Remote Work System in the Federal Government

Approved by Cabinet Resolution No. (27) for 2020

May 2020

The agenda of the workshop

Presenting the remote work system approved by Cabinet Resolution 27 of 2020
- ✓ Standard comparisons to study work remotely
- ✓ Project implementation steps
- ✓ Efforts of the Federal Authority for Government Human Resources
- ✓ Types of remote work
- ✓ Remote work system goals
- ✓ Criteria for selecting suitable jobs for remote work
- ✓ Mechanism for selecting employees for remote work
- ✓ The means and mechanisms of applying the system
- ✓ Evaluating employee performance during remote work
- ✓ HR procedures for remote employees (salaries and benefits, appointment, probationary period, promotions, transfers, vacations)

Results of a questionnaire on the remote work system in the federal government in emergency circumstances

- ✓ The segment of participants in the remote job questionnaire
- ✓ The percentage of satisfaction with the remote work system in emergency circumstances
- ✓ The most prominent challenges in applying remote work according to the results of the questionnaire
- ✓ Proposals for developing the remote work system according to the results of the questionnaire

A guide for measuring employee productivity according to the remote work system in the federal government

- ✓ Classifying jobs according to the productivity measurement mechanism
- ✓ Measuring productivity through digital and smart systems
- ✓ Indicators for measuring the productivity of remote employees
- ✓ The requirements to be met by the federal authorities for the authority

An inquiries session with the federal authorities about the remote work system

Introduction

In the year 2017, the Federal Authority for Government Human Resources prepared an integrated study for the project of the remote work system, including standardized comparisons with some global, regional and local bodies, through which it became clear that the application of the system is limited to specific jobs and areas or is linked to conditions and time frame agreed in advance.

One of the results of the study was the launch of the experimental application of the system according to the determinants of a number of federal entities that have succeeded in the application due to its possession of basic components, the most important of which are the technological and technical infrastructure and smart systems to monitor productivity and measure it for employees who work remotely. Accordingly, Cabinet Resolution No. (27) for the year 2020 was issued regarding the remote work system in the Federal Government

Project implementation phases

1

The remote work study questionnaire was launched on January 10, 2017, which targeted executives, senior executives and human resource managers in the federal government

2

The proposed policy was presented to the Education and Human Resources Council and the implementation of the pilot application from 2017 until the end of 2019

And the start of the pilot application on 5 federal entities until the end of 2019, and some federal entities have successfully completed the pilot application due to the availability of an electronic follow-up system and services that measures the indicators of employee performance and productivity (number of transactions, happiness of employees)

3

In March 2020, the authority, in cooperation with the Ministry of Cabinet Affairs and the future, issued a guide for implementing remote work system in the federal government, with a statement of procedural guidelines to ensure the continuity of business performance and the provision of all required services under emergency conditions
In April 2020, the authority launched a questionnaire about the experience of working remotely in light of emergency conditions, precautionary measures and measures in the federal government.

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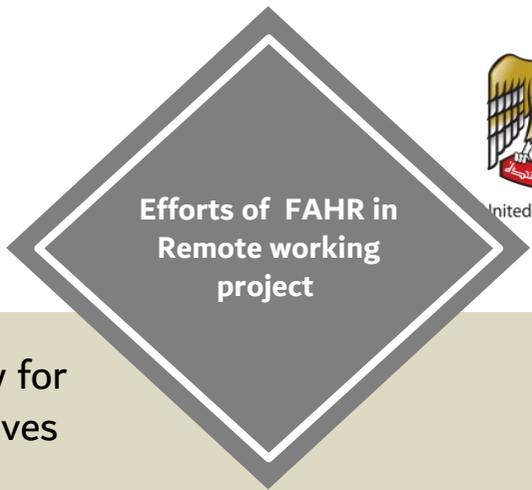
Since starting the activation of the remote work system in emergency circumstances, the Federal Authority for Government Human Resources has issued a set of circulars, evidence and decisions according to the directives of the Council of Ministers. Among the circulars and decisions issued are the following:

1. The authority's letter to all ministries and federal entities regarding precautionary measures to limit the spread of epidemics in the country - March 2020
2. The authority's letter to all federal ministries and entities on guiding procedures to ensure business continuity and employee health and safety - March 2020
3. Guide to applying "remote work" in the federal government and procedural guidelines in emergency circumstances - March 2020
4. Authority Circular No. (4) on Governance of Teleworking in Emergencies in Federal Entities - March 2020
5. Circular No. (5) regarding virtual sessions via the e-learning portal in the Federal Government - March 2020
6. Circular No. (6) regarding licenses for electronic training courses and the services of the "Al-Mawred" platform - April 2020
7. Authority Circular No. (7) regarding the implementation of Cabinet Resolution No. (19) for the year 2020 AD regarding organizing government work during emergency circumstances - April 2020
8. Authority Circular No. (8) regarding the implementation of Cabinet Resolution No. (22 / 5F) for the year 2020AD regarding granting paid leave leave for some exceptional cases - April 2020
9. Authority Circular No. (9) regarding the return of employees enrolled in national service to their employers - April 2020
10. Circular No. (11) regarding launching the "Hayat" project to provide psychological and moral support and support to federal government employees

Types of remote work

Full-time remote work

The jobs that can be performed completely from outside the workplace

Partial remote work

where the employee can, at the request of his employer, divide work time between the workplace and home in equal or different proportions per day/week/month

System Objectives

Provide multiple work options for employees and their entities, to achieve a better work – life balance, in a way that does not affect the entity's goals.

Help talent attraction and retention

Reduce the entities' operational costs

Provide government service outside official working hours

Create new unconventional jobs

Criteria for choosing suitable jobs for working remotely

Federal entities shall determine the appropriate jobs for remote work in accordance with the following criteria:

1. Jobs are divisible nature

2. Jobs selected can be automated

3. Jobs selected requires specific inputs that are handled through electronic systems

4. Any other criteria determined by the entity in coordination with the Federal Authority for Government Human resources

❖ In all cases, job suitable for working remotely must be determined in coordination between the entity and the Federal Authority for Government Human Resources.

Examples of remote working jobs: programmer, system analyst, statistical, Editor, business analyst

Mechanism for Choosing employees to work remotely

1. Employees may be selected to work remotely in accordance with the following criteria:

- The employee must be occupying a job that can be performed remotely

- The employee who have been selected to work remotely should not have been subject to any administrative penalties for breach of Code of Ethics and Professional Conduct for Civil service

- The employee who have been chosen to work remotely should be honest and abide by quality and accuracy of work and confidentiality of data

- The employee who is working remotely should have attained at least 'Meets Expectations' rate in the last performance appraisal

- The rules and mechanisms of remote work system stipulated in this system, as well as employment criteria contained in the Federal Government's HR Law and related regulations, shall apply to newly appointed employees.

Methods and Mechanism for implementing remote work system

< Federal entities should make sure, while choosing remote jobs that the outcome of these jobs must be delivered through the following mechanism:

1. Follow-up and hand over shall be through electronic methods

2. Achievement shall be done individually

Obligations of federal entity implementing remote work system

< The Federal Entity shall make sure of the following:

1. Developing an efficiency measurement mechanism, and setting standards, and time frames for each activity and outcome chosen

2. Creating a safe technological environment through observing controls related set for maintaining the privacy and confidentiality of the entity's data, and authorization of accessing the systems;

3. Ensuring feasibility of implementing remote work system in entities

4. Monitoring employees who work remotely electronically, including how to summon them, make sure of their performance and accomplishments, and any other matter deemed necessary by the entity;

Hiring

An employee working remotely shall be subject to the same rules and controls stipulated in Human Resource Law and its Executive Regulations.

Probationary Period for new employees

A new employee hired under remote work system shall be placed on probationary period for six (6) months and it can be renewable for three (3) months. Prior to the end of probation period, the employee shall undergo a performance review by the immediate supervisor to assess his / her capabilities, to either recommend regular appointment of the employee or termination of employment.

