



ANNUAL REPORT 2015



Annual Report 2015

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“The biggest and the greatest accomplishment that gives us pride is developing the people of the Emirates and also preparing and qualifying him/her to take his place building his country to rank alongside advanced countries”

**H.H. Sheikh,
Khalifa Bin Zayed Al Nahyan
President of the United Arab Emirates**



“Developing the skills of government employees is a priority considering that enhanced skill levels are critical to the success of the government’s efforts at all levels, serving as a cornerstone in government excellence”.

**H.H. Sheikh,
Mohammed Bin Rashid Al Maktoum
UAE Vice President,
Prime Minister and Ruler of Dubai**



“A distinguished government always aims at making sure that every citizen is a part of the national wealth”

“Building the nation is not the duty of the government alone, it is the obligation of every citizen and resident of this country”

**H.H Sheikh,
Mohammed bin Zayed Al Nahyan
Crown Prince of Abu Dhabi
and Deputy Commander of the UAE Armed Forces**



“We want outstanding employees who always excel in their work as they are the real future to achieve the UAE’s vision and meet the aspirations of the prudent leadership”

**H.H Sheikh,
Mansour bin Zayed Al Nahyan
Deputy Prime Minister and Minister of Presidential Affairs
Chairman of the Ministerial Council for Services**

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2015

The Year of Accomplishments

Ladies and Gentlemen

Dear Readers

Peace be upon you

It is our pleasure at FAHR to lay between your hands this report which summarizes the accomplishments of FAHR during 2015, which is the year of innovation; the year of working hard and puissance; the year of exceling locally, regionally and worldly.

The achievements were great not just on FAHR level, but on UAE level in general, and the federal government in particular. This was done especially in the fields of human capital development, which had a major impact in enhancing the country's status and its global leadership, and safeguarding the earnings and achievements which happened over the past years.

There is no doubt that FAHR prepared policies and legislations and human capital systems in the federal government, and placed integrated solutions for human resources according to the best practices and supported the ministries in the proper implementation for it. This helped establishing a new work culture, developing the human capital, and subsequently hitting the highest rates of productivity and career satisfaction within a healthy motivational working environment in accordance to proper scientific methods.

When years passes, we would think that we have accomplished a lot, but when the next year starts, more and more hopes, aspirations and ambitions dictated by the vision and aspirations of our wise leadership unveil themselves, as the leadership aims to remain at the top and achieve advanced levels of competitiveness and global leadership, hoping that next year witnesses more accomplishments, the launch of imaginative initiatives, systems and solutions that enable the employees of the federal government from different levels, and spread happiness as well as satisfaction.

We couldn't have reached such top spot globally if it wasn't for God's virtue and then the efforts and directions of our wise leadership that paid a significant interest in the human capital and its empowerment, taking into account that it is the axis and foundation of any sustainable comprehensive development process which achieves competitiveness and global leadership.

All thanks and gratitude goes to our wise leadership, mainly His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE, along with HH Sheikh Mohammad Bin Rashid Al Maktoum, Vice President, Prime Minister and Ruler of Dubai, and the members of the supreme council for the federation the rulers of the Emirates. Also, let us not forget to thank His Highness Sheikh Mansour Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Presidential Affairs, and Chairman of the Ministerial Council for Services, for his unlimited support to FAHR in executing its projects and strategic initiatives to the fullest extent.

Let us not forget at this respect to thank FAHR's strategic partners for their cooperation and support, especially the ministries, federal and local authorities and the institutions of the private sector. Their support contributed to the benefit of the country and the uplifting of its reputation and stature, fulfilment of its targets and the strategy of human capital at the federal government for 2014-2016, along with the vision of the UAE which is to be among the best countries of world by 2021.

The Federal Authority for Government Human Resources "FAHR"

FAHR Ambition



“The Federal Authority for Government Human Resources”...A legislative Platform which Aims to Empower the Federal Human Capital

The Federal Authority for Government Human Resources was established in 2009. It aims to develop human resources in the federal government according to the modern concepts and global applied standards in the human resources management field. FAHR is empowered with the relevant authorities and were given responsibilities to manage human capital in the federal government – forming “a promising futuristic launch in the field of human resources development at ministries and federal government authorities.”

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

FAHR accomplishments during 2015, has witnessed a major progress along with impressive achievements which had the biggest impact in promoting the institutional work system in the federal government, strengthening the leadership stature which the UAE had achieved on the level of government competence, innovation and global competitiveness – contributing to the fulfillment of the directions and aspirations of the wise leadership of the UAE, particularly the directions and aspirations of His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE, and His Highness Sheikh Mohammad Bin Rashid Al Maktoum, Vice President, Prime Minister and Ruler of Dubai.

The Strategy of Human Resources in the Federal Government for 2014-2016

Vision

A human capital in the federal government that achieves global leadership

Mission

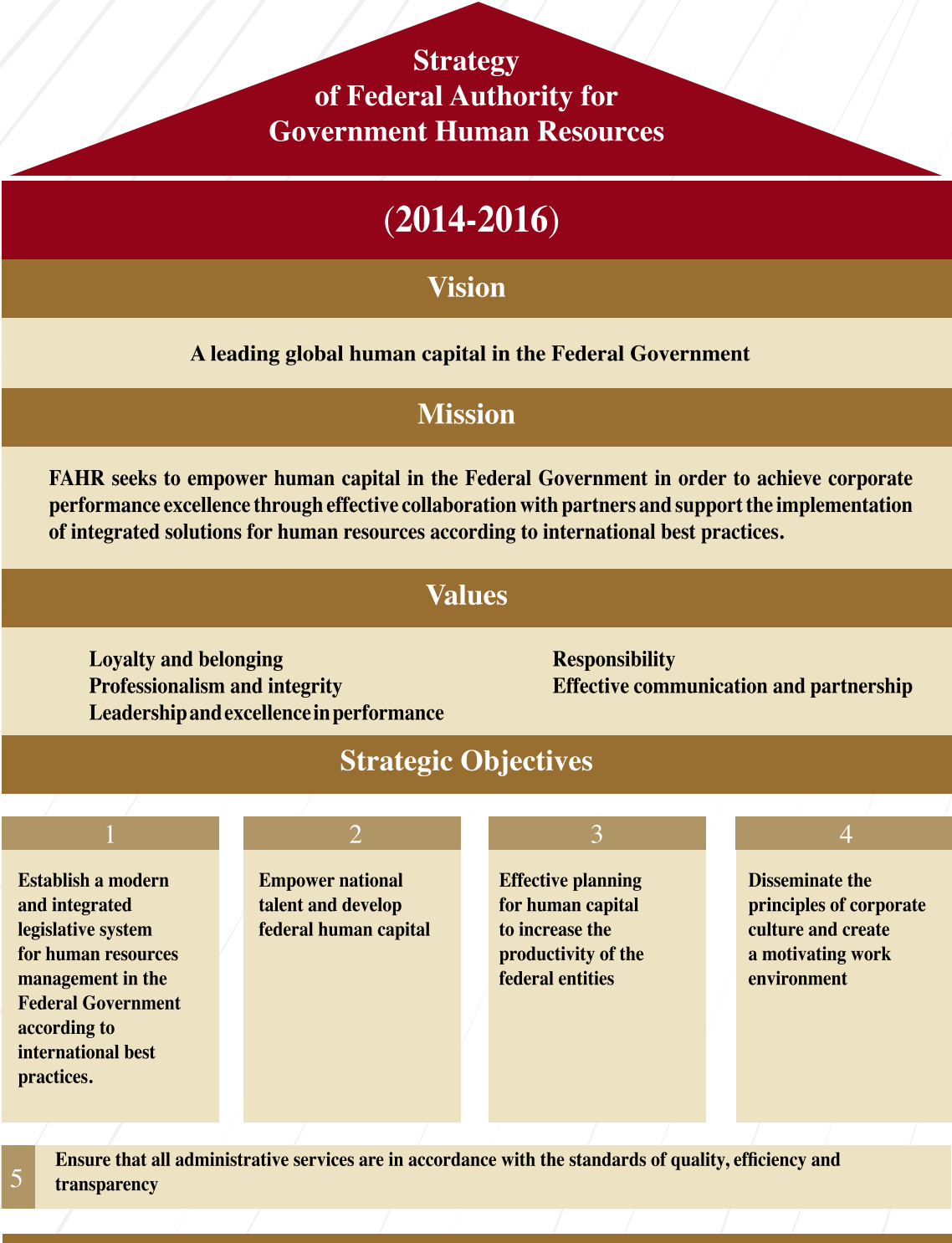
Empowerment of the human capital at the federal government to fulfill excellent institutional performance through effective cooperation with the partners in order to lay and reinforce the implementation of integrated solutions for human resources according to the best global practices.

