



# ANNUAL REPORT 2018





## Annual Report 2018

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publication as under:

Federal Authority for Government Human  
Resources, The Annual Report 2018





**His Highness Sheikh Khalifa bin Zayed Al Nahyan**  
President of the United Arab Emirates



**Building Humans**  
is the best way to build homelands





**The Human of the UAE**  
is our bet to reach the highest of peaks

**His Highness Sheikh Mohammed bin Rashid Al Maktoum**  
UAE Vice President, Prime Minister and Ruler of Dubai



**His Highness Sheikh Mohammed bin Zayed Al Nahyan**  
Crown Prince of Abu Dhabi  
and Deputy Supreme Commander of the UAE Armed Forces



### **The Human**

is the most precious wealth and the most important resource, and the cornerstone on which the foundation of our homeland is built



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## 2018 Great achievements .. Emirates Vision 2021 is our goal

**Ladies and Gentlemen,  
Dear Readers,  
Peace and Allah's mercy and blessings be upon you,**

The year 2018 was filled with challenges and achievements that bring us closer to the dream: It is the dream of UAE Vision 2021, in which the UAE seeks to be one of the best countries in the world at all levels, especially in human capital development.

There is no doubt that the issue of investment in human capital, development did not happen all of a sudden. It is a cumulative process that has been evolving for decades, and required patience, effort, time and insight, guided by clear vision that focuses on nurturing talents, encouraging individuals to excel, and providing a supportive and incubating environment, based on a firm belief that man is the best asset for any nation that aspires to be prosperous.

**Ladies and Gentlemen,**  
The experience of the UAE has been a unique example of investment in human element, in addition to its interest in infrastructural development, culture and tourist attractions, as well as diversification of its resources and economy. This interest was reflected in the prestigious global position of the UAE among the world's most advanced countries at all levels. It has become a model of innovation and creativity and hub for aspiring dreamers from the region and the world.

In order to achieve this, the country's institutions

are working together to create and implement innovative initiatives whose primary and ultimate goal is to embrace and develop talent, and encourage creativity and innovation, toward shaping the future by achieving the UAE Vision 2021 and its national agenda.

The UAE vision and directives of our wise leadership constitute the Authority's guide and compass to realizing its goal, which is the implementation of the Human Resources Strategy in the Federal Government 2017-2021, and launch of more innovative solutions, regulations, legislation and creative initiatives that will constitute a qualitative addition to the Federal Government, as well as develop human capital, the most precious and valuable resource.

Pursuant to the Human Resources Strategy of the Federal Government, the Authority has made great achievements in 2018 within the scope of its competence, thanks to Almighty Allah, and the guidance of the wise leadership, which pays utmost care to human resource and believes in the importance of investing in human element and giving it top priority.

Among the most remarkable achievements of 2018 was the launch of the new Executive Regulations of HR Law in the Federal Government to cope with the dynamic development and the rapid changes the country is witnessing in various fields and the need to keep abreast of HR policies, legislation and systems at the Federal Government level. The aim was to empower employees, boost productivity level, achieve job satisfaction among



**Abdulrahman Abdul Mannan Al Awar**  
**Director General, The Federal Authority for  
Government Human Resources**

employees and create an attractive and nurturing work environment for the top talent.

The Authority also worked hard to modernize and develop the Human Resources Management Information System in the Federal Government "BAYANATI", by automating many human resources systems and converting them to smart, to provide the best services to Federal Government employees, and help them to complete all HR procedures on their own. In the meantime, the fourth edition of the UAE HR Award in the Federal Government, under the patronage of His Highness Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs, came to a close, and the fifth edition was launched.

The year 2018 also saw significant coordination and concerted efforts between the Authority and HR department in local governments to implement the six human resource initiatives adopted during the first round of the UAE Government's Annual Meeting. These initiatives included aligning and integrating human resources policies and systems; assessing the level of HR Maturity; establishing a unified database of government human resources; creating a smart screen technology for human resources systems; studying critical skills for future jobs; and expanding Human Resources Club (to cover all emirates).

At the end of 2018, the Authority initiated a series of consultations with its partners the federal ministries and entities to modernize the

electronic Performance Management System (PMS) for Federal Government employees. It also introduced smart screens and dashboards to display HR indicators and results through multiple systems.

One of the Authority's most outstanding projects is the Human Resources Business Partners Project in the Federal Government. A team was formed from the Authority employees to render services to the ministries and federal bodies, in its capacity as business partner specialized in human resources. The project helped in strengthening cooperation and communication, and ensured proper implementation of human resources policies, as well as meeting the needs of customers, and enhance the human resources outcomes.

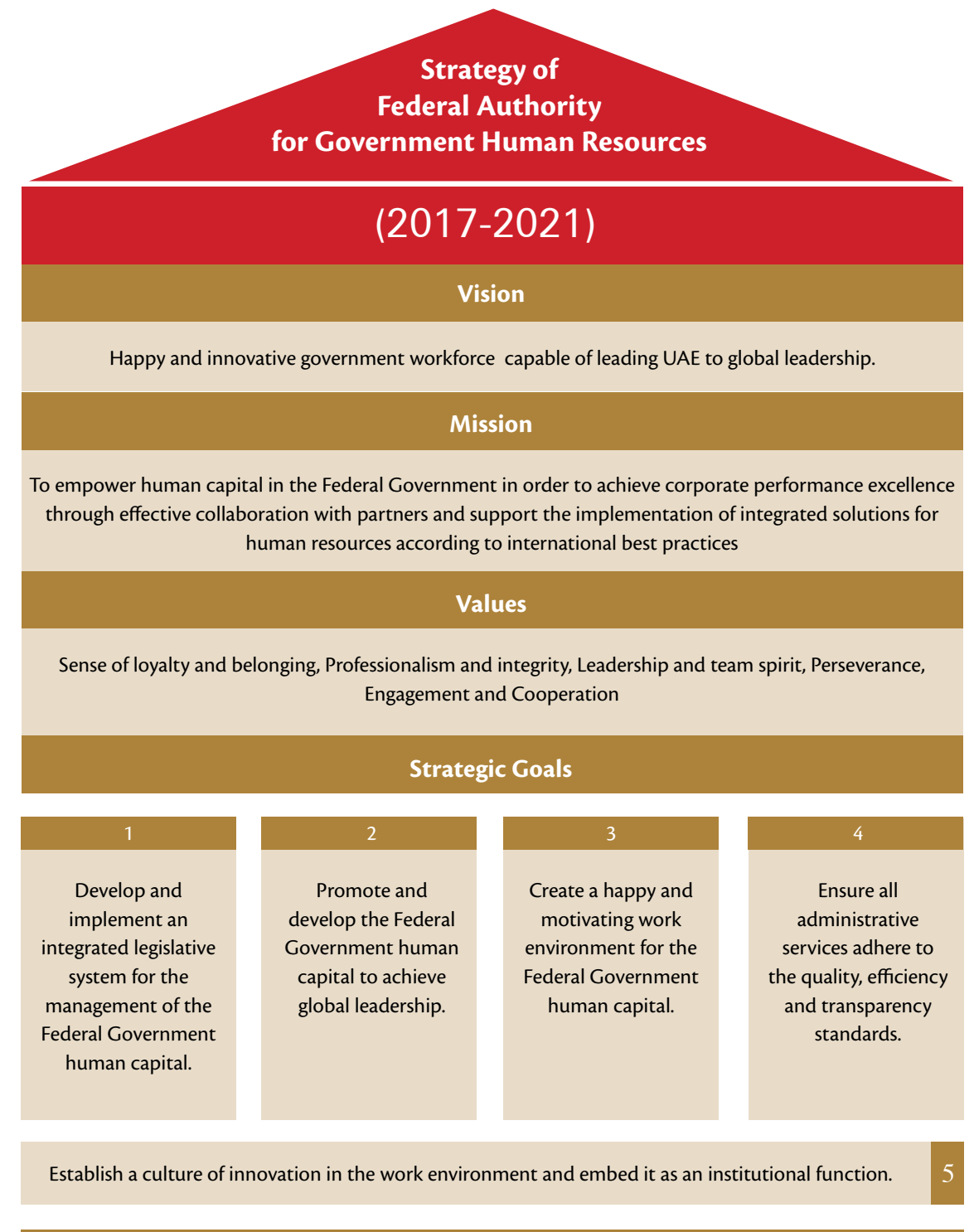
The report presented to you contains a lot of achievements that cannot be fully addresses in this limited space. You can access the detailed report supported by pictures and graphics, to form a reference for researchers and those interested in human resources.

These are the sort of achievements that would not have been possible without the efforts of the Authority's team members, who are doing their job diligently and in complete harmony. We would like to thank the team and our partners, assuring of our resolve to serve the homeland, and achieve the wise leadership's visions.

May Allah help us for the good of the homeland and the happiness of the citizen.



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



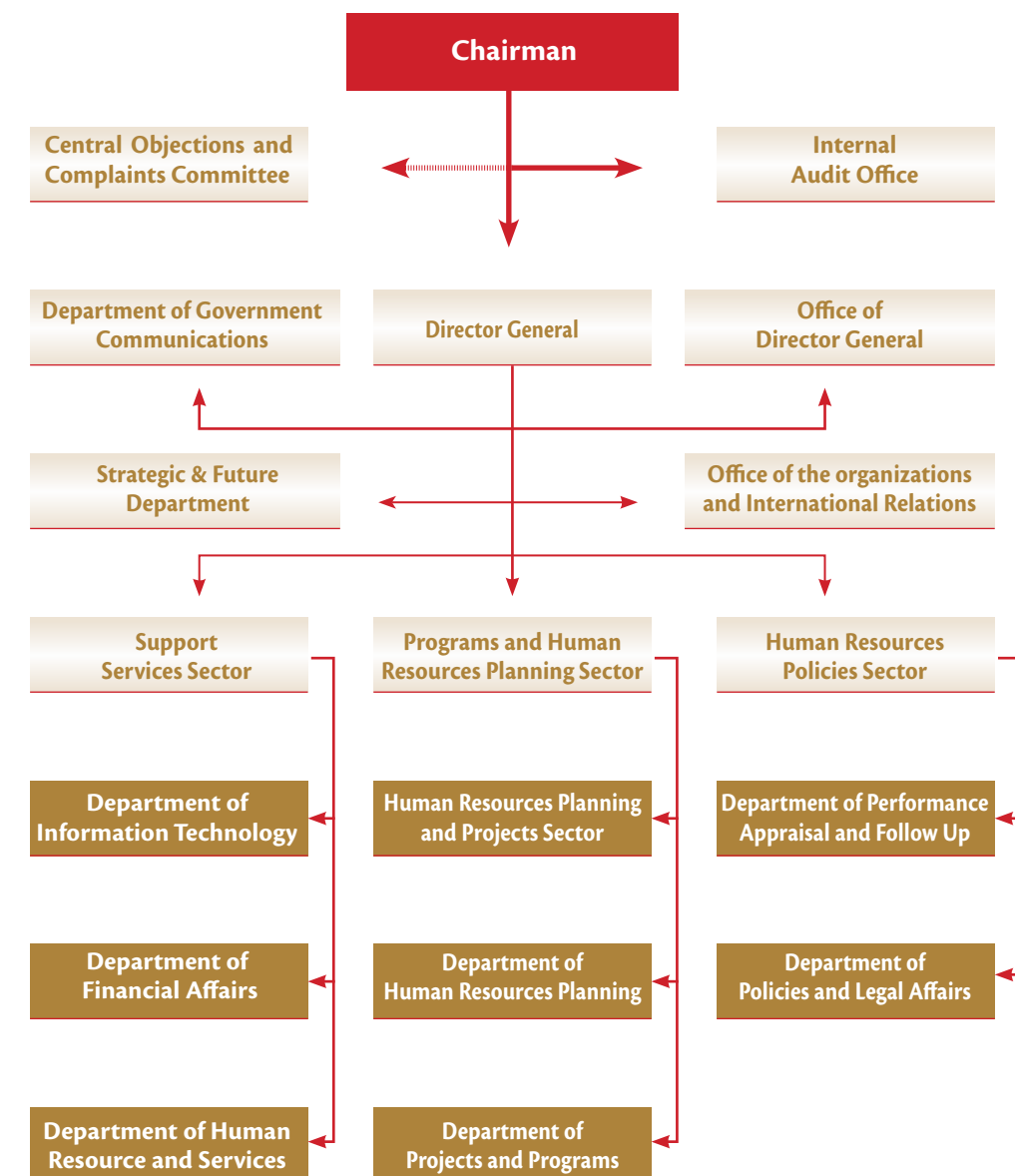




The Federal Authority for Government Human Resources (FAHR) was established in 2009. It aims to develop human resources in the UAE Federal Government according to modern concepts and globally applied standards in this field. It is entrusted with the general powers and responsibilities related to such management for “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; spreading the principles of an institutional culture and creating a motivating work environment; and ensuring that all managerial services meet the standards of quality, competency and transparency.

## Organizational Structure



## “Bayanati” ... A smart platform for federal human resources procedures

The Federal Authority For Government Human Resources (FAHR), in cooperation with the Ministry of Finance, has launched the Human Resources Information Management System in the Federal Government “Bayanati”, which is a smart platform through which all the human resources procedures in the federal government are implemented electronically. It is also a smart platform for several human resources systems applied by the federal government.

Bayanati is an important reference for the UAE's official HR statistics as it establishes a unified federal and local government database that reflects their real situation, supports decision makers and helps plan the future of human resources in the United Arab Emirates smoothly and effectively.

