skills to others, and effectively employs their abilities. Has emotional intelligence	**Empowering Cooperation**	• Works within a team • Recognizes others' contributions • Overcomes differences with others at work • Identifies individuals with potential leadership skills	• Leads and supports his team to enhance teamwork • Enables team spirit • Encourages agreement between teams to achieve a common goal • Resolves differences between team members to ensure cooperation • Builds common ground by combining different types of teams in order to achieve a bigger goal	• Leads and drives cooperation among team embers • Instills team spirit and loyalty • Adopts a consensus approach and consensus among iteam members to achieve common goals • Applies a pragmatic approach in prioritizing resource allocation

Leadership Spirit
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Skills	Definition	Traits	Aware	Practitioner	Expert
Role Model	Demonstrates values, ethics, integrity and respect for others. Optimistic,	**Passion at Work**	• Performs tasks with enthusiasm • Helps team members to identify and integrate self-motivation into their functional roles	• Seeks to create a passionate and enthusiastic work environment • Integrates his/her personal passion in the work place • Believes in principles and ideas he /she promotes and his /her daily actions reveal an understanding of others	• Shows passion at work • Seeks to corporate personal passion in the workplace • Believes in principles and ideas he /she promotes • Can present his/her ideas in a logical manner • Embodies the national values of UAE

		Traits	Aware	Practitioner	Expert
	promotes concepts of happiness, positivity, seeks to deliver results and reflect the organization's positive image		• Recognizes the national values of UAE • Believes in established organizational principles and values • Commits to organization's policies and procedures • Maintains and ethical standards	• Capable of clearly expressing what he believes in, without undermining others' views • Reflects the national values of UAE • Reflect the entity's values and ethics • Maintains standards and measures set by the organization • Leads institutional principles and values • Devotes all efforts to pursuit of organizational goals	• Embodies the entity's values and ethics • Identifies and instils institutional values and ethics • Acts as a role model by promoting institutional principles and ethics

Leadership Spirit					
The ideal government leader leads by example. Empowers others by making sure they have the skills to drive and lead the institutional goals. The ideal leader communicates effectively and has the skills and ability to instill and leader values, passion and happiness in the workplace					
Skills	**Definition**	**Traits**	**Aware**	**Practitioner**	**Expert**
Role Model	Demonstrates values, ethics, integrity and respect for others. Optimistic, promotes	**Inspires, motivates and**	• Shows empathy for others when necessary • Understands others' motivations • Seen as inspirer for others • Takes into account others' views • Able to see things from the perspective of others	• Encourages others to show empathy for each other • Helps the team in identifying and integrating personal motivations • Inspires and encourages others through performing the daily tasks • Accepts others' viewpoints	• Seen as a sympathetic leader • Creates a stimulating environment • Committed to make team members achieve their goals • Uses a range of technologies to empower leaders, e.g. delegation of powers

				Recognizes others' needs by authorizing them	Seeks and integrates others' views and opinions in the workplace
	concepts of happiness, positivity, seeks to deliver results and reflect the organization's positive image	**authorizes others**			

Leadership Spirit					
The ideal government leader leads by example. Empowers others by making sure they have the skills to drive and lead the institutional goals. The ideal leader communicates effectively and has the skills and ability to instill and leader values, passion and happiness in the workplace					
Skills	**Definition**	**Traits**	**Aware**	**Practitioner**	**Expert**
Role Model	Demonstrates values, ethics, integrity and respect for others. Optimistic, promotes	**Happiness & Positivity**	• Demonstrates a happy and positive attitude • Successfully completes all assignments • Optimistic and shows a positive attitude • Maintains focus and perseverance to complete assigned tasks	• Works in a positive and optimistic manner in all circumstances • Instils a culture of happiness and positivity within the team • Applies mental alertness when facing ambiguity and lack of clarity	• Instils a culture positivity and optimism within the organization • Overcomes difficulties and uncertainty with perseverance • Adapts quickly to changes and deals with ambiguity in the workplace skilfully

