The Indicators of the Human Resources Enablers in the Federal Government According to the Human Resources Maturity Index "HRMI"

Federal Authority | هيئة اتحادية

August 2019

The Main Pillars of the Human Resources Maturity Index Model "HRMI"

The mechanism used to measure the maturity level of human resources practices is based on the classifying the functions of human resources into four main pillars according to human resource competencies:, governance, recruitment efficiency, development, and engagement. These pillars are in line with the strategic priorities of the Government of the United Arab Emirates. Each pillar containing the following main KPIs:

Governance — 1

1. Compliance with HR laws and Regulations
2. Effective use of HR electronic systems.
3. Manpower efficiency
4. Compliance with HR Service Level Agreement (SLAs)

Recruitment Efficiency — 2

1. Digital transformation in recruitment.
2. Emiratization.
3. Turnover.
4. Performance Evaluation.

Development — 3

1. Digital transformation in training.
2. Percentage of trainees.
3. Average training hours.
4. Percentage of degree holders (BA and above)
5. Percentage of employees with the required competencies.
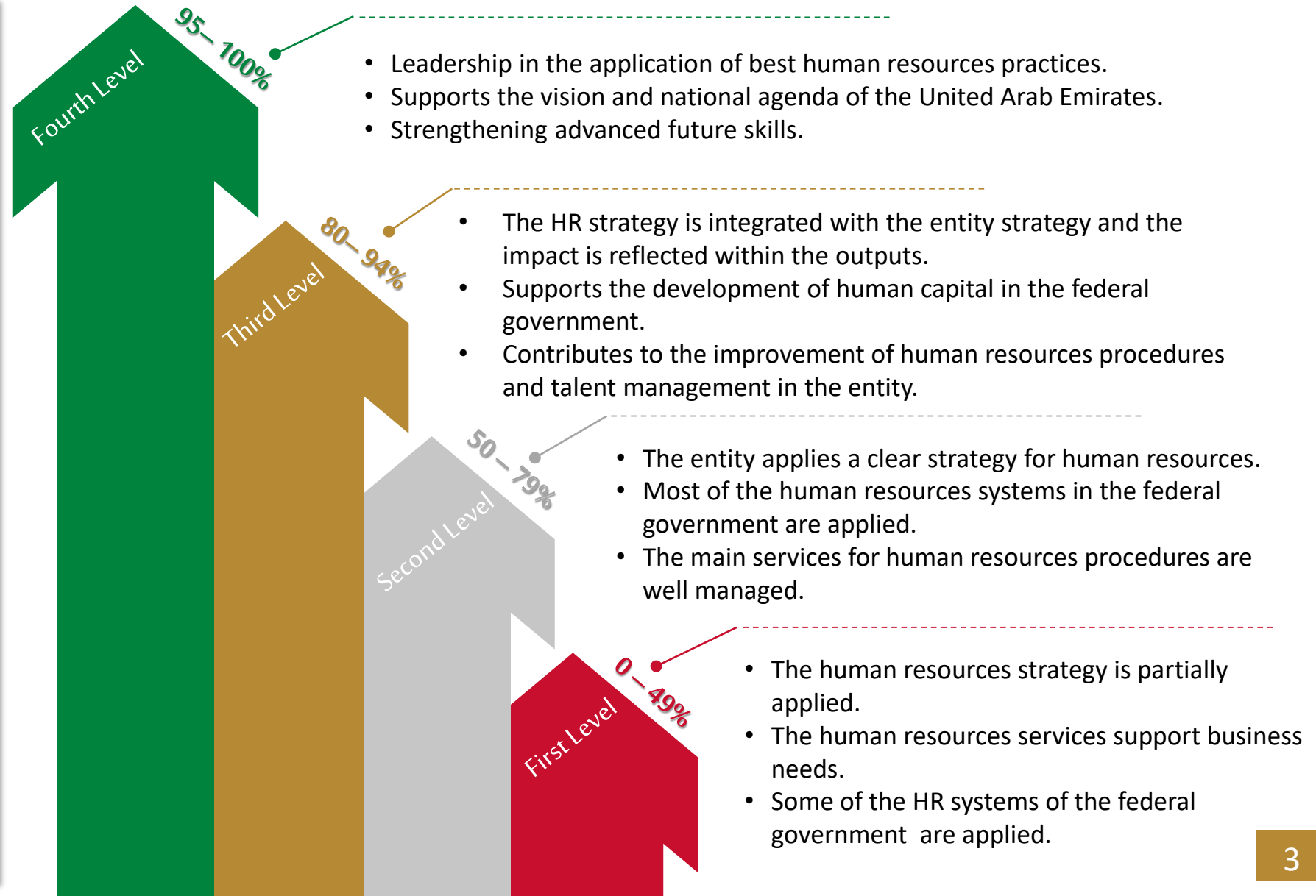
Engagement — 4

1. Employee productivity.
2. Rewards and incentives.
3. Indicators of happiness and positivity in the work environment.
4. Violations and grievances.
5. Skills Bank

- The federal entities are classified according to the levels of the Human Resources Maturity Index based on the results of the human resources KPIs in the federal government. The KPIs are measured through the HR electronic systems.

