



Performance Management System

for Federal Government Employees

هيئة اتحادية | Federal Authority

June 2020

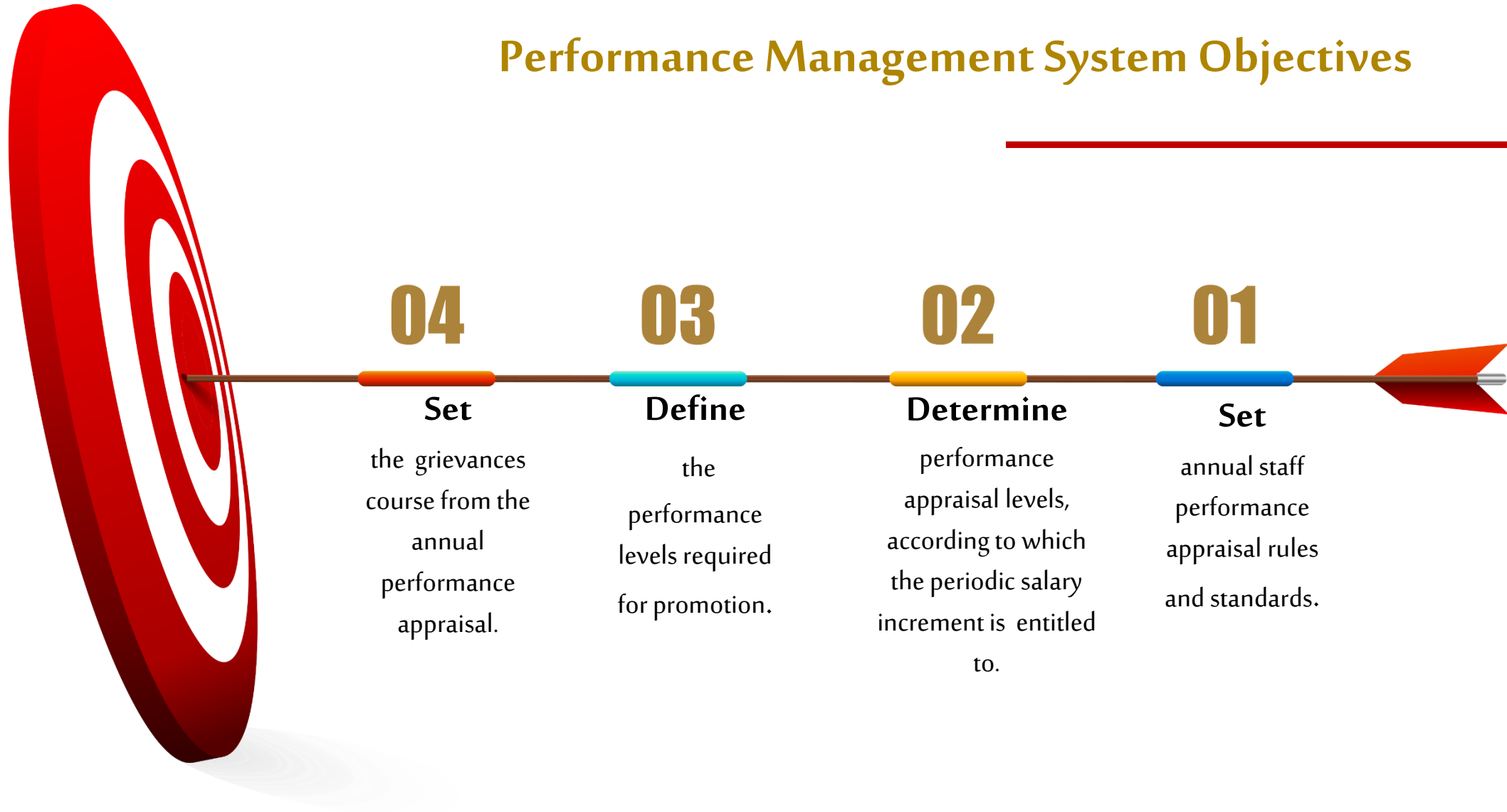


Introduction

Based on federal government policy towards the continuous review of human resources policies whenever required by the work interest in line with the best global practices and in light of government guidelines towards creating a happy and positive work environment in the federal government for the purpose of raising government employees' efficiency towards performing their job duties in line with UAE Vision 2021 and UAE Centennial 2071, the Federal Authority for Government Human Resources has reviewed and developed Performance Management System for Federal Government Employees.