Strategic Objectives

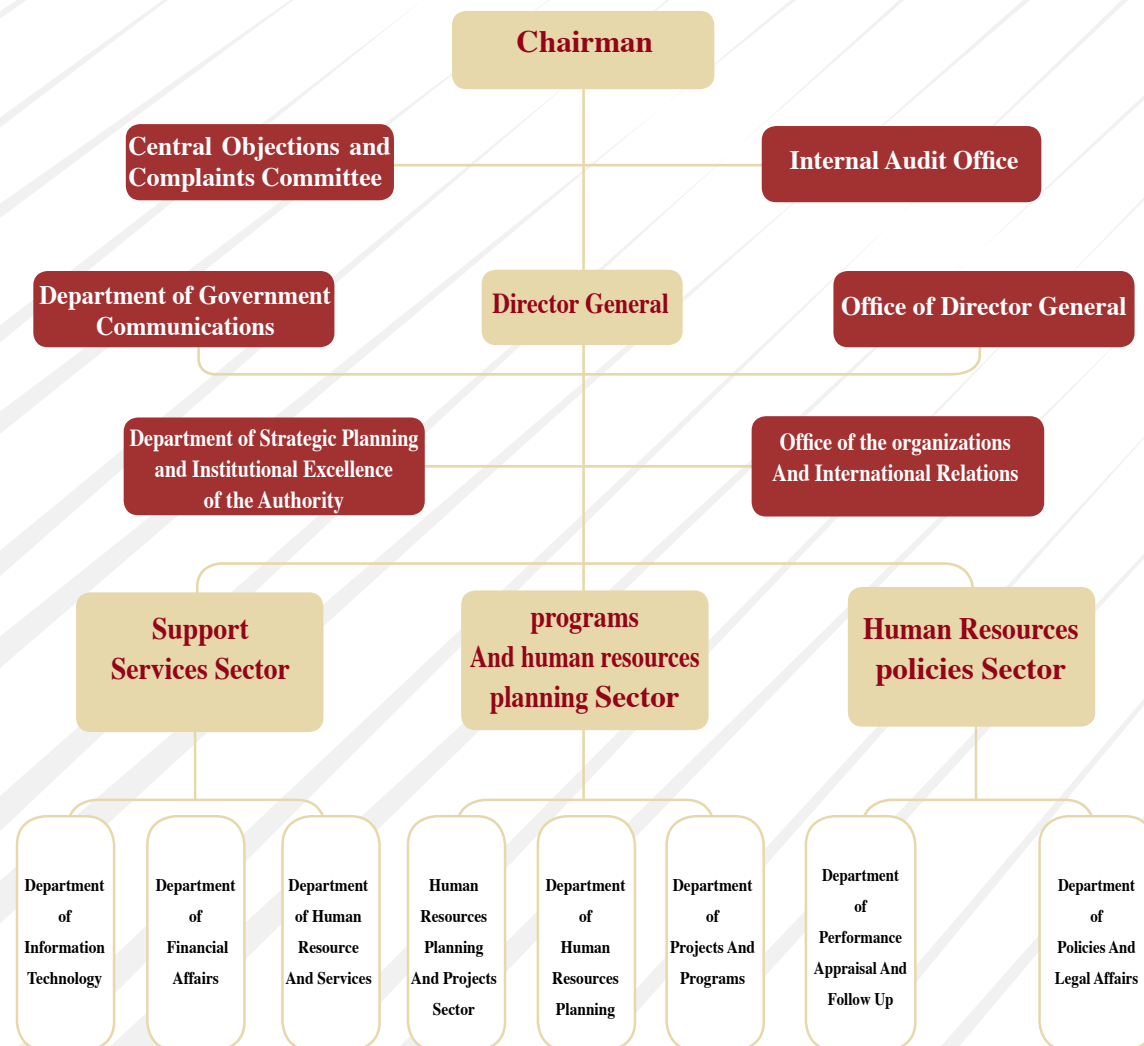
- ▶ Establishment of a modern and a comprehensive legislative system to manage human resources in the federal government according to the best global practices
- ▶ Empowerment of national competencies and developing the federal human capital
- ▶ Planning efficiently for the human capital to raise the productivity level in the federal entities.
- ▶ Spreading the principles of institutional culture and creating a motivational work environment.
- ▶ Ensuring the offering of all managerial services according to the standards of quality, competency and transparency.



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



Organizational Structure of the Authority



Values

- **Sense of loyalty and belongingness** - to the homeland and directions of our wise leadership, and dedication to work.
- **Professionalism and integrity** - achieve a high level of personal commitment, professionalism, responsiveness, teamwork as well as abidance by principles and practices of justice, transparency and equality in all dealings both internally and externally.
- **Leadership and excellence in performance** - develop entrepreneurship, innovation, excellence, and quality, as well as set policies and laws to improve the quality of services and achieve leadership in all aspects of the work system.
- **Responsibility** - achieve cooperation among competent parties, within functions assigned to realize the objectives of the Federal Government efficiently.
- **Effective communication and partnership** - active participation and activation of communication channels with internal and external customers and partners.