- The fourth level of the HR maturity represents the highest and the best level of development, while the first level represents the lowest level in the HR Maturity as it requires more efforts to improve human resources performance by the federal entities to keep up with the government priorities.

Fourth Level — 95 – 100%
- Leadership in the application of best human resources practices.
- Supports the vision and national agenda of the United Arab Emirates.
- Strengthening advanced future skills.

Third Level — 80 – 94%
- The HR strategy is integrated with the entity strategy and the impact is reflected within the outputs.
- Supports the development of human capital in the federal government.
- Contributes to the improvement of human resources procedures and talent management in the entity.

Second Level — 50 – 79%
- The entity applies a clear strategy for human resources.
- Most of the human resources systems in the federal government are applied.
- The main services for human resources procedures are well managed.

First Level — 0 – 49%
- The human resources strategy is partially applied.
- The human resources services support business needs.
- Some of the HR systems of the federal government are applied.

Governance Pillar

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1. **Compliance with HR laws and regulations (Severity Matrix)**

   **Note: calculated manually based on HR violation reports in BI**
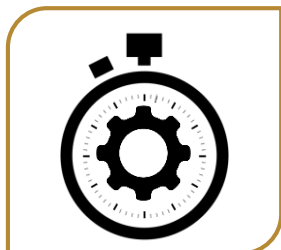
2. Effective use of HR electronic systems

1. The percentage of utilization of the electronic human resources systems for entities using Bayanati.
2. The percentage of automation of human resources systems for entities integrated through ESB
3. The percentage of employees data completion in the HR electronic system.

3. Manpower efficiency

1. Percentage of hiring efficiency according to the approved electronic mechanism.
2. The of implementation of the strategic workforce planning.
3. The percentage of filled vacancies in the critical jobs.
4. The percentage of core jobs from total jobs.
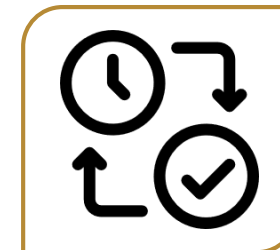
4. Compliance with the HR Service Level agreement (HR SLAs)

According to the Human Resources Accelerators Guide issued by the Federal Authority for Human Resources. This KPI is measured for the year 2019

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◀ This indicator measures the utilization of the following HR electronic Modules in Bayanati, which include:

1. Human resources procedures system (Core HR)
2. Self Service HR
3. Performance Management System (PMS)
4. Electronic recruitment system (i-recruitment)
5. Electronic training system (OLM)
6. Statistical reporting system (Discoverer)
7. Intelligence reporting system (Business Intelligence)

Method of Calculation :

This KPI is measured by calculating the efficiency rate of using the following electronic systems:

1. **Basic Human Resources System (Core HR)**

    Number of transactions to the total number of employees in the entity

2. **Self Service HR**

    Number of transactions to the total number of employees in the entity

3. **Performance Management System (PMS)**

    the average completion percentage of the 3 PMS phases to the total number of <u>targeted employees</u>

4. **Electronic Training System (OLM)**

    number of registration in training courses to the total number of employees in the entity

5. **Electronic recruitment system (i-recruitment)**

    Percentage of the number applicants to number of posted jobs through the system

6. **Statistical reporting system (Discoverer)**

    Number of the used reports to the number of users (with privileges to access the system)

7. **Intelligence reporting system (Business Intelligence)**

    Number of the used reports to the number of users (with privileges to access the system)

The percentage of automation of the HR electronic systems for the federal entities integrated through the Enterprise Service Bus (ESB)

Calculation Unit	Calculation type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◀ This indicator calculates the percentage of linkage Automated HR services through ESB and it includes:

1. Assignment Transaction Registration (Update organization unit/Position/Grade)
2. End of Service Registration
3. Promotion Registration
4. Leave Registration
5. Organization Hierarchy Change Registration
6. Employee Relatives Change Registration

7. Work Injury Registration
8. Training Course Registration
9. Payroll Registration
10. Employee Training Registration
11. Appeal Registration
12. Performance Evaluation Registration
13. Employee Details Change Registration

14. Employee Awarding Registration
15. Complaint Registration
16. Individual Development Plan Registration (I.D.P)
17. Certificate\Degree Issue Registration (vocational, professional, educational)
18. New Employee Registration

Method of Calculation :

Numerator	Denominator
Number of <u>Automated</u> Human Resources services	Total number services of Human Resources (18 Services)

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Calculation Unit	Calculation type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◀ This KPI calculates the completion percentage of Employee Basic Database, Job details and Dependent details in the HR Electronic system

Method of Calculation :

Numerator	Denominator
Number of completed fields	Total Number of required fields*

*The total number of required fields for the federal entities using **Bayanati system is 41 fields** as shown in slide 10
The total number of required fields for the federal **entities integrated through the Enterprise Services Bus (ESB) is 40 fields** as shown in slide 11

The list of fields for the federal entities using Bayanati system

Dependent Database	#
Dependent Name	1
Dependent ID	2
Dependent Gender	3
Dependent Social Status	4
Relationship	5
Dependent Date of birth	6
Start date of dependent	7

Job Details	#
Joining Date	1
Position	2
Job Family	3
Sub Job Family	4
PMO Classification	5
Grade	6
Grade Category	7
Organizational Unit	8
Job	9
Contract Type	10
Contract Start Date	11
Contract End Date	12
Contract Document	13
Basic Salary	14
Total Salary	15
Work Emirate	16
Work Location	17