Performance Management System Objectives





Scope of Implementation



This system applies to all federal entities irrespective of type and duration of the contract, including part-time employees. However, the following categories shall be excepted from the implementation of the system:

- 1- Employees occupying job grades ranging from 8 to 14, or their equivalent grades at federal entities that have their own grades and scales, provided that their performance is evaluated according to the duties assigned to them.
- 2- Members of the judicial and diplomatic corps, provided that their own performance systems are in line with general principles and overall framework of such system.

Previous System
scope

Gades
Undersecretary/Director General
Assistant Undersecretary/Chief Executive Officer (CEO)
Special – A
Special – B
1
2
3
4
5
6
7
8
9
10
11
12
13
14

Scope of
implementation of
federal
government
employees'
performance
management
system

Exception of job grades (8-14)

This exception exists due to job grades' dependence on duties rather than specific objectives (Examples of these jobs are: Public relations representative, services and maintenance manager, technical worker, driver, security guard chief, office boy, etc.)



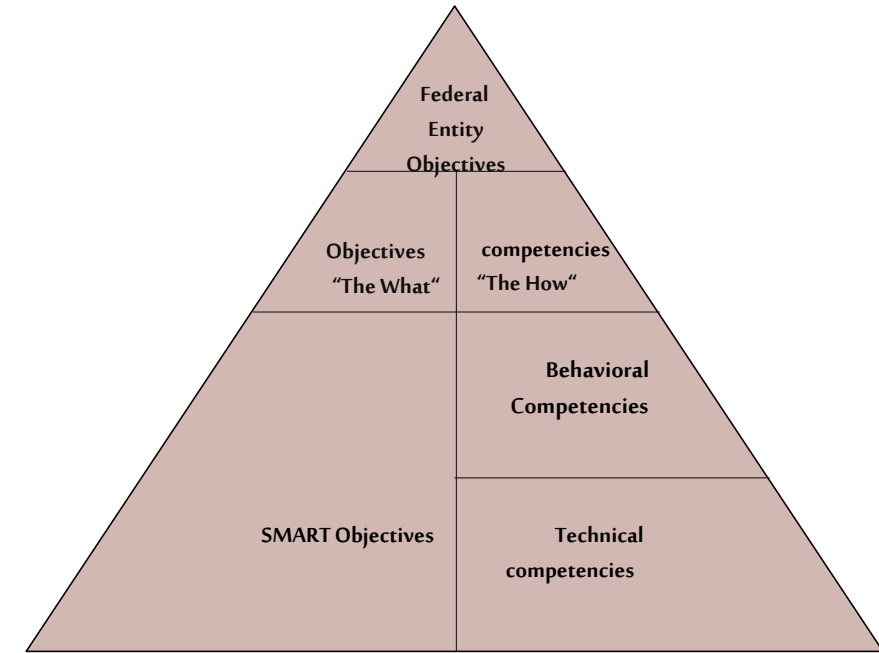
Performance Management System Foundation

Objectives:

This theme represents what is expected of the employee's performance throughout the year, where such objectives help the employee to focus on main aspects of his or her work. Therefore, this would contribute to achieving performance effectively and efficiently.

Competencies:

This theme focuses on technique or mechanism that identifies the way the employee achieves his or her objectives in line with the overall framework of behavioral competencies that is consistent with UAE Model for Government Leadership in addition to specialized competencies.



**Pillars of Performance Management
System**



Stages of Performance Management Cycle



Performance Planning

January and February

Objectives are set and agreed upon, as well as expectations and required competencies of the employee are identified