Specializations of FAHR

FAHR were empowered and given the responsibilities related to the management of human capital in the federal government, mainly:

Study, propose policies and legislations related to Human Resources at the level of Federal Government and present the same to the Ministerial Council for Services for approval.

Coordinate with Government Sector regarding the financial and administrative effects of restructuring.

Communicate with Corporations, local, Regional and International Organizations concerned with Human Resources with the aim of reviewing their experience and implement the best practices.

Consider objections to decisions of the Complaint Committee in accordance with the law, and develop a system thereof to be presented to Cabinet for approval.

Support the concepts of Organizational culture which focus upon encouraging skills and encourage proposals and distinguished ideas.

Coordinate with educational Institutions in U.A.E. in order to combine educational output and market requirements in Government Sector and requirements of local cadre for study missions to guarantee availability of local scientific personnel.

Assist the Government Sector in proper implementation of legislation relating to Human capital.

Develop training policies to guarantee maintaining trained, qualified Human Resources, especially for locals.

Lay down programs for nationalization of jobs at Government Sector and follow up implementation of the same.

Ensure that the Government Sector complies with the provisions of the law, and rules and regulations issued in implementation thereof.

Develop a full-fledged rule for Human Resources to guarantee availability of integrated data about Human Resources in Government Sector and to contribute towards support of decision making.

Propose holidays and public holidays as per provisions of law and resolutions of the Cabinet.

Any other specialization entrusted by the Cabinet.

FAHR PROJECTS and INITIATIVES

FAHR is pleased to shed some lights through this summary on its initiatives and projects during 2015, which had a great effect in achieving a quantum leap on the level of federal government – contributing in fulfilling the directions and aspirations of the UAE’s wise leadership, and the vision of the UAE for 2021, besides its national agenda and the strategy of the human resources in the federal government.

For more information about these initiatives and many more, you can visit FAHR’s website (www.fahr.gov.ae), or contact it directly.

FAHR’s Projects and Initiatives **FAHR’s Smart App**

This smart app has a special significance in the field of introducing and executing the processes of human resources for the employees at the ministries and federal entities, as it benefits about 94 thousand employee at the federal government. It includes 26 services (7 main services and 19 subsidiary services).

The app allows a bundle of important services, most importantly perhaps the services which are provided by the human resources info management system at the federal government “Bayanati”, which enables concluding human resources processes by itself as well as obtaining all data and information needed.

Among the most notable services that the app offers is applying, cancelling and tracking leave request, as well as showing current leave balance, applying all employee service requests, surfing personal data and updating it, monthly salary slip, medical

centers included in the employee insurance, electronic performance management system and training and development management system.

Among the other systems and initiative that the smart app allows for the employees and customers of the federal government are: (the favorite Federal Training partners initiative (Maaref), federal government employees special discounts (Emtiyazat), legal inquiry service, Federal employees network, and Thank you notes “Ma Qassart card”).

“Bayanati”: A Benchmark in Human Resources Smart Applications

The human resources info management system at the federal government “Bayanati” is one of the most prominent vital and strategic projects that are applied on the level of the federal government. It is considered as a platform for many important services and systems in the federal government.

The system helps in managing human resources efficiently and provides general

and accurate statistics about human resources in the federal government. It also helps in automating all human resources procedures, wages and salaries in the ministries and the federal entities through the employee life cycle in the federal government.

“The Services of Bayanati”

“Bayanati” offers distinctive services for the employees of the federal government, as it ensures the payment of their salaries from a unified system. It engages the employees in finishing human resources procedures through the self-service portal. It forms a quantum leap in automating administration procedures on the level of the federal government.

FAHR has witnessed an exceptional event at which “Bayanati” received the e-government Award for the GCC countries within the category of the best government-government service. This happened during its participation at the fourth edition of the Gulf Cooperation Council (GCC) e-Government Award and Conference, which was hosted by Bahrain.

“The voice of customers’ Forum”

In the same year, FAHR held “The voice of customers’ Forum” for “Bayanati” and process reengineering project. The forum was a brainstorming session, in which, opinions from ministries and federal entities about the human resources systems and processes that are applied on the federal government, especially those automated through “Bayanati”, along with the subsidiary systems linked to it.

The Electronic Performance Management System

The performance management system is one of the main practices of HR development, which the federal government is seeking after. This system links individual targets of an employee with the targets of the entity, consequently the HR Strategy at the federal government and the UAE vision 2021.

The system is a process by which the assessment of an employee in comparison with the main targets and indices of performance is done. It is quite an interpretation of a process for all planning stages at the federal government, as it lays out the opportunities of justice, transparency, and equality among all employees.

The system which was launched early 2012 on the government level, seeks to link the performance with the reward of achievement and discerning results, improvement of the employees’ productivity; encouragement of individual accomplishments within the umbrella of team work; development of continuous learning culture; increasing the opportunities of professional career development; empowerment of the federal entities to identify and appreciate competent and distinguished employees ; setting clear grounds to measure the extent of contribution in fulfilling the strategic goals for FAHR.

Launching the “Smart objectives bank”

In 2015, FAHR launched the smart objectives bank project for the support jobs, which are around 201 jobs of joint jobs on the level of the federal government. The smart objectives bank is beneficial for

the ministries and the federal entities that operate the HR Management system at the federal government “Bayanati”, where objectives are categorized and described. The bank helps in improving and unifying the formulation of objectives for all support jobs, and also helps in confirming the ability to measure these objectives.

The smart objectives bank which includes around 1000 objectives integrates with the Performance Management system for the federal government employees. It also contributes in establishing a unified and joint base for the support jobs at the ministries and federal entities. FAHR has introduced the support jobs electronically on “Bayanati” system.

The electronic system for strategic workforce planning

The launch of The electronic system for strategic workforce planning during 2015 came in line with FAHR’s belief in the importance of facilitating the work of HR managements at the ministries and the federal entities; simplifying their procedures; helping them in strategic workforce planning at the federal government as well as specifying future expectations from jobs, skills and needed competencies.

The system gains special significance, as it provides major services for the ministries and federal entities, serves an important standard in institutional excellence, which is HR Planning. It also eases the process of setting balances according to accurate and systematic grounds.

The system consists of five key dimensions: the right volume; the right form; the right

skills; the right place and the right cost, all of which pour in the interest of developing and supporting the process of employees’ attraction, their performance assessment and the development of their skills and competency.

The new electronic system features an integrated relation with the other HR systems which FAHR launched previously. It is directly linked with the HR Info Management system “Bayanati”; the performance management system for the employees of the federal government; the system of training and development; the assessment and description system of jobs in the federal government.

Launching the e-recruitment system

In line with its efforts to uplift the competency and the speed of the recruitment process at the ministries and the federal entities, FAHR launched the e-recruitment system for the federal government, which aims to provide an integrated networked system for the recruitment cycle at the ministries and the federal entities across “Bayanati” system, as it automates all phases of the recruitment process at those authorities.