Employee Basic Information Details	#
Name in Arabic language	1
Name in English Language	2
Date of Birth	3
National ID Number	4
Mobile Number	5
Address	6
Religion	7
Educational Level	8
Academic Qualification	9
Social status	10
Gender	11
E-mail Address	12
Nationality	13
Unified Number	14
Passport Number	15
Passport Document (copy)	16
National ID documents (copy)	17

Dependent Database	#
Dependent Name	1
Dependent relationship	2
Dependent Date of Birth	3
Dependent Gender	4
Dependent ID Number	5
Dependent Social Status	6
Hired ?	7
Has Medical Insurance?	8

Employee Job Database	#
Joining Date	1
Grade	2
Contract Type	3
Position	4
Job Family	5
Sub Job Family	6
PMO Classification	7
Name of Organizational Unit	8
Organizational Unit Type	9
Work Location	10
Work Emirates	11
Total Salary	12
Contract Start Date (Phase 2 Project)	13
Contract End Date (Phase 2 Project)	14
Contract Document (Phase 2 Project)	15

Employee Basic Database	#
Name in Arabic language	1
Name in English Language	2
Date of Birth	3
Nationality	4
National ID Number	5
Unified Number	6
Passport Number	7
Mobile Number	8
E-mail address	9
Address	10
Religion	11
Education Level	12
Academic Qualification	13
Gender	14
Social Status	15
Passport Document (Phase 2 Project)	16
National ID Document (Phase 2 Project)	17

Calculation Unit	Calculation Type	Calculation period
Percentage	Increase is better	Annually

Indicator description:

◀ This KPI measures the hiring efficiency of candidates in the federal government through matching their qualifications and work experience with job requirements.

Calculation method:

Numerator	Denominator
Number of employees achieved evaluation target (80% and above)	Total Number of employees evaluated through Automated hiring efficiency mechanism.

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Calculation Unit	Calculation Type	Calculation period
Percentage	Increase is better	Annually

Indicator description

◀ The KPI measures the quality and effectiveness of the Strategic Workforce Planning in the federal government which serves the Government direction in Planning the Human Capital to enhance and identify competencies and talents in the federal entities and provide accurate recruitment budget through a defined scientific methodology

Calculation method:

◀ This indicator depends on the average of two main KPIs (with equal weight):

◁ **The percentage of completion of the Strategic Workforce Planning Phases**

◁ **The percentage of hiring on jobs planned through the Strategic Workforce Planning Exercise.**

Percentage of Implementation of Strategic Workforce Planning Phases	
Numerator	Denominator
Total Number of jobs in the final phase (3rd phase)	Total number of jobs in the entity (without repetition)

Percentage of hiring on jobs planned through the Strategic Workforce Planning	
Numerator Component	Denominator Component
Number of employees hired on planned jobs	Total Number of hiring in the entity

Equation measurement of the effectiveness of the Strategic Planning of the workforce Plan
(Percentage of completion of the Strategic Workforce Planning Phases+ Percentage of hiring on jobs planned through the Strategic Workforce Planning Exercise) /2

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Calculation Unit	Calculation Type	Calculation period
Percentage	Increase is better	Annually

Description of the Indicator :

➤ This indicator measures the percentage of filled critical jobs in the entity as categorized in the Strategic workforce Planning system for the Federal Government, Critical Jobs are considered mandatory jobs as per the Regulatory Law to achieve the United Arab Emirates government 's vision and objectives.

Method of Calculation :

Numerator	Denominator
Number of filled critical jobs	Total number of critical jobs in the entity

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Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

> This indicator measures the percentage of the core jobs from the total jobs in the federal entity. Core jobs are essential functions to implement and achieve the strategic objectives and initiatives of the entity. **Core jobs are classified based on the <u>organizational unit</u> (for instance: IT, HR, Finance, Corporate Communication are support organizational units and not core units)**

Method of Calculation :

Numerator	Denominator
Numbers of core jobs in the entity (classified based on organizational unit)	**Total number of jobs in the entity**

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Calculation Unit	Calculation Type	Calculation Period
Employee per each unit	Average is better	Annually

Description of the Indicator :

The objective of this indicator is to measure the level of effectiveness and efficiency of the services provided by the human resources departments in the entities to their employees and the rest of the organizational units and customers according to the accelerators guidance issued by FAHR..

Method of Calculation :

Numerator	Denominator
Total percentage of compliance with HR SLAs for HR services in the entity	Total number of HR services in the entity

Customers		Examples of Provided Services
Employees (Internal Customers)	:	□ Processing salary and service letters □ Processing annual / sick leave requests □ Processing annual tickets requests □ Processing school fee reimbursement requests
Internal Business Units (Internal Customers)	:	□ Processing recruitment formalities □ Processing employee transfer requests □ Processing disciplinary and grievance actions
External Parties (External Customers)	:	□ Processing of monthly fees □ Providing employee-related information □ Preparing and submitting relevant reports