Since its launch in 2012, Bayanati has played an influential role in the service and development of the HR Departments of the ministries and federal entities, improving their performance in accordance with international best practices and standards, as it facilitates administrative procedures and associated financial operations. It also assists in the effective management of human resources in the federal government.

### “Bayanati” Services

Bayanati provides many services to the federal government employees, enabling them to complete all human resources procedures through the self-service portal assigned to each employee. It also accelerates electronic approvals for certain human resources procedures and

ensures payment of salaries through a unified payroll system.

The self-service phase is one of the most important stages of the system. Through this phase, federal government employees are able to complete and follow up their own HR procedures, and this in turn facilitates the provision of human resources services in ministries and federal entities and help human resources departments focus on strategic programs and initiatives.

### 906 thousand HR procedures through Bayanati in 2018

The number of ministries and federal entities under the umbrella of Bayanati system has reached 64, and the number of HR transactions and procedures through the system in 2018 amounted to around 906 thousand procedures, 72 thousand of which were To Whom It May Concern letters, and 84 thousand updates of personal data, in addition to sending 11607 “Ma Qasart” recognition cards and uploading 6364 individual development plans on the system.

### Highlights of Bayanati achievements in 2018 include:

#### 1. Establishing a unified statistical database for government human resources in the UAE:

In line with the recommendations of the annual meetings of the Government of the United Arab Emirates and human resources initiatives; the unified database of the government human resources in the UAE is based on the creation of a centralised database of the government human

resources across the UAE, through integration systems and smart dashboards which provide an accurate and reliable data and indicators on the real conditions of government human resources as a whole, which would contribute to the support of the planning process and decision-making.

The project contributes to the provision of a unified human resources database for all federal entities, supporting decision makers, overcoming obstacles hindering the development of plans and policies, and motivating entities to raise their HR level of performance by measuring indicators of HR enablers. It also supports entities in meeting the requirements of the Government Excellence System and Emirates Human Resources Award in the Federal Government.

#### 2 . Launching the Hiring Efficiency Project in the Federal Government

The Hiring Efficiency Project in the Federal Government, launched by FAHR in 2018, is one of its strategic and dynamic projects under the umbrella of Bayanati, which contributes to enhancing the capabilities of the federal entities to attract talent, skills and competencies. It also enhances the efficiency of hiring through the activation of job evaluation and description system approved by the federal government.

The project aims to improve the work system in the federal government by automating the evaluation of the efficiency of candidates applying for vacancies in the federal government and the mechanisms of recruitment and appointment

in the ministries and federal entities in a way that achieves the objectives of Emiratisation at such entities and allows for their instantaneous follow-up according to the plans approved by the Cabinet.

The Hiring Efficiency Project in the Federal Government entails no operational burdens or additional tasks for officials in ministries and federal entities. The idea of the project is to ensure, in an electronic form, the appropriateness and efficiency of the candidates for vacant positions in the federal government. The project defines a set of criteria and requirements that must be met by applicants for different types of jobs, including: (academic degree, previous experience, tasks, responsibilities and competencies), and assigns weight for each of these criteria.

#### Hiring Efficiency Mechanism

The HR officers at the ministries and federal entities will be entering the candidate's data as well as the job requirements in the electronic system of the Hiring Efficiency which is available through Bayanati system along with certificates and identification documents of the candidate, in which the system matches the inputs with the requirements and criteria of the job and the specific job description, and then determines the most suitable candidates of those who get 80% or more according to set criteria.

#### Evaluation of the efficiency of 7733 candidates for federal government posts electronically

In its first year, the Hiring Efficiency System successfully assessed the efficiency of 7733

candidates for federal government posts.

### 3 . Sick Leave integration for federal government employees with the Ministry of Health and Dubai Health Authority

One of FAHR's distinguished achievements in 2018 is the electronic integration in entering the sick leaves for employees of ministries and federal entities operating Bayanati automatically in the system immediately after issuance and ratification by the system of the Ministry of Health and Community Protection "Wareed" or Dubai Health Authority's "Salama" and "Shiryan" electronic systems.

Under this integration there will be no human intervention from the employee, where the national identity number and the name of the sick employee will be compared to verify his/her identity, and then the sick leave will be approved in Bayanati system according to the procedure

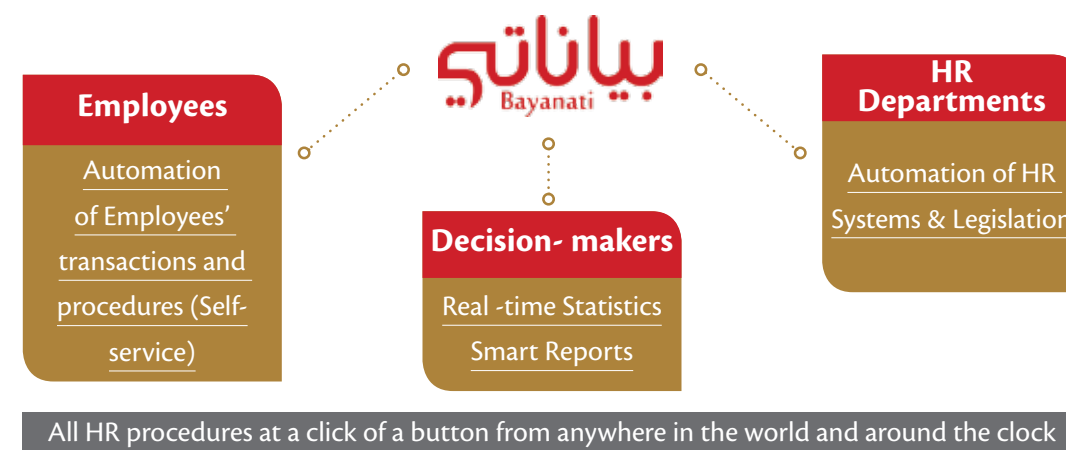
followed by each entity.

### 4. Launching the Organizational Structure System

The organizational structure system is a system that allows users of Bayanati to access the organizational structures in their workplace, and allows line managers to display a diagram showing the distribution of staff among sections, departments and organizational units, and access their basic data and their performance management system data.

The organizational structure system allows HR Departments at the ministries and federal entities to modify the organizational structure in accordance with the issued decisions and attach copies of the necessary evidences. The results are directly reflected on Bayanati system.

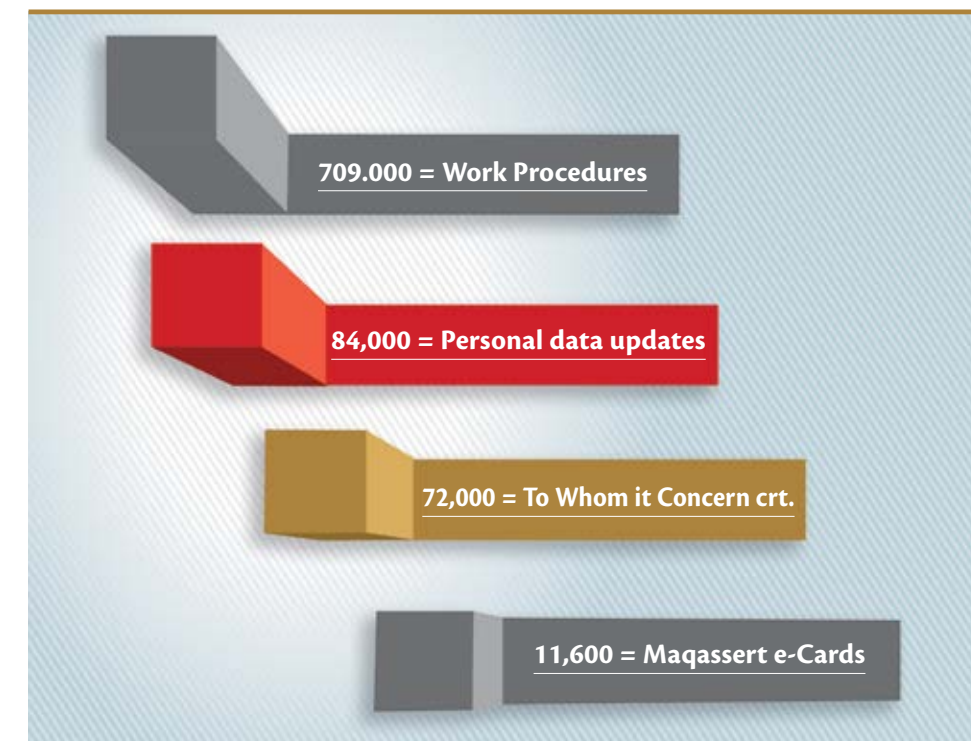
## Beneficiaries of HR Management Information System (BAYANATI) in the Federal Government



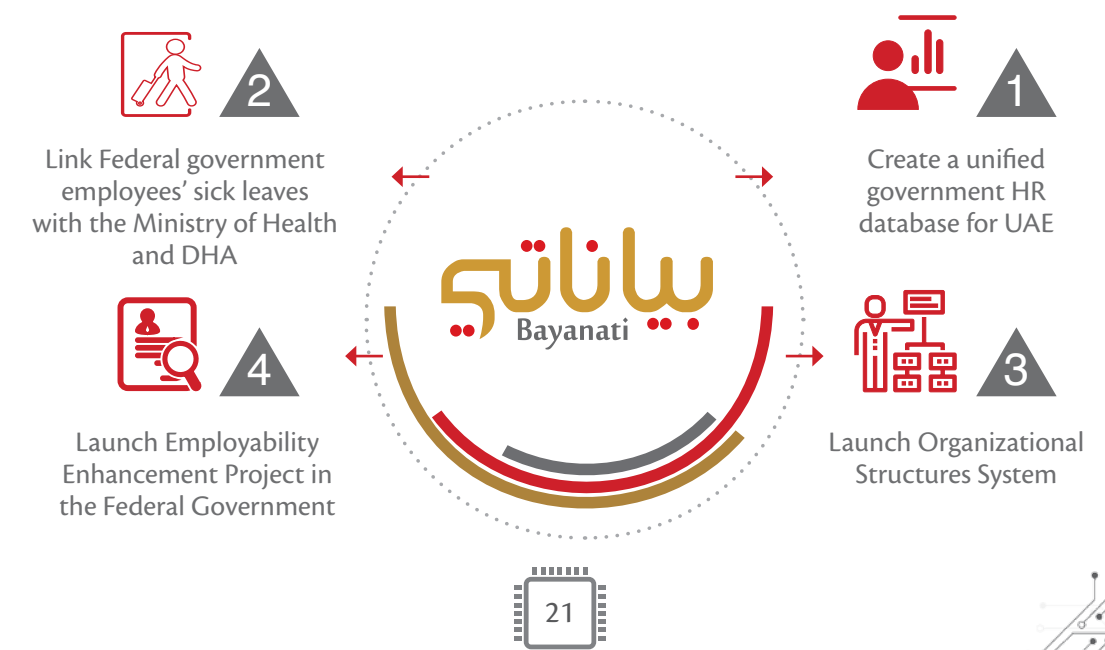
64 Ministries & Federal Entities operate under the System

# 906.000

HR Transactions through BAYANATI in 2018



## Best achievements in 2018





## FAHR Smart Application ... upgraded version and innovative services

During 2018, FAHR launched the upgraded version of its smart application, which includes 27 key and secondary services, benefiting the federal government employees and helping them to complete their HR procedures on their own.

The application services serve employees of 64 ministries and federal entities, assisting them in completing their own HR procedures on their own. The services provided by FAHR application to all customers and the general public, as well as federal government employees, include: (legal advice where users can inquire about federal HR laws, policies and legislations, and filing objection to the Federal Objections Committee, and to benefit from the offers of Imtiyazat Program for the government employees, the network of federal government employees, and the latest news of FAHR and the agenda of its future activities, and learning more about FAHR and its strategic initiatives).

The services of Bayanati available through the application include: (completion of all stages of the electronic performance management system for federal government employees, registration for participation in training courses through the system of electronic training and development, and providing staff dashboard and line manager dashboard which enables him/her to follow up all the achievements of his/her employees, and the adoption of applications which they submit to him/her electronically).

The smart application also (provides an opportunity to communicate directly with FAHR's leadership, in addition to nominating employees for the federal government's rewards and incentives system, identifying balance of leave, request for leave, and follow up the approval thereof, letter request, accessing monthly salary data, the issuance of a salary certificate and updating employees' personal details).

### Employees and officials' dashboard

FAHR's smart application displays a smart dashboard for employees and officials at the ministries and federal entities; indicators which the application makes available to all employees include: (total leave balance, number of certificates requested and issued, approved holidays, number of bonuses and incentives, grade of annual appraisal, number of sent and received "Ma Qasart" recognition cards, number of unauthorized absences, expired documents, number of years of service, and the percentage of use of the smart application compared to the self-service system through Bayanati).

The line manager dashboard includes: (the number of absent and late employees, the number of outstanding leave applications, employees' time and attendance, innovative employees, the number of applications submitted for training, the percentage of completion of the annual evaluation stages, number of employees who completed the individual development plan, and average employee training hours, number of employees in the probationary period, number of employees receiving rewards within the Federal Government Rewards and Incentives System, as well as the percentage of employees whose details are completed on Bayanati).