Salaries and Financial Benefits

Employees working remotely shall be entitled to salaries and financial benefits according to Grade & Salary Scale for Federal Government employees approved by the Cabinet.

Evaluating the performance of the employee who working remotely

Performance Appraisal of Remote working employees Notwithstanding the provisions of Performance Management System for the Federal Government employees, performance of an employee working remotely shall be assessed according to:

1. Productivity, based on number of outcomes, tasks achieved out of target, and number of deliverables
2. Quality of outcomes in terms of accuracy of deliverables
3. Meeting deadlines for delivering tasks within the time frame specified in the contract and percentage of abidance by the plan in agreement with the employer
4. Satisfaction of immediate supervisor and customers with the performance as agreed upon
5. Any other matter determined by the employer
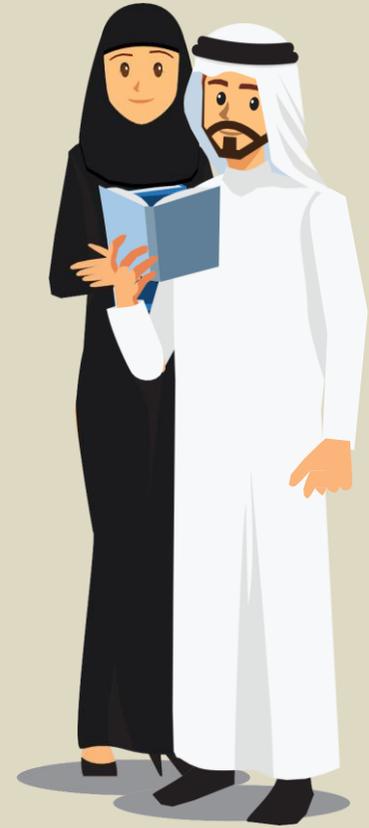
An example from the Electronic Services Department at the Ministry of Human Resources and Emiratizations

An example from the Media Content Department of the National Media Council
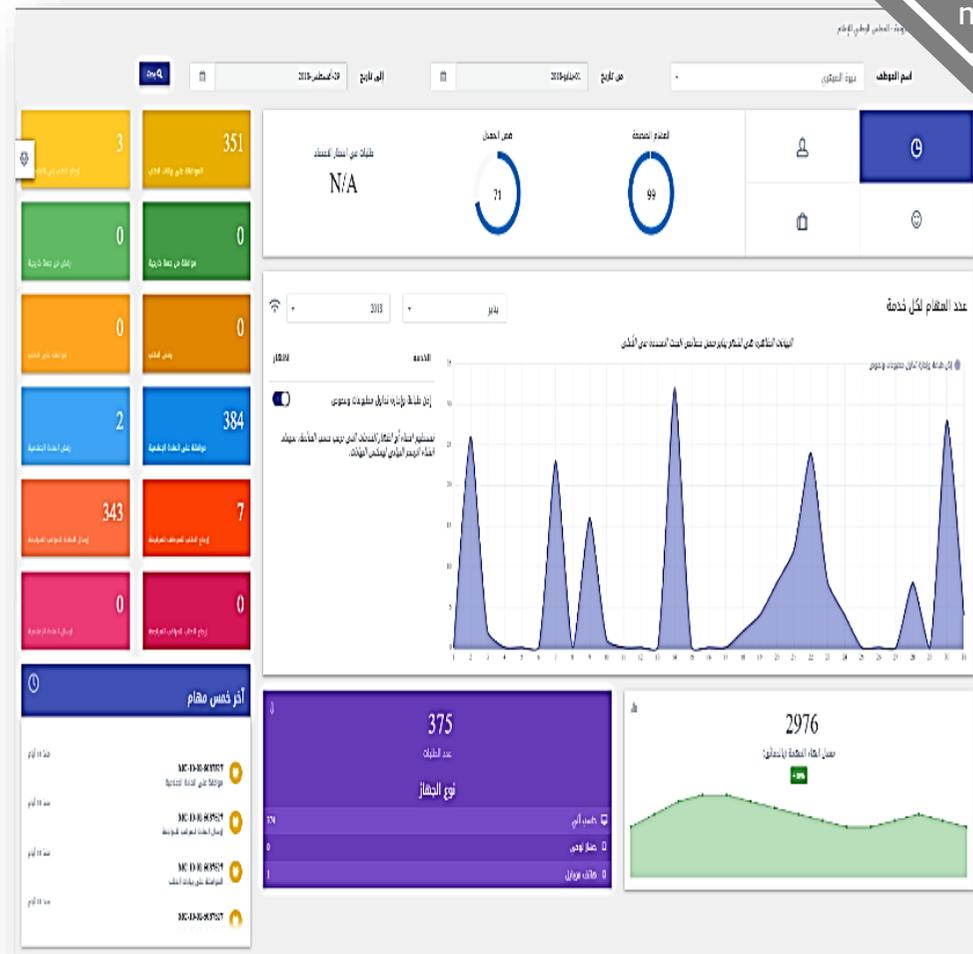
Examples of some dashboards to measure productivity within remote work