APPENDIX "A":
Initial List of Identified Service Levels for the HR Departments in the Federal Entities

|	**(A) Business to Business**		
Sr. No.	**Services**	**Description**	**Service Level (No. of Days)**
1.	Recruitment	From the date on which the concerned department submitted a recruitment request to the date on which a suitable candidate is selected (Selection of a suitable curriculum vitea / the interview process / the assessment process (if required) / the final selection of a suitable candidate)	Grade A, B: 60 days
			Grade 1, 2, Specialists, Advisors: 60 days
			Grade 3: 30 days
			Grade 4 and above: 30 days
		Average number of days from official joining date till the date of issuing a ministerial decree	1 day
		Average number of days from the date of issuing a ministerial decree till the date of issuing an employment contract	1 day
2.	Delegation	Average number of days from receiving request till logging the electronic approval	2 days
		Average number of days from receiving the electronic approval till the date of issuing the ministerial decree	1 day
3.	Transfer	Average number of days from receiving the electronic approval till the date of issuing the ministerial decree	2 days
4.	Amendment of a Job Title	Average number of days from receiving a request to change a job title till the date of logging in the electronic approval	2 days
		Average number of days from the date of receiving the electronic approval till the date of issuing a ministerial decree	2 days
5.	Orientation Program for New Employees	Average number of days from the joining date till the date of issuing an employee identification card	2 days
		Average number of days from the joining date till the date of issuing an insurance card	4 days
6.	Other Services	Performance Management System-related procedures	Service levels depend on the system mandates
		Learning and Development System-related procedures	
		e-Recruitment-related procedures	

# Recruitment Efficiency Pillar
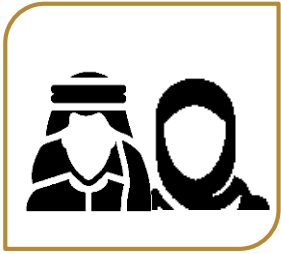
1. Emiratization (Strategic indicator)

1. Total Emiratization Ratio

2. The achieved Emiratization percentage vs targeted ratio

3. Percentage of the increase in the number of UAE nationals

4. Percentage of UAE national employees in critical Jobs

5. Percentage of UAE national employees in core jobs
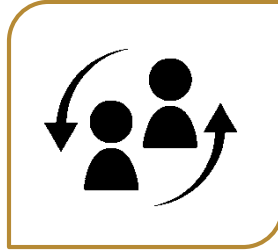
2. Turnover

1. Turnover Rate

2. Turnover rate for new employees (service period ≤1 year)

3. Turnover rate of employees with PMS rate of exceed expectation and above
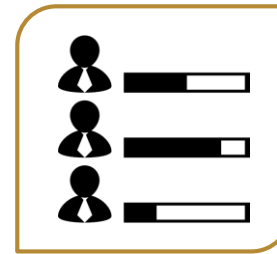
3. Performance Evaluation

1. Percentage of personal objectives derived from the SMART objectives Bank

2. Percentage of completion of PMS phases

3. Percentage of new employees with PMS rate of exceed expectation and above

4. Percentage of promoted employees

5. Percentage of employees with PMS rate of exceed expectation and above from total number of promoted employees

4. Digital transformation in recruitment

1. Percentage of vacancies posted through the i-recruitment system

2. Percentage of employees hired through i-recruitment system

Description of the Indicator :

Calculation Unit	Calculation Type	Calculation Period
Percentage	**Increase is better**	**Annually**

➤ This indicator measures the percentage of national employees in the entity. This KPI reflects the extent to which the entity applies the Emiratization plans and the policies related to the development of national employees. The indicator also reflects the success of the entity in attracting and raising the number of citizens in the critical jobs.

The following shall be included in the indicator:	The following shall be excluded from the indicator:
1. General and special Cadre's employees such as Educational, Diplomatic, Medical and Judicial Cadres. 2. Employees with full time contracts, special contracts, experts and consultants contracts. 3. Seconded employees 4. Employees who take an extensive Study leave, extensive sick leave and national service. 5. Employees appointed within the probation period.	1. Support/ service category employees 2. Local Cadre 3. Temporary and part time contracts 4. Outsourcing contracts

Calculation Unit	Calculation Type	Calculation Period
Percentage	**Increase is better**	**Semi-Annually**

Description of the Indicator :

> This indicator measures the percentage of UAE national employees in the federal entities. It reflects the extent to which the entity has applied the Emiratization plans and policies related to the development of the UAE national employees.

Method of Calculation :

Numerator	Denominator
Number of UAE national employees (without excluded category specified in slide 21)	**Total number of employees in the entity (without excluded category specified in slide 21)**

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◄ This indicator measures the percentage of Emiratization achieved in comparison to the Emiratization target which was set as per the mechanism agreed between the PMO, FAHR, and the Federal entity.

Method of Calculation :

Numerator	Denominator
The achieved(actual) Emiratization percentage	Emiratization target

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Percentage of the increase in the number of UAE nationals

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◄ This indicator measures the percentage of increase in the number of UAE nationals and reflects the success of the organization in attracting and raising the number of UAE nationals in the entity.

Method of Calculation :

Numerator	Denominator
Number of UAE national employees at the end of the year - the number of UAE national employees in the last year	Number of UAE national employees in the last year

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Percentage of UAE national employees in critical Jobs

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◀ This indicator measures the percentage of UAE national employees in the critical job, which are classified according to the strategic workforce planning system in the federal government as mandatory functions under the regulatory law and are necessary to achieve the vision and objectives of the UAE strategic government.

