



# ANNUAL REPORT

## 2019

Achievements Year

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## Annual Report 2019

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“Building Human element is the best way to build Nations”

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



“We are lucky because we work in governments, our job is the best thing in our life; indeed it is our life! With it, we change the lives of millions for the better.”

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





“Young people are the country’s true wealth, and the leaders of tomorrow. Therefore, the country is keen to prepare them and invest in them.”

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

**Abu Dhabi Crown Prince  
and Deputy Supreme Commander of the UAE Armed Forces**



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## 2019: Achievement and Ambitions

### Dear Readers,

The year 2019 ended with much successes and obstacles, yet it saw a lot of accomplishments by the Federal Authority for Government Human Resources (FAHR). The Authority's staff demonstrated a high level of teamwork and collaboration in carrying out their duties for the sake of achieving its vision and strategic goals emanating from the Human Resources Strategy in the Federal Government 2017-2021.

These outstanding efforts and great accomplishments make us hopeful and more ambitious for the year 2020, which brings us closer to our dream of realizing the UAE Vision 2021, in conjunction with the country's golden jubilee celebrations, marking the passage of fifty years since the establishment of the Union.

All of the foregoing achievements and aspirations constitute a strong drive for the Authority to make every effort to reinforce the UAE's global position as a leading nation in the fields of Human Resources indicators, and Human Capital Development.

The UAE has recognized since its inception, that developing its Human capital is considered the most valuable investment towards achieving a knowledge-based economy and sustainable development, while continuing its comprehensive development by declaring that 2020 will mark the UAE getting ready for the next 50 years until 2071.

In order to share His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, his hope and aspiration for 2020, we have all to work hard and sincerely, as individuals and institutions, and at all work sectors and different aspects of life, to communicate the UAE's experience to the world.

We should also be worthy of the trust of our leadership, led by His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates, His Highness Sheikh Mohammed bin Rashid Al Maktoum, and His Highness Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces, who called to consider 2020 the year of mobilization of potentials, as well as physical and intellectual resources, and continue our good work and innovation; to achieve the ambitions, meet the challenges ahead, realize the UAE Vision 2021 and be the best country in the world by the next centennial in 2071.

FAHR plays a central role in nurturing and developing government human capital, and in view of the great efforts it has been making over more than a decade, we feel that the responsibility placed on us in the next periods is great. The Authority has to address in the coming period, many strategic issues related to human resources, regulations, policies, systems and creative initiatives that help create a happy and attractive government work environment, that encourages the highest levels of productivity, job satisfaction and workplace harmony.

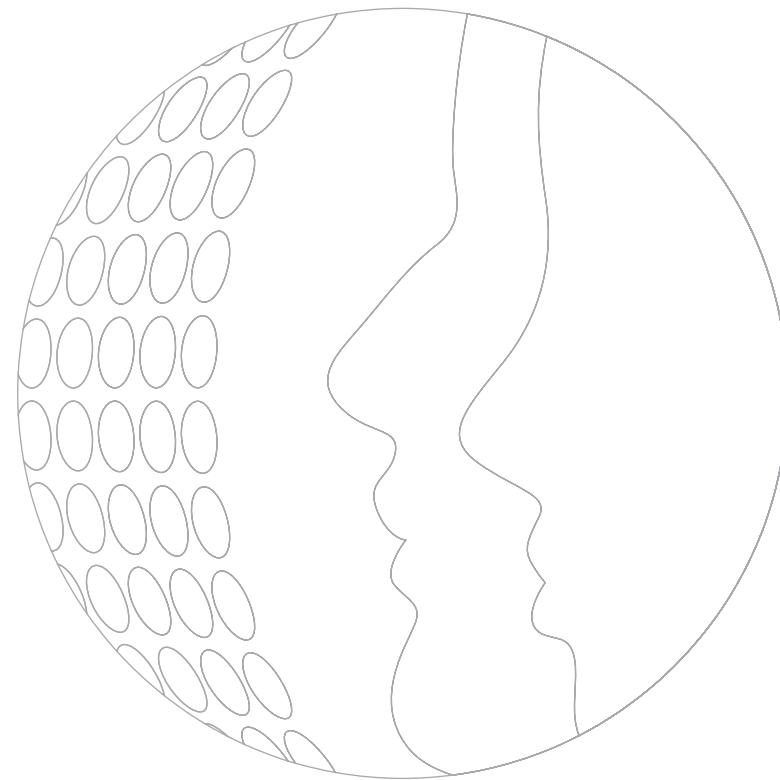
In 2019, for example, FAHR was able to develop the HR Management Information System (Byanati), which constitutes a smart window for all Human Resources Services at the Federal Government level, as well as update its smart application "FAHR", and launch new electronic systems that facilitate the work of the Federal Government employees and ensure the efficiency and quality standards in accordance with international best practices. FAHR also launched Sheikh Mansour bin Zayed Award for the Best Research in Human Resources. These successes were coupled with FAHR ranking first in the field of HR enablers in Sheikh Mohammed bin Rashid Al Maktoum Award for Government Excellence.

FAHR opened its doors widely to its internal and external partners to review its distinct experiences in the field of Human Resources. It transferred knowledge to 36 local and international delegations, launched the electronic Government Skills Bank, prepared a series of specialized studies and research based on international best practices, in addition to launching the e-Learning Portal "Al Mawrid", a new mechanism to measure the efficiency and maturity of HR departments in the Federal Government.

### Dear Readers,

This report, presents a lot of achievements that cannot be detailed in this limited space. However, you can view the details, supported with pictures and graphics by visiting FAHR's website [www.fahr.gov.ae](http://www.fahr.gov.ae), as that could serve as a reference for researchers and those interested in Human Resources. You can also access all HR Systems, Policies and Initiatives on the same website.

These achievements would not have been possible had it not been for the efforts of the Authority's team working in harmony. We extend our thanks to them and to our partners for their services to achieve the visions wise leadership.