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Skills	Definition	Traits	Aware	Practitioner	Expert
	concepts of happiness, positivity, seeks to deliver results and reflect the organization's positive image		• Maintains a positive outlook to reduce stress • Overcomes challenges with a positive outlook	• Creates a positive environment for the team • Maintains self and team focus under pressure • Focuses on identifying and addressing challenges that may increase pressure on the team	• Creates a cross-organization platform to allow for positive outlook

Leadership Spirit The ideal government leader leads by example. Empowers others by making sure they have the skills to drive and lead the institutional goals. The ideal leader communicates effectively and has the skills and ability to instill and leader values, passion and happiness in the workplace					
Skills	**Definition**	**Traits**	**Aware**	**Practitioner**	**Expert**
			• Uses logic to convince others • Uses methods that address the mind and emotion when persuading others • Understands the emotional impact on	• Make arguments that address both individual and organizational needs • Examines and uses aspects that may not be tangible to win others • Recognizes and seeks to minimize the negative impact of actions on others	• Adopts a holistic approach when convincing others - • In logical and irrational arguments • Uses "soft power" through the job position in a logical manner, to influence others • Leads and ensures the importance of understanding

Open to the World	Open to the world of peace, tolerance and coexistence, looking forward to communicate with all, learns from others' experiences, has a network of relationships and knowledge of international culture	Leading by Influence	others when making decisions • Has the ability to influence and persuade others to complete required tasks • Recognizes others' needs while persuading them	• Strives to achieve a win-win situation between two parties whenever a conflict occurs • Seeks to find common grounds through combining different teams to achieve the highest goals • Able to tailor his style to suit others' needs	intangible factors, e.g., emotions and values when influencing others • Constantly adapts methods when influencing or negotiating with others • Seeks to find a common ground between conflicting parties for the best interest of the organization • Enters into negotiations that meet the interest of all parties while maintaining the organization's strategy

Leadership Spirit					
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Skills	**Definition**	**Traits**	**Aware**	**Practitioner**	**Expert**
	Open to the world of peace,		• Recognizing that individuals have different views and opinions • Accepts differing views • Has the ability to understand others' perspectives	• Engages individuals with different views in the team • Promotes and encourages intellectual diversity within the organization in order to generate new ideas	• Builds common ground by bringing diverse teams together in order to achieve a bigger goal and add value • Increases the organization's effectiveness by relying on a diverse talent pool and opinions within the team • Encourages intellectual diversity within the organization to come up with new ideas

Open to the World	tolerance and coexistence, looking forward to communicate with all, learns from others' experiences, has a network of relationships and knowledge of international culture	**Encourages Diversity**	• Can work in different social, political and cultural environments • Understands and respects others' cultures	• Works successfully in different social, political and cultural environments • Builds a spirit of loyalty by treating others with respect • Accepts and able to work within different cultures and regulatory systems	• Avoids focusing on hierarchy to allow open communication across different levels • Works successfully in different social, political and cultural environments • Promotes tolerance and coexistence with world cultures • Develops a network to promote and lead corporate goals • Works effectively and remains respected when dealing with different global cultures
		Handling Change & Ambiguity	• Capable of anticipating change and providing opinions based on a clear methodology • Participate in constructive discussions to overcome challenges • Provides constructive solutions when facing difficulties • Remains informed of new government initiatives	• Proactively explores different aspects of driving operational objectives • Cooperates with the team members to overcome difficulties • Encourage staff to become familiar with the world and different cultures through everyday tasks	• Adapts / modifies organizational goals in line with global changes • Matches goals with global trends • Uses global and government data to drive organizational initiatives • Analyzes and applies external information within the organizational • Instills a proactivity culture to overcome ambiguity and uncertainty • Keeps abreast of cultural and economic trends at all times

Future Outlook

The ideal government leader is future oriented and recognizes the impact of global and national trends on an organization. He constantly seeks new and innovative practices and unconventional methods to achieve institutional success and minimize risk. The government leader keeps pace with the new development and develops his skills to meet new global demands