Method of Calculation :

Numerator	Denominator
The number of UAE national employees in critical jobs	The total number of critical jobs in the entity

Percentage of UAE national employees in core jobs

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Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◄ This indicator measures the percentage of UAE national employees in the core jobs, which are essential to implement and achieve the strategic objectives and initiatives of the entity.

Method of Calculation :

Numerator	Denominator
The number of UAE national employees in core jobs	The total number of core jobs in the entity

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Turnover Rate

Description of the Indicator :

The following shall be included in the indicator:	The following shall be excluded from the indicator:
1. General and specialized Cadre's employees such as Educational, Diplomatic, Medical and Judicial Cadres. 2. Employees appointed in accordance with the different full time, special contracts, experts and consultants contracts. 3. Transferred employees 4. Employees who take an extensive study leave, extensive sick leave and national service. 5. Employees appointed within the probation period. 6. Support/ service category. Turnover reasons included in the KPI: 1. Resignation 2. Expiry or end of contract 3. Transfer 4. Absenteeism from work without a reason for 10 consecutive days or 20 separated days. 5. Incompetency	1. Local Cadre. 2. Temporary or daily salary or part time contracts. 3. General services outsourcing contracts. 4. Reaching the retirement age. 5. Death cases. 6. Emiratization of jobs replacement plans 7. Withdrawal of the nationality or its fall from the employee 8. Federal decree to terminate employee service 9. Dismissal by a decision of the Council of Ministers 10. Termination due to restructuring 11. Termination due to unfit health.

Calculation Unit	Calculation Type	Calculation Period
Percentage	Decrease is better	Semi-Annually

◄ The turnover rate reflects the extent to which federal entities are able to maintain employees. It also reflects the average job vacancy and leakage of competencies in the federal government.

◄ The turnover rate include resignation cases after the expiry of the notice period for the resigned employee. For example: 1-7-2018 was defined as the last day of an employee so the employee should be counted in the "second half" turnover indicator, not from the date of the resignation request

Method of Calculation :

Numerator	Denominator
Number of employees who left the service (without excluded categories)	Total number of employees in the entity (without excluded categories)

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Calculation Unit	Calculation Type	Calculation Period
Percentage	Decrease is better	Annually

Description of the Indicator :

◄ The percentage of new employees leaving the service reflects the extent to which the federal entities are able to maintain new employees.

◄ **Definition of new employee: an employee with a service year of 1 year or less**

Method of Calculation :

Numerator	Denominator
Total number of employees who left the service within one year or less from their hiring date	The total number of <u>new employees</u> (with a service period ≥ 1 year)in the entity

Calculation Unit	Calculation Type	Calculation Period
Percentage	Decrease is better	Annually

Description of the Indicator :

◄ The indicator measures the percentage of employees with high performance who are leaving the service. It reflects the extent to which federal entities are able to maintain competency-based employees with a performance rating of **exceed expectation and above** according to the approved performance management system for federal government employees.

Method of Calculation :

Numerator	Denominator
The total number of employees with PMS rate exceed expectation and above (based on previous year PMS results. i.e. 2018) and leaving the service in the current year (i.e. 2019)	The total number of employees leaving the service in the current year (i.e. 2019)

Percentage of personal objectives derived from the SMART objectives Bank

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◀ This indicator reflects the extent of the electronic transformation in performance evaluation system by linking the personal objectives of employees to the operational plan of the entity and the SMART objectives bank.

Method of Calculation :

Numerator	Denominator
Number of employees who used SMART objectives bank	The total number targeted employees

Percentage of completion of PMS phases

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◄ This indicator measures the percentage of completion of the employee performance cycle according to the performance management system approved by the federal government

Method of Calculation :

Numerator	Denominator
Number of completed performance documents at the end of each phase	Number of the target employees in the annual assessment

Job performance evaluation stages
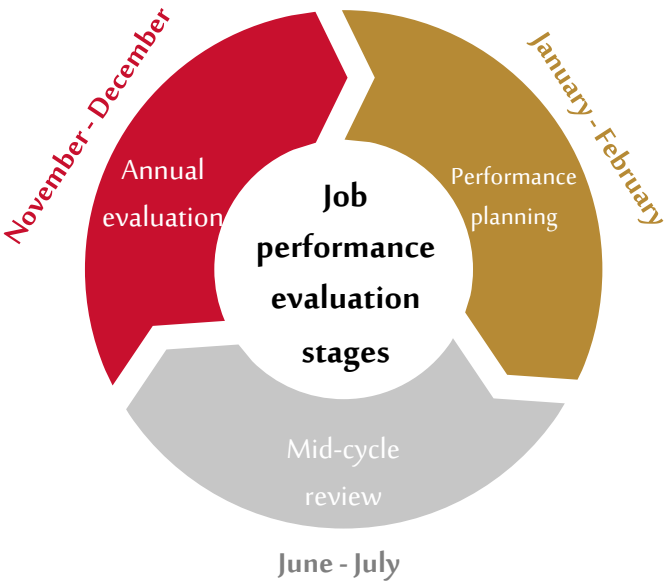
November - December — Annual evaluation

January - February — Performance planning

June - July — Mid-cycle review

Note: The educational Cadre in the Ministry of Education has a special performance system where the period differs from the current system according to the academic year.