Promotions

An employee working remotely shall be promoted according to the rules and controls stipulated in the Federal Government's Human Resource Law and its executive regulations, and in compliance with the Employee Performance Management System.

Transfer

An entity may decide to transfer a remotely working employee to his / her original workplace, and vice versa, internally or to any other entity

Leaves

An employees working remotely shall be entitled to all leaves specified by the Human Resource Law in the Federal Government and its executive regulations

General Rules

An employees working remotely shall undertake to sign:

- The Code of Ethics and Professional Conduct for Civil Service Document

- Confidentiality of Information Document attached herewith

- Agreement prohibiting subcontracting of third parties attached herewith

Results of the survey «Application of the remote work system in the federal authorities»

The Federal Authority for Government Human Resources launched **a special questionnaire on the experience of remote work in light of emergency conditions** and precautionary measures in the Federal Government on April 5, 2020, in order to solicit opinions and views of employees of the federal government and study their proposals on remote work, including the development of work and To ensure business continuity and provide optimal services

Results of the remote work survey

Number of participants in the questionnaire in the federal government   **6,327**

General satisfaction with the application of teleworking

1%
2%
7%
38%
52%

Satisfied

Very satisfied

not satisfied

strongly not satisfied

neutral
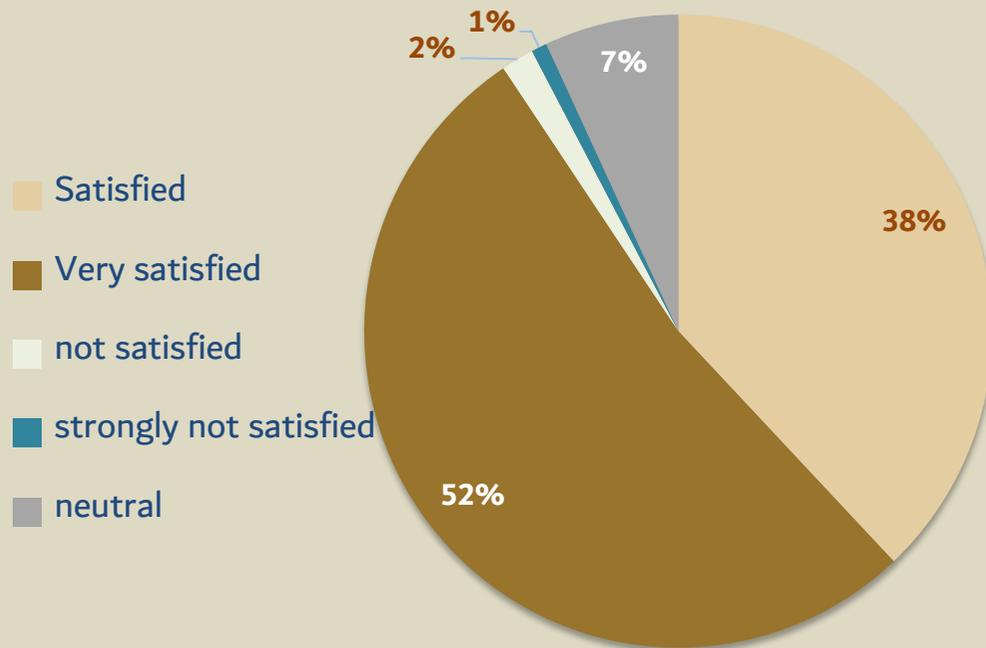
90% of the participants in the questionnaire are satisfied with the application of the remote work system under emergency conditions