Skills	Definition	Traits	Aware	Practitioner	Expert

Skills	Definition	Traits	Aware	Practitioner	Expert
Forward Looking	Familiar with global trends, imagines the future, insightful, anticipates and analyzes opportunities and challenges, develops scenarios and pro-active plans, keeps pace with future trends	**Strategic Insight**	• Aware of the organization's needs and responds to potential challenges and opportunities • Realizes the organization's vision • Ensures alignment of vision and strategy with the broader context • Anticipates and analyses opportunities and challenges and developments long-term proactive plans at all levels to achieve qualitative results	• Participates in the development of effective strategies commensurate with the organization's vision and strategy. • Aligns the team's goals and priorities with the broader goals of the organization • Identifies and analyses new opportunities and strategic relationships • Anticipates potential opportunities and challenges • Develops long-term proactive plans at all levels to achieve qualitative results • Seizes opportunities for future changes while ensuring strategic and practical flexibility	• Defines the vision and strategy of the organization in light,of broader national and global priorities • Establishes strategic partnership at global and national levels to drive the strategic agenda of the organizations • Develops effective strategies that take into account future changes and challenges • Leads the organization in accordance with its vision and mission • Anticipates and analyses opportunities and challenges and developments long-term proactive plans at all levels to achieve qualitative results • Identifies, analyses and outlines directions or new links between institutional issues, and translates them into priorities for the organization

Future Outlook

The ideal government leader is future oriented and recognizes the impact of global and national trends on an organization. He constantly seeks new and innovative practices and unconventional methods to achieve institutional success and minimize risk. The government leader keeps pace with the new development and develops his skills to meet new global demands

Skills	Definition	Traits	Aware	Practitioner	Expert

Innovative and catalyst for radical change	Innovative, adopts creative thinking, encourages entrepreneurial thought, recognizes the mechanisms of radical change in individuals and at institutional level, a risk-taker and believes that nothing in the world is impossible	Innovation & Experimentation	• Enhances efficiency and results despite using new methods • Identifies factors of success and failure • Tries out new ideas • Uses non-traditional methods in a framework presenting creative solutions to solve problems	• Considers past successes and failures to learn how to implement new initiatives • Initiates the implementation of new ideas and non-traditional methods • Identifies appropriate experimentation opportunities at the organizational level • Encourage and motivates others to share their ideas and creative solutions • Thinks outside the box to come up with creative solutions when facing obstacles	• Develops platforms that enable employees to experiment, learn and come out with the best ideas • Encourages learning from successes and failures • Promotes experimenting new ideas and non- traditional methods • Allocate resources to support experimentation efforts • Link incentives and experimentation without imposing punishment for failure
		Risk -taker	• Identifies opportunities and risks involved in some unclear issues • Recognizes the risks when implementing new ideas • Use the expertise of the most experienced team members for the best risk management • Propose different ways to overcome risks	• Sees unclear situations as opportunities, not as risks • Presents calculated risk in difficult or unclear situations • Able to deal with doubtful matters and aware of the risks involved in implementing new ideas • Uses team expertise to manage risk in an effective manner	• Encourages corporate risk-taking to achieve great successes in the future • Tends to take risks in the face of uncertainty to achieve long-term success for the organization • Can handle uncertainty and the risk of adopting new ideas • Hire team experience for risk management • Seeks the team's expertise to manage risks in a better way • Establish a system for calculated risk-taking to achieve success • Guide and support others in uncertain situations to lead corporate goals

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Skills	**Definition**	**Traits**	**Aware**	**Practitioner**	**Expert**
Innovative and catalyst for radical change	Adopts creative thinking, encourages entrepreneurial thought, recognizes the mechanisms of radical change in individuals and at institutional level, a risk-taker and believes that nothing in the world is impossible	**Redrawing business practices**	• Recognizes the current limitations facing the organization and business • Understands business processes and practices and works effectively to realize the goals • Proposes mechanisms to enhance and reorganize the current business practices	• Thinks beyond the boundaries of the organization • Briefs stakeholders on future challenges facing the organization • Determines the actions needed for the team to ensure flexibility and keep up with unexpected changes • Demonstrates an understanding of the impact of business practices on key stakeholders interests • Corrects the team and work practices to ensure achievement of corporate goals	• Identifies national and global issues that may affect corporate operations • Responds in a timely and effective manner to unexpected challenges by reorganizing operational practices