Interim Review

June and July

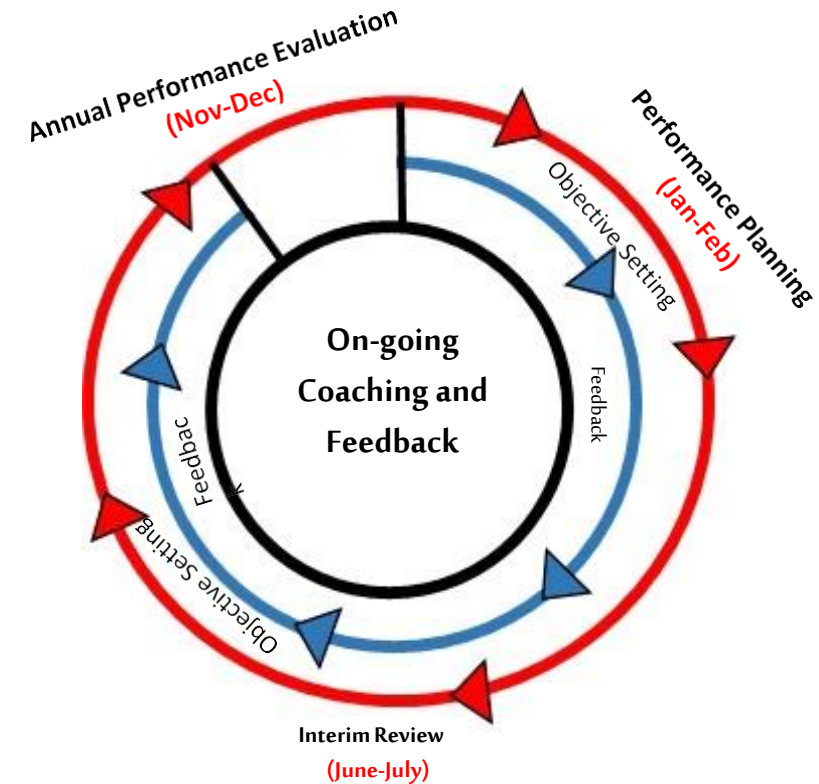
The employee's developments and achievements are reviewed within the planned objectives



Annual Performance Evaluation

November and December

The final job performance of the employee is evaluated as per the approved standards.



The electronic performance system provides the possibility of modifying the annual performance document throughout the year, and also provides the continuous feedback documentation feature to support employees, which is offered by direct superiors or managers.





Objectives

These are SMART objectives (Specific, Measurable, attainable, Relevant, and Timely), which are identified and agreed upon in advance between the line manager and employee at the start of each performance management cycle. It helps monitor and measure level of the employee's progress towards achieving his/her required duties.

When drafting the objectives the UAE Government's requirements should be observed, and they should be ambitious and challenging in order to contribute to expedite the achievement of the national agenda goals and enhance the competitiveness of the country. These objectives are associated with implementation of the strategic plan of federal entity.

One refers to a standardized base for the support jobs at federal ministries and entities in the smart objectives bank in order to select suitable objectives for employees

5000
objectives

which proper objectives for employees can be chosen. Moreover, immediate line managers also should make sure that there is a balance among such objectives.



Behavioral and Technical Competencies



Update the general framework of the behavioral competencies in line with the UAE Model for Government Leadership

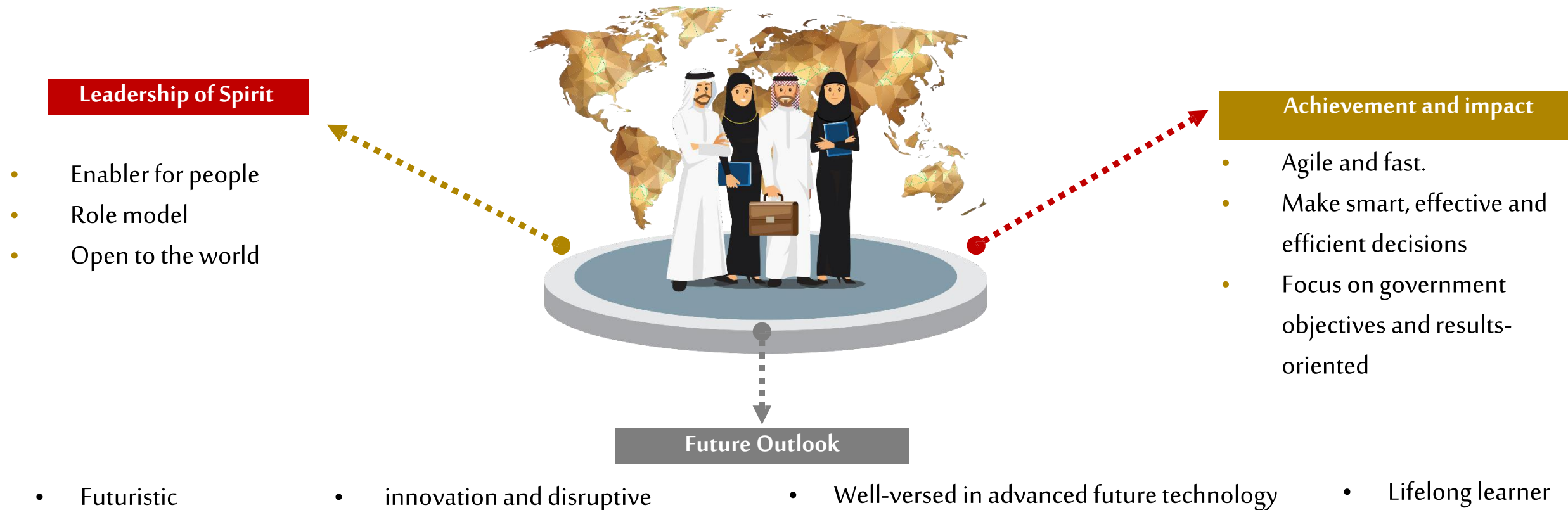
Adopt new behavioral competencies on all targeted grades ranging from undersecretary/director general to grade 7.