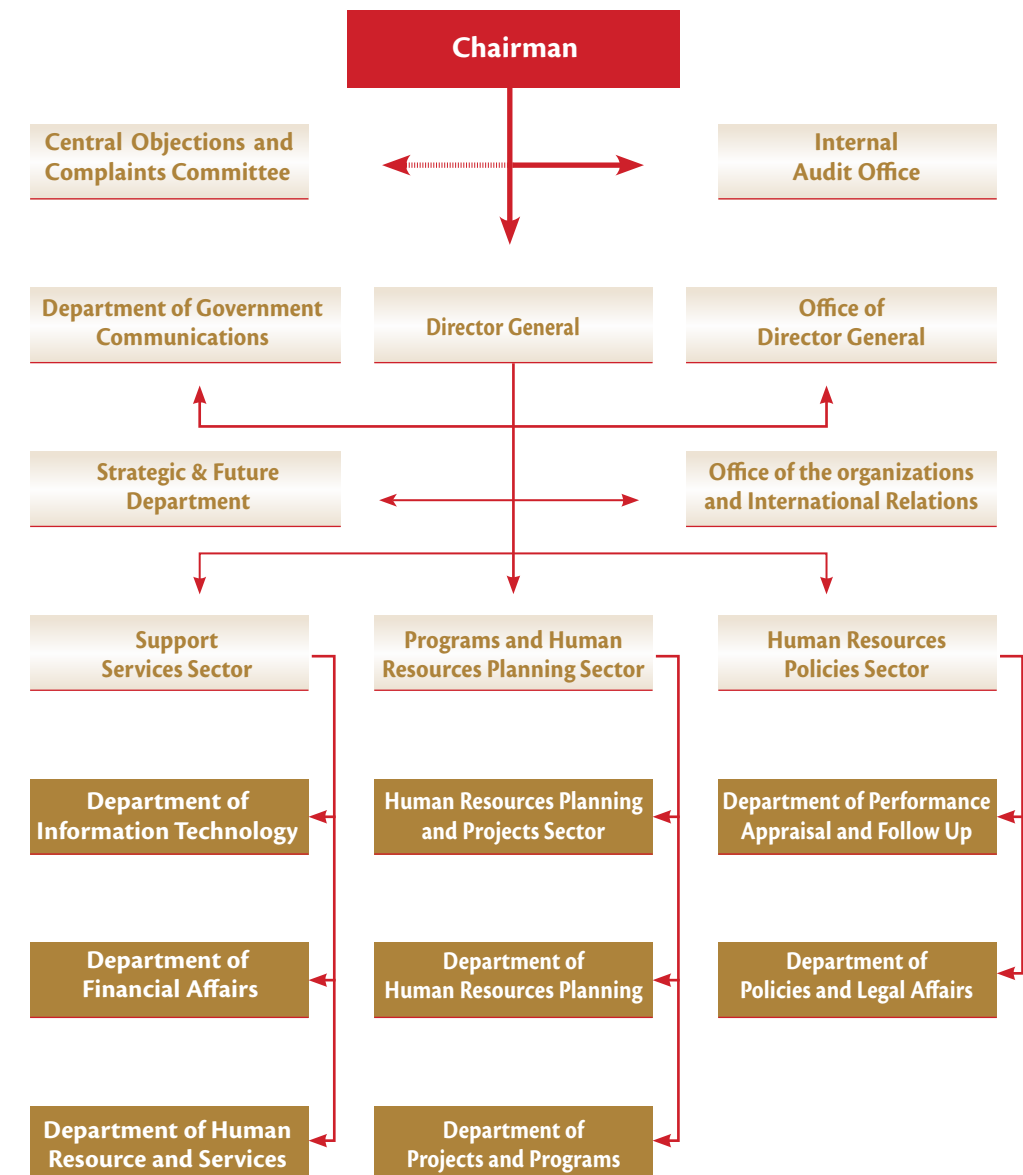


## FAHR Establishment and Objectives

The Federal Authority for Government Human Resources was established in 2009, with the aim of developing and managing human resources in the Federal Government based on best practices and international standards. It has been entrusted with the responsibilities related to human capital development and empowerment within the Federal Government institutions.

Therefore, the Authority seeks to build a strong human capital for the Federal Government that is capable of achieving the UAE's global leadership and competitiveness, as well as leading outstanding institutional performance, and supporting the implementation of integrated human resource solutions in accordance with global best practices.

## Organizational Structure







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

## Strategy of Federal Authority for Government Human Resources

(2017-2021)

### Vision

Happy and innovative government workforce capable of leading UAE to global leadership.

### Mission

To empower human capital in the Federal Government in order to achieve corporate performance excellence through effective collaboration with partners and support the implementation of integrated solutions for human resources according to international best practices

### Values

Sense of loyalty and belonging, Professionalism and integrity, Leadership and team spirit, Perseverance, Engagement and Cooperation

### Strategic Goals

1

Develop and implement an integrated legislative system for the management of the Federal Government human capital.

2

Promote and develop the Federal Government human capital to achieve global leadership.

3

Create a happy and motivating work environment for the Federal Government human capital.

4

Ensure all administrative services adhere to the quality, efficiency and transparency standards.

Establish a culture of innovation in the work environment and embed it as an institutional function.