The e-recruitment system allows HR departments at the ministries and federal entities to administrate the recruitment process through a networked browser and simple self-service pages. Further, it saves effort and time on HR departments’ employees, as all of the job applicants’ data is entered by themselves.

The electronic system offers a comprehensive collection of features for its users; HR directors, recruitment managers and officers, employees at the ministries

and federal entities, and job applicants. It can be also used by recruitment agencies. Among those features: (comparison of job applications; giving assessment rates for applicants; searching for candidates; establishing and managing vacancies; announcing job vacancies; reviewing and managing candidates and sending them invitations; job search; immediate registration; nominating people for jobs; applying for vacant jobs; immediate contact with recruitment officers).

The e-Training and Development System

The e- Training and Development System for the employees of the federal government, which was launched by FAHR in 2012, aims to enable the employees of ministries and federal entities, strengthen their performance and increase their productivity.

The launching of the e- Training and Development System coincided with the launching of Performance Management System, which is related thereto, as the outputs of the latter are considered inputs for the earlier. By another word, the identification of the training and development needs is built on the results of Performance Management System.

The System, which is electronically implemented in 17 ministries and federal entities, and includes 35 thousand employees, aims to raise the efficiency of employees and provide them with skills and qualifications, in a manner which achieves the efficiency of performance through

(assuring the preparation of individual development plans for employees, and helping ministries and federal entities), and includes diverse forms of training (i.e. training courses, scholarships, job rotation, developmental delegation, employee secondment, job shadowing programme, conferences, forums, and succession planning).

The Emirates Award for Human Resources for the Federal Government

In the context of its endeavors for instilling the principles of leadership, competitiveness and rewarding the achievements in the federal government, FAHR launched in 2014 the “Emirates Award for Human Resources for the Federal Government”, under the patronage of HH Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs and the Chairman of the Ministerial Council for Services, with the aim of honoring the leading ministries and federal entities in enabling and stimulating their staffs, which are committed to implement the systems and legislations of human resources related to the employees of the federal government.

The Award, which is granted by FAHR on annual basis, aims to highlight the successful human resources initiatives on federal government entities, reflect the vital role of the ministries and federal entities in strengthening the efficiency and effectiveness of their human capital and raising the level of practices in human resources and personnel management,

create a stimulating work environment to attract the specialized human resources, retain the existing efficient and talented staffs, strengthen the concept of excellent performance in human resources management, and appreciate and stimulate the ministries and federal entities to increase their productivity in full efficiency and effectiveness.

This Award is divided into two categories. The first one concerns the excellent federal entities according to four subcategories, i.e. Motivating Entity, Empowering Entity, Service Entity and Leading entity, which includes the all the above mentioned subcategories. While the second one focuses upon the distinctive individuals, and is branched into two subcategories, i.e. Distinguished HR Leader, and the Promising HR executive.

Mansour bin Zayed honors the winners in the first version of the Award

In 2015, HH Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs, the sponsor of the Award, honored the winners in its first version, during the celebration organized by FAHR.

Accreditation of Reward and Incentive System for the Employees of the Federal Government

In 2015, the respected Council of Ministries adopted the Reward and Incentive System for the Employees of the Federal Government as per the Decree No. 18 for 2015, submitted by FAHR, which contributes in providing a unified methodology for the

ministries and federal entities to motivate distinguished employees, and clarifying the due procedures and steps upon motivating the employees according to performance levels.

The provisions of this System applies to all employees who work either in ministries or federal entities, who meet the criteria and precondition of eligibility, regardless of their job degrees and categories and the types of their contracts. This System is integrated into the systems and legislations of human resources in the federal government, and the motivation initiatives and programmes which strengthen the performance, raise the productivity and guarantee happiness for staff and customers.

This new System is considered a complement to the Performance Management System related to the employees of the federal government, as it cares for rewarding creativity, achievement and excellent performance, and provides the ministries and federal entities with an opportunity to invest their resources and financial abilities in honouring the employees and appreciating their efforts, as it strengthens the competitiveness of the federal government to transform the same into an attractive environment for the national efficient individuals.

The System comprises three types of rewards, i.e. cash bonus, annual bonus and incentives. As for cash bonus, they are divided into seven categories, i.e. the exceptional employee, creative employee, "Testahal" (you deserve it), outstanding employee, social employee, unknown soldier (which is the category of service and supportive employees), and the category of external partners.

The launching of the Skills Bank Project and E- Forum

In the frame of its innovative endeavours to keep pace with the trends of good government and the implementation of the Strategic Plan for Human Resources in the federal government, FAHR launched in 2015 the Project of Governmental Skills Bank, which is considered the first in the region, through partnership with "LinkedIn" network.

The Governmental Skills Bank is concerned with assembling and identifying the most salient skills upon the UAE government employees in general, and the federal government in particular, a matter which may form a significant reference for the federal government and an indicator which helps in spotting the most and least available skills in the federal government in particular and in the country in general, and facilitate the process of searching for efficient people, attracting and retaining them in the federal government.

This Project is deemed a researching source and reference for the federal government, and a compass for the futuristic trends of labour market, which helps in the planning to create specific skills, either through education or training in its different shapes. Moreover, the Project boosts the technological and researching skills owned by the employees of the federal government and encourages them to gain more skills in the light of the labour market needs.

On another side, FAHR launched in 2015 another project, which is the e- Forum, deemed as a virtual club to assemble the people interested and specialized in and concerned with the development of the

human capital and the last and best global human resources practices. This takes place through the page of FAHR on "LinkedIn" network.

"Maaref" Initiative for the favorite training partners

"Maaref" Initiative for the favorite training partners in the federal government is one of FAHR's strategic initiatives, and the first of its kind on the level of the federal government. This Initiative is based on spotting the best training providers within the UAE, according to fixed criteria, then inserting them in one list to be available for the ministries and federal entities, determining the training needs of these entities according to their annual plans, and negotiating with the training providers approved in the federal government to present training programmes and courses against discounted prices, and some others free.

FAHR launched "Maaref" Initiative in 2013 out of its keenness to strengthen the abilities of the employees of the federal government and enabling the locals to assume leading and technical roles and positions, create a culture which is based on the distinguished performance, and developing the human capital in a manner which achieves the human resources strategy in the federal government and the Vision of the UAE 2021.

"Maaref" Initiative aims to create a partnership which is based on the communal responsibility and mutual benefit between the public and private sectors; assure a training of a reliable quality to the employees of the ministries and federal entities, cover

the training needs; make savings from the training budgets in the federal entities, a matter which in turn leads to benefiting as much employees as possible; boost the efficiency and productivity; create an attractive work environment in the federal government; facilitating the selection of training courses available on the websites for the federal entities, according to predetermined timeframes.

FAHR organized in co-operation with their approved partner training providers about 950 free and common training courses for the employees of the federal government, 250 among them took place in 2015. The number of beneficiaries in these courses among the employees of the ministries and federal entities was more than 12 thousand employees. FAHR received 300 applications from the training providers to join the Initiative, while only 130 from them were chosen, and the more will be chosen during the next stage according to criteria which were developed and updated with the aim of raising the quality of training services in the federal entities.