### Dashboards for Employees and Senior Officials

Smart Application (FAHR) provides smart dashboards for use by employees and officials of ministries and federal entities

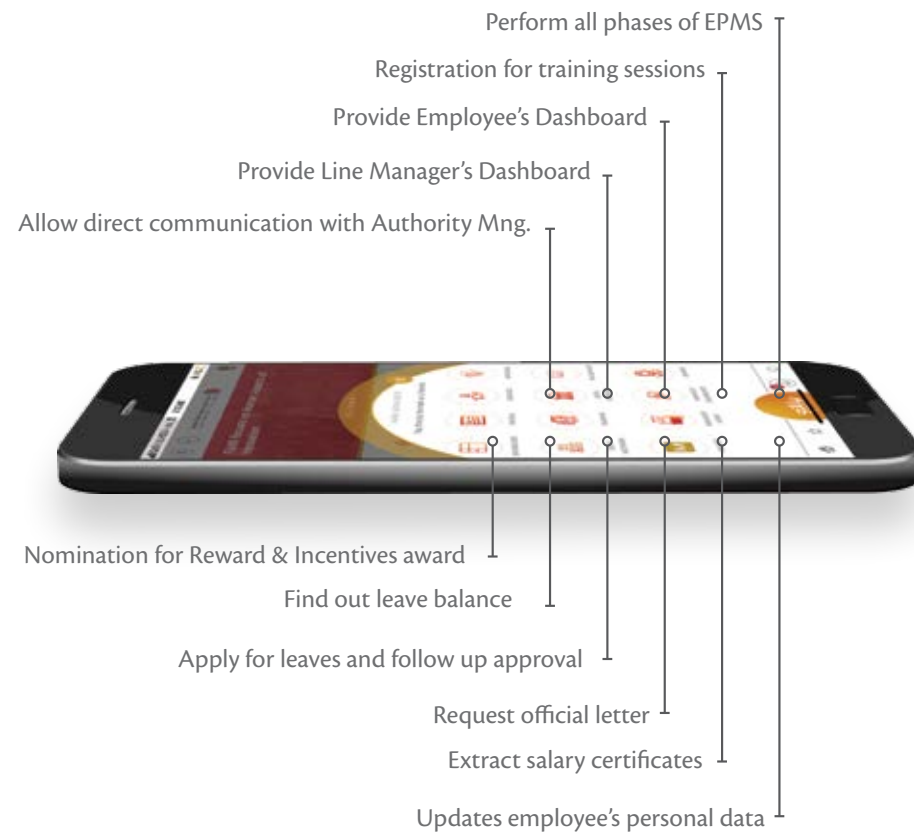


#### Indicators provided by App. (FAHR) to Employees

- Leave balance
- Number of certificates requested and issued,
- Approved leaves
- Number of rewards obtained under Rewards & Incentives system
- Annual Appraisal rating
- Number of sent and received Maqassert e-Cards
- Number unexcused absences
- Expired documents
- Number of years of service
- % of App (FAHR) usage, compared to that of Self-service unit via BAYANATI System

#### Indicators provided by App. (FAHR) to the line managers

- Number of late and absent employees
- Number of pending leave applications
- Employee arrival and departure timing
- Innovative employees
- Number of training applications
- % of completion of annual performance cycles
- Number of employees completing individual development plan
- Average number of training hours per employee
- Number of staff on probation period
- Number of employees getting awards under Rewards & Incentives program
- % of employees whose data have been completed in BAYANATI system

**Key services provided by Smart App. (FAHR)****Conclusion of the fourth edition of the Emirates Award for Government Human Resources**

The UAE is proud of its outstanding and aspiring innovators, and is betting on them to achieve leadership and become one of the world's advanced countries at all levels

**His Highness Sheikh Mansour bin Zayed Al Nahyan**

Deputy Prime Minister, Minister of Presidential Affairs, Chairman of the Ministerial Council for Development

The year 2018 was a year filled with achievements. During that year, FAHR has launched a number of initiatives and achieved objectives that are more remarkable. The most important of these is the conclusion of the fourth edition of the Emirates Award for Government Human Resources, launched by FAHR in 2014 under the patronage of H.H. Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs.

The Emirates Award for Government Human Resources reflects the importance of motivating the federal entities to apply the best practices and systems related to the development of human capital, achieving the highest standards of employee welfare, employee satisfaction and productivity, enhancing the UAE's position, leadership and competitiveness in all fields and at various levels.

The award aims at honoring leading ministries and federal entities in empowering their employees and motivating them to adhere to HR regulations and legislations of federal government employees.

**Categories of the fourth edition of the Award**

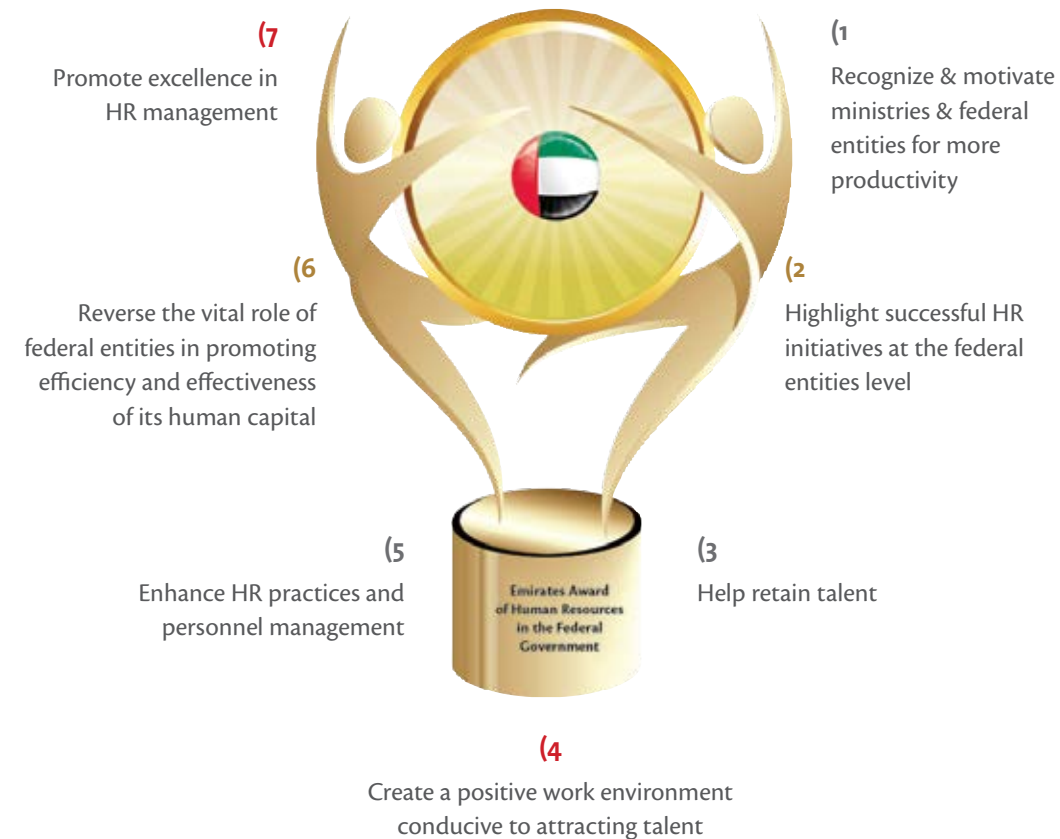
The fourth edition of the award witnessed the updating of a number of criteria's and the introduction of new criteria, in line with the vision of the UAE Government, and to keep pace with the structural changes witnessed by the federal government. The categories of the award are based on the four aspects of balanced scorecard approved by the Federal Government, namely: (financial aspect, operations, customers, learning and development).

It also witnessed a number of changes, in which the ministries and federal entities are honored according to six categories: (leading entity in HR management in general, the winner in the operations aspect, the learning aspect, the financial aspect, the customers aspect, and finally the best improving federal entity).

In the fourth edition of the Award, FAHR provided an opportunity for all ministries and federal entities to highlight the best practices adopted by each of them in the human resources field, while not restricting the scope of these practices, as opposed to what was adopted at the previous edition of the Award, so that benefits would be maximized and shared by all, and ministries and federal entities can identify and benefit from the best experiences and practices applied in the field of human resources across the federal government.

### The UAE Human Resource Award in the Federal Government under the patronage of HH Sheikh Mansour bin Zayed Al Nahyan

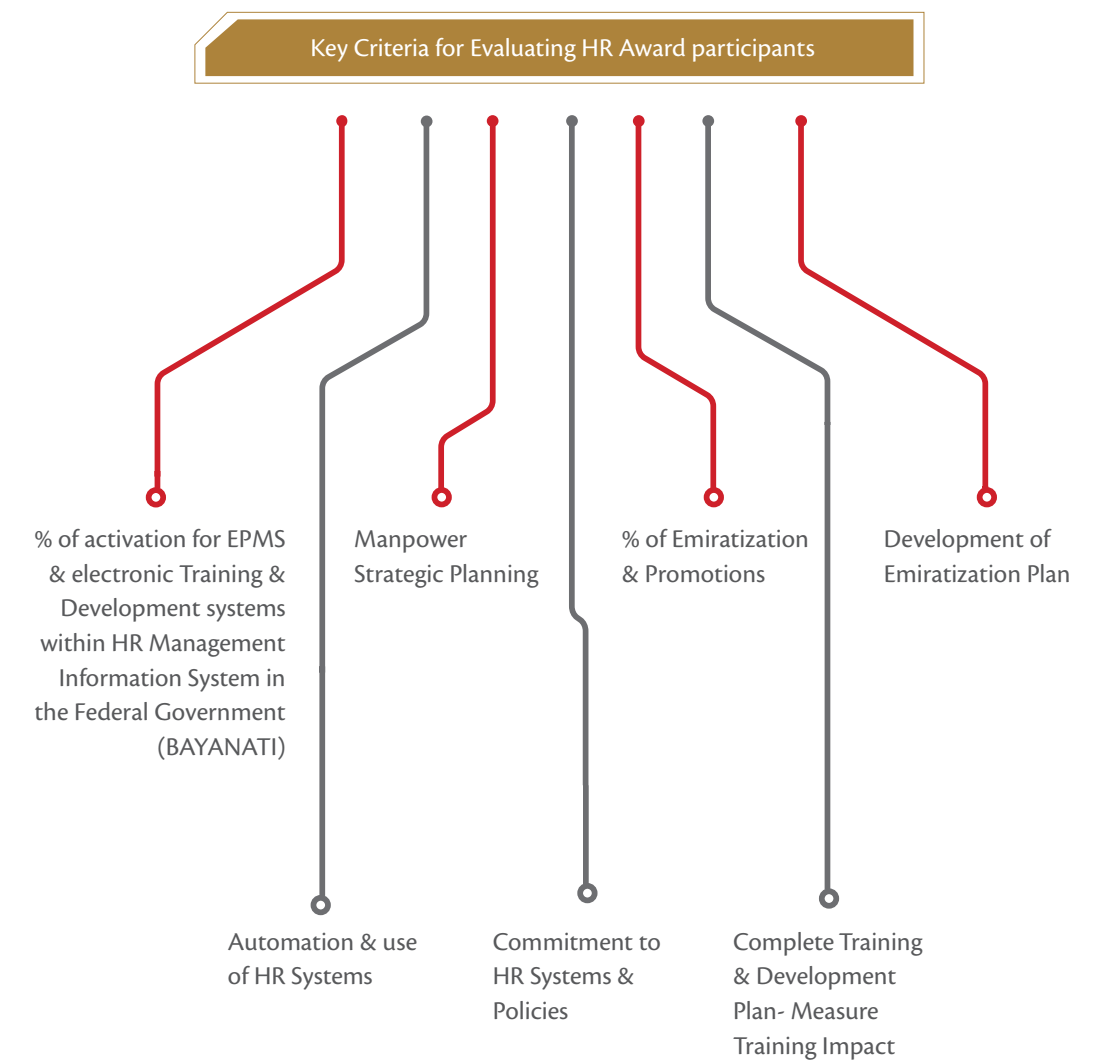
#### Objectives



## 285 Entries

## and 43 Winners at the four rounds of the Award

The award witnessed a great interaction and reception in the four sessions, with 285 participants, including federal entities and individuals





## Launching the new Implementing Regulations of the Human Resources Law in the Federal Government

In 2018, the new Regulations of the Human Resources Law in the Federal Government were issued by Cabinet Resolution No. (1) of 2018, approved by H.H. Sheikh Mohammed bin Rashid Al Maktoum, the UAE Vice President, Prime Minister and Ruler of Dubai.



This amendment is the third of its kind on the Human Resources Law in the Federal Government and its regulations within eight years, which confirms the importance of UAE's leadership on keeping pace with the dynamic development and the rapid changes witnessed by the country in various fields by adopting the best policies, legislations and human resources systems across the federal government. This will raise the level of job satisfaction and happiness of employees at the ministries and federal entities, and create an attractive investment environment and incubator for talents and competencies.

The provisions of the Regulations shall apply to civil employees at federal entities, including those whose establishment legislations provided for the existence of independent human resources regulations. The provisions of these regulations shall exclude the employees of the federal entities excluded by the Cabinet.

Following the launch of the Regulations, FAHR adopted the electronic procedures necessary to put the provisions of the Regulations in effect by re-engineering the system of human resources information management in the federal government "Bayanati", in terms of aspects related to the amendments, including: (types of employment contracts, extension of probationary period for new employees, amendment of transfer and secondment provisions, amendment of leave provisions of all kinds, provisions of administrative penalties and provisions on irregularities and the mechanism for calculating end of service gratuity for non-citizens).

The Regulations of the Human Resources Law in the Federal Government constitute of a basic building block in the federal government's human capital management system which the government seeks to establish. They ensure administrative flexibility intended by the legislator and standardize general concepts of human resources across the federal government.

The Regulations also aim to standardize the legal principles that regulate the work of human resources in the ministries and federal entities in accordance with the general concepts contained in the Human Resources Law in the Federal Government, which came in 135 articles and 14 chapters.