There are 3 levels of competency

Include technical competencies as part of the annual performance appraisal.

Allocate equal weight for technical and behavioral competencies

Behavioral Competencies that are in line with the UAE Model for Government Leadership



Competency Levels



Competency Level 1

- Grade 3 • Grade 6
- Grade 4 • Grade 7
- Grade 5

Awareness

Competency Level 2

- Special Grade B
- Grade 1
- Grade 2

Practitioner

Competency Level 3

- Undersecretary/
Director General
- Assistant
Undersecretary/
CEO
- Special Grade A

Proficient



General Framework of Behavioral Competencies in line with UAE Model for Government Leadership



			Grade 5-7	Grade 3/4	Special B/Grade 1 &2	Director General/CEO/Special -A
			Competency Level – 1 awareness		Competency Level – 2 Practitioner	Competency Level – 3 Proficient (Expert)
Leadership	Enabler of people	Develop talents		★	★	★
		accountability and responsibility		★	★	★
		Strategic and organizational communication		★	★	★
		Enable collaboration	★	★	★	★
	Role model	Passion, enthusiasm, ethics and values		★	★	★
		Inspire, motivates and empower others		★	★	★
		Happiness and positive outlook	★	★	★	★
	Open to the world	Convincing others and impact		★	★	★
		encourages diversity		★	★	★
		Dealing with changes and uncertainties	★	★	★	★



General Framework of Behavioral Competencies in line with UAE Model for Government Leadership



			Grade 5-7	Grade 3/4	Special B/Grade 1&2	Director General/CEO/Special A
			Competency Level – 1 awareness		Competency Level – 2 Practitioner	Competency Level – 3 Proficient (Expert)
Future Outlook	Futuristic	Strategic foresight		★	★	★
	Innovation and disruptive	Innovation and creative thinking		★	★	★
		Risk taking		★	★	★
		Realigns and redesign work practices		★	★	★
	Well versed in advanced technology	Staying up to date with technology	★	★	★	★
	Lifelong learner	Continuously develops and learns (self-development)	★	★	★	★

General Framework of Behavioral Competencies in line with UAE Model for Government Leadership



			Grade 5-7	Grade 3/4	Special Grade 1&2	Director General/CEO/Special -A
			Competency Level – 1 awareness		Competency Level – 2 Practitioner	Competency Level – 3 proficient (Expert)
Achievement and impact	Agile and fast	Understanding of global markets and industry development		★	★	★
		Responds and adapts Quickly	★	★	★	★
	smart, effective and efficient decision maker	Effective decision		★	★	★
		Intellectual capital encourage others to learn to make effective decisions		★	★	★
	Focuses on the government ultimate goals and achievements	Aligns to and drives national governments objectives	★	★	★	★

Calculation of Objectives and Competencies' Weights, according to Job Grades

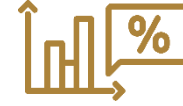


Objectives	Under Secretary/Director General / Assistant Under Secretary / Special A	Special B / Grade 1 / Grade 2	Grade 3 / Grade 4	Grade 5 / Grade 6 / Grade 7
	Competency level: proficient	Competency level: Practitioner	Competency level: Awareness	
Objective Weight	70%	60%	50%	
Competency Weight	30%	40%	50%	
Number of objectives	4- 10			
Objective Weights	Minimum 10% -maximum 25%			

Competencies		Under Secretary/Director General / Assistant US / Special A	Special B / Grade 1 / Grade 2	Grade 3 / Grade 4	Grade 5 / Grade 6 / Grade 7
		Competency level: proficient (expert)	Competency level: Practitioner	Competency level: Awareness	
Total number of competencies	Behavioral Competencies	10	10	10	6
	Specialized Competencies	0	0-5	From 2 to 5	From 4 to 8
Competency weight		Equal weight of competencies			



Levels of Performance Evaluation Results



The levels of performance evaluation results of federal government employees have become 5 as indicated below

5

- Achieved his objectives effectively and efficiently throughout the year.
- Exceeded percentage of measurement for performance indicators specified for the objectives in a notable manner (100% or more).
- Achieved objectives more than the agreed-upon ones.
- The objectives achieved had a positive, clear and tangible impact on his employer.
- Made suggestions and initiatives that have been adopted and implemented by his employer.

