



The Guiding Manual for Performance Management System for the Federal Government Employees

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The Guiding Manual for Performance Management System for the Federal Government Employees

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First:

Introduction

Based on modern administrative concepts that the federal government is striving to apply through legislations that regulate the functioning of the administrative system of the federal government, at the head of which is the Federal Decree No. (11), of the year 2008, concerning human resources in the federal government and its amending Federal Decree No. (9), of the year 2011, which included a provision stipulating the necessity to issue a performance management system. Such a system is equally important on the level of employees and the government. To this effect, the Federal Authority for the Government Human Resources prepared the Federal Government Employees Performance Management System, applicable to all ministers and federal entities.

Policies and procedures adopted in job performance management will be considered according to the Federal Government Employees Performance Management System and relevant federal laws, in addition to the procedures and mechanisms of implementing the sanctioned performance management system course.



Second:

The objectives

- Explaining appropriate policies and procedures related to the job performance management system, in order to be adopted by relevant individuals in human resources departments, direct managers and all employees.
- Establishing rules of performance and annual evaluation standards for employees.
- Determining performance levels that deserve an annual increment and which are required for promotion.
- Signing off performance levels required for promotion.
- Drawing the flow for Completing the results of the annual performance review.

Third:

Definitions



Evaluating annual performance: It is an operation during which an employee's performance is evaluated in comparison to the main objectives and performance indicators, jointly drawn by every employee and his direct manager for the period of evaluation, given that these defined objectives and indicators are originally set at the beginning of the evaluation period, and are subject to review during the performance period, in order to take into consideration any big changes in roles and responsibilities.

General framework of competence behavioral: It is a general framework that includes competencies (leadership or basic) subject to evaluation, which must be enjoyed by the ministers and federal entities employees.

Complaints and grievances form. It is the approved form for submitting a **grievance** or an objection to the result of the annual performance review of an employee who received a "need improvement" result only.

Individual development plan: It is a work plan prepared in a way that suits the job of the person concerned with the development of specific competencies (knowledge, technical, behavioral, leadership or basic). It should improve the performance of their current job or prepare them to undertake other new responsibilities.

Main performance objectives: They are measurable objectives determined and agreed upon in advance between the direct manager and the employee at the beginning of the performance course. By the end of the performance management course, they should help measure the extent of progress made by the employee towards achieving objective or the individual roles required of them.

Interim Review: A periodical meeting held between the direct manager and the employee in order to review and evaluate responsibilities and behavior included in the annual performance document, enabling the employee to realize their position in relation to the required performance level and correct his flow, before the end of the probation period. The meeting should be documented and signed by both parties in accordance with the relevant specific form.

Periodic review: It is the preventive control represented by continuous review by the direct manager and the employee to rectify or enhance achievement, in

accordance with the objectives and behavior competencies specified in the annual performance document.

Annual performance document: A work plan drawn on a specific and approved form. It includes the objectives and competencies, along with the weight of each objective and how to evaluate the achievement, roles, responsibilities and evaluation mechanisms for each objective and competence. Also the skill levels required for the competencies. This document also contains a part concerned with the Interim review, and another concerned with the final evaluation of performance.

Weighing objectives: a process that aims to show the importance of some objectives compared with others during the evaluation year.

Performance improvement plan: a procedural plan drawn to improve employee performance. It extends for a period of six months, extendable to a similar period. It is directed at employees whose performance is evaluated as "needs improvement".

Moderation Process committee: a committee formed in every ministry or federal body to implement the system. It is charged with guaranteeing just and fair consideration of the annual performance review results, as shown in the performance management system.

Service jobs: jobs related to managing public utilities in the ministry or the federal entity, e.g., driver, office boy or the likes.



Fourth:

The Policy

a - Legal references (relevant provisions)

Policies and procedures are connected to the Human Resources Law of the federal government No. (1), of the year 2008 and its amendments and **executive regulation**, as explained below:

Legal references	relevant provisions
Federal Government Human Resources Law No. (11), of the year 2008, and its amendments	(Articles 30 - 31)
The Executive Regulation Of The Federal Government Human Resources Law.	(Article 40)
The Cabinet issued Decree No. (12), of the year 2012, regarding the	

b - Conditions and regulations (general conditions)

The government strives to improve the quality of federal government employees and develop their competencies and effectiveness by raising the level of their performance and encouraging them to develop and continuously educate themselves.

The employee performance evaluation process is not an end in itself. It is a means to measure, evaluate and estimate employee achievements as a way of encouraging them to acquire more skills and improve the competencies that help raise their performance level.

Job performance review results provide an objective foundation for many human resources related issues, e.g.: (granting annual increments / promotion / bonuses / transferring / training and development / educational leaves).



First: System objectives

- Establishing a methodology that guarantees connecting performance to receiving achievement bonuses and distinguished results.
- Improving and increasing employee productivity through an annual performance evaluation that is in accord with federal government objectives.
- Conforming with the strategic **objectives** of federal government entities and establishing them on individual levels.
- Encouraging and enhancing individual achievement under the umbrella of team work.
- Developing and encouraging the culture of continuous education and increasing the chances of vocational professional development.
- Enabling federal government entities to determine and honoring employees who enjoy a high degree of distinguished performance, competence and skill that contribute to realizing government distinction.
- Establishing clear bases for measuring the extent of actual contributions to the achievement and realization of the strategic objectives of the federal **entity**.



Second: The scope of system implementation

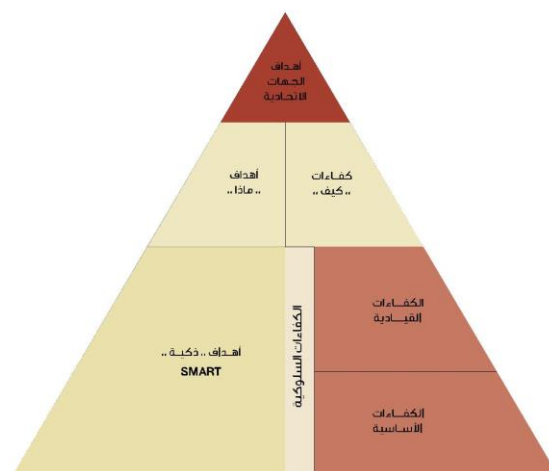
The performance management system applies to all ministries and federal entities, regardless of the type and duration of contract and job grade. It encompasses full and part time employees. Members of the judiciary are excluded, provided their special performance

systems are in accord with the greenly rules and the general framework of the system. Categories related to servicing jobs are also excluded.

► Third: The foundations of the performance management system

The objective behind employee performance management system is to guarantee concentrating on achieving the institutional objectives of the federal government. For this purpose, the main axes of the employee performance management system lie on two pillars.

1. Objectives. This axis includes what the employee is expected to accomplish during the year. This objective helps the employee ensure concentration on the important main aspects of their work, leading to competent and effective accomplishment. In addition, all employee objective are accorded with and connected to the institutional objectives of the federal entities or the operational requirements of the departments and divisions.
2. Competencies. This axis deals with the method and mechanism that determines how the employee accomplished his objectives according to the general framework of the behavioral competencies. The general framework of behavioral competencies includes two different groups of competencies, three leadership and two basic ones, developed according to the strategic priorities and The Code Of Ethics And Professional Conduct Document of the federal government.