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◀ This indicator measures the percentage of new employees (with one year or less than one year of service) who have competencies and who have obtained a score **exceed expectation and above** according to the performance management system in the federal government.

Method of Calculation :

Numerator	Denominator
Number of new employees with PMS rate of exceed expectation and above (this is based on latest PMS result, i.e. 2019)	**Total number of new employees**

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◄ This indicator measures the percentage of promoted employees in the entity, as well as the percentage of employees who have a PMS rate of **exceed expectation** and above from the total number of **promoted employees.**

Method of Calculation :

1. **The percentage of promoted employees**

Numerator	Denominator
Number of promoted employees	**Total number of employees in the entity**

2. **The percentage of employees who promoted and got a performance rating of exceed expectation and above from the total number of promoted employees**

Numerator	Denominator
Number of employees who promoted and got a performance rating of exceed expectation and above (based on last year PMS results. i.e. 2018)	**Total number of promoted employees in the current year (i.e.2019)**

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Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◄ This indicator measures the extent of the digital transformation in recruitment through the use of the i-recruitment system to determine the automation of recruitment processes in the federal entity and it includes two sub-indicators:
1. **Percentage of vacancies posted through the i-recruitment system**
2. **Percentage of employees hired through the i-recruitment system**

Method of Calculation :

1. **Percentage of vacancies posted through the i-recruitment system**

Numerator	Denominator
Number of vacancies posted through i-recruitment	Total number of vacancies in the entity

2. **Percentage of employees hired through the i-recruitment system**

Numerator	Denominator
Number of employees hired through the i-recruitment system	Total number of hiring in the entity

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Development Pillar

1. Digital transformation in training

1. Percentage of employees who have an electronic individual development plan (IDP)

2. Percentage of training programs executed based on results and outputs of the performance management system.

3. Percentage of the usage of training bank.

4. The relevance of the executed training programs to the training needs according to the results of training effectiveness survey.

5. Percentage of the usage of different trainings methods

2. Percentage of Trainees (Strategic indicator)

3. Average Training hours (Strategic indicator)

4. Percentage of employees with higher qualification degree (BA and above)

5. Percentage of employees with the required competencies

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◀ This indicator measures the percentage of employees who have an electronic individual development plan (IDP) that is developed annually and in line with the employee's needs to develop specific competencies that will improve his performance in his current job or to prepare him for other future responsibilities

Method of Calculation :

Numerator	Denominator
Number of employees who have an electronic individual development plan (IDP)	Total number of the target employees in training

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◀ This indicator measures the extent to which the federal entity links the outputs of the performance management system with the i training programs to develop the employees' functional and behavioral competencies.

Method of Calculation :

Numerator	Denominator
Number of training programs executed based on the performance system outputs	Total number of training programs proposed form the performance management system

Percentage of the usage of the training bank

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◀ This indicator measures the extent to which the entity has benefited from the electronic training bank in implementing individual development plans for the target employees in training.

Method of Calculation :

Numerator	Denominator
Number of training programs executed through the training bank	Total number of training programs executed in the entity

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The relevance of the executed training programs to the training needs according to the results of training effectiveness survey

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Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◄ This indicator aims to measure the impact of training and the suitability of the training programs implemented with the training plans and needs of the target employees.

Method of Calculation :

Numerator	Denominator
Number of the executed training programs which suit the training needs of the targeted employees (based on the effectiveness of the training survey results)	Total number of training programs executed in the entity

Percentage of the usage of different trainings methods

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◄ This indicator measures the percentage of the usage of different training methods identified in the approved training and development guidance in the federal government, which will raise the workforce performance to achieve the entity's current and future objectives.

Method of Calculation :

Numerator	Denominator
Number of the used training methods	Total number of the training methods identified in the approved the training and development guidance/module in the federal government (8 training methods)

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Description of the Indicator :

◄ This indicator measures the percentage of employees trained in the federal entities. It aims to determine the level of participation of employees in training programs of all kinds in order to improve the performance of employees and develop their knowledge, skills, abilities and empowerment, as required by the job requirements.

◄ The term training program includes any type of training to be accredited in the training and development system either by attending a seminar, training program, workshop or other.

◄ The participation of the employee in the attendance of the training and development programs is counted as one time (for one employee without repetition throughout the year) regardless of the repeated participation in the training in all forms. The aim of the indicator is to measure the participation of employees from the total target of the system.

Note:

◄ This indicator is linked to another indicator, which is the average of the training hours. Therefore, the numbers collected in the two indicators must be taken into account so that there are no inconsistencies or conflicts.

* Total number of employees targeted in training is the total number of employees targeted based on the classifications listed in the table showing the categories covered by the indicator measurement

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Simi-Annually

Method of Calculation :

The following shall be included in the indicator:	The following shall be excluded from the indicator:
1) General and specialized Cadre's employees such as educational, diplomatic, medical and judicial Cadres. 2) Employees appointed in accordance with the different full-time and special contracts, experts and consultants.	1) Support or service category. 2) Local Cadre. 3) Temporary, daily salary or part time contracts. 4) General services outsourcing contracts. 5) Employees included in the ranks below 10th rank 6) Secondment, extensive summer vacancy, extensive sick leave, national service, appointments done in the last quarter of year. 7) Resigned employees during year.