4

- Achieved his objectives effectively and efficiently throughout the year.
- Exceeded percentage of measurement for performance indicators specified for the objectives by (85%- 99%).
- Achieved objectives more than the agreed-upon ones.
- The objectives achieved had a positive, clear and tangible impact on the department or division in which he works.
- Made positive suggestions and initiatives.



3

- Most often perform his work regularly, in accordance with the prescribed rules and regulations, and meet expectations in all what he is requested to do, and achieve most of his objectives (60-69%).

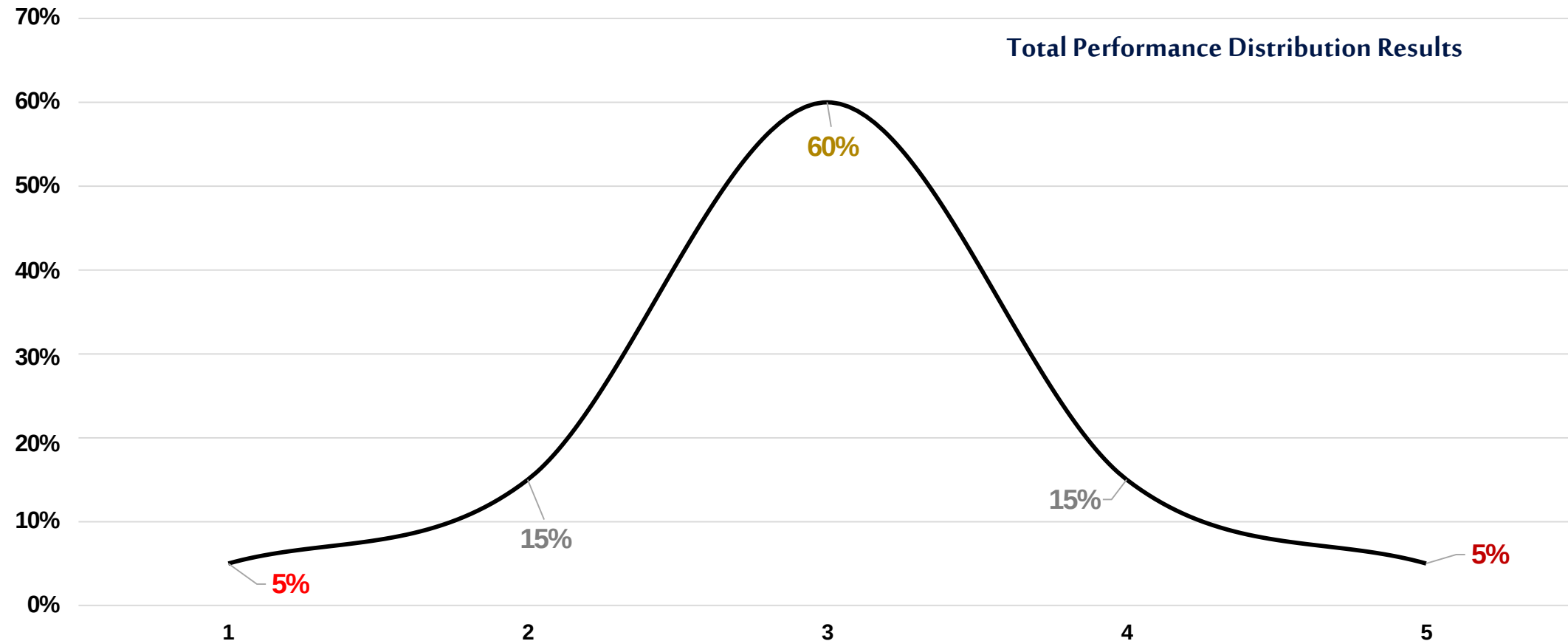
2

- Perform his work regularly, in accordance with the prescribed rules and regulations, and meet expectations in all what he is requested to do, and achieve most of his objectives (70-84%).

1

- The employee's job performance is always below the expectations as he achieves the percentage of performance indicators measurement by less than 60% in many key areas of his work, and need improvement and development of his performance to reach the required level.