Future Outlook

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Skills	Definition	Traits	Aware	Practitioner	Proficient (Expert)
Familiar with advanced future technology	Keeps abreast of future technology trends, e.g. the Fourth Industrial Revolution, artificial intelligence and its impact and usage for future industry and human happiness	**Coping with future technology**	• Capable of identifying modern technology • Constantly searches for modern technology • Possesses necessary skills for coping with latest technological developments • Anticipates and analyses opportunities and challenges related to modern technology	• Participates in developing effective strategies that take into account future digital transformations and challenges • Contributes to developing a vision and strategy for technology in the entity • Promotes the effective use of technologies to support resource management processes • Actively seeks to implement and use new technology for diving operational efficiency	• Develops a strategy and vision for future implementation of technology • Identifies, analyzes and draws directions or new links between institutional issues, translating them into the organization's priorities in terms of modern technology • Promotes use of technology across the organization • Aligns the organization's strategy with global technology • Creates a culture of thinking across the organization in how to use and innovate new technical initiatives

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Skills	Definition	Traits	Aware	Practitioner	Proficient (Expert)
Life-long learner	Has a passion for continuous learning and seeks self-development in order to diversify and update his skills according to change. Has a passion for research and exploration	Adopts the concept of continued learning (personal-development)	• Strives to update workplace knowledge and skills • Promotes different learning methods • Identify opportunities to develop through direct learning • Seeks opportunities for professional growth and development • Able to identify situations that are likely to have an Impact on personal development • Recognize individual emotions and mental and physical impact on self • Manages self effectively through times of stress • Actively seeks feedback and self- evaluation	• Uses different teaching methods to increase knowledge and skills • Actively develop advanced skills to achieve institutional goals • Puts himself in an unfamiliar / less experienced position to develop self-efficacy • Uses self-reflection techniques to evaluate and minimize negative impacts and instill these techniques among team members • Self-motivating and tends to to accomplish self goals successfully • Has self-awareness, control of emotions and behaviors when dealing with difficult/stressful situations • Accepts feedback to enhance personal development	• Leads a culture of continuous learning across the organization • Provides a work environment conducive to life-long learning across the organization • Acts as a role model that embraces self-reflection among leaders to encourage greater awareness of their actions • Manages stress effectively by self-awareness and development • Evaluates personal-performance and receives feedback on how to develop self • Promote and develop themselves

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Accomplishment & Influence

The ideal government leader is able to lead and achieve the strategic and operational goals of the organization in line with the broader government and national agendas. A successful government leader adopts a way of thinking that enables him to take practical and effective decisions with institutional impact. He is flexible, responsive and adaptable to global market changes

Skills	Definition	Traits	Aware	Practitioner	Expert
Focusing on the government's highest goals and achieving results	Familiar with the government's orientations, disseminates the concept of the highest government's goals, and works to achieve national goals and identified outcomes and adds value to the organization	**Familiar with the government's orientations; disseminates the concept of the highest government's goals**	• Leads government and regulatory initiatives • Identifies potential economic and social outcomes • Manages resources responsibly in order to achieve desired goals • Ensures achievement of goals by leading plans and monitoring progress across the organization	• Makes clear recommendations • Supports implementing of the organization's business model and seeks to add value to stakeholders • Examines short-and long- term gains for each decision • Seeks for opportunities to align economic and social outcomes • Manages resources responsibly in order to achieve specific objectives	• Familiar with the orientations of the government and the national agenda, and disseminates the concept of the highest government's goals • Aware of all trends and plans in all UAE sectors • Identify the basic and guiding principles of the highest government's goals • Strives to spread the concept of the highest government's goals within the organization • Work towards achieving national common goals with transparency and spirit of participation • Challenges risks to drive the achievement of the highest State's goals