## UAE Government Meetings adopt new HR Strategies and a Future Talent Management System

During the second round of the Government's Annual Meetings, which took place in November 2018, the Government of the UAE adopted the Digital Transformation Strategy for Government Human Capital, the Continuous Learning Strategy for Government Employees, and the Human Capital of the Future Government.

Over the course of a year, FAHR worked with its local government partners in preparation for the Human Resources axis, which is managed by FAHR. During its meetings, the working group focused on mechanisms for coordination, synergy and integration between FAHR and the local human resources departments to implement and apply the six human resources initiatives adopted during the first round of the annual meetings of the UAE Government.

FAHR held a series of meetings with representatives of HR departments in local governments, in order to implement new initiatives in the field of government human resources, and briefed them on 26 HR systems and policies applied across the federal government. This comes as implementation of the recommendations adopted at the first round of the annual meetings of the UAE Government during which FAHR led the management of the government human resources axis, as per the directions of the Ministry of Cabinet Affairs and the Future.

## Outcomes

### of the second round of the Annual Meetings of the UAE Government to discuss 'Future Government'

#### Digital Strategy for Government HR Capital

- Study and evaluate the current situation
- Propose future developments for human resources and the related administrative and financial systems within the federal government.
- Identify necessary mechanisms to train employees according to the future government requirements.

#### Lifelong Learning For Government Employees

- Empower government talents and improve quality of services
- Identify required qualifications and government support mechanisms designed to qualify employees and enable them to perform their duties and achieve government efficiency.
- Identify necessary mechanisms to qualify employees according to the future government requirements.

#### Human Capital Matrix for the Future Government

- Meet future needs and aspirations of the coming generations
- Define the shape of future institutions and mechanisms for preparing relevant human capital
- Highlight new legislation and policies that governments will need, to organize the future human resources
- Identify the requirements of future government's legislation, and how it can be flexible enough to suit the shape of new organizations in the future

## Automated Performance Management System (update in progress)

FAHR is in a continuous mission of updating the HR policies, legislations and systems in place across the federal government. This achieved through discussion with the benefiting concerned ministries, federal entities and beneficiaries; to adapt and reflect the local and global standards.

To achieve that, FAHR have held in 2018 a series of workshops concerning Performance Management System. During those workshops, FAHR discussed the general framework of behavioral competencies with the ministries and federal entities employees, listened to their feedback and ideas regarding updating and developing the system which was officially launched by FAHR in 2012.

This contributed to enhancing the efficiency and effectiveness of federal government employees, and increasing the government progress towards reaching higher international standards.

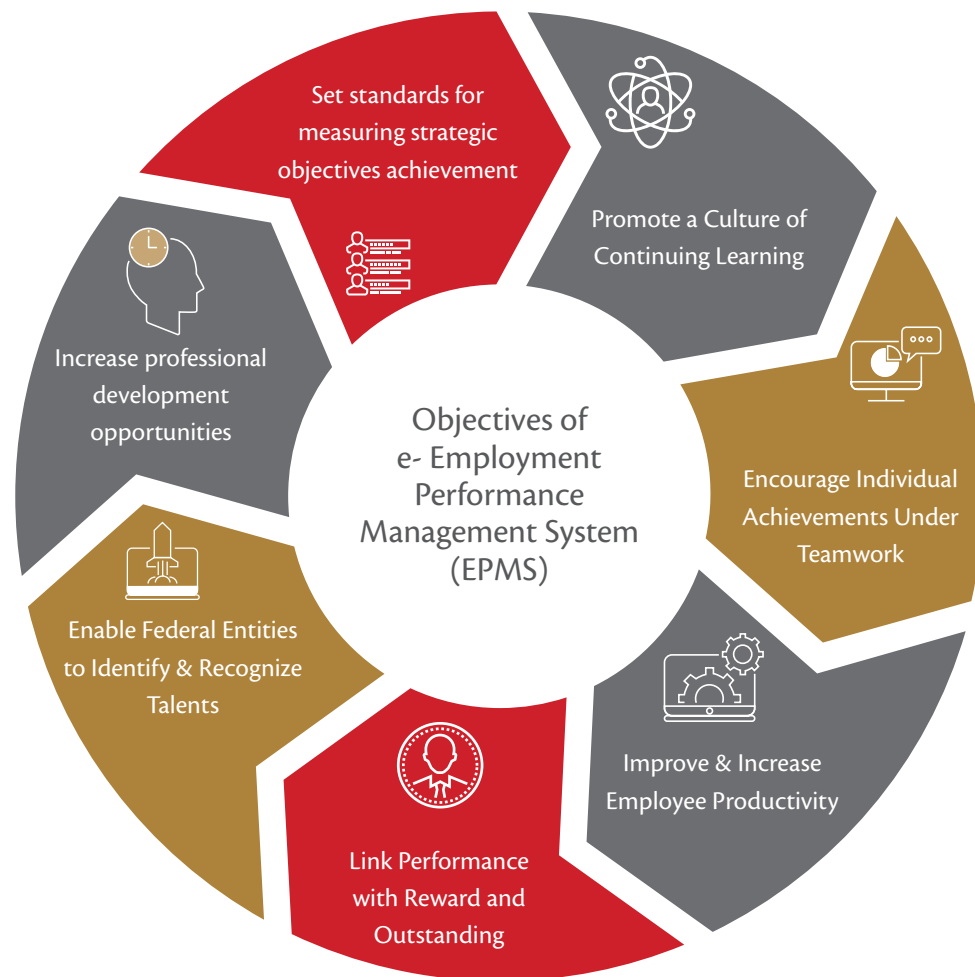
The automated performance management system allows the ministries and federal entities through the Federal Government's Human Resources Information Management System (Bayanati), to link the employees' individual objectives to the relevant strategic and operational plans. This contributes to aligning employees objectives to the strategies and visions of the federal government and maximising the benefits.

The performance management system is a process whereby employee performance evaluated against key performance indicators and desired goals. This is deemed as a practical translation of all stages of planning at the government entity, establishing opportunities for justice, transparency and equality among all employees.

The automated version of the performance management system launched by FAHR in 2014. It is a reference for all ministries and federal entities towards optimal management of their employees' performance. The system have three stages during its annual cycle: (performance planning, interim review and performance evaluation).

#### Smart Performance Indicators

Qualitative improvements introduced by FAHR on the electronic performance management system, including smart screens and control panels through which all indicators and results of the system appear across institutions and their organizational units, and across the federal government as a whole. Through the system, records results and smart reports issued, such as: (percentage of employee commitment to performance management stages, final employee performance results, and adherence to the table of maximum percentages set out in the system).



## Automated Training and Development System ... a serious step towards creating qualified government competencies

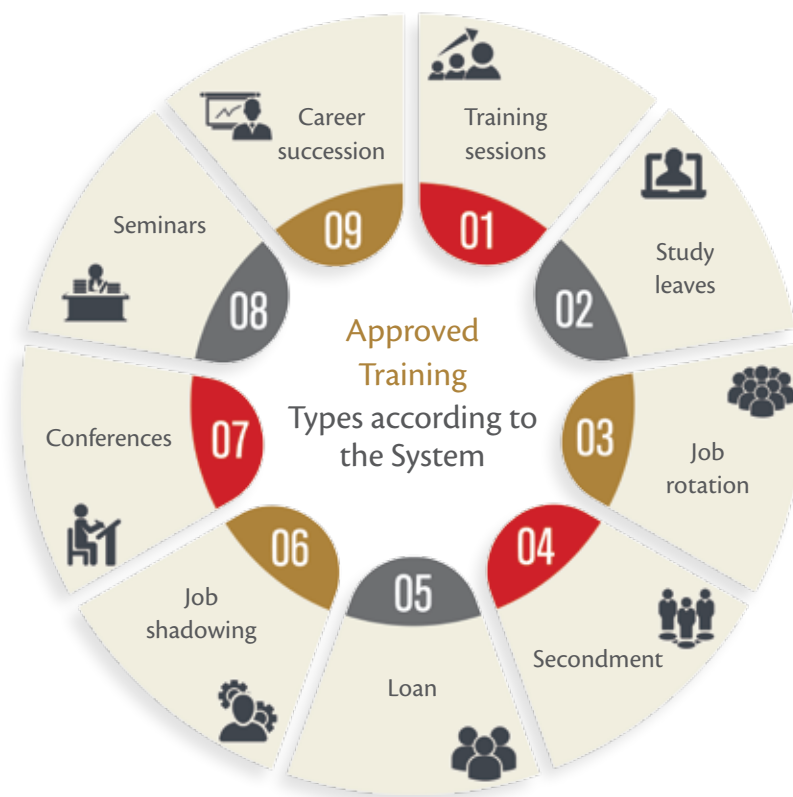
The Training and Development System for federal government employees is a practical reflection of FAHR's efforts to promote and develop human capital in the federal government, and creating government cadres capable of accomplishing the vision of the UAE and its aspirations for global leadership.

The Training and Development System launched by FAHR across the federal government in 2012 and automated in 2014. It include all employees at the tenth grade and above across all ministries and federal entities subject to the Human Resources Law in the Federal Government.

**Objectives of Training and Development System  
for Federal Government Employees**

- 1** Ensure individual development plans for employees of ministries and federal entities
- 2** Assist the authorities in implementing upgrading their employees' skills
- 3** Fill current and future vacancies
- 4** Carry out training and development activities based on global best practices
- 5** Set necessary training plans





### Benefits of Training & Development System

- Automatic adaptation of individual development plans from E- Performance Management System
- Establish a central electronic portal for training officers
- Link between Training & Development, and Ma'arif Initiative
- Automatic scheduling of training sessions according to individual development plans
- Add course evaluation feature for managers and employees
- Link with Training Programs Bank
- Link with Statistical Reporting System and Smart System within BAYANATI

### Smart Training Reports

Human Resources and Training personals in the ministries and federal entities operating the Federal Government's Human Resources Information Management System (Bayanati) can now follow up on all the results and indicators of training across their entity through the smart statistical reporting system. These indicators include (the percentage of trainees, average training hours per employee, and the names of the training programs and their details). The smart reporting system also provides the following: (average monthly cost of the employee at the entity and the percentage of the total cost of the employees to the entity's budget).

## Launching the HR Business Partners Project in the Federal Government

Recognizing the importance of strengthening cooperation and coordination mechanisms and communication with its partners from ministries and federal entities in achieving the vision and strategic directions of the government, FAHR launched in 2018 the Human Resources Business Partners Project in the Federal Government through which it aims to facilitate the provision of services to its partners and clients, including ministries and federal entities, through offering packages. Such services include legal advice services.

The idea of the HR Business Partners Project in the Federal Government is to create a team of its staff to provide services to ministries and federal entities as a business partner specializing in human resources.

The HR Business Partners Project in the Federal Government aims to (develop a mechanism to support the proper application of human resources policies, regulations and legislations in the federal government, focus on meeting the needs of FAHR's clients, fulfilling their expectations, improving key performance indicators in ministries and federal entities, and improve the results of HR enablers and indicators), thus achieving the broader objectives for which FAHR was incorporated, namely: (serving the government and its employees, the happiness of the UAE society, realizing the UAE Vision 2021 and National Agenda, and empowering the federal entities to achieve this goal).

### Objectives of HR Partners Project

Develop a mechanism of action that supports proper implementation of HR policies, systems and legislation in the Federal Government



Focus on meeting the needs of the Authority's customers and try to make them happy and satisfied. Improve performance of the ministries and federal entities

Improve the results of HR indicators and enablers and thus achieve the broader objectives the Authority has been created for, i.e., serving the government and employees, bring happiness to Emirati society, realize the UAE Vision 2021 and its national agenda, and empower the federal entities to achieve this goal.

## Honoring the winners of the First edition of the Award for Best Scientific Research in HR



FAHR honored the winners of the First edition of its Award for the best Scientific Research in HR, which was launched in 2017. It is one of its pioneering strategic initiatives, as its first edition targeted students of public universities in the UAE as well as teaching staff in the disciplines related to the subject matter of the Award.

### Expanding participation in the Award to include all universities in the UAE

In 2018, FAHR announced the launch of the second edition of the Award, and the expansion of participation to include all universities and higher education institutions accredited in the United Arab Emirates, both government and private, after the great interaction and success of the first edition. FAHR received 14 research papers, prepared by 24 researchers from the UAE University, Zayed University and the Higher Colleges of Technology.

The Award is based on FAHR's keenness to contribute to enriching the human resources strategy of the federal government and enhancing the initiatives of the Authority through studying the human resources situation, looking at its future, identifying the challenges it faces in the work environment and proposing solutions that will overcome these challenges, thus enhancing its role in the ministries and federal entities.

Through the award, FAHR seeks to enhance the role of young people in the development of institutional work, instilling a culture of innovation in the field of human resources, using scientific research methods and technology, encouraging specialized scientific research and raising the level of its outputs in order to empower national competencies and develop human capital, thus preparing a select group of national cadres, and qualifying them to enter the labor market.



### Award Objectives

FAHR Award for the Best Academic Research on Human Resources aims to:

1. Motivate the youth to continue their research initiatives
2. Study the reality of work, challenges involved and future of human resources
3. Highlighting the crucial role of human resources in achieving excellence and high productivity
4. Promote community service at the Federal Government level
5. Involve universities - teachers and students - in improving human resources experience



### Target Groups

Undergraduate students in their third year and above, Master's students and faculty members will receive financial and in-kind rewards for the best researches related

to the future of human capital in the UAE which produce innovative proposals and initiatives that can be adopted and implemented.