The foundations of the system

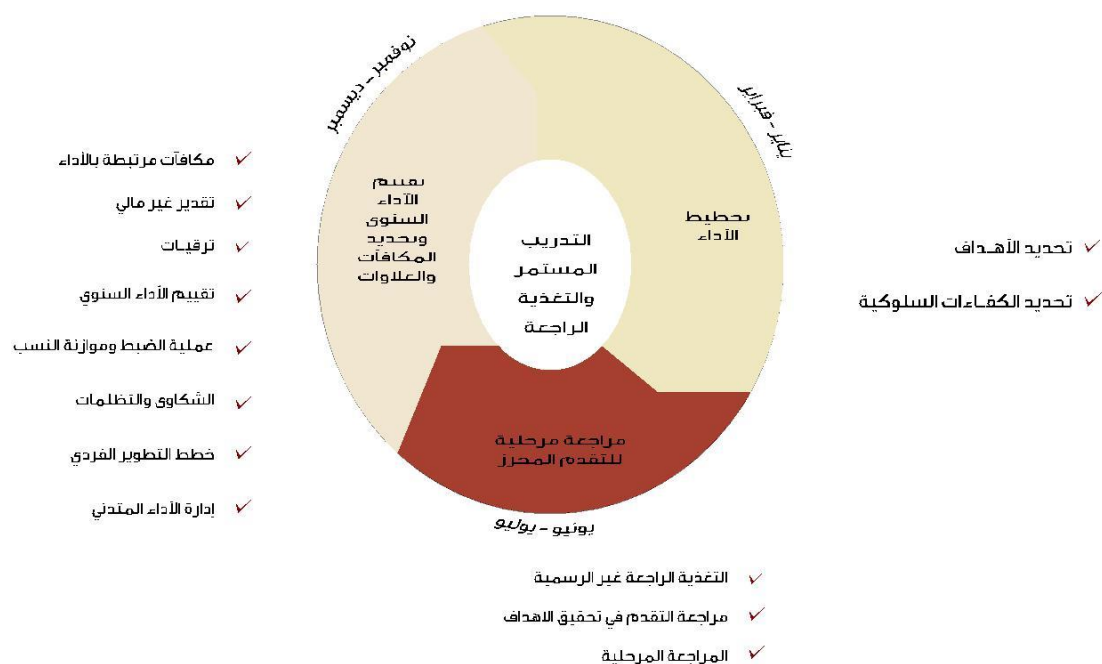


Fourth: Performance management system Cycle

The performance management system cycle consists of three phases:

Stage	Time period	Objectives
First Stage: "Performance planning"	the months of January and February of each year	<ul style="list-style-type: none"> • Adjusting individual objectives or main action responsibilities according to the job grade occupied by the employee. • Selecting behavioral competencies levels hoped for based on the general framework of behavioral competencies. • Agreeing and signing the annual performance document.
Second Stage: "Interim review"	The months of June and July of each year	<ul style="list-style-type: none"> • Reviewing all the objectives and roles that have been accomplished according to the annual performance document agreed upon. • Following up the progress realized in the direction of achieving objectives and roles in order to determine strong points, to be enhanced, and weak points, to be treated, and correct the workflow towards realizing objectives and roles in a way that would accomplish results at the time of annual evaluation, determine reasons and obstacles and amend any objectives when necessary (if need arises).
Third Stage: " Annual Performance Review "	The month of November and December of each year	<ul style="list-style-type: none"> • The final evaluation of employee performance is conducted by evaluating the level of achievement of objectives and competencies defined in the annual performance document, in accordance with standards approved and provided in the performance management system.

* It is worth mentioning that the three stages mentioned above feature continuous interim reviews with the necessity of guidance and monitoring achievements on the light of the annual performance document and making use of feedback.



► Fifth: Performance management system related processes

Moderation Process:

- The main objective of this process is to set and balance the performance classification of all employees with the aim of presenting fair and just evaluation data within the ministry / federal **entity**, by adjusting and balancing ratios. It takes place after the annual performance evaluation meeting and before informing employees of the final performance evaluation result.
- A committee is formed in every ministry / federal **entity** to set and balance the ratios under the chairmanship of the undersecretary or the general manager, and the membership of the assistant undersecretaries and the director of the human resources department.
- the purpose of forming the committee is evaluating levels in the federal entities, and guaranteeing just and fair evaluation. This committee's decisions are akin to the final evaluation of the performance of every employee.
- The human resources department in the federal **entity** has to undertake the following:
 1. Launch and commence the **Moderation Process** within the **entity**.
 2. Coordinating and managing the **Moderation Process** of the annual

performance evaluation results.

3. Following up amendment and compatibility processes of the final employee performance results.

- **Moderation Process** committees in ministries / federal entities have to **circulate** the final results of employee performance evaluation in that **entity** according to the table of ratio-ceiling included in the system, provided that the final sum of the ratios of the results of employee performance evaluation does not exceed 100%.

Complaints and grievances:

An employee with performance evaluation of "needs improvement" may appeal the result of their evaluation according to the following mechanism:

1. The appeal should be submitted in hand writing to the direct manager within five working days from the date of being notified of the result of the evaluation.
2. The direct manager must discuss the matter with the employee in order to reach a solution for the appeal. If the employee becomes convinced with the result of the evaluation, the appeal shall be signed by both parties and filed. If an agreement on the amendment of the result of the evaluation is not reached, the appeal shall be signed by the two parties in addition to the department manager, stating the causes. It is then sent to the human resources department for the necessary actions.
3. If an agreement is not reached, the employee may, within five workdays, submit the appeal to the manager at the next administrative level, under whom he works. In turn, the manager must answer the appeal in writing within a period of 10 workdays at the most, on the condition of discussing the matter with the director of the human resources department.
4. After receiving the reply, the employee may appeal within five workdays to the minister, or whom he delegates, who, in turn, shall discuss the matter with the director of the human resources department. Consequently, a final decision shall be made.

The human resources department shall take the following actions:

- Encourage a culture of dialogue and transparency between direct managers and their subordinates.
- Follow the cases of employees wishing to appeal an evaluation result of "needs improvement".
- Follow and coordinate the meeting of the department manager and the director of human resources with the employee.
- Follow the submission of the employee's appeal to the minister or his representative, and informing the employee of the minister or his representative's decision, which is considered final.



Sixth: Performance related rewards

- Based on the result of the meeting of the " Moderation Process committee", human resource department will distribute the final results of employee performance to direct managers, who in turn, shall inform their employees of the

final results.

- Distinguished employees who enjoy a high performance level, according to the annual performance review, will be honored and rewarded. Honoring will be in the form of periodical increments or promotions within the annual budget of the job for each ministry / federal **entity**, and in accordance with the law and its **executive regulation** or any amendments of it.

* To find out more about rewards connected to promotion, according to promotion conditions and rules provided for in the law and its **executive regulation**, please refer to Federal Government Employee Performance Management System, and chapter four of the guiding manual of Human Resources Policies and Procedures in the Federal Government.