Numerator	Denominator
Number of employees within the approved occupational categories who received training during the calculation period (accumulative with **no repeated frequency**)	Total number of employees planned to be trained in the approved occupational categories at the end of calculation period*

Half	Equation
First	Number of employees in the approved occupational categories who received training during the measurement period (cumulative without repetition) during the first half/ Total number of employees targeted in training in the approved occupational categories in the first half × 100
Second	Number of employees who received training during the year (without repetition) / Total number of employees targeted in training in the approved occupational categories at the end of the year x 100

Average Training hours

Description of the Indicator :

◄ This indicator measures the actual number of training hours spent by employees in training in the federal authorities. It aims at determining the time invested in developing the technical, behavioral and administrative skills.

◄ The term training program includes any form of training approved according to the training and development system for the employees of the federal government either by attending a seminar or training program or workshop or other for at least two hours.

◄ The total number of training hours received for all employees regardless of the employee's repetition is calculated as the objective of this indicator is to measure the average actual hours of the total target and compare them with the number of employees.

◄ The score is calculated on all functional categories of grade 10 and above (where applicable) (except for the support or service category)

Note:

◄ This indicator is linked to another indicator, which is the average of the training hours. Therefore, the numbers collected in the two indicators must be taken into account so that there are no inconsistencies or conflicts.

* Total number of employees targeted in training is the total number of employees targeted based on the classifications listed in the table showing the categories covered by the indicator measurement

Method of Calculation :

Calculation Unit	Calculation Type	Calculation Period
One hour per each employee	Increase is better	Simi-Annually

The following shall be included in the indicator	The following shall be excluded from the indicator:
1) General and specialized Cadre's employees such as educational, diplomatic, medical and judicial Cadres. 2) Employees appointed in accordance with the different full-time and special contracts, experts and consultants.	1) Support or service category. 2) Local Cadre. 3) Temporary and part time contracts. 4) Outsourcing contracts. 5) Employees included in the ranks below 10th rank. 6) Secondment, extensive summer vacancy, extensive sick leave, national service, appointments done in the last quarter of year. 7) Resigned employees during year

Numerator	Denominator
Total number of actual training hours for employees of the approved functional categories during the measurement period	Total number of staff targeted in training in the approved occupational categories at the end of the measurement period *

Equation	Half
(Total number of actual training hours for employees of the approved categories in the first half / Total number of employees targeted by training in the approved occupational categories at the end of the first half)	First
Total number of actual training hours for employees of the approved categories during the year / Total number of employees targeted in training in approved occupational categories at the end of the year)	Second

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◄ The indicator measures the percentage of employees with a Bachelor qualification and above. **employees at grade 10 or below (support services) are excluded when measuring this indicator.**

Method of Calculation :

Percentage of employees with university qualifications and above

Numerator	Denominator
Number of employees with a Bachelor degree or above (excluding grade 10 and below)	Total number of employees (excluding grade 10 and below)

Percentage of employees with the required competencies

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◀ This indicator measures the percentage of employees who have obtained a "meet expectations" assessment and higher in the assessment of the functional competencies of the total targeted in the performance evaluation in the entity.

Method of Calculation :

Numerator	Denominator
Number of employees with a "meet expectations" score and higher in job competency assessment for the current year (based on the latest PMS results. i.e. 2019)	Total number of targeted employees in the performance evaluation for the current year (i.e.2019)

Engagement Pillar

1. Employees productivity

Impact of sick leaves on productivity
(Strategic indicator based on Bradford Methodology)

2. Rewards and incentives

1. Percentage of rewarded employees

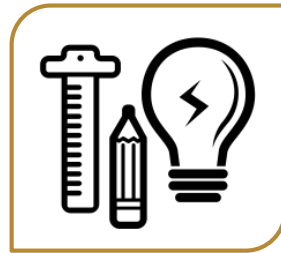**3. Indicators of the PMO study of happiness and positivity in the work environment**

1. Happiness Percentage

2. Positivity Percentage

3. Engagement Percentage

4. Loyalty Percentage

Note: the above KPIs are measured by the PMO based on a survey results

4. Violations and grievances

1. Percentage of violations

2. Percentage of resolved grievances

5. Skills Bank

1. Percentage of employees participating in the Skills Bank

الهيئة الاتحادية للموارد البشرية الحكومية
Federal Authority For Government Human Resources

Calculation Unit	Calculation Type	Calculation Period
Percentage	Decrease is better	Annually

Description of the Indicator :

This indicator measures the impact of sick leave on employee productivity by identifying short or frequent absenteeism cases or absenteeism that requires attention or certain actions to be taken by the human resources department. This indicator is measured by applying the following equation: Factor of leaves impact = $(a \wedge 2 * b)$

(A) The total number of separate employee absences per year

(B) Total number of days of absence of the employee during the year

Bradford's results are classified as follows:

1) 0-125: The result does not warrant any comments

2) 126-500: The result requires observation and monitor

3) 501-1000: The result requires action

4) 1001-2000: The result calls for consideration and applying disciplinary measures