Remote work application challenges

The most important challenges faced by participants in the application of remote work

44%

23%

21%

12%

■ technical problems
□ Challenges in the place where you perform remote work tasks (eg home)
□ Challenges to implement tasks, processes and services
■ Challenges in communication between employees
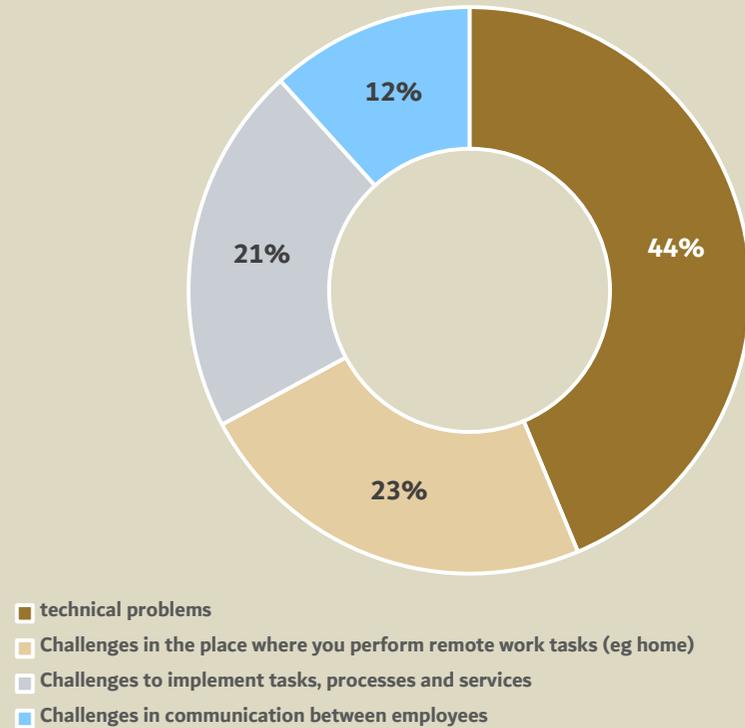
Did the participants face challenges in applying remote work?

39%

61%

No ■   yes □
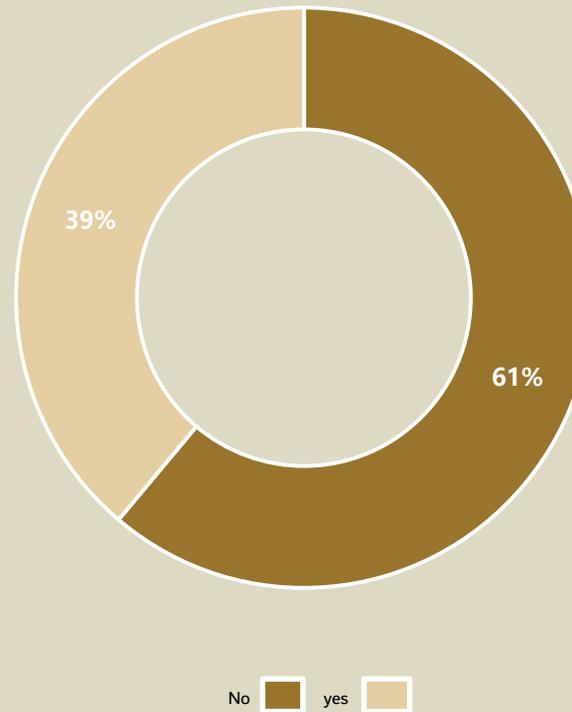
- **61%** of the participants in the questionnaire confirmed that they did not face any challenges in the implementation of remote work

- and **39%** of the respondents indicated that they faced some challenges

- The challenges are concentrated in technical problems, at 44%.