Development and Review of Job Description and Evaluation of Federal Government Job

After FAHR launched in 2014 the System of “Development and Review of Job Description and Evaluation of Federal Government Jobs”, which is deemed one of the best global systems and practices in the field of assessing the public jobs, it (FAHR) worked hard introduce the mechanism of implementing this system in the federal government, its most salient features and goals to the ministries and federal entities,

and held a series of workshops for this purpose and were attended by tens of representatives from the ministries and federal entities.

The System of Development and Review of Job Description and Evaluation of Federal Government Jobs aims to link the results and outputs of the assessment to the approved grade and salary scale to determine the different job grades logically and properly regardless of job titles, and developing suitable job titles which express the job duties, responsibilities and powers, a matter which in turn leads to unify the job titles in the federal entities which implement this System.

The System is concerned with building and modernizing a reliable database for the job descriptions, titles and groups in the federal entities and maintaining the same, but it does not aim to place or re-place the employees after its implementation.

In 2014, FAHR formed the Federal Committee for “Job Description and Evaluation of Federal Government Jobs”, which managed, within less than two years, to approve the job description cards for almost 64 % of the total jobs in the federal government, which are listed in the System of Human Resources Management in the federal government “Bayanati”, equal 773 jobs (i.e. 286 jobs in the support sector, 416 jobs in the specialized and main jobs sector, and 71 jobs in the leading jobs sector).

Human Resources Club

One the most prominent initiatives is the Human Resources Club which was launched in 2010 to constitute an interactive platform and an intellectual

and knowledge communication channel bringing together experts and interested people from both the governmental (both federal and local) and private sectors with experts and professionals with exceptional experiences in one place. The goal is to exchange opinions, experiences and solutions which will eventually enhance the role of human resources management and institutional services in different sectors of the state. The club seeks to create an intellectual and knowledge communication base between the officials and the professionals of human resource and the public administration in the United Arab Emirates. It also provides a platform for exchange of opinions and discussion of the challenges and solutions to issues of public administration and institutional services in the various workplaces. Another goal resides in the exchange of the experiences and expertise among HR managers, specialists, experts and researchers and those interested in the development of government work and the development of human capital. Finally, it aims at reviewing and transferring of the best practices locally, regionally and internationally and providing innovative and successful solutions.

During 2015, the HR Club, whose membership exceeded 10 thousand members, has organized 5 forums which discussed a number of important topics (“UAE Space Agency- Future Gate”, “Together for the happiest work environment in UAE”, “The Fourth Generation of Government Excellence System”, “Effective Methods for Building Proficient Human Resources

Management”, “Positive Energy and its Impact on institutional performance”, and “Innovation and Attraction of Talents – Microsoft and Boeing”).

Roundtable Session on Future Priorities in the Field of Civil Service and Human Resources

Early in 2015, FAHR has organized, in collaboration with the Cabinet of Ministers’ Office, a Roundtable Session on civil service and human resources in the Arab world under the title: “Future Trends and Priorities in the Field of Civil Service and Human Resources”. The session was held as part of the accompanying activities to the 3rd Government Session held in Dubai. A number of civil service and human resources ministers and undersecretaries from GCC and Arab world countries participated in the roundtable session.

The recommendations of the session included the dire need to establish an international center for human resources and civil service. The activities of the suggested center would be devoted to serve the future priorities of the civil service and human resources in the GCC countries, the Arab region and the world at large. The session recommended communicating with all partners in the region regarding the development of strategies and solutions for civil service and human resources challenges, in addition to strengthening already existing strategic partnerships with international organizations in human resources on both public and private sector level.

The FAHR INTERNATIONAL FORUM 2015

FAHR always aims to organize HR events that highlight the best practices in the field and challenges and ways to tackle them. The Human Resource Conference, which was held on 27 and 28 April in Dubai, under the auspices of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, under the theme “Innovation and the Future Vision of Human Capital,” focused on the need to involve employees in decision-making and encourage them to share their opinions and creative ideas no matter how seemingly simple.

The number of speakers at the conference organized by FAHR, in partnership with Informa Middle East, will host about 20 speakers specialized in human resources from 10 countries around the world, along with more than 500 experts and those interested in human resources, civil service and administrative management directors in the Arab GCC states, and senior HR officials in government and private sectors from various countries.

Papers and sessions were focused on: Empowerment of human resources is an urgent need to keep up with technological changes, social networking sites created a quantum leap in talent attraction and retention, the future of human capital and its role in realizing national and institutional aspirations, and the future of technology in the workplace.

Launching “Qudrat” Initiative

Qudrat initiative, launched by FAHR in

2015, is intended to develop a scientific assessment mechanism to benchmark the abilities of the Federal Government employees against global standards, as well as device an operational model for this mechanism, and develop appropriate guidelines for implementation.

The role to be played by FAHR resides in the management of the “Qudrat” initiative and development of implementation guidelines, tools and mechanism for assessment of specific job grades. It shall also undertake the task of determining the suitability of assessment tools to targeted job grades, and whether the assessment services offered by providers meet the Federal Government’s needs.

FAHR shall also be responsible for the improvement and maintenance of the electronic portal of Qudrat initiative, recently launched on the Authority’s website, www.fahr.gov.ae as well as the assessment tool “of Ma’aref” gateway and updating and improvement the Qudrat database, and receive feedback from federal ministries and entities, develop future partnerships and hold regular meetings with assessment services providers with an eye at augmenting cooperation and concluding more partnerships.

FAHR Applies the Sick leaves Impact on Productivity Indicator for Productivity Improvement in Federal Government

FAHR officially applied the Sick leaves Impact on Productivity Indicator in the federal government to measure the effect of sick leaves of federal ministries and entities employees on the productivity of these entities. This is done through the electronic

performance management system EPMS for federal government employees which is made available through the Human Resources Information Management System “Bayanati”.

The objective is to measure the cases of repeated absenteeism amongst employees and to determine the cases of short absences which necessitate attention drawing with taking the necessary action.

HR Officials Development Program

The HR Officials Development Program in the ministries and federal entities is one of FAHR’s strategic initiatives, to develop and enable professionals of human resources in the federal government. The program aims to develop the staff capacity in human resources departments of ministries and federal entities.

During 2015, FAHR finalized the program’s four phases of “HR License”. This program, in cooperation with Morgan International, focuses on building and sustaining capacities and talents, as well as the HR basics.

Team of Legal Consultants

The Federal Authority for Government Human Resources had formed the Legal Consulting Team in late 2010, to create a legal culture among the staff of ministries and federal bodies about HR legislation, policies and systems applied at the level of the Federal Government, by responding to inquiries and queries sent by the employees working for those entities.

The team had dealt with 1153 cases of legal inquiry received from the ministries

and independent federal authorities during 2015.