Accomplishment & Influence

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Skills	Definition	Traits	Aware	Practitioner	Expert
Makes smart, effective and efficient decisions	Adopts a way of thinking that enables in making smart and practical decisions. Is effective, wise, influential and courageous. Capable of taking the right decision at the right time	**Takes effective decisions**	• Vets information and data accurately • Recognizes that decisions should be based on logic, analytics or value • Responds quickly to signals or messages received from • Observes own values and principles in making decisions • Uses best mechanisms when making decisions and always develops these mechanisms in line with future changes • Demonstrates flexibility of thinking	• Considers the second level of his decisions' consequences • Takes decisions with confidence knowing that these decisions may be monitored • Observes principles, values, analysis and logic when making decisions • Seeks to reduce the time between observing indicators and respond to them at the organization level • Prepares to reconsider presumptions and postulates related to decision-making • Commits to self-correcting when necessary on despite external pressures • Shows flexible to review personal views	• Considers the second and third levels of his decisions' consequences • Confidently takes decisions in an environment controlled by the community / Institution • Relies on principles, values, analytics and logic in reaching decisions • Limits the number of structural levels in the organization to reduce the time wasted between detecting and respond to indicators • Adopts a practical way of thinking that allows making practical, effective and timely decisions in line with corporate vision and strategy • Takes influential and correct decisions • Demonstrates awareness, courage and astute in taking corrective measures
		Encourages others to	• Vets information and data accurately • Observes own values and principles in making decisions	• Prepares to reconsider presumptions and postulates related to decision-making	• Assists employees in identifying the right way to make effective decisions • Encourages employees to exercise self-control and in-depth

| | | take effective decisions | • Uses best mechanisms when making decisions and always develops these mechanisms in line with future changes
• Demonstrates flexibility of thinking | • Commits to self-correcting when necessary on despite external pressures
• Demonstrates flexibility of thinking | analysis when making decision despite external pressures
• Encourages others to use the best mechanisms for decision-making and contentious development of those mechanisms, in line with future changes
• Urges others to be flexible in dealing with different circumstances and making effective decisions |

Accomplishment & Influence

The ideal government leader is able to lead and achieve the strategic and operational goals of the organization in line with the broader government and national agendas. A successful government leader adopts a way of thinking that enables him to take practical and effective decisions with institutional impact. He is flexible, responsive and adaptable to global market changes

Skills	Definition	Traits	Aware	Practitioner	Expert
Flexible & Fast	Demonstrates flexibility and speed; builds an environment conducive to change, quick achievement and effective resources management. Very self-confident	**Monitors and interprets the environment**	• Understands global markets and some macro and micro economy's risks affecting business • Can study the environment in order to anticipate events and local, regional or international trends • Anticipates future changes that may affect the team or organization	• Shows understanding to global markets and most of macro and micro economy's risks affecting business • Occasionally monitors the environment in order to anticipate events and local, regional or international trends that may affect his department or business unit • Identifies competencies and experiences needed by the organization in the future, and proposes appropriate training plans • Applies appropriate changes to his unit in line with global trends • Flexible at work and readily responds to change	• Shows accurate understanding of global markets and macro and micro economy's risks affecting business • Redefines success as the overall context changes in light of globalization and the influence of governments and social transformations • Does not take things for granted, and always seeks to identify unexpected events or circumstances • Makes change when important events or trends are expected instead of waiting and treating it as a reaction • Looks forward in order to adapt to a changing environment • Outlines the way to the future and how to overcome challenges • Identifies the competencies and expertise needed by the institution in the future, develops and implements training plans accordingly • Flexible and confident in dealing and communicating with others • Works with the team in a flexible atmosphere

		Adapts to change quickly	• Has the skill to identify different experiences that affect the work • Aware of flexible leader's skills • Has change management and dealing with challenges skills	• Has flexible management skills • Has the ability to deal with different situations and accept change in a flexible manner • Responds in a timely manner to any change that occurs in line with the interest of the team and management	• Instills a culture of adaptability and responsiveness to change • Reorganizes organization's priorities and objectives in a strategic way to face a change in the organizational or national agenda, works as a change agent • Adopts a systematic, flexible and timely approach in accepting change