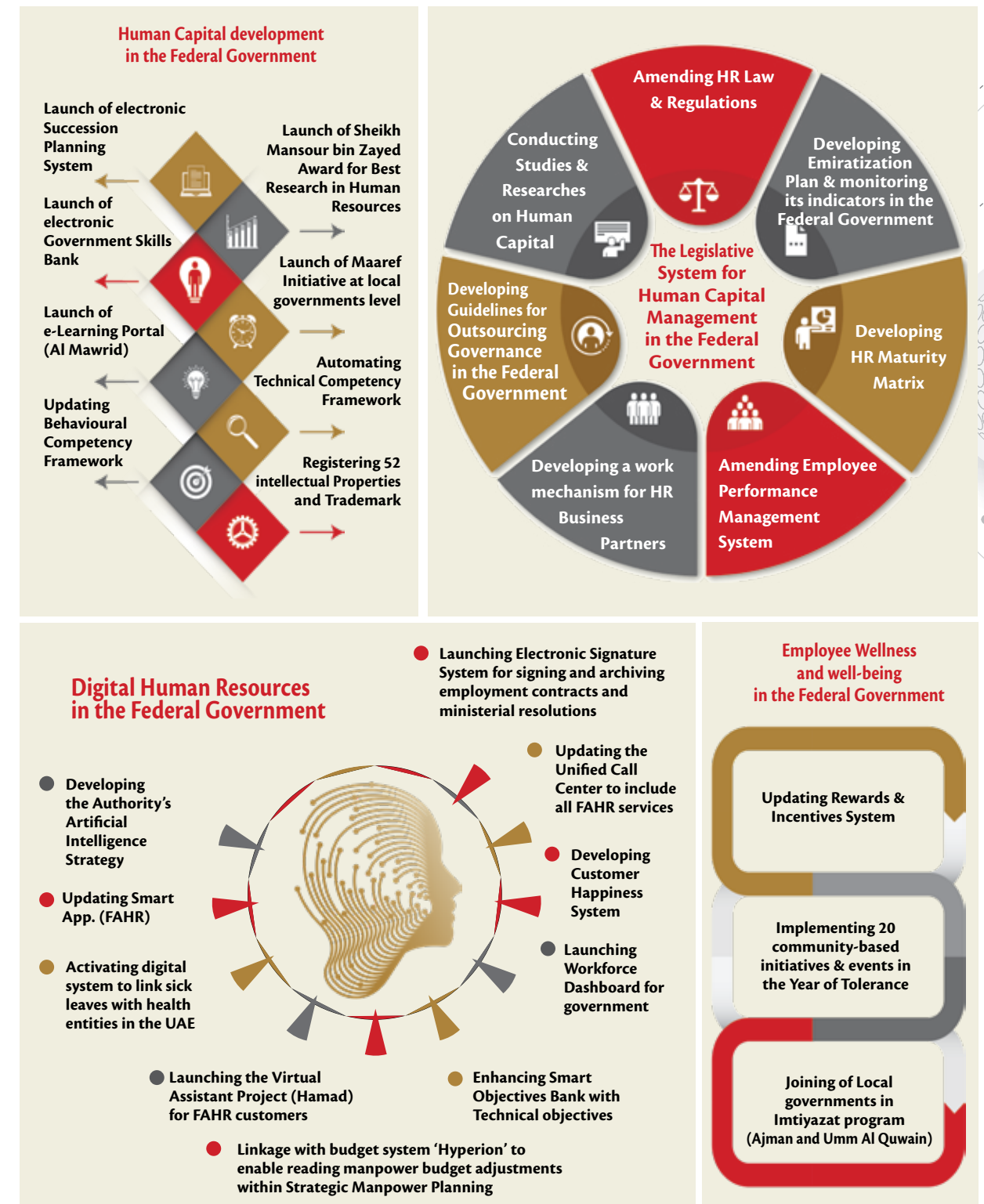
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# Achievements

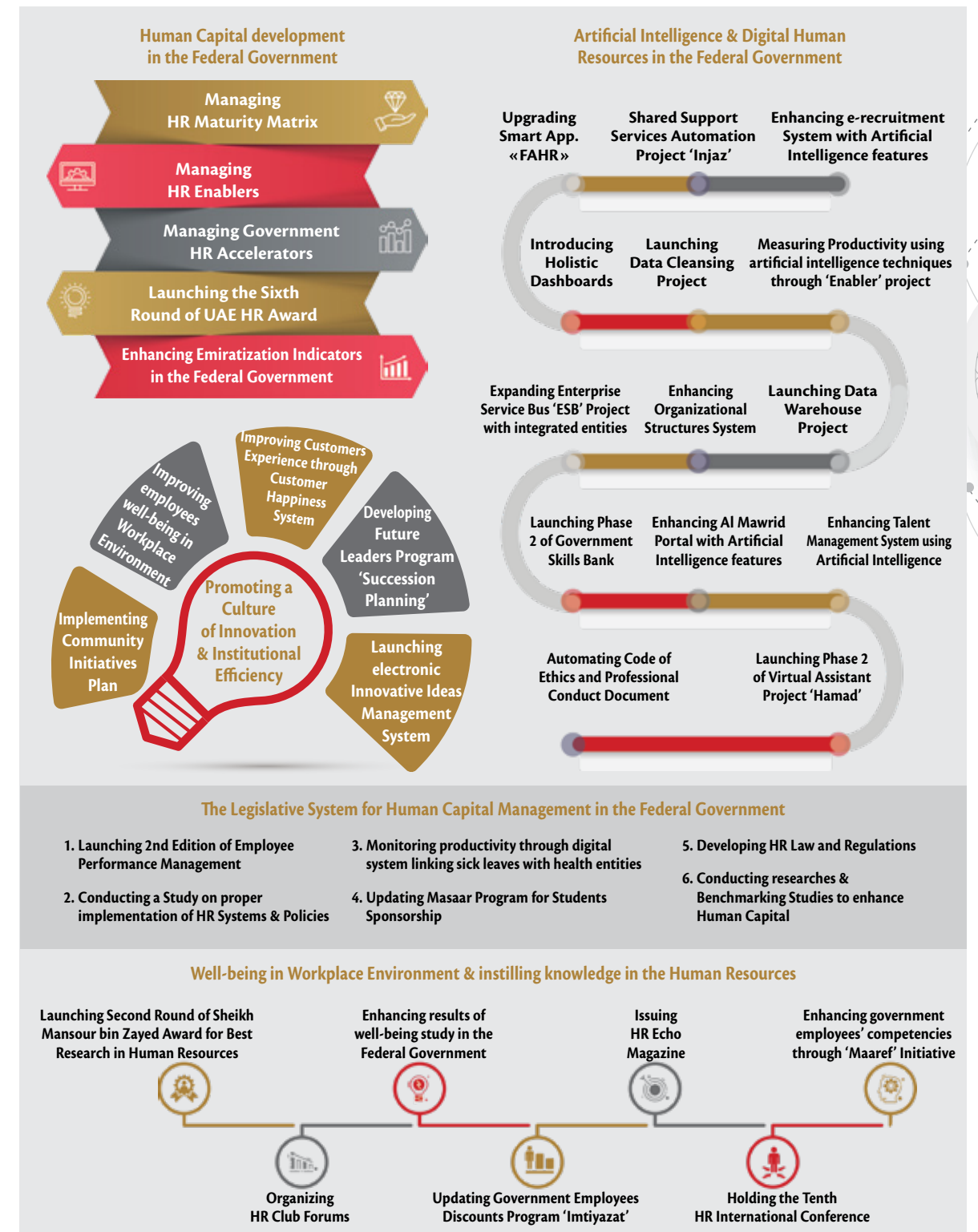
of the Federal Authority  
for Government Human Resources (FAHR)