Distribution Curve of the Final Percentages of Federal Government Employees Appraisal





Performance-Related Reward



For the purposes of achieving further governance, rewards have been modified as follows:

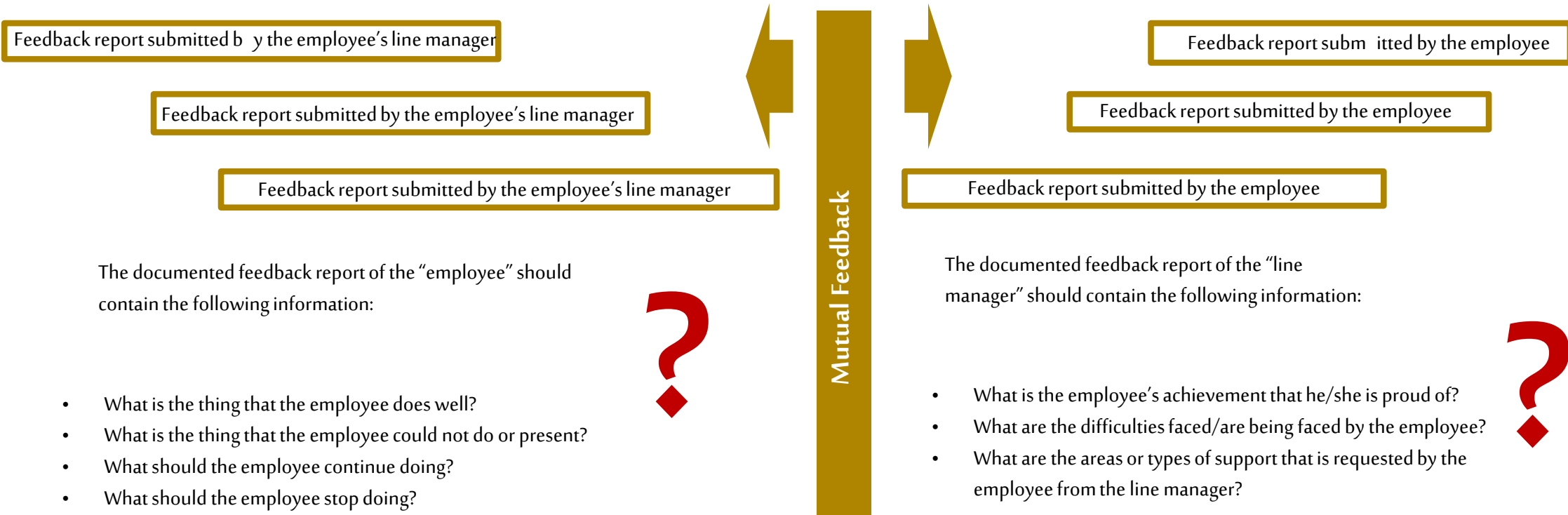
Overall performance rating	promotion	Periodic bonuses
5	Eligible for exceptional job or financial promotion	As per executive regulation of the law
4	Eligible for job promotion or financial promotion	As per executive regulation of the law
3	Eligible for job promotion or financial promotion	As per executive regulation of the law
2	Ineligible for any kind of promotion, not eligible	As per executive regulation of the law
1	not eligible	not eligible

There are clear rules and regulations for promotion in Article 49 of the Executive Regulation for Human Resources Law; the most notable of which is the availability of financial allocations.

Documentation of Feedback for Federal Entity employees' Performance



The electronic system provides documentation and retention of the formal feedback continuously, or once the project is completed (depending on nature of the job/duties)





Managing Performance of the Employees Assigned to Complete Projects



Given the nature of work of some federal entities, where working with them requires the completion of various specialized projects, according to specific timetables and in line with that, this system grants line managers and employees responsible for implementing such projects adequate flexibility that is consistent with the nature of their work, which is as follows:

1. The employee's performance evaluation for each project should be conducted when it is completed as per the agreed-upon criteria of completion.
2. It should be possible to modify the annual performance document throughout the year.
3. SMART objectives can be modified and changed by the line manager in coordination with the employee concerned during the performance management system cycle without having to wait for the interim review stage.
4. It should be mandatory to review the annual performance document on a continuous basis (quarterly) or when the project is completed.

Mechanism of Employees' Performance Evaluation for the Categories below:



1- The employees joining the national service or who are on an extended study leave

When evaluating the job performance of the employees joining the national service or who are on an extended study leave, the employer may consult the evaluation results of those concerned at the national and reserve service of the concerned employee. Alternatively, the employer may do that on the basis of the study results of the employee who is on a study leave. There is another option for the employer who can conduct the evaluation process of such category by itself. In the above-mentioned cases, the evaluation rating must not exceed 4.