Seventh: Low standard performance management



Employees whose performance fall under "need improvement" are considered low performers. The relevant direct manager must meet with those employees and discuss with them the reasons behind such low performance. A six-month plan should be drawn to remedy low performance. Two options shall be available at the end of the performance improvement plan:

To find out more details regarding relevant terms, conditions and regulations, please visit

In case employee performance did not improve and they were not able to realizes the objective of the performance improvement plan.	In case the employee achieved what is required from them according to the performance improvement plan.
A formal notice shall be directed at the employer, and they are given an additional six-month period to improve their performance. Before the start of this additional period, the method and way of realizing this new plan must be agreed with the direct manager.	The minister or whoever he delegates may grant the employee a cash reward within the range of half the sum of the annual increments set for their job grad for the previous year.
If the employee is proven incompetent for the job, direct manager may take the following actions: 1. Recommend to upper management that the employee be transferred to another job that suits their abilities. 2. Recommend to upper management that the employee be terminated due to lack of job competence, in accordance with the law.	The direct manager shall determine with the employee their objectives and roles for the reaming six months of the year. All provisions included in the performance management system shall apply to the employee as they do to others.

the official website of the Federal Authority of Government Human Recourses for a look at the Human Resources Law of the Federal Government No. (11), of the year 2008, its amendments and **executive regulation**, and the federal government employee performance management system approved by the Cabinet's Decree No. (12), of the year 2012.

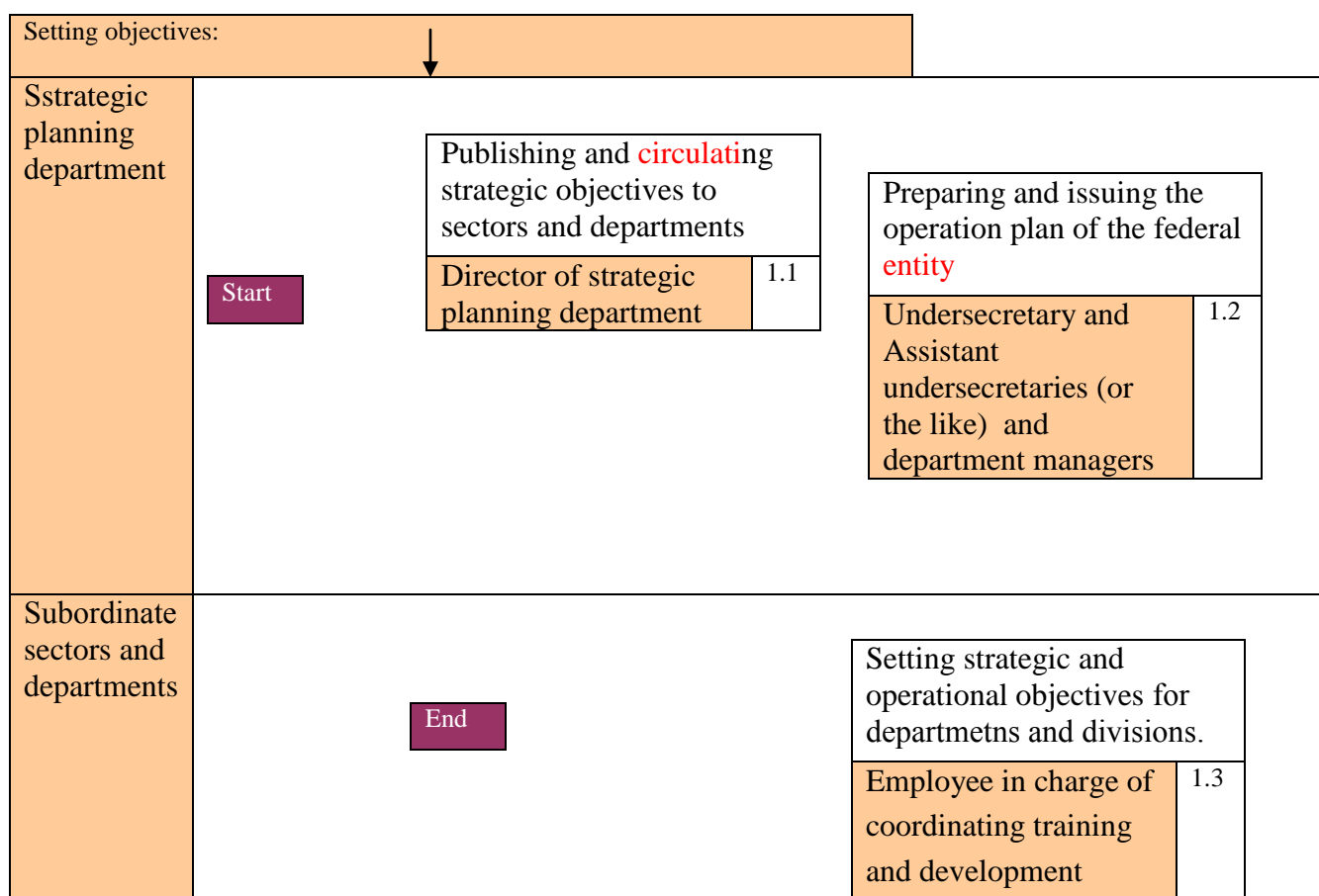
1.1: Procedures and execution mechanism

The following are the most important steps of the required procedures to manage the process of "setting objectives":

No.	Procedure	Oorganizational unit	Responsibility
1	Publishing and circulating strategic objectives to sectors and departments	Strategic planning department	Director of strategic planning department
2	Preparing and issuing the operation plan of the federal entity	Sstrategic planning department	Director of strategic planning department
3	Setting strategic and operational objectives for departmetns and divisions.	Subordinate sectors and departments	Undersecretary and Assistant undersecretaries (or the like) and department managers

* All procedures shall be activated in the following stage within the "Bayanati" system

1.2 workflow



Key of workflow

- Horizontal flow indicates concerned departments
- Squares indicate the procedure included in the operation
- Numbers in the squares indicate the sequence of steps
- To read the **workflow**, start from "Start" and follow the sequence of steps according to the numbers below each square.