### Prizes

Ranking	Academic Faculty	University Students
The First Place	<ul style="list-style-type: none"> <li>Golden Shield</li> <li>Research abstract will be published in HR Echo Magazine</li> </ul>	<ul style="list-style-type: none"> <li>Golden Shield</li> <li>Research abstract will be published in HR Echo Magazine</li> </ul>
Second Place	<ul style="list-style-type: none"> <li>Silver Shield</li> <li>Research abstract will be published in HR Echo Magazine</li> </ul>	<ul style="list-style-type: none"> <li>Silver Shield</li> <li>Research abstract will be published in HR Echo Magazine</li> </ul>
Third Place	<ul style="list-style-type: none"> <li>Bronze Shield</li> <li>Research abstract will be published in HR Echo Magazine</li> </ul>	<ul style="list-style-type: none"> <li>Bronze Shield</li> <li>Research abstract will be published in HR Echo Magazine</li> </ul>

## New mechanism for measuring the efficiency of “Human Resources” in the federal government

After consultation with the ministries and federal authorities, FAHR prepared a new mechanism in 2018 to measure the level of development and maturity of HR departments' efficiency and practices in the federal government entities according to international indicators and models prepared for this purpose, which were specially designed to suit the nature of work at such federal entities.

The preparation of this mechanism, which awaits approval by the Cabinet before the application and circulation at across the federal government according to a clear scientific methodology, is based on the availability of relevant human resources data, through electronic human resources systems, in a way that supports the approaches of the federal government and keeps pace with the dynamics and development of government work in the UAE.

The results of this mechanism are based on the indicators and results of ministries and federal entities extracted from the Federal Government's Human Resources Information Management System (Bayanati), and its smart reporting system.

### Four Axes for evaluating HR efficiency in federal entities

The newly proposed mechanism will allow for the evaluation of ministries and federal entities according to four main axes: (governance, employability efficiency, engagement and involvement, and finally the development axis). A set of indicators will be included under each axis and will be linked to it, and each axis shall have its own weights depending on its significance.

The proposed mechanism aims at identifying the position of the entity among its counterparts, in order to achieve greater competitiveness among the federal entities, and to identify the opportunities for continuous improvement and development. There will be smart screens to help the entities follow up their indicators related to human resources.

## 4 Criteria for evaluation of human resources in the federal entities

The new proposed mechanism allows the evaluation of ministries and entities' performance as per four basic criteria:

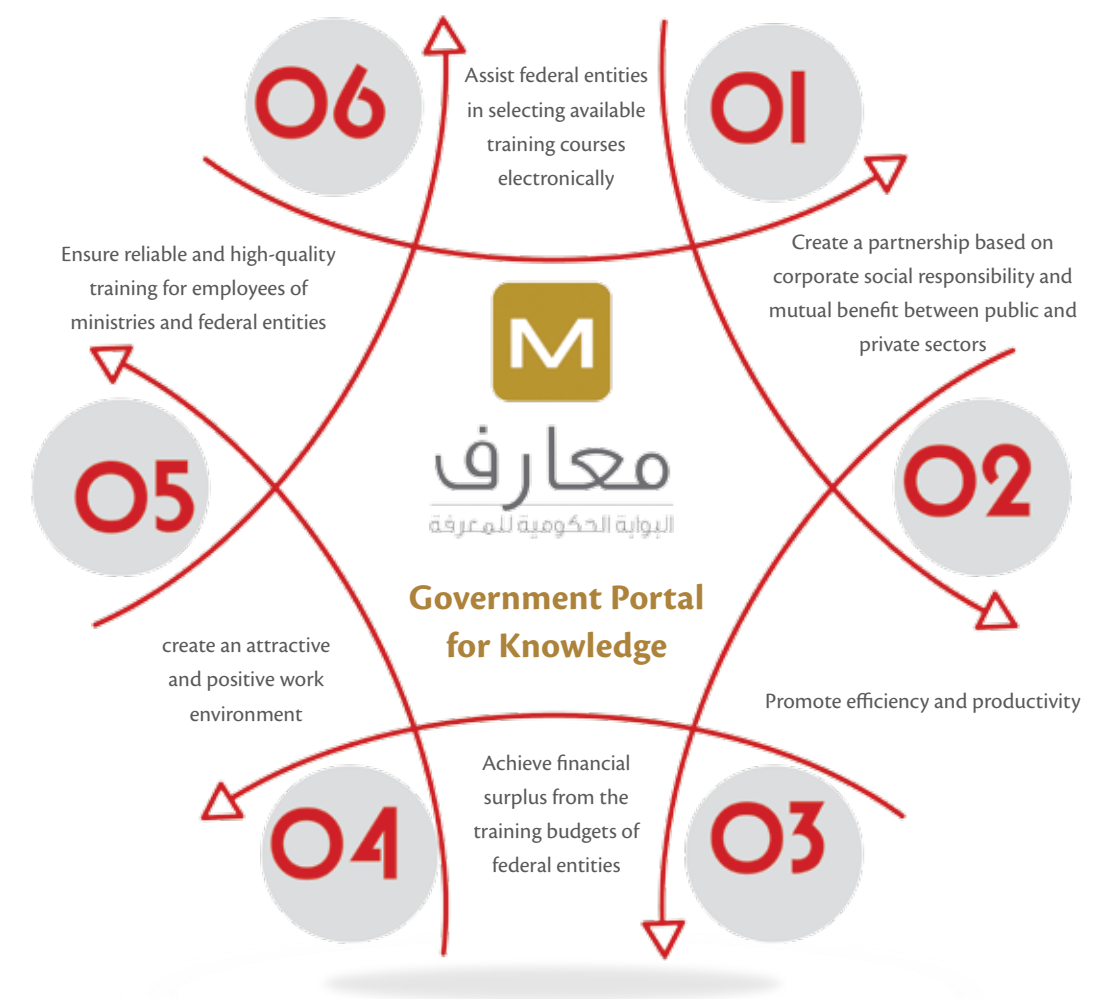


A set of indicators will be included under each criterion, and closely linked to it. Weights of these criteria will be determined according to their importance.

## Federal government preferred training partners Initiative “Maaref” The first government-training platform in the UAE

The Federal Government preferred training partners Initiative “Maaref”, launched by FAHR in 2013. It successfully been recognised as one of the best and most important training initiatives in the UAE and the region. From its inception until the end of 2018, approximately 24,000 employees attended more than 1800 free and joint training programs.

The initiative contributes to enhancing the capabilities of federal government employees, empowering citizens towards the technical and leadership roles. As well as creating a human capital culture based on continuous development, improvement, performance excellence and high productivity, to achieve the human resources strategy of the federal government and the UAE 2012 Vision.





### Maaref in figures

27.000

Government employees benefited from the initiative

2.017

Training courses/programs conducted under Macarid

157

Training providers work under the initiative

720

Training courses offered via the electronic Ma'arif Portal

106.000

Visitors used the electronic Ma'arif Portal since its launch



### "Maaref" Portal

Mareef portal access through FAHR's smart application is a real smart gateway, Provides an opportunity to training providers to publish their training courses, courses cost and the discounts rates offered exclusively to federal government employees. It enable ministries and federal entities to choose courses and venue that suit the needs of their employees, and the evaluation of these courses by linking them to the electronic training and development system of the federal government employees available through the Human Resources Information Management System (Bayanati).

### Maaref Forum for Training & Development 2018

#### Sixth edition

The sixth edition of the annual Maaref Forum for Training and Development has seen the participation of hundreds of federal and local government officials, as well as fifty partners and training providers who registered under the initiative.

This year's exhibition and form titled "Modern Technology Revolution in Training and Development", is one of the most important specialized training exhibitions in the region. It is an ideal platform, which brings together the most prominent exhibitors in HR, training and development solutions, and the development of human capital.

## HR Club forums extended to include all the Emirates ... New strategy and qualitative changes

The year 2018 marked a significant changes and qualitative transformations in the Human Resources Club initiative. FAHR launched the new strategy for the Club and restructured its advisory board. Extended the HR Club's forums demography to cover all the United Arab Emirates, aiming to achieve maximum benefits for those interested and specialized in HR.

### 47 forums and 8000 participants

Since its launch in 2010, the HR Club has held 47 forums, attended by more than 8,000 participant of those interested and specialized in human resources across the UAE. The forums discussed a number of important topics that are in line with the latest developments in the fields of human capital development, public administration and support services.

The HR Club membership is open and free to all interested professional personals in the areas of human resources, organisational support, etc. It provides its members with an ideal opportunity to learn best practices and success stories of many individuals and institutions, and meet with specialists and those interested, each according to his speciality.

Application for club membership can be submitted on:

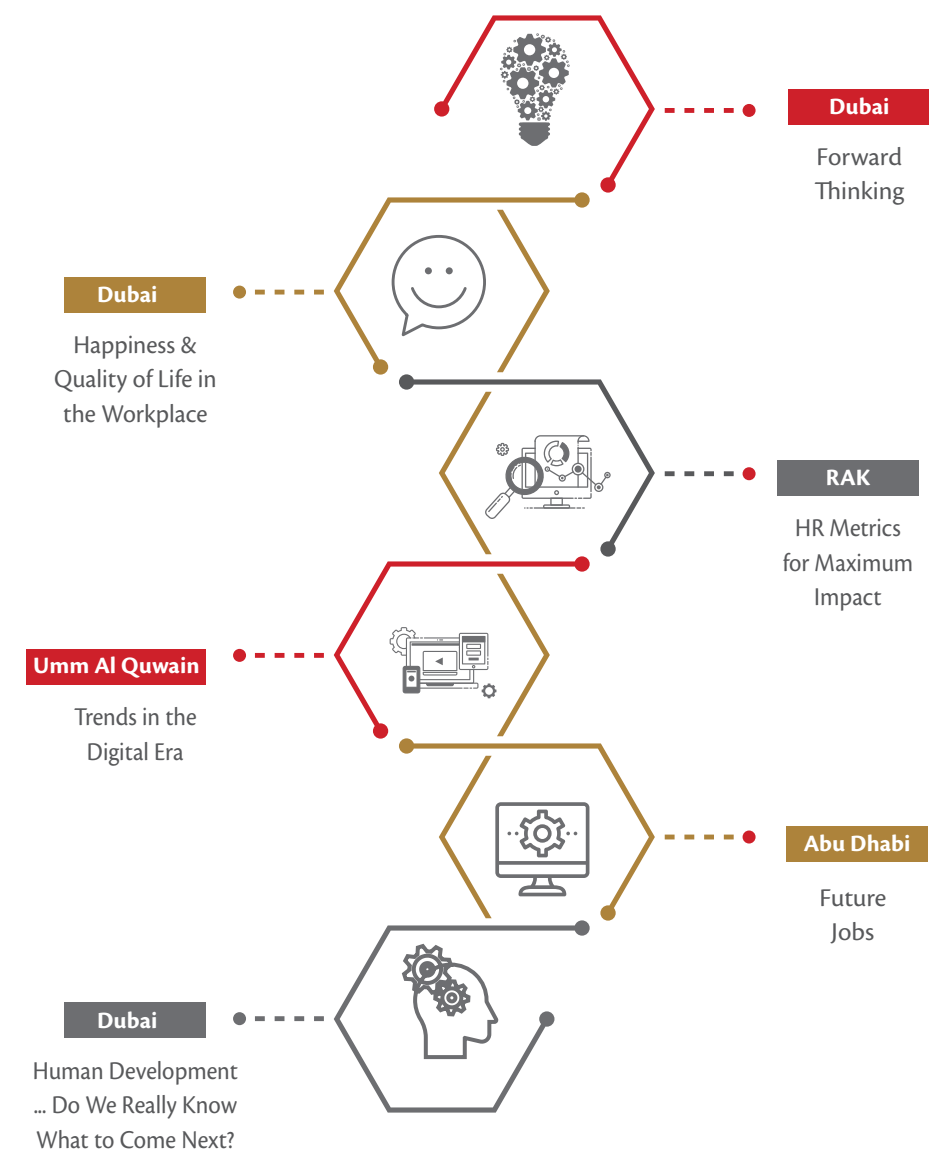
FAHR's website: [www.fahr.gov.ae](http://www.fahr.gov.ae) or HR Club's email: [HRClub@fahr.gov.ae](mailto:HRClub@fahr.gov.ae)



An important interactive platform, and knowledge communication channel, bringing together 12,000 HR professionals and those interested in human capital development from all sectors of the country, under one roof, to share Ideas, experiences and solutions that support HR departments Human and relevant authorities concerned with institutional services.