Proposals for developing the remote work system according to the results of the questionnaire

7 Providing the opportunity to work remotely gradually for the employees who will retire within 3-5 years

4 Flexible and reversible business options are available within electronic human resource systems

1 The use of electronic and smart systems to monitor and document the performance of tasks during the remote working period (the importance of digital transformation)

8 Finding mechanisms to follow up on work within specific jobs (supervisory jobs, policy development jobs, and research-type jobs)

5 Developing the remote work system in a way that does not violate the principles of achieving a balance between work and the private and social life of employees

2 Electronic transfer of all services in the federal authorities

9 Activating the occupational health and safety regulations for employees during the remote work period to ensure their safety and health during working hours

6 Rehabilitation of employees to perform jobs that require remote work

3 Provide technical systems related to cybersecurity during the remote working period
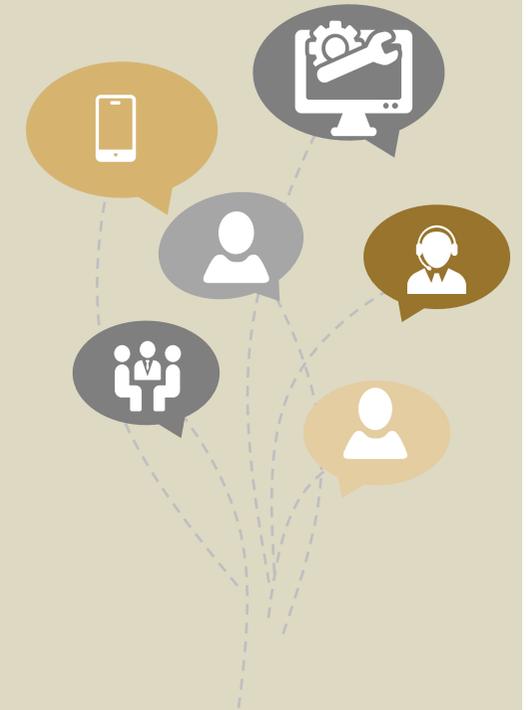
A guide for measuring employee productivity according to the remote work system in the federal government

The Federal Authority for Government Human Resources is preparing a guide that aims to provide ministries and federal entities with the most recent mechanisms necessary to measure the productivity of employees working remotely through the use of smart and digital systems approved in the federal government.
As this guide includes mechanisms for measuring the productivity of employees working remotely using various means, in addition to performance indicators and calculation method that enables human resource departments to submit periodic reports on productivity and effectiveness of work remotely in the federal authorities and submit them periodically to officials and relevant authorities in order to achieve the aspirations of the government and support for the stage Coming to the future government.

They are the basic, supportive and service jobs in the federal entity that provide services for either external dealers or internal dealers in the entity, where its productivity is measured according to the number and quality of services and transactions completed from the total services or transactions through digital systems such as call center system and relationship management system Customers (CRM) in addition to Time and Level of Service (SLA) compliance measurement systems. Example: An executive who delights dealers in call centers, an administrator in customer service at call centers.

government jobs Of a quantitative service nature

They are the basic or supportive functions required to implement and achieve the strategic goals and operational initiatives of the entity through the completion of projects, tasks and assignments related to the strategic goals of the entity and the management of its operations and decision-making .. etc, as this category is not concerned with providing direct services to the public. The productivity of these jobs is measured through smart and digital systems for managing the main business or projects in the main and supporting sectors such as the performance management system for employees in Bayanati and the performance system 3 of the distinguished office of the Prime Minister and electronic solutions and applications such as: (Microsoft Project, share-point, Outlook-tasks, Task manager, Enable ..etc), example: project manager, expert, specialist, leadership and supervisory positions in basic and supportive jobs

government jobs Of a qualitative nature

They are the jobs that require the personal presence of employees to perform administrative, office, and field work through direct communication or carrying out field visits or being at the workplace due to the nature of the applied / field tasks they perform, and they do not require the use of digital systems directly to accomplish their job tasks, for example: Work inspector, reception staff etc.