The team renders legal consulting services and consider cases coming from employees at the federal authorities and human resources and legal departments with respect to the human resources laws, statutes and policies in the federal government. The team aims at unifying legal opinions as to all issues referred to the Authority and document legal principles so as to make the work procedures convenient in future.

FAHR has assigned several communication channels, including the Authority’s website (www.fahr.gov.ae), e-mail, toll-free telephone number:

600525524

official correspondence and fax number: 40/ 2953444.

The report of governance in the public sector OECD – Human Resources Part

During 2015, the Organization for Economic Co-operation and Development “OECD”, launched a report entitled “governance in the public sector”, in which it lauded the volume of sponsorship and major interest that human resources in the UAE’s federal government is receiving by the country’s wise leadership.

The report pointed out in the part of the human capital in the federal government that the UAE believes strongly in the importance of the role that the competent and qualified HR plays in enhancing world leadership in different fields; maintaining its earnings and local, regional and global achievements made over the years; maintaining its competitiveness on different levels. The report showed that

the UAE's care is represented through its keenness to develop such strategic resource and then empower it and prepare all reasons and components of success in order to accomplish the UAE's aspirations and directions which are represented in its vision 2021 and its national agenda.

Distinguished efforts by FAHR

The report valued the excellent role and efforts of FAHR in the field of laying strategies, policies, legislations and systems that organizes the work of human resources at all ministries and federal entities.

2015...An Unlimited Innovation

After the announcement of His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE, 2015 as the year of Innovation, HH Mohammad Bin Rashid Al Maktoum, Vice President Prime Minister and Ruler of Dubai, allocated an annual week for innovation, FAHR exerted unremitted efforts to cope with this strategic trend for the wise leadership. These efforts were evident during the UAE's innovation week which ran from November 22nd until November 28th, as the agenda of events was filled with internal innovative activities. Further, creative projects and initiatives and workshops as well as competitions with an innovative touch were launched.

During the UAE's innovation week, FAHR held a press conference in which a number of systems and projects were launched, such as: (health and job safety manual at the federal government, the electronic system for strategic workforce planning in

the federal government, the e-recruitment system, and the smart objectives bank for the support jobs at the federal government). Furthermore, FAHR launched the electronic website for innovation and opened the oasis of innovation which includes an overview of the main innovative projects of FAHR such as: (the smart objectives bank; the discount program for the employees of the federal government "Emtiyazat"; the electronic forum in partnership with "Linkedin" network; the "Maaref" initiative for the favorite training partners in the federal government; "Qudrat" initiative for the favorite assessment partners at the federal government; the thank you electronic note "Ma Qassart card"; and the smart applications for the different services of FAHR as well as the self-service system through the application).

And during the innovation week, the authority launched "Ibtikari" competition across the electronic page for innovation. It also opened the digital library and held a series of workshops for its employees about innovation. Further, it organized a campaign for medical check-ups and awareness workshops.

Local and international partnerships

FAHR believes strongly that its strategic goals and vision are accomplished and turned into a tangible reality according to the extent of cooperation between its strategic partners and their role in development of human capital and empower it in the UAE generally and the federal government particularly. This belief becomes evident during the memorandums of understanding which the authority strikes from time

to another with global institutions, some of which are governmental, semi-governmental and private. Among the main memorandums that the authority struck during 2015: (a memorandum of understanding with the central institution to train official in South Korea "KOTI"; memorandums of understanding with a number of assessment services suppliers within the "Qudrat" Initiative; a number of memorandums of understanding within the "Emtiyazat" program; as well as a memorandum of understanding with "The Executive Council" in Dubai).

16 studies in Human Resources

As a purpose to establish a modern and an integrated legislative system for HR Management in the federal government according to the best practices, FAHR prepared and issued 16 studies and reports which are concerned with human resources between the years of 2011 and 2015, some of which were: (career turnover rate at the federal government; Survey of the needs of women working in the federal governmental sector; sick leave trends in the federal government; promotions trends at the federal government; career and social features of employees at the federal government; a study for the retired military staff; a study of the current grade and salary scale at the federal government; a study of delegation and secondments; a study about the effect of sick-leaves on the productivity in the federal government; productivity in the federal government; occupational health and safety at the federal government; plus, two more studies about health insurance and career wellbeing).

Humanitarian, social and societal initiatives

FAHR believes in the importance of corporate social responsibility, and also that humanitarian and social work is part of its supreme vision and mission, which is in line with the significance of this vital role. FAHR took responsibility in launching a number of social and humanitarian initiatives which serve the UAE community as a whole; it also participated in a number of initiatives like:

"Emtiyazat": a discounts program for the employees of the federal government

The authority succeeded in establishing this initiative as one of the biggest social initiatives in UAE, as it took responsibility to coordinate with the private sector and sign partnerships with them in order to grant the employees of the federal government and their families special and exceptional discounts upon commodities and services prices.

The authority seeks by this initiative to support the employees of the federal government and motivate them, also to uplift the levels of job satisfaction and institutional loyalty, as it provides special privileges through its initiatives and partnerships with the private sector – consequently, improving and developing their productivity.

The authority during 2015 struck more than 20 partnership agreements with private companies and institutions within the initiative, which will benefit more than 94 thousand employees at the federal government along with their families and the retired personnel. By that, the number

of partnerships signed by FAHR within the initiative since its launch reached to more than 80 partnership agreements.

To view the full list of the enlisted companies within the program and the rates of discounts that FAHR provides, you can visit the authority's website through the following link: www.fahr.gov.ae

FAHR honors 2015 Strategic Partners

FAHR believes that in order to achieve its strategic goals, and to reach excellence and global leadership, it must adopt teamwork and enhance prospects of cooperation with its partners. Therefore, it sought to consolidate its relations with its strategic partners from all sectors, appreciating their efforts and putting them on top of its priorities.

To this end, FAHR organized a Forum to honor these partners from the federal ministries and entities, private sector institutions, and the media. During the event, FAHR presented key achievements, its plan for 2016, and its strategy for 2017-2021.

Honored Partners

The honored list included: Ministry of Presidential Affairs, General Secretariat of the Council of Ministers, Prime Minister's Office, Office of HH Crown Prince of Abu Dhabi, Office of HH Crown Prince of Dubai, State Audit Institution, UAE State Security, National Defense College, Ministries of Finance, Foreign Affairs, and Education, National & Reserve Service Authority,

Zayed University, Emirates University, Securities and Commodities Authority, Juma Al Majid Group, Chartered Institute of Personnel and Development (CIPD), Society for Human Resource Management (SHRM), Boston Group, LinkedIn, and Informa.

12.12.12 social initiatives

FAHR launched the 12.12.12 social initiatives in 2015. The idea behind the initiative revolves around launching 12 social initiatives distributed among FAHR's 12 business units within 12 months.