## HR Club Forums 2018



Official sponsor of HR Club

## Eighth International Human Resources Conference



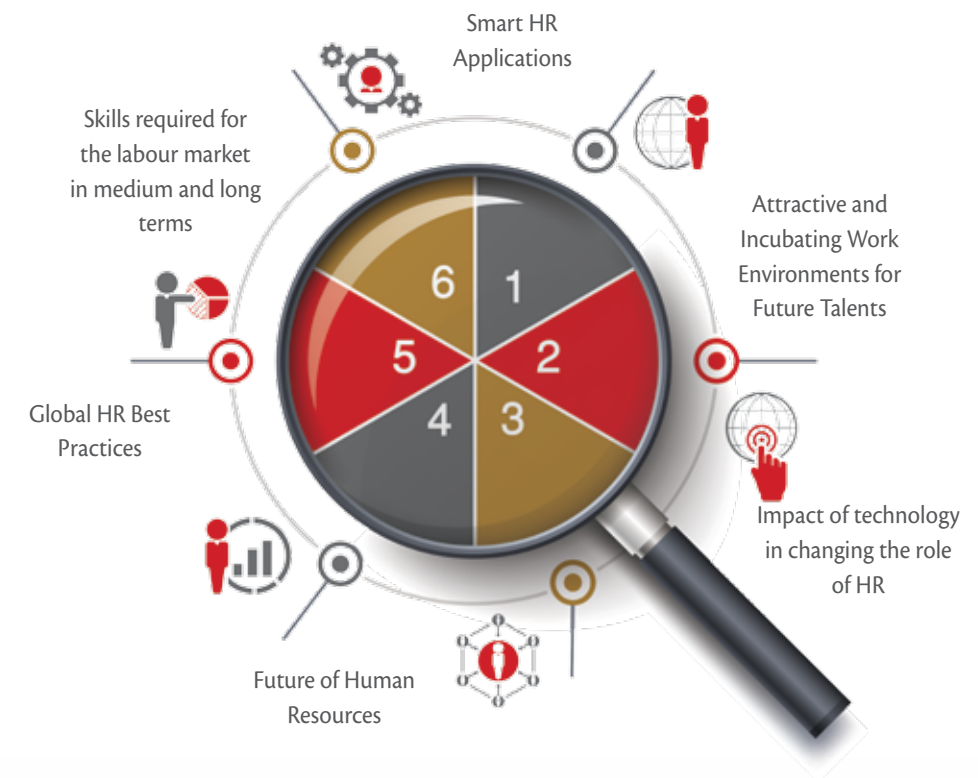
The UAE has gained a prestigious position that it could put its mark on the global map because of the wise leadership's trust in human element, especially national human resources

**His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum**  
Crown Prince of Dubai

Under the slogan "Future of Human Resources Begins Today". FAHR held in April 2018, the eighth edition of the International Human Resources Conference in Dubai under the patronage of H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai. The conference involved the participation of 20 speakers and international experts, in addition to nearly 500 experts and specialists in the field of human resources.

The conference represents a knowledge-based, intellectual platform and a real opportunity to build strategic partnerships between government and private sectors and the best houses of expertise in human capital development from the UAE, the region and globally.

## Most important themes of FAHR International Conference on Human Resources





## Launch of the Guide to Human Resource Services Accelerators (SLA)



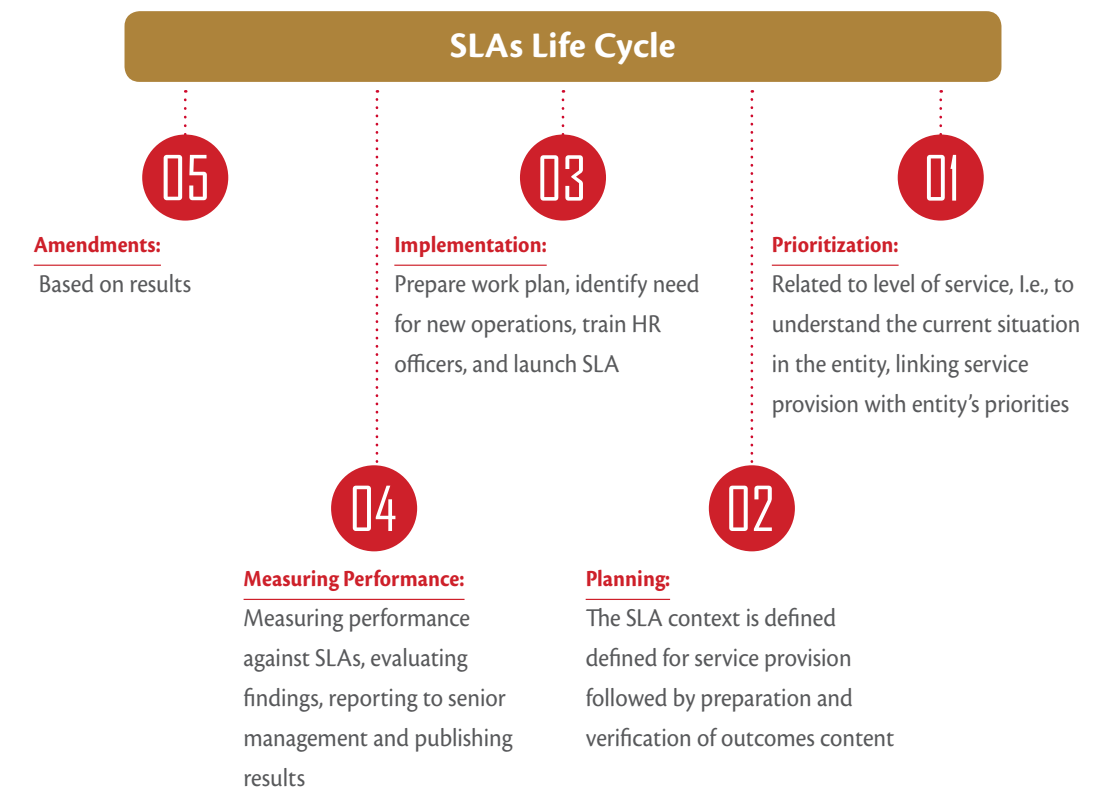
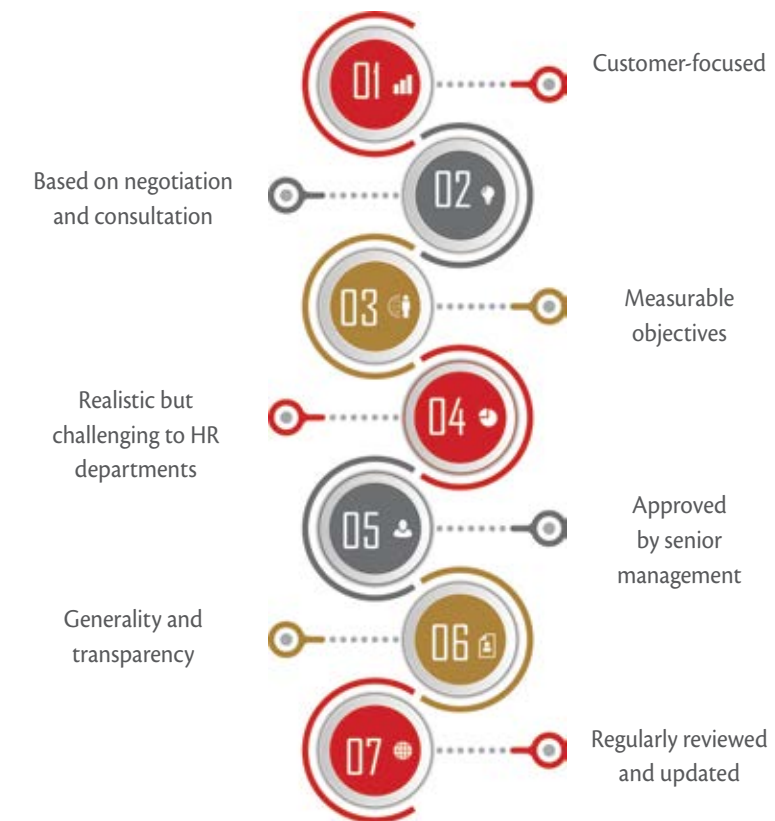
The launch of the Guide to Human Resource Services Accelerators in the federal government came with the aim of helping ministries and federal entities to develop and implement service level agreements, and instilling a culture of excellence in services and customer happiness.

The Human Resource Services Accelerators Project promotes the level of human resources services provided by ministries and federal entities, achieves higher levels of productivity, contributes to the development of the institutional work system in the federal government and speeds up the work of ministries and federal entities.

Service level agreements are of great importance to HR departments, service recipients, ministries and federal entities in general. Across HR departments, these agreements contribute to focusing the time of such departments and their resources on strategic aspects, in addition to effectively meeting day-to-day operational requirements, and help identify human resources procedures and services provided by the department, clarifying the roles and responsibilities of the department, as well as providing a mechanism for monitoring, measuring and improving performance.

The Human Resource Services Accelerators Project in the federal government is an addition to the system currently in place in measuring and developing the performance of human resources departments in ministries and federal entities, which includes: balanced scorecard, human resources enablers, and Emirates Award for Human Resources in the Federal Government.

## Characteristics of HR Service Level Agreements (SLAs) include:

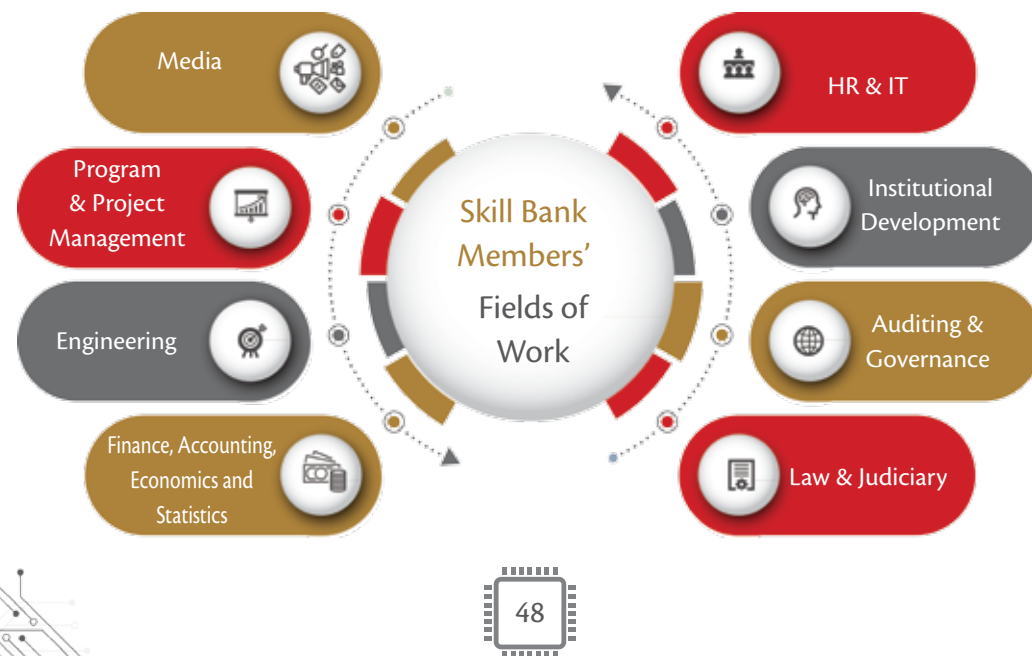


## Launching the Government Skills Bank Guideline



FAHR seeks to assist the federal entities in optimising the contribution of the experts and specialists under the federal government umbrella. By enrolling those experts electronically through the Federal Government's Human Resources Information Management System (Bayanati), it optimised the potential of developing institutional work in the federal government, enforcing knowledge management culture, and enabling the federal entities to benefit from their expertise knowledge in various fields and disciplines related to the work nature of the federal entity.

A member of the Government Skills Bank Network is a person with a high level of knowledge or skills in a specific field, who is constantly gaining experience through practice and taking advantage of all available learning and development opportunities.



## Benefits of identifying Skills Bank Members



## Criteria for identifying members of the Government Skills Bank Network



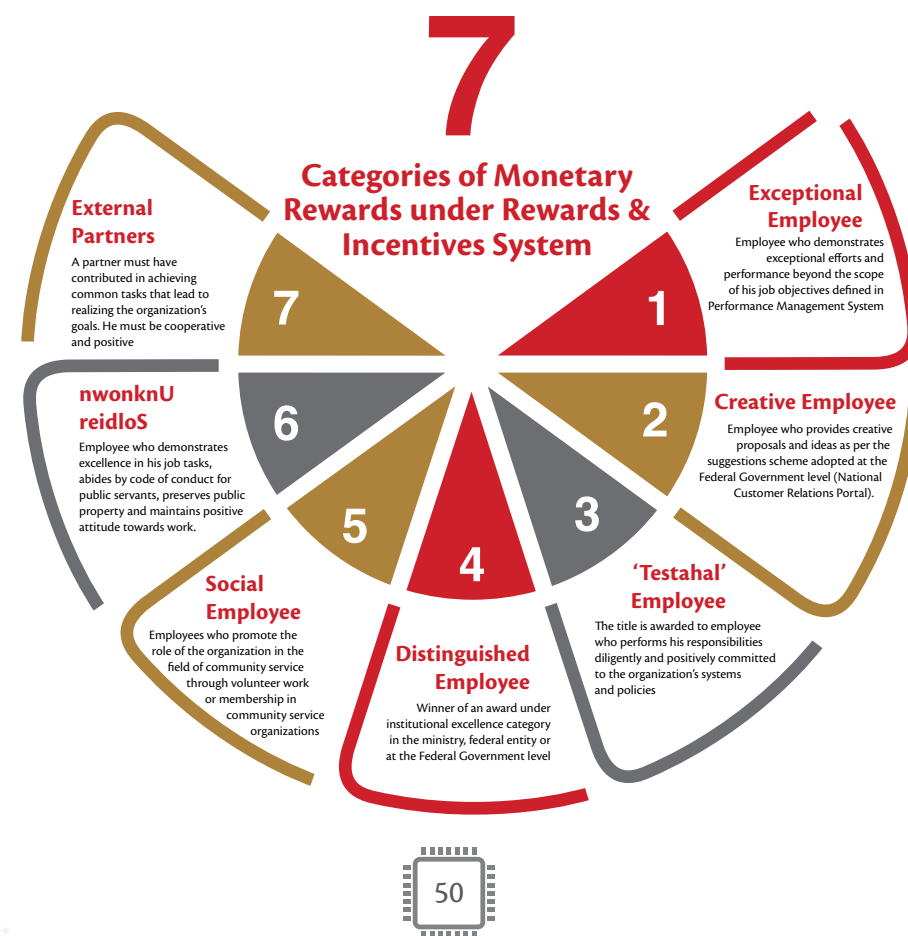
## New mechanisms for the nomination of employees within the system of rewards and incentives

In the course of its efforts to create a motivating government environment for employees and attract talents and competent cadres, FAHR has introduced in 2018 new mechanisms for the nomination of employees at the ministries and federal entities under the system of rewards and incentives for employees of the federal government, where line managers can nominate their outstanding employees electronically on the system through the Federal Government's HR Information Management System (Bayanati).