2019





# The Federal Authority for Government Human Resources (FAHR) Action Plan 2020



## FAHR Projects and Initiatives

### **“Bayanati” ... a smart window for all Federal Human Resources Services**

The HR Management Information System “Bayanati”, launched in 2012, constituted a turning point in the Federal Government’s work, in terms of automating government human resources procedures, operations and services, as well as transforming them into smart self-services that can be accessed at any time and from anywhere around the world .

The System launched by the Authority, in cooperation with the Ministry of Finance, is a smart window through which all the Federal Government’s human resources procedures are implemented in an automated manner. It also acts as a strategic platform for multiple electronic human resources systems applied at the Federal Government level.

At the same time, Bayanati is considered an important reference for human resources statistics in the country, and provides a unified database for the federal and local governments, thus reflecting their status, supporting decision-makers and facilitating planning for the future of human resources in the UAE in a smooth and effective manner.

#### **Bayanati... highly flexible technology that keeps pace with developments**

Bayanati System’s importance lies in the fact that it provides many valuable services to Federal Government employees, as it enables to complete their HR procedures through self-service unit assigned to each. In addition it speeds up electronic approvals on some human resources procedures, and ensures that their salaries are disbursed through a unified system.

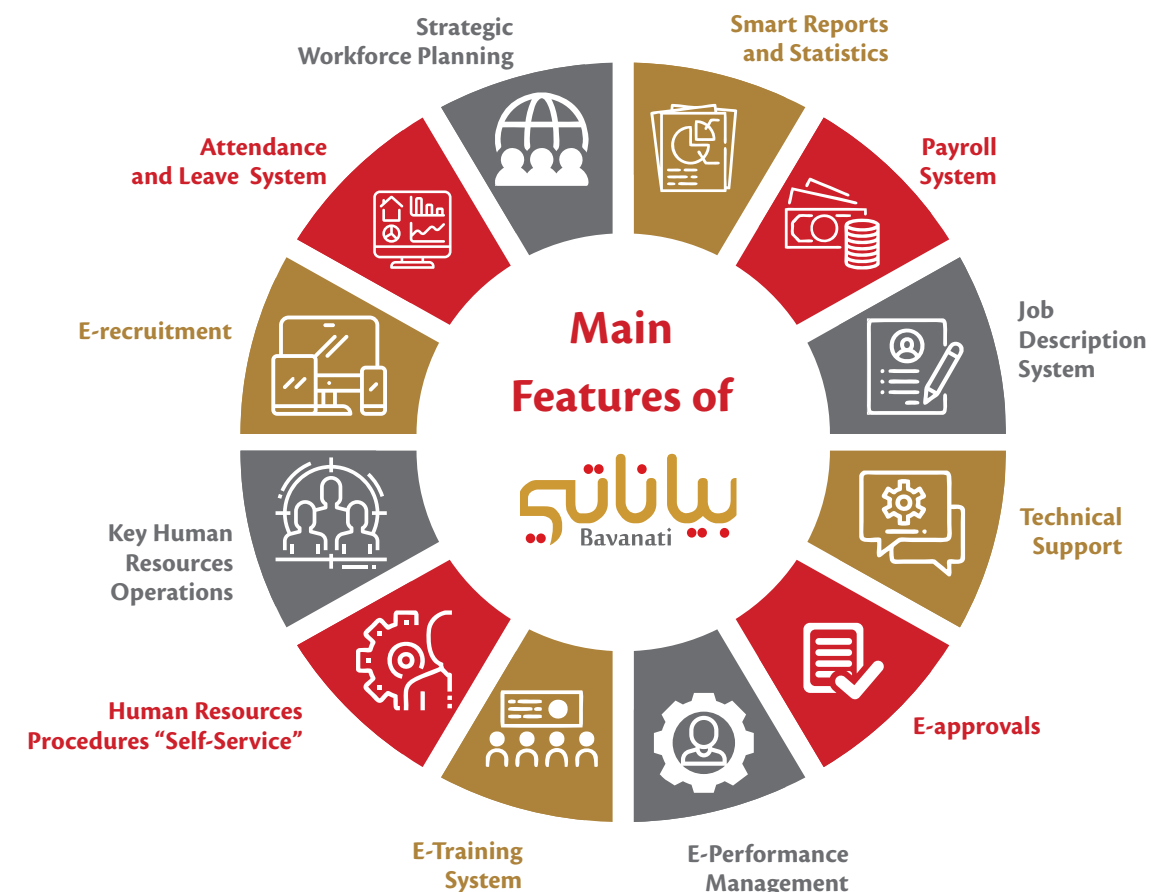
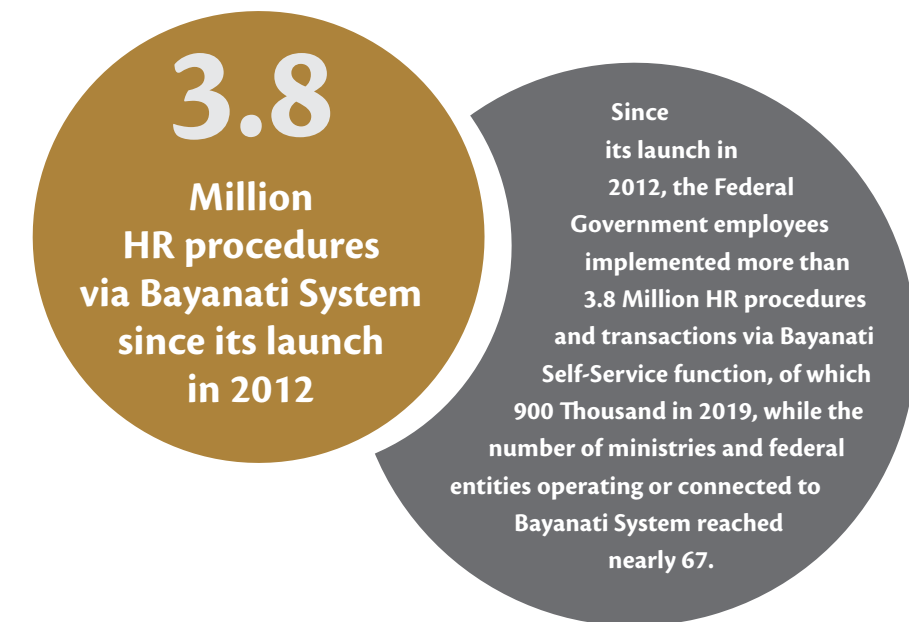
The self-service stage is considered one of the most important stages of the system, as it enables Federal Government employees to complete and follow up on their own human resources procedures, which would contribute to facilitating human resources services in ministries and federal entities, and assisting human resource departments in focusing on more strategic programs and initiatives.