The initiatives aim to expand the circle of participation by the authority in social work and involvement of all business units and the largest number of their employees in serving the society. This would enhance the role of the authority in this important field on the internal and the external scope – benefitting all different society segments. The 12.12.12 initiatives serve the pillar of the national program for government communication. The initiatives are linked to global occasions such as: (International Women's Day, Labor Day, World Health Day, World Environment Day, the International Day for the Elderly, World Diabetes Day, the International Day for the Disabled, and the International Volunteer Day).

we shed light upon the most prominent initiatives with details:

Interaction with "Tarahamo" Campaign

FAHR interacted with "Tarahamo" campaign which was directed by His

Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE, and launched by HH Mohammad Bin Rashid Al Maktoum, Vice President of the UAE, Prime Minister and Ruler of Dubai, in order to aid one million refugees in the Levant.

International Women's Day

FAHR hosted the occasion of International women's day which is on eighth of March yearly, as it organized a ceremony at its headquarters in Dubai, during which the female employees were honored and given souvenirs. The authority also sent SMS messages for them through the Governmental HR Info Management System "Bayanati" in order to congratulate them.

World Health Day

The authority celebrated this day which is on the seventh of April yearly. It organized a field visit to the children section at Latifa Hospital in Dubai. A number of managers and employees participated in it. During the celebration, symbolic gifts were given to the ill kids. The kids' parents also were friendly chatted with.

A Blood Donation Campaign

The authority organized a blood donation campaign in cooperation with the blood bank which is affiliated to Dubai's Health Authority. A huge number of participants that varied between the employees of the authority and the employees of institutions and adjacent companies took part in the campaign under the motto "can you give a

bit of your time to save life of others? Donate blood and plant hope". The campaign aimed to help thalassemia patients and patients that undergo open-heart surgeries. FAHR received the allocated bus for the blood donation at its headquarters.

The "Empowerment Lantern" Campaign

FAHR also took part in this campaign, which was launched by Sharjah Institution for social Empowerment during 2015, under the motto "A Light for their lives...A pleasure for their Hearts". Its idea revolves around selling Ramadan Lanterns for individuals and institutions with symbolic prices. All the money goes to the orphans who are affiliated to the institution and their parents.

World Labor Day

In recognition of the pivotal role of workers in consolidating the outstanding global position assumed by the UAE at all levels and in various aspects, the authority revived the International Workers Day on the first of May, where a ceremony was organized at its premises in Dubai, during which a group of service and support workers in the authority and neighboring institutions were honored, and gifted with souvenirs and purchase coupons.

World Environment Day

FAHR revived World Environment Day that marks the fifth of June each year, which was themed and supported by the slogan: "Seven billion dreams. One planet. Consume with Care". FAHR participated

in the environmental exhibition organized by the Ministry of Environment and Water where awareness environmental brochures were distributed and symbolic gifts given to the children.

‘Awnak ya Yemen’ Campaign

The Authority interacted with the campaign “Awnak ya Yemen” launched by the UAE Red Crescent to support the humanitarian situation in Yemen and help 10 million people there, in implementation of the directives of His Highness Sheikh Khalifa bin Zayed Al Nahyan, UAE president and His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister and Ruler of Dubai and orders of His Highness Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the Armed Forces.

‘Eidieat Al Eid’ Initiative

Out of the authority’s sense of community responsibilities, and in appreciation of the premium efforts by its employees within service and support category and their dedication, the Authority launched an ‘Eidieat Al Eid’ initiative on the occasion of Eid al-Adha, where Eid gifts or ‘Eidieat’ were collected from the Authority employees at Abu Dhabi and Dubai premises and distributed among service and institutional support staff.

International Day for Older Persons

The authority revived the International Day of Older Persons that marks the first of October each year, and paid a tribute visit to the Department of Geriatrics at Rashid Hospital in Dubai, attended by a number of sector heads, department managers and staff, during which symbolic gifts and friendly conversations were exchanged with elderly patients.

International Diabetes Day

Out of its keenness to raise the level of health awareness among the staff and encourage them to periodic health check and follow the medical advice, the Authority marked the World Diabetes Day on the fourteenth of November, with educational awareness lectures and various medical check-up activities for the employees at Abu Dhabi and Dubai premises, in collaboration with “Gentle Care Center” for home-care and the New Medical Center in Abu Dhabi.

International Volunteer Day

Proceeding from the importance of faith community service and volunteer work, the Authority marked the occasion of International Volunteer Day, which marks the fifth of December each year. organized a visit to the Family Village in Dubai an affiliate of the Awqaf and Minors Affairs Foundation.

National and Social Celebrations

The authority is paying special regard to participation in the National and Social Celebrations prioritizing it, as it believes that it is a major component of the UAE Society. The Authority is keen to involve its employees in these occasions that embody the spirit of loyalty and develop feelings of belonging, and enhance the national identity.

UAE 44th National Day and Martyr’s Day

The authority revived the memory of the forty-fourth day of the founding of the National Federation of the United Arab Emirates, and Martyr’s Day, which drew customize it by His Highness Sheikh Khalifa bin Zayed Al Nahyan “may God protect him” on the thirtieth of November each year. FAHR organized a ceremony on this occasion, began with a minute of silence prayer for the nation’s martyrs whom souls have raised in defense of the right and in support for the oppressed, and then playing the national anthem of the United Arab Emirates, and raising the flag on the Authority buildings in Abu Dhabi and Dubai.

Flag Day

FAHR praised the campaign launched by His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President and Prime Minister and Ruler of Dubai to celebrate the Flag Day, which also commemorates the anniversary of the accession of His Highness Sheikh Khalifa bin Zayed Al Nahyan, as President of the United Arab Emirates.

Leading Incentive Initiatives

FAHR is well aware that strengthening of competitiveness and leadership at the federal government level can be achieved by creating a work environment that stimulates employees and evoke their potential, and encourages them to adopt creativity and innovation, which would contribute to the lifting of job satisfaction levels and thus raise FAHR profile at the level of ministries and federal entities, as well as improving the quality of services it provides to its customers. To this end, FAHR launched several internal initiatives which had the greatest impact in empowering employees, and give an ideal working environment characterized by positivity, motivation. It honored outstanding and creative employees.

Employee Wellness

In its efforts to integrate its employees into the work environment to the maximum degree, and raise the job satisfaction levels, FAHR continued, during 2015, the Employee Wellness Program which includes four initiatives. Under each of them, there is a set of activities and projects: health initiatives, occupational safety initiatives, green environment initiatives and social and community initiatives. Since the launch of the program, FAHR has organized a number of activities under each initiative.

The Wellness Program included a diverse range of events and health activities including tests to measure blood glucose and pressure, the amount of carbon dioxide, BMI, etc. In addition, employees were provided with health guidelines, sports tips

and healthy and awareness pamphlets. The event saw an overwhelming response from the employees to take advantage of the free medical screenings”.

It should be noted that FAHR had organized a number of different activities under each of the four Employee Wellness Program’s initiatives. Regarding the health initiative, a campaign had been launched to encourage employees to use stairs instead of elevators, and a number of educational pamphlets and posters were distributed about the benefits of walking. Various activities had also been conducted under the occupational safety initiative, including a training workshop for FAHR employees in cooperation with Dubai Civil Defense, which secured first aid boxes, and air purification equipment.