In addition, FAHR has added the feature of nominating colleagues, where any employee can nominate a colleague, in addition to self-nomination which allows the employee to nominate himself/herself on the electronic system of rewards and incentives, and attach evidence to prove his/her accomplishment of the tasks and responsibilities he/she deems worthy of recognition.

Based on the electronic system of rewards and incentives, FAHR aims to provide a unified electronic mechanism for ministries and federal entities to nominate their employees within the various categories of the system proposed by FAHR and approved by the Cabinet in 2015.

The rewards and incentives system aims at appreciating the efforts of the employees in developing the work of the government, raise the level of institutional loyalty and encourage teamwork, and provide a unified methodology for ministries and federal entities to reward and motivate their distinguished human resources, motivate employees to improve their performance levels and create an environment of honest competition among all federal government employees.



## Types of Rewards



## Conclusion of the first phase of the Project Management Program in the Federal Government PMP

The Project Management Program in the Federal Government (PMP), launched by the UAE government early 2017. Aiming to qualify the national cadres, build their capabilities, and provide ministries and federal entities with highly qualified cadres according to the latest international trends. Provide them with professional skills in the project management field, which will contribute in the journey of development of the UAE and the society's life quality.

In 2018, the first phase of the Project Management Program in the federal government was completed. 360 employees enrolled for the program, approximately 100 employee was selected in the first phase. On completion of the theoretical and practical training, all participants have been recognised by receiving an international accredited certifications.

The project is the result of constructive cooperation between the Prime Minister's Office in the Ministry of Cabinet Affairs and the Future, the Federal Authority for Government Human Resources, and the international Project Management Institute.



## The Legal Advisory Team provided 9100 consultations since its formation

The Legal Advisory Team was established in 2010 in order to raise awareness and educate the employees of the ministries and federal entities and the clients about laws, regulations, legislations and policies of human resources in the federal government and to create a sound legal culture in this respect through answering their inquiries and questions on them.

### 2153 consultations in 2018

Since its formation, the Legal Advisory Team has provided approximately 9100 legal consultations to federal government employees and the public. In 2018, the team received 2153 legal consultations and inquiries, compared to 2400 consultations in 2017, 1250 consultations in 2016 and 1153 consultations in 2015.

The Legal Advisory Team examines the cases received from the employees of the federal entities and their HR and legal departments in relation to the laws, legislations and policies of human resources in the federal government. The team aims to (standardize legal opinions on all matters brought to FAHR and document legal principles to facilitate future work procedures).

### Number of Legal Advices provided during the period 2015 – 2018



## “Imtiyazat” ... Hundreds of offers for 100 thousand employees and the new-look application

In 2018, FAHR launched the updated version of the government employees discount program “Imtiyazat”, one of the strategic initiatives of the Authority, whereby partnerships are held with private sector institutions to offer special offers and exclusive discounts to government employees and their families on the prices of goods and services they provide.

Since its launch in 2011, “Imtiyazat” Program has achieved remarkable success and rapid leaps in terms of qualitative offers to government employees, the number of the initiative beneficiaries, and the number of companies making offers, which climbed to 480 companies.



### Imtiyazat Offers

«Imtiyazat» initiative seeks to cover all business and service sectors at the state level to achieve diversity, inclusiveness and the greatest benefit to the Federal Government employees



## ‘Imtiyazat’ Program launched by Authority aims to:



## The most important benefits and improvements of ‘Imtiyazat Program



## Issue 8 and 9 of the “HR Echo Magazine”



In 2018, FAHR issued the eighth and ninth editions of the HR Echo Magazine, launched in 2014 and published semi-annually both in electronic and paper form in Arabic and English. It is prepared in partnership with leading international universities and institutions in the field of human resources and the development and empowerment of human capital such as the British High Institute for Human Resources (CIPD), the United States Human Resources Management Association (SHRM), the Boston Consulting Group (BCG), the Monash University in Australia, Duke University, the Institute of Training of Officials in South Korea (COTI), Gallup Organization, and AQR, and the International Public Administration and Human Resources Association (IPMA), along with researchers and specialists in the field of management and development of human capital in various parts of the world.

HR Echo is a comprehensive specialized magazine that provides a qualitative addition to the UAE's human resources library, a is seen as a reference for researchers and those who are interested in this field, and a true addition to FAHR's tools to reach the largest segments of clients, partners and the general public, not only across the UAE, but also at the regional level, to reflect the best practices and experiences that can be utilized and used to improve the level of our institutions and improve the working environment, and in turn enhance efficiency and productivity.

The Magazine reaches more than 100,000 readers from inside and outside the country. FAHR has a huge database in the Federal Government's Human Resources Information Management System (Bayanati), in its accounts on social network websites, and various mailing lists for its partners and friends, in addition to the HR Club members. Kindly note that the Magazine is available on the website of the Federal Authority for Government Human Resources ([www.fahr.gov.ae](http://www.fahr.gov.ae)) in both Arabic and English and signing up online is also available.

## HR Echo Contest “Read and Summarize”

In conjunction with UAE's celebration of the Month of Reading and as part of the Authority's keenness to promote reading habits and spread knowledge among the employees of the ministries and federal entities, it launched during March 2018, Read & Summarize Contest (Echo).



Targets all Federal Government employees

The idea is to select one of the topics of the seventh edition of HR Echo Magazine issued by FAHR to read and summarize the content

5 winners out of 100 Federal Government employees who participated in the contest were selected

## HR Magazine... 92 issues and more than 100 thousand readers

By the end of 2018, FAHR marked the publication of the 92nd issue of its monthly “Human Resources Magazine”, the first of its kind in the UAE, and at the regional level in terms of specialization. It has become an ideal platform through which light is shed on HR topics, and experiences of human capital development in all its latest developments and manifestations, locally, regionally and globally, through both word and image.

The Human Resources Magazine is a media platform through which FAHR reaches its clients and keeps abreast of what is new in the field of human resources.

In addition to creating an interactive platform between the magazine and FAHR's accounts on social media websites, FAHR considers the magazine a good window through which it can publish translated scientific articles that are of interest to the reader and cater for his/her needs. Most of their contents are published on Twitter, Instagram and LinkedIn, which maximizes the benefits of the magazine.

The Human Resources Magazine from A to Z is prepared by FAHR's team through their personal efforts. The magazine aims to increase excellence and uniqueness in terms of specialization, opening the door to



specialists and those interested to present their experiences, ideas and expertise in an article, opinion and report. FAHR invites everyone to sign up online to receive the magazine at the beginning of each month via email. The magazine can be accessed in both Arabic and English, and subscription is available through FAHR's website ([www.fahr.gov.ae](http://www.fahr.gov.ae)).



### 30661 thousand calls in 2018 received by the Call Center

In 2018, FAHR received 30661 thousand calls from the ministries, federal entities and the public through the Call Center, through which it sought to strengthen the mechanisms of communication with its customers in the ministries and federal entities, and its partners from government, semi-government and private institutions and individuals.

Customer calls and inquiries focused on the services provided by the Federal Government's Human Resources Information Management System (Bayanati), the human resources procedures provided by the system, the Legal Advisory Service, Maaref Initiative for the Federal Government's preferred training partners, and Imtiyazat Program for government employees.

FAHR has a specialized team from all its departments and sectors to respond to the different inquiries and comments of callers on the Call Center No. 600525524, which in turn is responsible for transferring communications to the specialized staff at FAHR based on the service required by the callers.

The Authority has a specialized team from all departments and sectors to respond to queries and observations received via the unified call center:



Calls are then referred to competent Authority officials depending on the type of service requested

### Conclusion of the first phase of the Project Management Program in the Federal Government PMP

The Project Management Program in the Federal Government (PMP), launched by the UAE government in early 2017, aims to qualify the national cadres and build their capabilities, and to provide ministries and federal entities with highly qualified cadres according to the latest international trends and provide them with professional skills in the field of project management, which would in turn be positively reflected on the journey of development in the UAE and the society's quality of life.

In 2018, the training of the employees of the first phase of the Project Management Program in the federal government was concluded. The number of candidates who applied to the program reached 360 employees, about 100 of them were selected in the first phase. They were trained and qualified in project management through practical training workshops and electronic courses. Participants receive international recognition after attending 35 training hours and passing the final exam.

The UAE Government, through a program run by FAHR in collaboration with a number of federal government training partners as part of the Maaref Initiative, seeks to build and improve the capacity of federal government officials in the field of project management, help them obtain the project management specialist certification, and create a government work environment with qualified human resources capable of keeping abreast of the developments of government work and ready to cross in the future.

The project is the result of constructive cooperation between the Prime Minister's Office in the Ministry of Cabinet Affairs and the Future, the Federal Authority for Government Human Resources, and the World Institute of Project Management in the United States of America, being the developer and owner of the PMP.

#### Objectives of Project Management Program (PMP) in the Federal Government

Capacity building of Federal Government employees in the field of project management **1**

Help participants obtain Project Management Specialist certificate **2**

Create a government work environment equipped with qualified human resources capable of keeping pace with the latest developments in government system and shaping the future **3**

## Year of Zayed ... 30 community initiatives and the collection of AED 750,000



### Charitable Aid

- Sanadhum Amanah
- Contribute to their Education
- Winter Warmth

### Specialized Volunteering

- Free training for Federal Government employees
- Activate Guide to Volunteering

### Awareness Campaigns

- Awareness Messages to government employees
- HR Club

### Charitable Campaigns

- Donation of used computers & office furniture
- Supporting people with special needs

### National Events

- Martyr's Day
- UAE National Day
- Flag Day
- Environment Day

### Ramadan Initiatives

- Zayed Umrah
- Eid Clothing
- Building a Mosque
- Iftar Sayem camps

For the Authority, the year 2018 was a year of humanitarian and community initiatives in which 30 initiatives and community events were launched in response to HH Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE's announcement that 2018 will be the Year of Zayed and a national occasion for the UAE.

The Year of Zayed Initiative reflects the values of loyalty and allegiance rooted in the UAE's wise leadership and the extent of love and appreciation they have for the late Sheikh Zayed bin Sultan Al Nahyan, may God rest his soul in peace, who dedicated his life to achieving happiness for his people, ensuring their well-being and achieving development, prosperity and progress for his homeland, and supporting the causes of his nation, and providing support and assistance to the needy and the weak in all parts of the world.

In this section we will highlight the most prominent of these initiatives:

### “Umrah Zayed” for workers

As part of its unique community and humanitarian initiatives in the Year of Zayed, the Authority launched, in partnership with Dar Al Bar Society, the Umrah Zayed Initiative, which aims to enable hundreds of needy workers to visit the Holy Mosque and perform Umrah for the first time.

It should be noted here that the intention of this Umrah is directed to the spirit of the late Sheikh Zayed bin Sultan Al Nahyan, may God rest his soul in peace. It coincided with World Labor Day, which falls on May 1 of each year, and aims to bring happiness and bliss to the hearts of hundreds of workers in the United Arab Emirates, and realizing their dream of performing Umrah, for the first time in their lives.

### Building a Mosque on Zayed Day for Humanitarian Action

In partnership with Dar Al Bir Society, FAHR launched a charity campaign to establish a mosque in a poor country in mid-2018, marking Zayed Day for Humanitarian Action, which falls on the 19th of Ramadan each year.

### Education campaign for children in developing countries

FAHR and Dubai Cares launched a humanitarian charity campaign as part of the community education initiative to support the education of children and young people in needy communities around the world.

The campaign aims to help poor and needy students in many developing countries in order to pursue their education and enable them to achieve their most basic rights, including education and attending schools in the same way as the rest of their peers all over the world.

### “Warm Winter” for the workers

Launched by FAHR in cooperation with Dar Al Bir Society, this initiative aims to provide workers in Dubai with clothes and winter necessities purchased from the donations of federal government employees as part of the “Mad Alawn” or “Aid” campaign, one of FAHR's community and humanitarian initiatives in the Year of Zayed.

During the initiative, federal government employees distributed clothing and winter necessities among 350 workers from several companies in Al Quoz Industrial Area. The initiative was attended by dozens of FAHR's employees and the Ministries of Education and Infrastructure Development.

### Treatment of Blind Elderly

In cooperation with Noor Dubai Foundation, FAHR launched a charity campaign under the name of “Sanadham Amanah” Community Initiative to provide care for a large number of blind elderly people in poor countries, in conjunction with the International Day of Older Persons, which falls on October 1 of each year.

The proceeds of the campaign were fully allocated to support the activities of Noor Dubai and its treatment camps in poor countries. Only AED 50 can treat four people from blindness.

### Donating 50 Computers

As part of its community initiatives in the Year of Zayed, FAHR handed over 50 computers, printers and storage units to Dubai Municipality represented by the Rehabilitation Center for Digital Devices, as part of its keenness on supporting the rehabilitation of personal computers project which is implemented by the Municipality to donate them to needy people inside the country and abroad

### Secondhand Office Furniture

FAHR handed over to Dar Al Bir Society a variety of secondhand office furniture to be donated to the poor families, or sold to low-income families at quarter of actual price, to support the orphan sponsorship project and other charity projects that it carries out.