#### **Automated linking of sick leaves in the Federal Government with UAE Health Authorities**

After the successful electronic linking of Federal Government employees’ sick leaves with Dubai Health systems “Salamah and Shiryah”, and with private hospitals affiliated to the Ministry of Health through “Wareed system”, the Authority and Department of Health in Abu Dhabi have recently launched an electronic link between Bayanati system and the electronic sick leaves system of Abu Dhabi Department of Health. The sick leaves will be entered into the system automatically immediately after their issuance and ratification by Abu Dhabi Department of Health’s electronic system.

#### **Signing employee contracts and ministerial decisions electronically**

The Authority has managed during the year 2019 to launch the electronic signature feature for employee contracts and ministerial decisions, and archive it electronically through “Bayanati” system. More than





217 thousand procedures and transactions were signed electronically in ministries and federal agencies through the electronic signature system during 2019.

The electronic signature system launched by the Authority in 2017 contributes to speeding up and simplifying HR procedures, ensures the accuracy and confidentiality of documents, and preserves the environment. The system enables ministers, undersecretaries, director generals, executive directors and HR directors in federal entities, to endorse and place their signatures electronically on decisions, circulars and all official documents via Bayanati system, without the need for paperwork.

### 151 Thousand applicants for Federal Government jobs through e-Employment System

Since the electronic Employment System was launched by the Authority at the Federal Government level in 2015 until the end of 2019, nearly 151,000 candidates applied to fill the vacancies offered by ministries and federal entities through the system, and more than 90,000 applicants submitted their CVs via the system.

The Authority, seeks to use this system which is available on its website [www.fahr.gov.ae](http://www.fahr.gov.ae), in providing an integrated network system for recruitment cycle in ministries and federal entities through HR Management Information System in the Federal Government "Bayanati", by automating all recruitment phases, thus reducing time and costs and increasing efficiency and speed.

The e-recruitment system allows human resources departments in ministries and federal entities to manage the recruitment process through a web browser and simple self-service pages. In addition it allows human resources departments in federal ministries and entities to manage the recruitment process through a network browser and simple self-service online pages, as well as it saving time and effort on the part of human resources departments employees, where they used to enter data of all applicants on their own.

### Automating professional competencies via "Bayanati" System

During 2019, FAHR completed the automation of Professional Competency Framework (PCF) for Federal Government employees through "Bayanati" System. PCF was launched by the Authority in 2016 as part of Professional Competency Guidelines in the Federal Government.

Automating PCF, which is also part of the electronic Performance Management System for Federal Government employees, contributes to improving the effectiveness and efficiency of employee performance appraisal and constitutes an incentive for distinguished employees, as it ensures that the technical side in employee performance is equally considered, along with behavioral competencies, and allows attracting top talents to the Federal Government.

### Adding and updating 11 services on (FAHR) Smart App

As part of its efforts to continuously develop its services, the Authority launched in 2019, a series of updates and new additions to its Smart Application (FAHR), which was launched in 2014 and includes 27 services provided to the Federal Government employees and customers from all sectors.

Among the most prominent updates that have been made recently, was linking the App. to the Customer Happiness System (CHS), an interactive platform for the system's key services provided to ministries and federal entities, as well as private and public sectors.

Since the introduction of the updates, the Authority has managed to increase response speed across all pages of Application (FAHR), and avail opportunity to request new services, (namely requesting business

## E- Employment System in the Federal Government

One of the main and important sources on which the Ministries and Federal entities rely in announcing their job vacancies

90,000

CVs have been uploaded on the System

151,000

Applicants for vacancies



### Provide

Integrated network system for the employment cycle in Ministries and Federal entities through HR Management Information System in the Federal Government 'Bayanati'

### Allows

conducting employment process through a browser networking and simple self-service pages

### Employment

of competent, experienced and skilled candidates

cards, displaying and updating "Kholasat Al Qaid" details included in the self-service). It is also possible now for the line manager to monitor nomination of employees for Rewards and Incentives Scheme and approve names directly through the application.

The Smart Application (FAHR) provides valuable services to more than 100,000 employees working in 64 ministries and federal entities. The most important of these services are those related to the Bayanati system, the Federal Government's Preferred Training Partners Initiative (Ma'arif), the Federal Government employees' discount program (Imtiyazat), the Legal Consultancy Program and the Federal Government Employees Network.