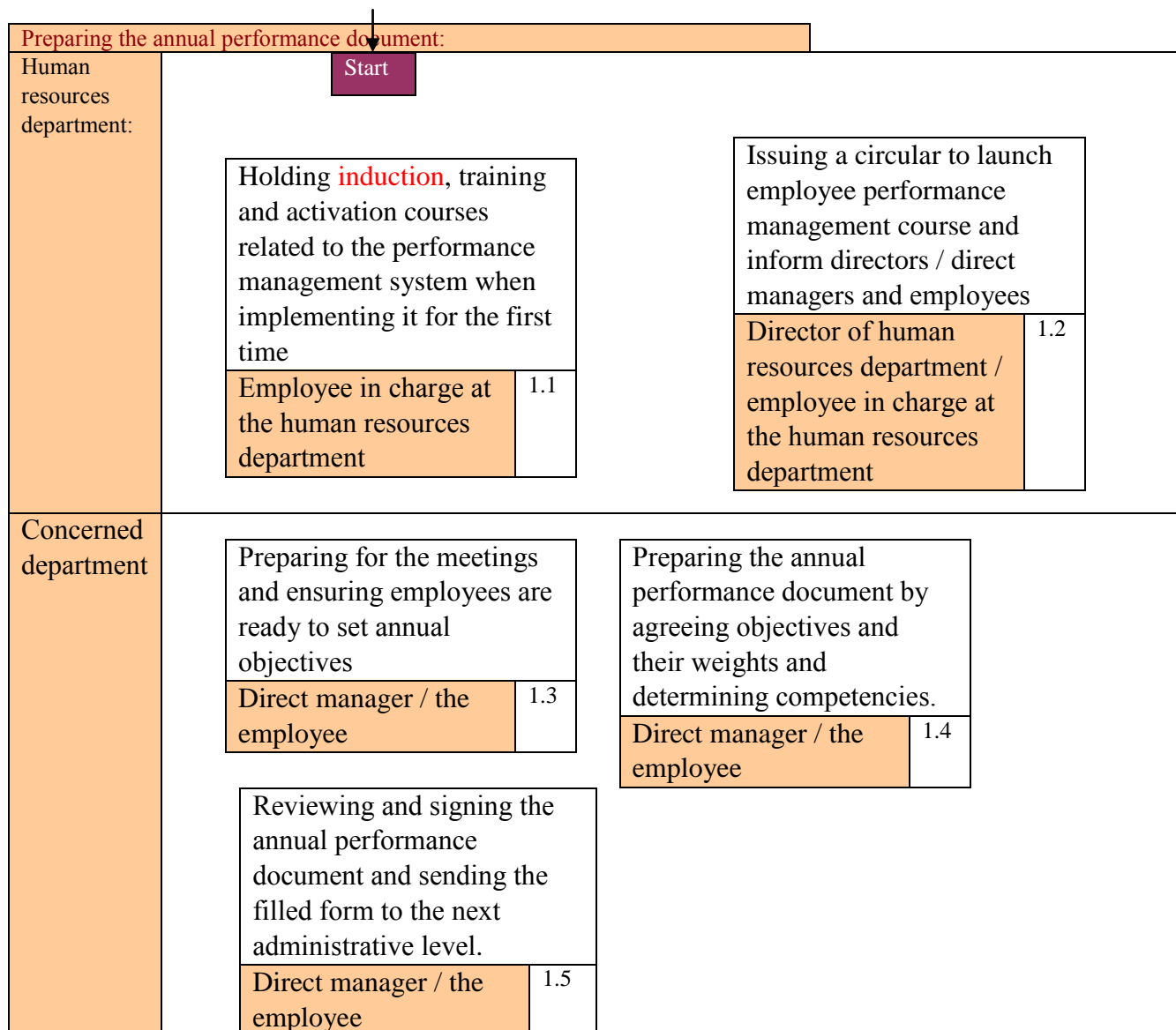
2.1: Procedure **workflow**

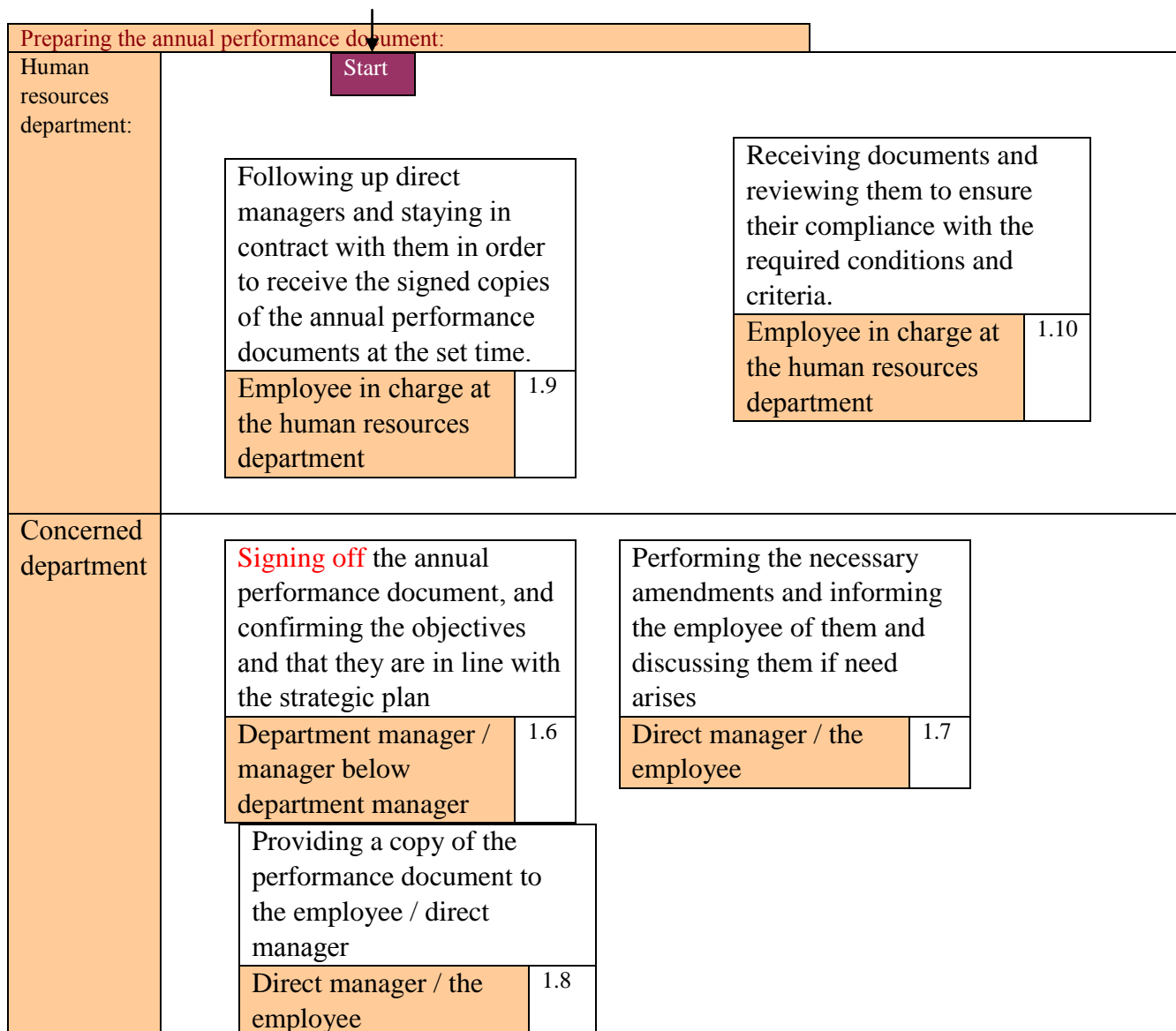
The following are the most important steps of the required procedures to manage the process of preparing the annual performance document":

No.	Procedure	Organizational unit	Responsibility
1	Holding induction , training and activation courses related to the performance management system when implementing it for the first time	Human resources department	Employee in charge at the human resources department
2	Issuing a circular to launch employee performance management course and inform directors / direct managers and employees	Concerned department.	Director of human resources department / employee in charge at the human resources department
3	Preparing for the meetings and ensuring employees are ready to set annual objectives	Concerned department.	Direct manager / the employee
4	Preparing the annual performance document by agreeing objectives and their weights and determining competencies.	Concerned department.	Direct manager / the employee
5	Reviewing and signing the annual performance document and sending the filled form to the next administrative level.	Concerned department.	Direct manager / the employee
6	Signing off the annual performance document, and confirming the objectives and that they are in line with the strategic plan	Concerned department.	Department manager / manager below department manager
7	Performing the necessary amendments and informing the employee of them and discussing them if need arises	Concerned department.	Direct manager / the employee
8	Providing a copy of the performance document to the employee / direct manager	Concerned department.	Direct manager / the employee
9	Following up direct managers and staying in contract with them in order to receive the signed copies of the annual performance documents at the set time.	Human resources department:	Employee in charge at the human resources department
10	Receiving documents and reviewing them to ensure their compliance with the required conditions and criteria.	Human resources department:	Employee in charge at the human resources department