2-The employees who are on an extended sick leave/accompanying a sick person or a sabbatical one

The performance result of employees who are actively working only is calculated if the actual duration of work during the year of performance appraisal is over 6 months (whether it is interrupted or uninterrupted). As for the employees whose active period of service is less than 6 months due to interruption of work for an acceptable excuse, their job performance is evaluated for that year, and the regular increment shall be disbursed to them, and no performance rating is determined to them.

3-New employees

During the probationary period, a performance document is identified for the new employee, in accordance with the system, and his performance is evaluated by the end of this 6-month probationary period, which may be extended to another 3 months. If his job competency is proven, his/her employment is confirmed, and his/her own goals are set for the remaining period of the year. If such remaining period is 6 months and above, his/her evaluation is conducted at the end of the year just like other employees. However, if this period is less than 6 months, he/she will not be included in the annual performance cycle.

Complaints and Grievances



Any employee may make a grievance against job performance result received to the grievances committee formed at his employer's workplace within 5 business days from the date of his/her notification of the final evaluation result. Moreover, he may object to the grievances committee's decision through the federal government objections committee within 10 business days from the date of his/her notification of such grievances committee's decision, where the objections committee's decision shall be final in this regard.





General Provisions



1. Objectives, duties and competencies are assigned to employees belonging to the temporary contract category from the beginning, where a continuous and interim review should be conducted, according to such provisions. The purpose of doing that is to evaluate them if appointed to hold a permanent position after such temporary contract ends, provided that there is no interval between them. In case of non-appointed, evaluation procedures are stopped due to the interruption of evaluation fundamentals.
2. The provisions of this system are applied to the part-time employees, and performance-related rewards are proportionately calculated based on working hours and job grade.
3. If the line manager has failed to implement the employee's performance management cycle for any whatsoever reason, the person taking over his place as a line manager carries out duly such task.
4. In the event of any change to the employee's status throughout the year, whether in terms of secondment, transfer or loaning, his/her objectives should be reviewed. However, if such changes focus on his duties (job-related reasons), it is necessary to reconsider drafting and determination of his/her objectives accordingly during the interim review stage.
5. The employee whose job grade or duties change, after one year as per the evaluation below:
 - If transfer or change occurs within the first three months of commencement of year of evaluation, evaluation should be on the basis of the new job responsibilities only.
 - If transfer or change occurs after the first three months of commencement of year of evaluation, his/her performance should be conducted according to the previous job and current one, in a manner that the former and current line manager participates in his/her annual appraisal.
6. When evaluating the job performance of the employees joining the national service or who are on an extended study leave, the employer may consult the evaluation results of those concerned at the national and reserve service of the concerned employee. Alternatively, the employer may do that on the basis of the study results of the employee who is on a study leave. There is another option for the employer who can conduct the evaluation process of such category by itself. In the above-mentioned cases, the evaluation rating must not exceed 4.



General Provisions



7. The performance result of employees who are actively working only is calculated if the actual duration of work during the year of performance appraisal is over 6 months (whether it is interrupted or uninterrupted). As for the employees whose active period of service is less than 6 months due to interruption of work for an acceptable excuse, their job performance is evaluated for that year, and the regular increment shall be disbursed to them, and no performance rating is determined to them.
8. As for the new employee on the probationary period, a performance document is identified for him/her, in accordance with the system, and his performance is evaluated by the end of this 6-month probationary period, which may be extended to another 3 months. If his job competency is proven, his/her employment is confirmed, and his/her own goals are set for the remaining period of the year. If such remaining period is 6 months and above, his/her evaluation is conducted at the end of the year just like other employees. However, if this period is less than 6 months, he/she will not be included in the annual performance cycle.
9. The entity may not modify the performance evaluation results of his employees for previous years on a pro-rata basis except in case there is a clear material error, or if it turned out that the data according to which the employee deepened in the employee's evaluation is incorrect.
10. In case that the employee obtains a performance evaluation score of 5, 4 or 1, the next manager of the direct manager should be responsible for reviewing and approved the final result.
11. The Authority may modify or create new models, depending upon work requirements.