**FAHR Smart App provides premium services  
for more than 100,000 employees working  
in 67 Ministries and Federal entities**



- Complete HR procedures by the employee and immediate supervisor using self-service function
- Identify vacancies in the Federal Government, facilitate job search, and review vacancies applied for
- Request Legal Advice
- Submit objections, as well as inquire about HR Policies, Legislation and Laws in the Federal Government
- Seek Technical Support Service to assist Ministries and Federal entities in implementing various HR procedures
- Register as a "Service Provider" in the government employees' discounts program "Imtiyazat"
- Apply to join "Ma'arif" Initiative
- Communicate with the FAHR to go through its future activities

## 4 Skill Levels included in the Behavioral Competency Framework



This requires a basic understanding of the business structures, operations, and includes responsibility for implementing and achieving results through own actions.

This requires a moderate understanding of overall business operations and measurements, including responsibility for monitoring the implementation of strategy. This has limited responsibility for colleagues and / or needs to consider broader approaches or consequences.

This requires strong understanding of the organization's environment, operational plans, current strategic position and direction with strong analytical skills and the ability to advise on strategic options. Decisions have a wider impact.

This requires expert knowledge to develop strategic vision and provide unique insight to the overall direction and success of the organization. This is formal responsibility for business areas and his / her actions and decisions have a high-level strategic impact.

### Behavioral Competency Guidelines in the Federal Government contain:

**99** Professional Competencies

**20** Job Families

The Behavioral Competency Guidelines aim to define the knowledge, skills and abilities required to perform specific job tasks, duties and responsibilities that contribute to achieving required performance, and the level required for each category.

## 55,000 downloads for (FAHR) App and implementation of 168,000 HR procedures through it

Since the launch of the Smart Application (FAHR) in October 2014 until the end of 2019, the Application witnessed a great interaction and demand by the Federal Government employees and the public as it has been downloaded more than 55,000 times, and the number of HR transactions and procedures implemented through it has reached more than 168 thousand, of which 71 thousand procedures during 2019.

### FAHR App in figures:

168,000 HR procedures,  
of which 71,000 in 2019

67 Federal entities benefit  
from The App

55,000 App  
Downloads

27 Innovative  
Services

## Launch of Customer Happiness System ... the unified portal for all FAHR's Services

Based on its keenness to deliver all the services it provides to its customers with high quality, and under one umbrella, FAHR launched during 2019 the Customer Happiness System, which is an interactive platform that includes all the services it provides to its customers, including officials and employees of ministries and federal entities, as well as various private sector institutions, and the public.

The system includes 16 main services, serving 67 ministries, federal entities, private sector institutions and the public, and is an integrated electronic portal through which the Authority provides the necessary support to the ministries and federal authorities, to operate and maintain all electronic human resources systems under the umbrella of HR Management Information System (BAYANATI) applied at the Federal Government level.

Examples of these services, according to Dr. Al Awar, include the following HR Self-Service, e-Performance Management and Training & Development for Federal Government Employees, e-Employment System, HR procedure system and smart reports systems, job evaluation and job description system, attendance and departure system, manpower planning, and e-approvals system.

Customer Happiness System provides many interactive services to ministries, federal authorities and the public. These include services provided via the Smart Application (FAHR), HR policies and legislation inquiry services, training request on HR policies and legislation, and service to review and approve organizational structures of the federal entities.

### Customer Happiness System.. Integrated Portal

16 key services provided by FAHR to Ministries,  
Federal entities, private sector institutions and the public, including:





## Launch of Virtual Assistant Service “Hamad”

As part of the Authority's endeavor to delight its customers, both in the Federal Government and outside, by providing them with the best services, and help them obtain the services as fast as possible around the clock and from anywhere, FAHR launched, in late 2019, the Virtual Assistant Service “Hamad” on its website [www.fahr.gov.a](http://www.fahr.gov.a), to serve its customers.

The new virtual assistant is an instant conversation window developed by the Authority making advantage of artificial intelligence technologies.

The Authority's virtual assistant service responds to all inquiries with regard to some of the Authority's services such as training services, human resources systems, legal advice, and technical support, through a conversation window.

### Services provided by the Virtual Assistant «Hamad»



## FAHR is the Best Federal Entity in HR Enabler Category in Mohamed bin Rashid Government Excellence Award



In early 2019, FAHR won a prestigious title offered by Mohammed Bin Rashid Government Excellence Award - at its fifth session, as it emerged as Best Federal Entity in HR Enabler Category in HR Enabler Category. This recognition came as a culmination of the efforts made by the Authority during the past years in developing national human capital in the Federal Government, and setting HR policies, legislation and systems to consolidate these efforts.

There is no doubt that winning Mohammed Bin Rashid Government Excellence Award is a medal of honor and something to be proud of, as it places new challenges and responsibilities on the Authority to maintain this outstanding achievement and build on it, in order to achieve the our wise leadership's aspirations and UAE Vision 2021.





## Launch of Sheikh Mansour bin Zayed Award for Best Scientific Research in Human Resources



"Investing in people is the most important achievement of the United Arab Emirates, and its interest in its human resources continues since the era of the late Sheikh Zayed bin Sultan Al Nahyan, may Allah bless his soul, by providing Emiratis with quality education, training, and empowerment."