* All procedures shall be activated in the following stage within the "Bayanati" system

2.2: workflow





Key of **workflow**

- Horizontal flow indicates concerned departments
- Squares indicate the procedure included in the operation
- Numbers in the squares indicate the sequence of steps

To read the **workflow**, start from "Start" and follow the sequence of steps according to the numbers below each square

3.1: Procedures and execution mechanism

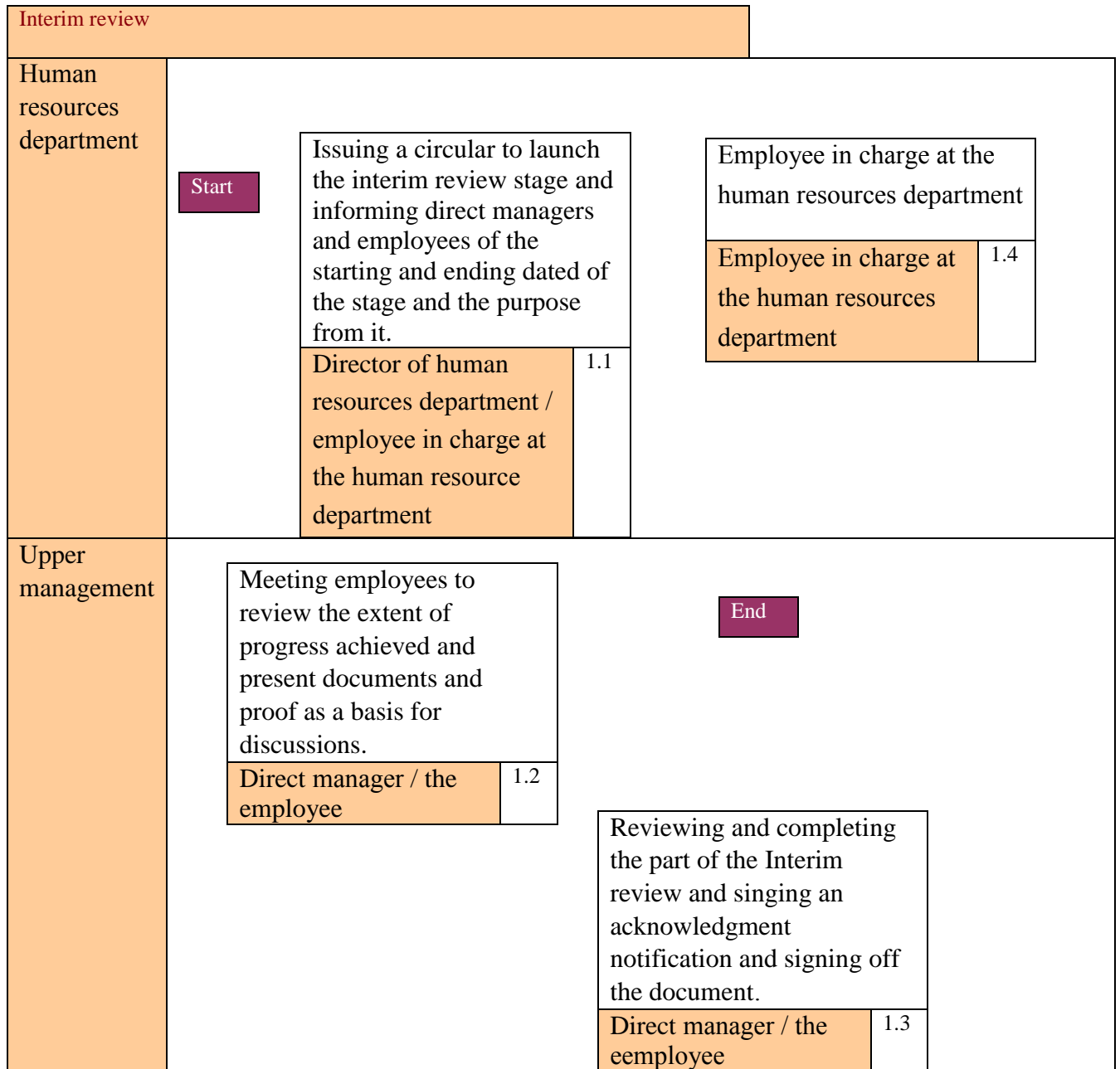
The following are the most important steps of the procedures required to manage the process of "Interim review":

No.	Procedure	Organizational unit	Responsibility
1	Issuing a circular to launch the interim review stage and informing direct managers and employees of the starting and ending dated of the stage and the purpose from it.	Human resources department	Director of human resources department / employee in charge at the human resource department
2	Meeting employees to review the extent of progress achieved and present documents and proof as a basis for discussions.	Concerned department.	Direct manager / the employee
3	Reviewing and completing the part of the Interim review and signing an acknowledgment notification and signing off the document.	Concerned department.	Direct manager / the employee
4	Ensuring all documents are received and comparing them to the originals.	Human resources department	Employee in charge at the human resources department

* All Procedures shall be activated in the following stage within the "Bayanati" system



3.2: workflow



Key of workflow

- Horizontal flow indicates concerned departments
- Squares indicate the procedure included in the operation
- Numbers in the squares indicate the sequence of steps
- To read the workflow, start from "Start" and follow the sequence of steps according to the numbers below each square