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Bayanati Screens



Goals Setting (4-10)

Overview

Review

Update Standard Appraisal: Overview

Cancel

Save as Draft

Continue

Employee Name

Employee Number

Organization Email Address

Department

Manager

Job

Position

Grade

Location

الهيئة الاتحادية للموارد البشرية الحكومية- دبي

Objectives

Add Objective

Objectives Bank

Copy Objectives From Operational Plan

Objective Name	Start Date	Weight Scale	Duplicate	Update Details	Delete	Previous Review	Attachments
التفريق على المحتوى التطبيقي للبرامج المجانية ضمن بوابة المورد للتعليم الإلكتروني خلال العام 2020 وفق خطة العمل المقترحة والإشراف على إعداد التقارير الدورية	02-Jan-2020	10% ▾					

Competencies

Click Add Competencies to add the competencies against which to measure performance and record your evaluation. Click Add Job Competencies to add competencies attached to the job. Clicking Delete removes the competency from this appraisal only.

Goal Weight



OVERVIEW REVIEW

Add Objective

* Indicates required field

* Objective Name

Created By

* Start Date

Group

Priority

* Weighting Scale

10%
15%
20%
25%

Description	Attachments
Detail	
Success Criteria	



Bayanati Screens



Behavioral Competencies appears automatically based on the grade

Competencies			
Click Add Competencies to add the competencies against which to measure performance and record your evaluation. Click Add Job Competencies to add competencies attached to the job. Clicking Delete removes the competency from this appraisal only.			
Competencies			
Add Behavioral Competencies Add Technical Competencies			
Competency	Competence Category	Delete	Documents
Achievements and Impact/Agile and Fast/Mastery ¹	Behavioral		+
Achievements and Impact/Smart, Effective & Efficient Decision Maker/Mastery ¹	Behavioral		+
Achievements and Impact/Focus on Govt. Goals and Achievements/Mastery ¹	Behavioral		+
Future Outlook/Lifelong Learner/Mastery ¹	Behavioral		+
Future Outlook/Well-versed in Advanced Technology/Mastery ¹	Behavioral		+
Future Outlook/Innovation & Disruptive/Mastery ¹	Behavioral		+
Future Outlook/Futuristic/Mastery ¹	Behavioral		+
Leadership Spirit/Open to the World/Mastery ¹	Behavioral		+
Leadership Spirit/Role Model/Mastery ¹	Behavioral		+
Leadership Spirit/Enabler of People/Mastery ¹	Behavioral		+
Add Behavioral Competencies Add Technical Competencies			

Bayanati Screens



Technical Competencies according to job families and the number is based upon grade

Add CompetenciesCancelApply

Search

Competency Type

Main Competence

Name

☐ Name

No search conducted

Community Development

Culture, Arts, and Literature

Economy and Statistics

Education

Engineering

Environment and Water

Finance and Accounting

Governance and Auditing

Health and Safety

Human Resources

INFORMATION TECHNOLOGY

Labour

Legal - Judicial

Media

Natural Sciences

Organizational Development

Political - Diplomatic

Program and Project Management

Religious

Support Services

Name	Short Name

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Goals Resetting & updating



انقر تحديث أو إضافة لإجراء التغييرات على الأقسام أدناه. انقر التالي للاستمرار في هذا الإجراء أو انقر للخلف للمودة إلى الصفحة السابقة أو انقر إلغاء لإلغاء هذا الإجراء أو انقر حفظ لوقت لاحق لإنهاء الإجراء لاحقاً

إعادة فتح تقييم الموظف

إجراءات الحالة	اسم الخطة	اسم القالب	الملاحظات
إضافة			

لم يتم العثور على نتائج

97 إدارة الأداء للموظف

- إدارة الأداء
- طلبات التظلم الخاصة بالأداء
- متابعة وتوثيق الأداء
- نتائج التقييمات السابقة
- إعادة فتح تقييم

أدخل أي تغييرات أدناه. انقر تقديم للاستمرار في هذا الإجراء أو انقر إلغاء لإلغاء هذا الإجراء والعودة إلى الصفحة السابقة

اسم الخطة ★ 97 - دورة نظام إدارة أداء الموظفين لعام 20 ▼

اسم القالب ★ 1- تخطيط الأداء السنوي ▼

الملاحظات





Final Results Distribution within the entity

المقابلة

النوع: تقييم الأداء

الموقع:

التاريخ: ٢٠١٩-١٢-١٧

المعدل: ٢

التاريخ التالي:

تواريخ الفعالية: من ٢٠١٩-٠٤-٠٢

البحث: %

١

٢

٣

٤

٥

إلغاء موافق بحث

لا عزوت Quota



Thank You



هيئة اتحادية | Federal Authority



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مركز الاتصال الموحد: 600525524