**His Highness Sheikh  
Mansour bin Zayed Al Nahyan**  
Deputy Prime Minister, Minister of Presidential Affairs,  
Chairman of the Ministerial Development Council

جائزة الشيخ منصور بن زايد  
لأفضل بحث في مجال الموارد البشرية

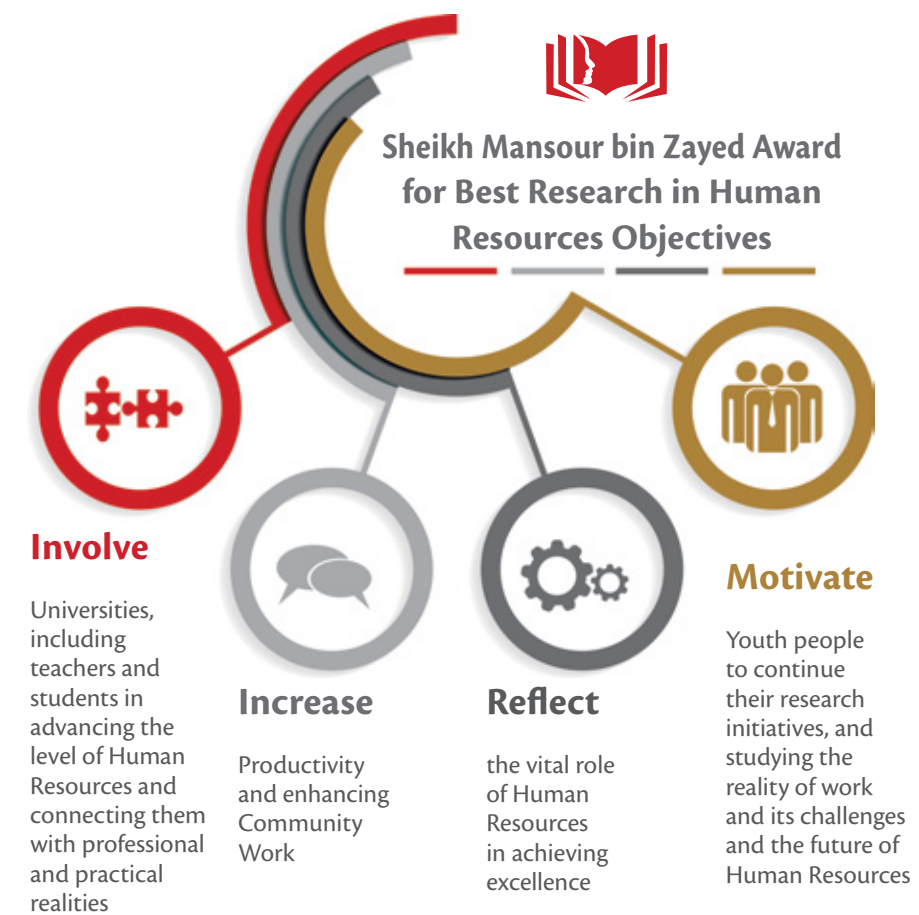
Sheikh Mansour Bin Zayed Award for Best Research in Human Resources

Sheikh Mansour Bin Zayed Award for Best Research in the Field of Human Resources, which was launched by the Authority during 2019, enjoys the gracious patronage of His Highness Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs. The Award targets the academic staff, students at universities and higher education institutions in UAE offering disciplines related to the Award.

The Award, which will be organized annually by the Authority, reflects His Highness's keenness to support creative government initiatives and projects that would enhance the UAE's efforts and endeavours to develop and empower its national human capital.

It is considered one of the innovative strategic initiatives of the Authority, enrich the human resources strategy in the Federal Government, contribute to studying the reality of human resources, shaping its future, as well as help identify the most important challenges facing them in the work environment. The Award also helps decision makers to propose solutions to overcome challenges ahead, enhance the role of human resources and create happy work environment towards realizing the aspirations of the UAE's wise leadership.

The scope of participation in the Award extends to all government and private universities and higher education institutions across the UAE. He called on all concerned students and academics in those

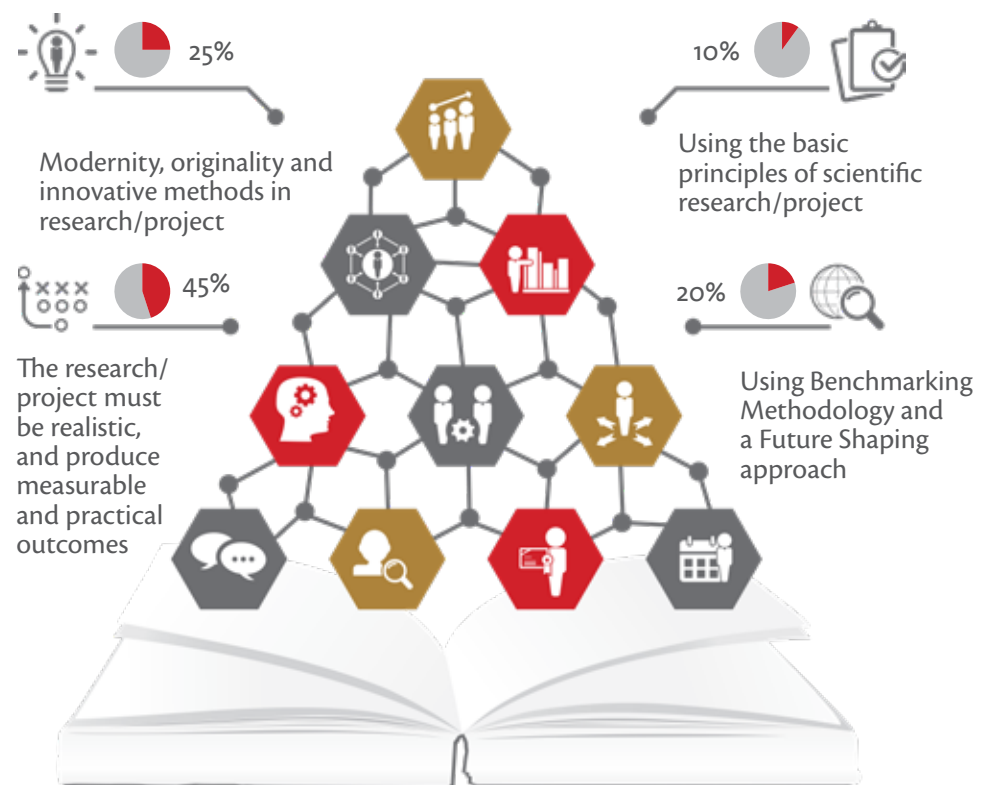


universities to respond positively to the Award, stressing that it is aimed at strengthening the role of young people in developing government work and establishing a culture of innovation by embracing research and modern technology, as well as encouraging specialized scientific research and harnessing the outcomes output to empower the national human capital.