4.1: Procedures and execution mechanism

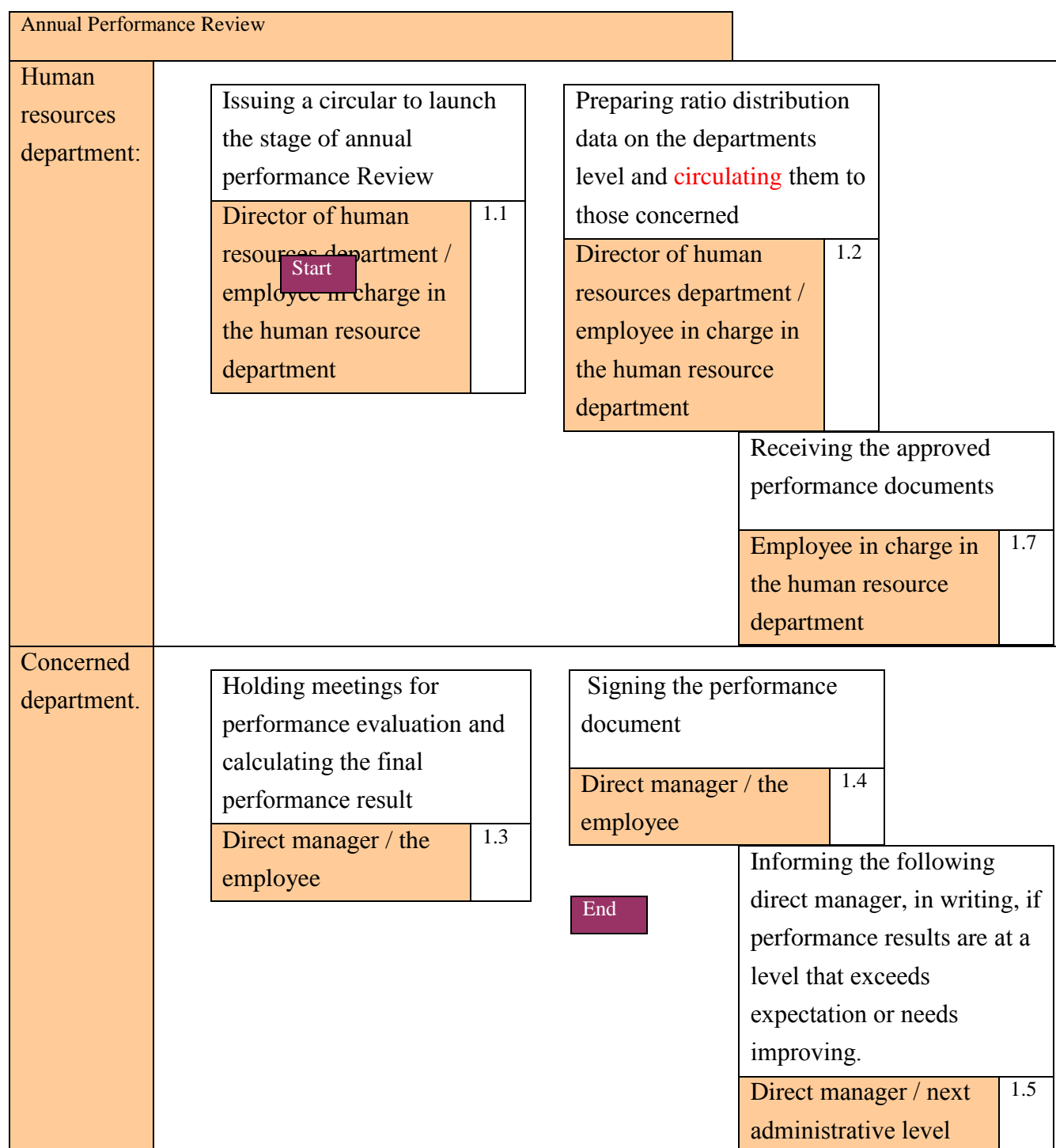
The following are the most important steps of the required procedures to manage the process of " Annual Performance Review "

No.	Procedure	Organizational unit	Responsibility
1	Issuing a circular to launch the stage of annual performance review	Human resources department:	Director of human resources department / employee in charge in the human resource department
2	Preparing ratio distribution data on the departments level and circulating them to those concerned	Human resources department:	Director of human resources department / employee in charge in the human resource department
3	Holding meetings for performance evaluation and calculating the final performance result	Concerned department.	Direct manager / the employee
4	Signing the performance document	Concerned department.	Direct manager / the employee
5	Informing the following direct manager, in writing, if performance results are at a level that exceeds expectation or needs improving.	Concerned department.	Direct manager / next administrative level
6	Signing off the performance document and referring it to the human resources department	Concerned department.	Department manager
7	Receiving the approved performance documents	Human resources department:	Employee in charge in the human resource department

No.	Procedure	Organizational unit	Responsibility
8	Checking documents and results and asking for supporting document as necessary	Human resources department:	Employee in charge at the human resources department
9	Preparing statistics on performance results on the level of the entity .	Human resources department:	Employee in charge at the human resources department
10	Holding the meeting of the adjusting and ratio balance committee.	Adjustment and ration balancing committee	Head of committee / director of human resources department
11	Evaluating results and amendment recommendations in case they exceeded the ceiling of approved ratios.	Adjustment and ration balancing committee	Committee members
12	Final approval of the classifications and results of employee performance.	Adjustment and ration balancing committee	Committee members
13	Signing off final result.	Adjustment and ration balancing committee	Committee members
14	Preparing reports on the results of employee performance evaluation results based on the approval of the adjusting and balancing ratios committee	Human resources department:	Employee in charge at the human resources department
15	Informing the employee of the final performance results	Concerned department.	Department managers / direct managers

* All procedures shall be activated in the following stage within the "Bayanati" system

2.4: workflow



Adjustment and ration balancing committee	Holding the meeting of the adjusting and ratio balance committee.		Evaluating results and amendment recommendations in case they exceeded the ceiling of approved ratios.	
	Head of committee / director of human resources department	1.10	Committee members	1.11
Concerned department.	<div>Key of workflow</div> <ul style="list-style-type: none">• Horizontal flow indicates concerned departments• Squares indicate the procedure included in the operation• Numbers in the squares indicate the sequence of steps• To read the workflow, start from "Start" and follow the sequence of steps according to the numbers below each square.			

annual performance review		
Human resources department:	<div> <div>Checking documents and results and asking for supporting document as necessary</div> <div>Employee in charge at the human resources department</div> <div>1.8</div> </div> <div> <div>Preparing statistics on performance results on the level of the entity.</div> <div>Employee in charge at the human resources department</div> <div>1.9</div> </div> <div> <div>Preparing reports on the results of employee performance evaluation results based on the approval of the adjusting and balancing ratios committee</div> <div>Employee in charge at the human resources department</div> <div>1.14</div> </div>	
Concerned department.	<div> <div>Signing off the performance document and referring it to the human resources department</div> <div>Department manager</div> <div>1.6</div> </div>	
Adjustment and ration balancing committee	<div> <div>Final approval of the classifications and results of employee performance.</div> <div>Committee members</div> <div>1.12</div> </div> <div> <div>Signing off final result.</div> <div>Committee members</div> <div>1.13</div> </div>	
Concerned department.	<div> <div>End</div> <div>Informing the employee of the final performance results</div> <div>Department managers / direct managers</div> <div>1.15</div> </div>	