Field government jobs (requires presence at workplace or in the field)

- The digital and smart systems are a pillar to ensure the continuity of employees' work remotely, which saves a lot of time and effort for employees working remotely, and also ensures the success of the process of measuring employee productivity.

- The digital and smart systems contribute to measuring all indicators of the productivity rate during the teleworking period, and these systems will constitute a qualitative shift in the field of mechanisms used to measure the level of productivity of employees working in federal entities during the telepathy period with limited human intervention to ensure the credibility of the results governance.

- The digital and smart systems also guarantee the efficiency and quality of all government transactions and procedures provided through the approved services in the authorities, which enables the federal government to establish a unified database that includes all indicators in terms of measuring productivity and measuring the quality of work outputs, and it will seek to apply the latest technologies that measure the quality and efficiency of productivity And automate processes through artificial intelligence.

نظام " ممكن "
(AI Powered Productivity Measurement Solution)

The main system for measuring productivity is possible and it is a smart digital system supported by artificial intelligence technologies where it measures the productivity of entities according to algorithms and aims to facilitate and shorten the time to follow the agencies 'productivity and data accuracy, as it provides productivity reports at the level: the entity and the level of the concerned department and the employee level

The system is characterized by the following:

✓ Productivity Analysis
    ✓ Leadership Recommender
    ✓ Task Allocator
    ✓ Executive Productivity Insights
    ✓ Real-Time Multidimensional Productivity Score

- The system measures the following elements:

Adherence: A commitment shows how employees are getting close to performing tasks to an ideal time (high commitment shows that work is done efficiently)

Volume: Volume is an indicator of the amount of work performed on the workday

Consistency: Consistency answers the question of whether employees work in the same way every time or do patterns change often? (Higher consistency means lower contrast)

Quality Impact: The effect of quality measures the answer to a question. What is the impact of staff quality on the entity?

Among the systems that support the possible system is the Customer Relationship Management (CRM) system in addition to systems to measure compliance with time frames and level of service (SLA).

- **The indicators for measuring the productivity of remote employees are divided into 3 indicators, as follows:**

| 1 | **Customer Service Efficiency Index** |

| 2 | **An indicator of measuring productivity and efficiency of the service level for support services employees** |

| 3 | **An indicator of measuring employee productivity and efficiency in jobs of a qualitative nature** |

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The requirements should be provided by the federal authorities :

1 Federal entities must adopt an electronic digital system and develop mechanisms for measuring productivity in an electronic form within the entity

2 Work on studying the identification of jobs mentioned in the remote work system according to the mentioned criteria

3 Coordination with the Federal Authority for Government Human Resources to rely on the list of jobs that operate remotely

4 Spreading a culture of measuring productivity and explaining the mechanisms and indicators of measuring productivity

Mechanisms of communication with the Federal Authority for Government Human Resources:

مركز الاتصال الموحد
Call Center
600525524

وسائل التواصل الاجتماعي
Social Media
@FAHR_UAE

«حمـد»
المساعد الافتراضي للمتعاملين
"HAMAD"
The Virtual Assistant For FAHR Customers

نظام إسعاد المتعاملين
«عبر موقع الهيئة الإلكتروني»
Customer Happiness System
www.fahr.gov.ae

التطبيق الذكي
FAHR
Smart Application

نظام إدارة معلومات الموارد البشرية
فـي الـحـكـومـة الاتـحـاديـة
The HR Management Information System
بياناتي
Bayanati

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