Monthly Iftar

The Monthly Iftar (breakfast) is one of the initiatives launched by FAHR in 2012 in order to create a positive and creative work environment motivating the employees. The initiative has become a monthly tradition that combines staff with the leadership, in order to review the latest developments and achievements of FAHR, and stand on their projects and future plans at the Federal Government level. FAHR aims through this initiative to enhance communication between the leadership of FAHR and its staff at different departments, grades and titles in an unconventional social atmosphere.

Wellness & Innovation Session

The “Wellness and Innovation Session” initiative is an innovative approach in

human capital management and is one of the manifestations of the open-door-policy, whereby employees are engaged in decision-making processes and help identify their needs and requirements, which would eventually lead to creation of a more attractive work environment that would bring the best out of them and promote loyalty and belongingness to the entity, and thus increase productivity and raise levels of job satisfaction.

“Well Done” (Maqasert) ... Appreciation Cards

Recognizing the importance of creating a work environment based on competition and cooperation, and in furtherance of the principle of teamwork, the Federal Authority for Government Human Resources, launched in 2013, a new internal initiative under the name “Well Done” Card. It is an electronic card of thanks and appreciation among FAHR employees of different departments and grades, to express their gratitude for the corporation and efforts made by their colleagues and due to their commitment to professional and ethical principles at work.

“Well Done” Card is based on FAHR’s standards and values, such as professionalism, responsibility, loyalty, leadership, performance excellence, and equality, in addition to promoting effective communication among employees.

Since its launch, the initiative has received considerable attention from FAHR staff, ministries and federal entities, who have been providing this service within a bouquet of services provided by FAHR intelligent application, and about 15,000 “thanks and

appreciation”, of which 11,500 cards were exchanged among the staff at during 2015.

Suggestions Scheme ... “Develop with Us”

In its effort to provide a working environment full of positivity, motivation and creativity for its employees, FAHR has launched in 2012 the Suggestions Scheme “Develop with Us”, and linked it to its website. Through this Scheme, the internal and external proposals aiming to develop the work environment in FAHR are received.

The suggestions are subject to study and evaluation from a specialized team in FAHR, for the preparation of adopting it and implementing the feasible ones. During 2015, the Scheme has received about 180 proposals, 27 of them are feasible, 21 of them have been applied until the end of 2015, and the implementation of the other proposals is in progress.

FAHR Media Tools

“HR Echo” Magazine

FAHR launched the specialized bilingual and biannual magazine “HR Echo”. The content of the magazine is prepared in partnerships with globally recognized institutions in the field of human resources and the empowerment and development of human capital, such as the British Chartered Institute of Personnel and Development (CIPD); Boston Consultancy Group (PCG); Monash University in Australia; Duke University in US; the Association of Qualitative Research in UK and the Korean

Institute for Officials Training (COTI). The HR Echo magazine is considered one of the innovative initiatives of FAHR. It is prepared through global partnerships without bearing any financial burdens on the part of FAHR, despite the fact that the preparation of the studies and research published in the magazine require large budgets. FAHR is seeking, through “HR Echo”, to address the largest segment of customers, partners and the public of specialists and those interested in the growth, development and the empowerment of human resources, not only in the UAE but also at regional and international levels.

Both hard and online copies of the magazine are distributed for free to more than 50 thousand readers inside and outside the state. The authority has a huge database as part of the HR information management system, “Bayanati” and its accounts on the social media websites, mailing lists to a variety of partners and friends of the authority, in addition to the members of the human Resources Club. The magazine is available on the FAHR website www.fahr.gov.ae, in both Arabic and English, where prospective readers may subscribe online.

Human Resources Magazine 60,000 Readers and 56 Editions

It is a monthly electronic magazine specializing in Human Resources that is issued by the Federal Authority for Government Human Resources. It is the first of its kind in the region in terms of specialization. It always seeks to the development in both form and content, and pursuits for pervasion days after another. During 2015, the magazine has witnessed

a quantum leap, especially with the release of its 56 edition, and the increasing of the number of readers that reaches 60 thousand readers, mostly from the United Arab Emirates.

In 2015, FAHR won the Gold Anchor Award for 2015, which is hosted by the International Maritime Club (IMC).

To browse the magazine in Arabic and English languages and to subscribe, you can visit the website of the Federal Authority for Government Human Resources (www.fahr.gov.ae).

Social Media Channels

FAHR makes every effort to strengthen the bonds of communication and the prospects of cooperation with its partners and customers of the government institutions - federal and local - and the private sector, and the media and community, evidenced by its interaction with them via special accounts on social media sites; such as YouTube, Instagram, Twitter, and LinkedIn that witnessed a great movement during 2015, where the number of FAHR account followers reached more than 17,000 followers.

LinkedIn

In 2015, FAHR launched its e-Forum via FAHR web page on LinkedIn network, in partnership with the world's largest professional network. The e-Forum will act

as an umbrella that brings together all those interested in human resources and human capital development issues in the UAE and worldwide to exchange experiences and views on topics related to the development of human capital and global best HR practices.

Our Website 190,000 Visits in One Year

During 2014, the Federal Authority for Government Human Resources launched its website www.fahr.gov.ae with a new look, based on its desire to provide electronic services, especially those related to the procedures and policies of Human Resources in the Federal Government in a smooth and easy manner, allowing customers to obtain information about FAHR, its initiatives and projects.

The new website has bilingual using interface (Arabic and English), and pages to view the HR systems, policies and legislation at the Federal Government level, and other circulars and decisions issued in this regard, as well as the initiatives and projects of FAHR and its activities by word, image and video, in addition to the latest statistics and scientific studies related to the human capital in the Federal Government. During 2014, FAHR website recorded approximately 190,000 visits, of which 163,000 visits are from the state, which focused mostly on a number of main corners and sections at the site, such as:

media corner, laws and regulations, a page for Human Resources Information Management system "Bayanati", and a page for performance management system for the Federal Government employees.

FAHR gets the ISO

FAHR's Department of Information Technology was successfully awarded the global standard ISO27001 certificate for information security, which is considered one of the most internationally recognized certification in the area of information security and signifies the achievement of the highest quality and efficiency in the field of information technology management in international organizations.

FAHR in photos



«الهيئة» تشكل فريقاً لإدارة المعرفة وتعدّد لقاءات داخلية عدة

FAHR forms a team for knowledge management and conduct multiple internal meetings



وفد من الإدارة المركزية لتنمية الموارد البشرية في حكومة عجمان يطلع على أنظمة ومشروعات الموارد البشرية الاتحادية

Delegates from 1111 in Ajman Government viewing human resources projects and programs



جانب من أحد ملتقيات نادي الموارد البشرية

Parts from HR club events



جلسة عصف ذهني حول الإجازات المرضية والإنتاجية في الحكومة الاتحادية

Brainstorming session on sick leaves and productivity in the federal government