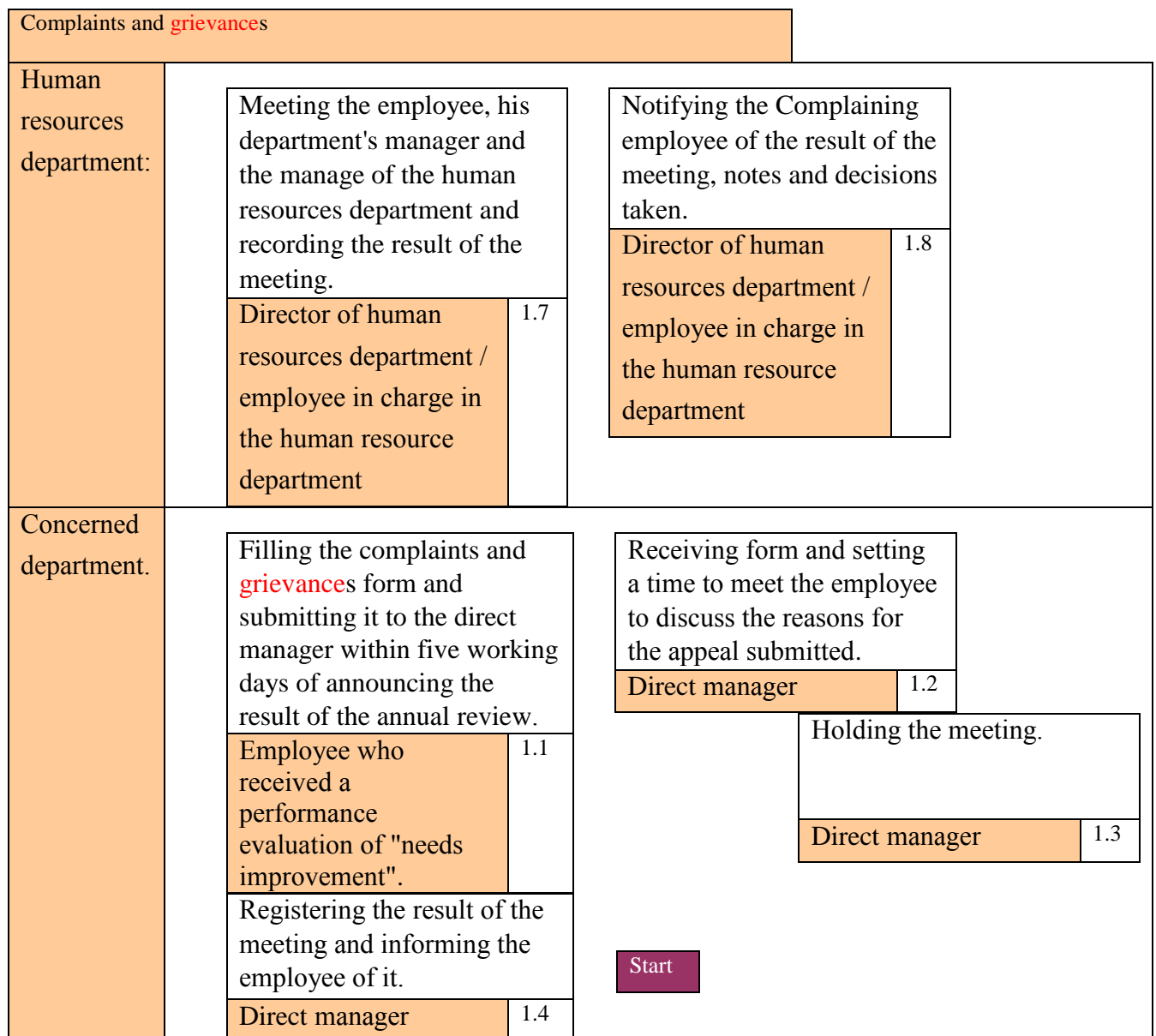
5.1: The following are the most important steps of the required procedures to manage the process of "complaints and grievances":

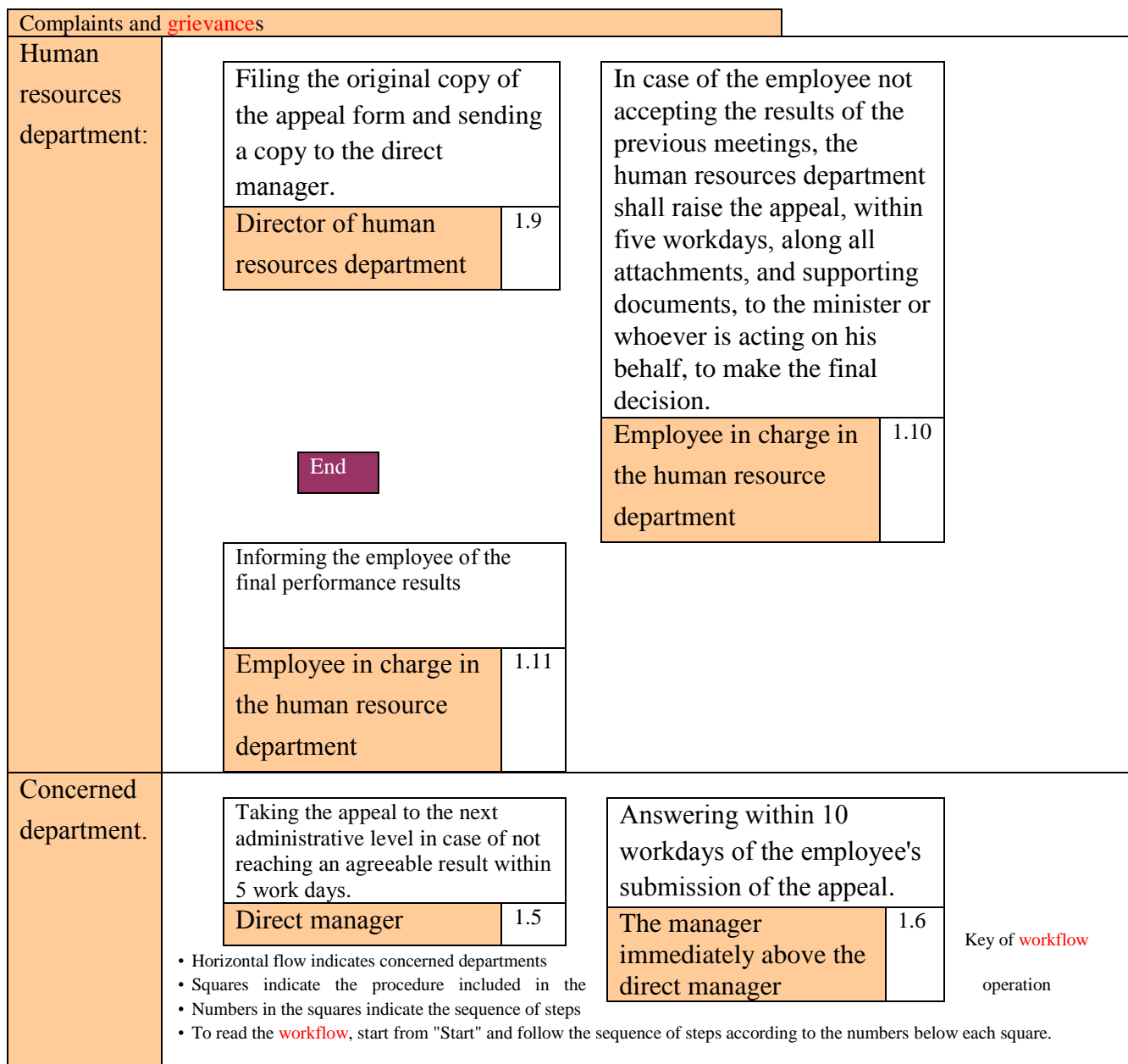
No.	Procedure	Organizational unit	Responsibility
1	Filling the complaints and grievances form and submitting it to the direct manager within five working days of announcing the result of the annual evaluation.	Concerned department.	Employee who received a performance evaluation of "needs improvement".
2	Receiving form and setting a time to meet the employee to discuss the reasons for the appeal submitted.	Concerned department.	Direct manager
3	Holding the meeting.	Concerned department.	Direct manager / the employee
4	Registering the result of the meeting and informing the employee of it.	Concerned department.	Direct manager
5	Taking the appeal to the next administrative level in case of not reaching an agreeable result within 5 work days.	Concerned department.	The employee
6	Answering within 10 workdays of the employee's submission of the appeal.	Concerned department.	The manager immediately above the direct manager
7	Meeting the employee, his department's manager and the manager of the human resources department and recording the result of the meeting.	Human resources department	Director of human resources department / employee in charge in the human resource department