### Treatment of 3 Children

The year 2018 witnessed a constructive and close cooperation between FAHR and Al Jalila Foundation, which resulted in the launch of a series of charity campaigns under the initiative “Sanadham Amanah” to cover the cost of treatment of three children suffering from various diseases, whose families cannot afford the hefty price tag of their treatment.

The campaigns witnessed great interaction by the employees of the federal government and the various groups and segments of society, as the costs of treatment of sick children were covered, and they were treated and recovered.

### Free medical checkups for workers

On the occasion of the World Health Day, FAHR organized a free medical check-up campaign for dozens of workers in Dubai, in cooperation with Dar Al Bir Society and Medior Hospital, during a field visit to one of the female workers’ residences in Al-Quoz area.

FAHR’s team distributed souvenirs and a bag of sanitary products to the workers. Medior Hospital’s representatives also conducted free medical examinations for dozens of workers, such as blood glucose levels, blood pressure and body mass index, as well as distribution of educational and health awareness-raising leaflets.

### “Nabtat Al Kheir” on World Environment Day

The Authority positively responded to Nabtat Al Kheir initiative launched by Dar Al Bir Society whose concept is based on selling saplings and plants to employees for 10 Dirhams, allocating their proceeds to the humanitarian activities and charity projects supervised by the Society such as: (treatment of patients with limited income, building mosques and digging wells).

The Authority’s interaction with this initiative comes as part of its celebration of the World Environment Day, which falls on the 5th of June of each year, which in 2018 carried the slogan of “Overcoming Plastic Pollution.”

### “Eid Costume”

As part of its charity initiatives in the holy month of Ramadan, and in cooperation with Dar Al Bir Society, the Authority launched the “Eid Costume” campaign, which aims to bring happiness and joy to the souls of needy children and share with them the joy of Eid Al Fitr by providing them with the Eid Costume.

### Raising awareness on the importance of volunteering

In cooperation with the UAE Red Crescent Society and Noor Dubai Foundation, the Authority held awareness-raising workshops for its employees on volunteerism, as part of its keenness to strengthen the culture and values of volunteerism and to raise awareness on the importance of volunteering and community work.

### Medical check-ups on the World Diabetes Day

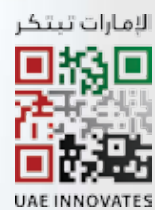
Each year, the Authority is keen on marking the International Day of Diabetes, which falls on the 14th of November, and on this occasion it held various free medical examinations for 50 of the service and support staff working in FAHR’s buildings in Abu Dhabi and Dubai, in cooperation with the Everlast Wellness Center in Abu Dhabi, and the Nice Care Medical Complex in Dubai.



The UAE believes that man is the cornerstone of any development. We believe in the competence of our national cadres and their ability to develop future government leadership models and create proactive solutions to future challenges

**His Highness Sheikh Mohammed bin Rashid Al Maktoum**

Vice President and Prime Minister of the UAE and Ruler of Dubai



## UAE Innovation Month FAHR organizes 20 events during the UAE Innovation Month

The wise leadership of the UAE believes in the importance of instilling a culture of innovation as a daily practice and an integral part of the lifestyle of the UAE, which will enhance the leading position of the State at all levels, making it a model for creativity and innovation and embracement of talents and competencies. The UAE is keen on future foresight in all business sectors and areas of life by adopting and investing in innovation and creativity approaches.

The UAE Innovation Month Initiative launched by H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, reflects the importance of innovation for our wise leadership and highlights the pioneering experience of the UAE in embracing and empowering talented and creative people, and adopting and supporting innovative and creative ideas.

During the UAE Innovation Month in 2018, FAHR's agenda was full of events and activities. It launched 20 instructional initiatives, activities and events for the staff. It held a series of workshops, including: (the art of scientific analysis of memory, where you stand from happiness, the tools of innovation and the future, it is your decision workshop, and two workshops on measuring latent innovative capacities, and innovative task forces - the foresight methodology).

### Launching the Year of Zayed Competition

During the UAE Innovation Month, FAHR launched the Year of Zayed Competition on an innovation page on its website [www.fahr.gov.ae](http://www.fahr.gov.ae), a competition in which the Authority opened the doors for all its employees to shed light on some of the situations and topics that would constitute future foresight and a model for innovation in the life and experiences of the late Sheikh Zayed bin Sultan Al Nahyan, may God rest his soul in peace.

It also launched a challenge for employee weight loss. The results were measured by a smart application. FAHR held the innovation lab to develop a model of FAHR service package team and another innovative lab to develop the smart application of the Imtiyazat Program for government employees, in addition to launching the updated version of the innovation portal on its website.

## Partnerships in 2018

In the year 2018, FAHR has endeavored to consolidate and strengthen its relationship with its partners in various sectors. It has concluded many partnerships and memorandums of understanding with international, government, semi-governmental and private institutions, believing that these partnerships and understandings are fundamental to achieving its vision, mission and strategic objectives. The following are the most important memorandums signed by FAHR in 2018:

### Memorandum with Emirates Islamic

For the third year in a row, Emirates Islamic Bank, one of the leading Islamic financial institutions in the UAE, sponsors the HR Club activities - one of the strategic initiatives of the Authority - exclusively in 2018.



### With Al Jalila Foundation

The Memorandum of Understanding signed by FAHR and Al Jalila Foundation aims to strengthen the bonds of partnership between the two sides and enhance cooperation between them in the fields of humanitarian, charitable and community work which brings benefits and prosperity to the UAE society.



The memo also provided for enhancing cooperation between FAHR and Al Jalila Foundation, and supporting the initiatives of Al Jalila Foundation in the media by promoting and publicizing them across the federal government.

### With Dubai Cares

In order to build bridges of partnership and enhance cooperation in the fields of humanitarian, charitable and community work, which eventually benefit the children and youth in many poor and needy countries, FAHR and Dubai Cares signed a Memorandum of Understanding in 2018.



The MoU provided for enhancing cooperation between FAHR and Dubai Cares and supporting the Foundation's initiatives in the media through promoting and publicizing them across the federal government and taking part in their launch and implementation.

### With "INDEX"

For the second year in a row, and as part of its preparations for the 9th International Human Resources Conference, which will be held in Dubai on 17 and 18 April 2019, the Authority signed a cooperation agreement with INDEX to organize conferences and exhibitions. Under that agreement, the company will provide to FAHR logistical support to organize and promote the conference, and host international and local speakers specialized in human resources to participate in the conference session and submit specialized working papers, in addition to running the website of the conference to announce it and complete all registration procedures for participation and attendance.



### With the Ministry of Administrative Reform and Civil Service in Morocco

On the sidelines of the 8th International Human Resources Conference, held on 16 and 17 April 2018, in Dubai, under the patronage of H.H. Sheikh Hamdan bin Mohammed bin Rashid, Crown Prince of Dubai, the Authority signed a Memorandum of Understanding with the Ministry of Administrative Reform and Public Service in the Kingdom of Morocco .

The MoU aims to enhance cooperation and exchange of experiences and knowledge between the two parties in many areas related to the development and empowerment of government human capital, including: (supporting institutional culture and professional codes of conduct, and instilling the principle of career development based on competencies and human resources planning).

### With the Emirates Canadian University College in Umm Al Quwain

In 2018, the Authority signed a Memorandum of Understanding with the Emirates Canadian University College in Umm Al-Quwain to utilize the services, solutions, education, training and development programs offered by the College in developing the capabilities and skills of the federal government employees and raise their efficiency and improve their performance and productivity.

The MoU provided for cooperation between FAHR and the College in the fields of education, training and development of the capacities of the employees of the ministries and federal entities, and the improvement of their performance and professional competence. Under the Memorandum, the College will join Maaref Initiative of the preferred training partners in the federal government, launched by FAHR in 2013 with the aim of preparing a list of the best training providers in the UAE and making it available to ministries and federal entities to benefit from their training programs at competitive prices.

According to the memo, the College will provide the federal government employees with a variety of programs and general and specialized educational solutions and training courses that will qualify them and enhance their capabilities at competitive prices and free of charge in certain courses. The College will offer its training and educational programs for the employees of the federal government through Maaref electronic system which enables it to communicate directly with the ministries and federal entities wishing to train their employees, and receive requests for nomination to attend programs and courses it provides.

## National occasions

FAHR is keen to participate and interact with all national celebrations, and to revive various community events, believing that they are an integral part of the fabric of the UAE society and one of its main components.

### 47th National Day and Commemoration Day

FAHR celebrated the 47th National Day marking the founding of the Union of the United Arab Emirates. It also marked the Commemoration Day which falls on the 30th of November each year. The ceremony was opened with a minute of silent prayer for the martyrs of the homeland who rose up in defense of the right and in support of the oppressed. This was followed by the National Anthem and hoisting the UAE flag on FAHR's buildings in Abu Dhabi and Dubai.

### Flag Day

FAHR also marked the Flag Day, which falls on the 3rd of November each year, coinciding with the state celebrations marking the 14th anniversary of H.H. Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE, accession to power.

The Authority organized a ceremony on this occasion, including raising the flag of the UAE on its premises, listening to the National Anthem, and distributing the UAE flag to all employees.



## Career well-being

FAHR is well aware of the great role played by its staff in achieving its vision and strategic objectives and strengthening its position across the federal government. Hence, it has given them a special status and provided them with an ideal work environment based on happiness, positivity and motivation. FAHR also launched several internal initiatives to empower and bring happiness to its staff and raise the level of their satisfaction and career harmony and productivity, and encourage creativity and innovation among them. In the following part we shall shed more light on the most prominent initiatives:

### Career Welfare Program

Within the framework of the career welfare program through which the Authority seeks to engage its employees, and raise their levels of satisfaction and career well-being, many activities and events were organized.

The Career Welfare Program includes four initiatives, each with a range of activities and projects: namely: the health initiatives, occupational safety initiatives, green environment initiatives and social and community initiatives.

### Employee Wellness Program Initiatives



### Happiness Fund

FAHR launched the “Happiness Fund” initiative, which aims at allocating funds filled with in-kind bonuses, various purchase coupons and valuable gifts to all sector and departmental managers in the Authority to distribute them among their high performing employees and those who submit innovative suggestions which greatly contribute to developing FAHR’s work environment.

### International Women’s Day

FAHR marked the International Women’s Day, which falls on the 8th of March each year, by holding a ceremony during which the employees of the Authority were honored and offered souvenirs.

Marking the International Women’s Day comes as a recognition of the role of women in the promotion of the UAE’s status at the local, regional and international levels.

### Emirati Women ‘s Day

FAHR also organized a ceremony on the occasion of the Emirati Women’s Day, which falls on the 28th of August each year.

## Periodic Rewards for the Positive employee

Among its initiatives to motivate employees and enhance their productivity, FAHR launched the “Positive Employee” Initiative to honor its employees who are positive and proactive, as part of FAHR’s keenness on instilling the principles of career well-being and happiness, enhancing relationships among colleagues, involving staff in making decisions and promoting their positivity.



### Qualities of a Positive Employee

Positive Employee’s Award is granted quarterly to employees who demonstrate certain qualities, including:

- Ability to give up the usual to make other happy
- Understand the needs of others to help them
- Respect others regardless of their race and beliefs
- Expresses his ideas positively
- Diligent and proactive
- Cheerful
- Look at challenges from a positive perspective
- Motivate others to work, and contribute to creating a positive work environment
- Can work as a part of a team
- Has positive work attitude and high productivity



The Positive Employee Award is granted quarterly to the employee who has a variety of attributes including: (the ability to please others by being unusual, understanding and assisting others, respecting others regardless of their ethnicity and affiliations, expressing thoughts positively, being active and positive, having a sense of humor, looking at all challenges from a positive perspective, motivating others to work, contributing to the creation of a positive work environment, as well as teamwork, participation in FAHR’s initiatives and internal and external activities, and having high diligence and productivity).

FAHR is keen to involve all its staff in the process of nomination and selection of the Positive Employee each time, by asking the staff to send a story or a positive attitude of one of their workmates to the Human Resources and Services Department, which is responsible for selecting stories that meet the criteria of the positive employee category. Then, it circulates the story to the staff of FAHR by email and invites them to vote and choose the best story without mentioning any information revealing the identity of the person meant in the story.

### **Happiness Breakfast**

Launched in 2012, the Authority considers the Happiness Breakfast to be the perfect platform to meet with its employees, to review the highlights of its achievements in the past year, to highlight the most important projects and events of the next phase, and to honor the distinguished teams and employees.

Through this initiative, the Authority aims to enhance communication among employees of different departments, grades and job titles, and increase the level of cooperation among them in a non-traditional social environment.

### **International Day of Happiness**

The Authority celebrated the occasion of the International Day of Happiness, which falls on March 20 each year, by organizing a party for its employees on that occasion, which included the performance of several entertainment shows and interactive competitions, in addition to honoring distinguished teams and employees.

### **Checking employees' eyes**

In 2018, FAHR organized a medical program to check the eyes of its employees in Abu Dhabi and Dubai, in cooperation with the Al Jaber Optical Center. The program included advanced medical examinations for staff, aimed at prevention and treatment.

This step comes within the framework of providing health care for employees, and raising awareness on eye diseases that a person may suffer from in the future all of a sudden.

### **Maqassert e-Card**

Is a card of appreciation and gratitude exchanged among the employees of the ministries and the federal entities in different departments and degrees to express their gratitude for the cooperation of their colleagues and for the efforts they made, in view of their commitment to professional, behavioral and ethical work.

Through its Well Done Card launched in 2013, FAHR aims to motivate federal government employees to pay attention to their positive aspects, creating a motivating work environment based on a culture of teamwork, outstanding performance, employee and customer happiness, creativity and innovation.