5) Higher than 2000: The result calls for strict disciplinary action

Types of leaves included within the indicator are: sick leave, sick leave with committee, Exceptional sick leave inside the country (to accompany 1st or 2nd degree family patient), Exceptional sick leave outside the country (to accompany 1st or 2nd degree family patient)

Types of excluded Leaves: Annual Leave, Exit Permit, Study, National Service, Mourning

Calculation Method of the Impact of Sick Leaves on Productivity:

Calculation Period	Calculation Unit	Calculation Unit	Equation
Annually	Percentage	Decrease is better	(The number of employees whose leave impact factor falls within the fourth and fifth categories, which requires the application of strict disciplinary and disciplinary procedures / Total number of employees) x 100%

Numerator	Denominator
Number of employees whose leave impact factor falls within the fourth and fifth categories	Total number of employees in the entity

Example of using Bradford Factor points for the calculation of sick leaves impact on productivity in Bayanati system:

Table showing the distribution of sick leaves of an employee in a federal entity, in accordance with the frequency of sick leaves and number of days.

Emp. No.	Name of Ministry	Employee Name	Type of Leave	No. of leave days	Start date of leave	End date of leave
1000001	Federal Authority of Human Resources	Mohammed Ahmed Abdullah Khaled Hussein Salem	Sick Leave	4	13-Jan-14	16-Jan-14
1000001	Federal Authority of Human Resources	Mohammed Ahmed Abdullah Khaled Hussein Salem	Sick Leave	3	20-Jan-14	22-Jan-14
1000001	Federal Authority of Human Resources	Mohammed Ahmed Abdullah Khaled Hussein Salem	Sick Leave	4	9-Feb-14	12-Feb-14
1000001	Federal Authority of Human Resources	Mohammed Ahmed Abdullah Khaled Hussein Salem	Sick Leave	2	2-Mar-14	3-Mar-14
1000001	Federal Authority of Human Resources	Mohammed Ahmed Abdullah Khaled Hussein Salem	Sick, Commission	4	11-Aug-14	14-Aug-14
1000001	Federal Authority of Human Resources	Mohammed Ahmed Abdullah Khaled Hussein Salem	Sick, Commission	12	27-Aug-14	13-Sep-14

Frequency = 6   Total Days = 29

Equation for calculation of Bradford Points

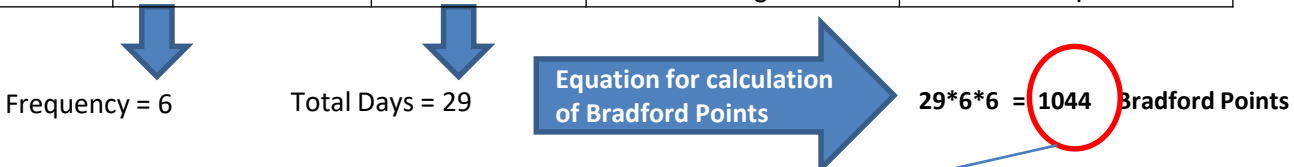$29*6*6 = 1044$ Bradford Points

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

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

الهيئة الاتحادية للموارد البشرية الحكومية
Federal Authority For Government Human Resources

United Arab Emirates

Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

◄ This indicator measures the percentage of rewarded employees in the federal entities according to the system of rewards and incentives in the Federal Government which is approved by the Council of Ministers decision No. 18 of 2015. this indicator aims to raise the competitiveness of the federal government to be an attractive environment for competencies by granting bonuses and incentives to federal government employees within the framework of an integrated system of human resource that enhances performance, increases productivity and ensures employee satisfaction.

Method of Calculation :

Numerator	Denominator
Number of rewarded employees	Total number of employees in the entity

Calculation Unit	Calculation Type	Calculation Period
A Violation per each employee	Degrease is better	Annually

Description of the Indicator :

◄ This indicator measures the number of violations approved by the violations committees and documented through the screens of Bayanati system or any other electronic system.

◄ The new electronic system for violations and grievances was launched in 2016, which enabled the federal entities to enter violation information more accurately. The electronic system contributes to the acceleration of the work of the grievances and violations committees in the federal entities and also assists in managing and governing the cases in a better way.

Method of Calculation :

Numerator	Denominator
Total number of violations	Total number of employees in the entity

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Calculation Unit	Calculation Type	Calculation Period
Percentage	Degrease is better	Annually

Description of the Indicator :

◄ This indicator measures the percentage of grievances that have been resolved through the grievance committees and documented through Bayanati system or any other electronic system.

◄ The new electronic system for violations and grievances was launched in 2016, which enabled the federal entities to enter related information more accurately. The electronic system contributes to the acceleration of the work of the grievances and violations committees in the federal entities and also assists in managing and governing the cases in a better way.

Method of Calculation :

Numerator	Denominator
Number of grievances resolved	Total number of grievances in the entity

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Calculation Unit	Calculation Type	Calculation Period
Percentage	Increase is better	Annually

Description of the Indicator :

➢ This indicator measures the number of employees participating in the Skills Bank in the federal entities in order to identify the skills of federal government employees and benefit from their skills and expertise in various projects and activities. The Skills Bank also enables the exchange of knowledge among the federal government entities through a unified database in the federal government which is accessible to all employees.

Method of Calculation :

Numerator	Denominator
Number of employees participating in the Skills Bank	Total number of employees in the entity

Thanks