No.	Procedure	Organizational unit	Responsibility
8	Notifying the Complaining employee of the result of the meeting, notes and decisions taken.	Human resources department	Director of human resources department / employee in charge in the human resource department
9	Filing the original copy of the appeal form and sending a copy to the direct manager.	Human resources department	Director of human resources department
10	In case of the employee not accepting the results of the previous meetings, the human resources department shall raise the appeal, within five workdays, along all attachments, and supporting documents, to the minister or whoever is acting on his behalf, to make the final decision.	Human resources department	Employee in charge in the human resource department
11	Informing the employee of the final performance results	Human resources department	Employee in charge in the human resource department

* All Procedures shall be activated in the following stage within the "Bayanati" system

5.2: : workflow





6.1: Procedures and execution mechanism

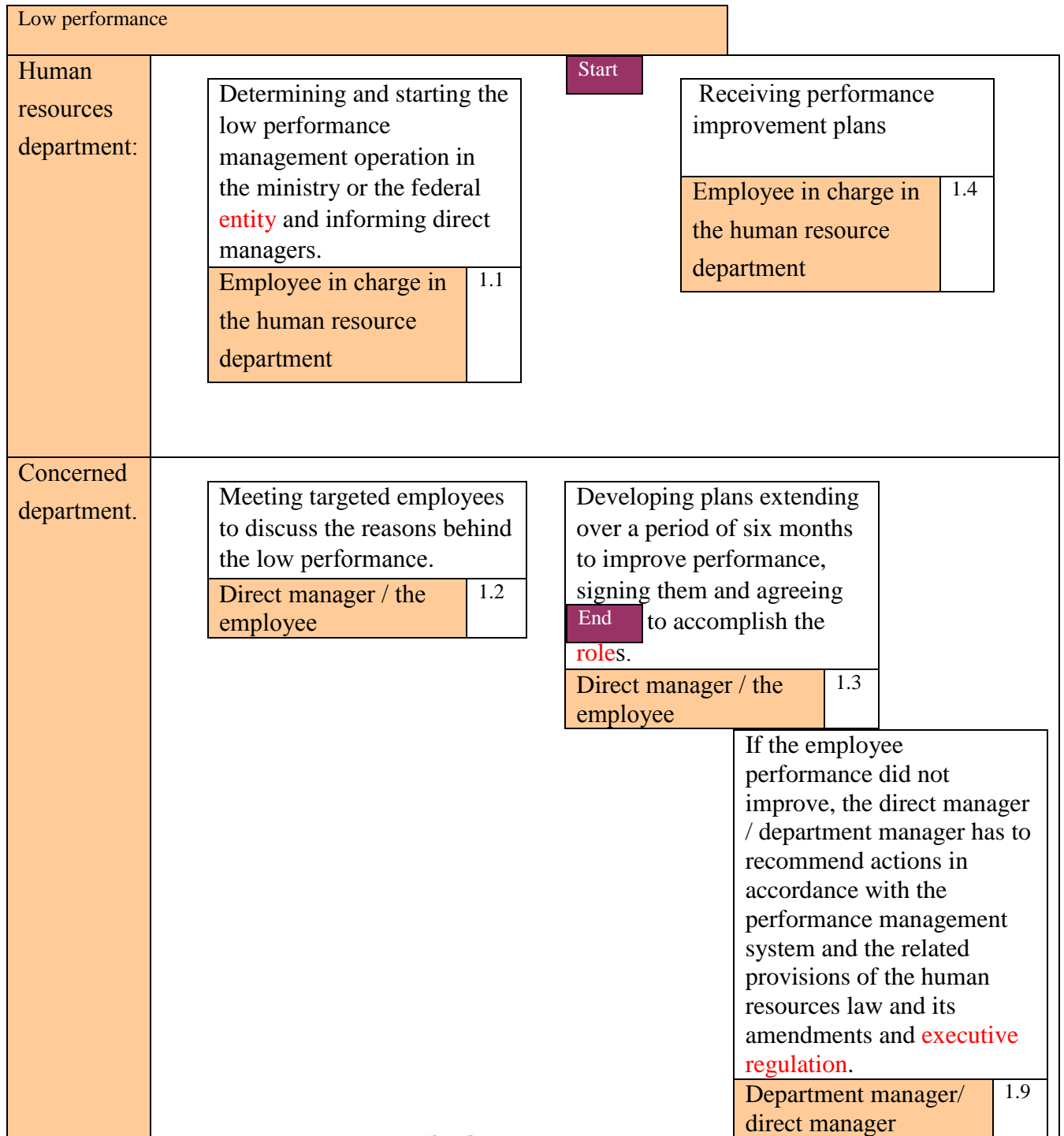
The following are the most important steps of the required procedure to manage the process of "managing low performance":

No.	Procedure	Organizational unit	Responsibility
1	Determining and starting the low performance management operation in the ministry or the federal entity and informing direct managers.	Human resource department	Employee in charge in the human resource department
2	Meeting targeted employees to discuss the reasons behind the low performance.	Concerned department	Direct manager / the employee
3	Developing plans extending over a period of six months to improve performance, signing them and agreeing means to accomplish the roles .	Concerned department	Direct manager / the employee
4	Receiving performance improvement plans	Human resource department	Employee in charge in the human resource department
5	Following up the performance of the employee and monitoring improvement in performance until the end of the set period.	Concerned department	Direct manager
6	Following up the implementation of the performance improvement plan.	Human resource department	Employee in charge in the human resource department
7	Informing the employee at the end of the performance improvement period and agreeing with the employee on the objectives and roles of the remaining six months of the year, in case of improvement in their performance	Concerned department	Direct manager / the employee

No.	Procedure	Organizational unit	Responsibility
8	Informing the employee of an extension of the performance improvement plan. Agreeing a means to achieve the set roles for improvement in case low performance continued for the additional six-month period.	Concerned department	Direct manager / the employee
9	If the employee performance did not improve, the direct manager / department manager has to recommend actions in accordance with the performance management system and the related provisions of the human resources law and its amendments and executive regulation .	Concerned department	Department manager/ direct manager

* All procedures shall be activated in the following stage within the "Bayanati" system

6.2: : workflow



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تویتر:

Low performance		
Human resources department:	Following up the implementation of the performance improvement plan.	
	Employee in charge in the human resource department	1.6
Concerned department.	Following up the performance of the employee and monitoring improvement in performance until the end of the set period.	
	Direct manager	1.5
	Informing the employee of an extension of the performance improvement plan. Agreeing a means to achieve the set roles for improvement in case low performance continued for the additional six-month period.	
	Direct manager / the employee	1.8
	Informing the employee at the end of the performance improvement period and agreeing with the employee on the objectives and roles of the remaining six months of the year, in case of improvement in their performance	
	Direct manager / the employee	1.7
<p>Key of workflow</p> <ul style="list-style-type: none"> • Horizontal flow indicates concerned departments • Squares indicate the procedure included in the operation • Numbers in the squares indicate the sequence of steps • To read the workflow, start from "Start" and follow the sequence of steps according to the numbers below each square. 		

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