The Award aims to motivate the youth to continue their research initiatives, study the reality of work and challenges involved. In addition, it is aimed at highlighting the crucial role of human resources in achieving excellence and a culture of productivity, as well the important contribution of universities - teachers and students - in improving human resources experience. It targets undergraduate students in their third year and above, Master's students and faculty members at all accredited universities across the UAE.

## 4 Criteria for evaluation of Award participants

Research papers shall be subject to four evaluation criteria, according to specific weights. Which are:



## Launch of e-Learning Portal (Al Mawrid)

The e-Learning Portal Initiative (Al Mawrid) in the Federal Government, which was launched by the Authority in 2019, requires the Authority to conclude contracts with universities and educational institutions, specialized firms and leading international organizations, to provide expert training and development leading to professional certification, electronic training courses and programs, and educational materials for Federal Government employees at competitive prices.

(Al Mawrid) Initiative comes as a valuable addition to the series of innovative training initiatives launched by FAHR at the Federal Government level over the past years, to train and develop human resources in the ministries and federal entities, as well as improving employees' competencies, thus enhancing efficiency of the UAE Government, and meeting the aspirations and directions of our wise leadership.

To activate Al Mawrid Initiative, the Authority has signed a series of memorandums of understanding with a selection of universities and educational institutions, houses of expertise and leading international companies in the field of training and development, under which the latter provide specialized certificates, electronic courses and training programs, and educational videos for Federal Government employees at reduced prices.

The Authority seeks to use this important project, which benefits almost all of the approximately 102,000 Federal Government employees, to develop the employees' knowledge, skills and capabilities, so that they can cope with the rapidly changing needs of global labor market by acquiring reliable electronic training, at any time, and from anywhere in the world.



### Provides

- Specialized Certificates
- Training Programs & Courses
- Educational Materials

### Develop

Employees' Skills

### Improve

Employees' Specialized & Behavioral Skills

## FAHR supports the UAE Cabinet Resolution regarding Emiratization in the Government Sector

As part of its commitment to implement cabinet decisions regarding Emiratization mechanisms in the Federal Government, FAHR held, in 2019, in coordination with the Ministry of Human Resources and Emiratization, a series of consultative workshops to review Emiratization targets in the Federal Government for the coming years, as well as the mechanisms for implementing them.

The workshop reviewed the most important provisions of the Cabinet Resolution on Emiratization, the targeted jobs detailed in terms of percentages and time frames. Participants also reviewed the electronic mechanisms and systems that have been activated within the HR Management Information System in the Federal Government (BAYANATI), to support Emiratization process in the Federal Government and present Emirates Bank's initiative managed by the Ministry of Human Resources and Emiratization.

The Authority coordinates with various parties concerned with Emiratization issue in the Federal Government for the purpose of achieving the aspirations of the UAE's wise leadership, which accords special importance to nationalization as a top priority for creating jobs for citizens in various sectors, so as enable them to contribute to the country's sustainable development.

The Cabinet Resolution also stipulates increasing Emiratization percentage in the Federal Government by 10% annually, to reach 90% for administrative and support services jobs in five years.

According to the Cabinet Resolution, the Authority is entrusted with submitting quarterly reports on Emiratization indicators and developments regarding the implementation of the above mechanisms by the federal entities; while the federal entities are advised to provide the Authority with Emiratization plans (5 - 10 years) for specialist and technical jobs, for submission to the Cabinet.



## Efficiency assessment for 15,000 Federal Government applicants electronically through Employment Enhancement Project

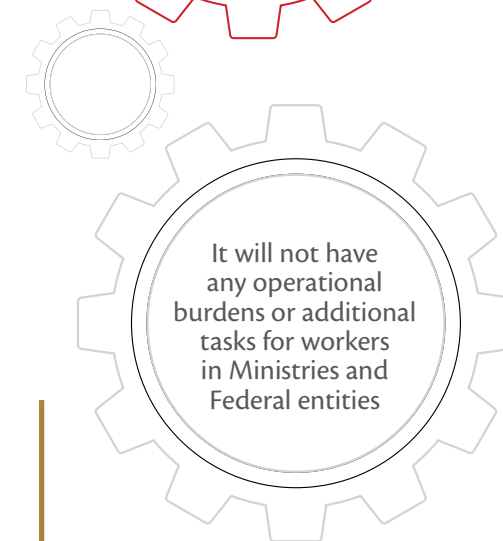
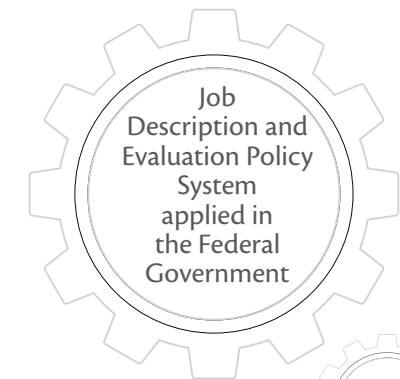
The Employment Enhancement Project in the Federal Government, launched by FAHR in 2018, constitutes a dramatic advance in employment cycle due to automation of competency assessment for candidates wishing to fill vacancies in the Federal Government, as well as all procedures related to selection and recruitment in ministries and federal entities. The objective is to achieve Emiratization goals in those entities and allow monitoring the progress in a timely manner according to plans approved by the Council of Ministers.

The project has greatly enhanced capabilities of the federal entities in attracting talent, and increasing employment efficiency through activation of Job Evaluation & Description System applied at the Federal Government level.

Employment Enhancement Project, which is conducted without any operational burdens or additional tasks for employees in the ministries and federal entities, ensures the suitability of candidates for vacant positions in the Federal Government, and identifies a set of criteria and requirements that must be met by applicants for different types of jobs, including: academic qualification, previous experience, responsibilities, etc, with a weight for each of these criteria.

The mechanism of work of the project requires Human Resources departments in the ministries and federal entities to enter data of candidates and requirements for the job on the project's electronic system, through "Bayanati" System, along with the certificates and documents of the candidate, for the system to match the inputs with the requirements and

### Employment Efficiency Improvement through:

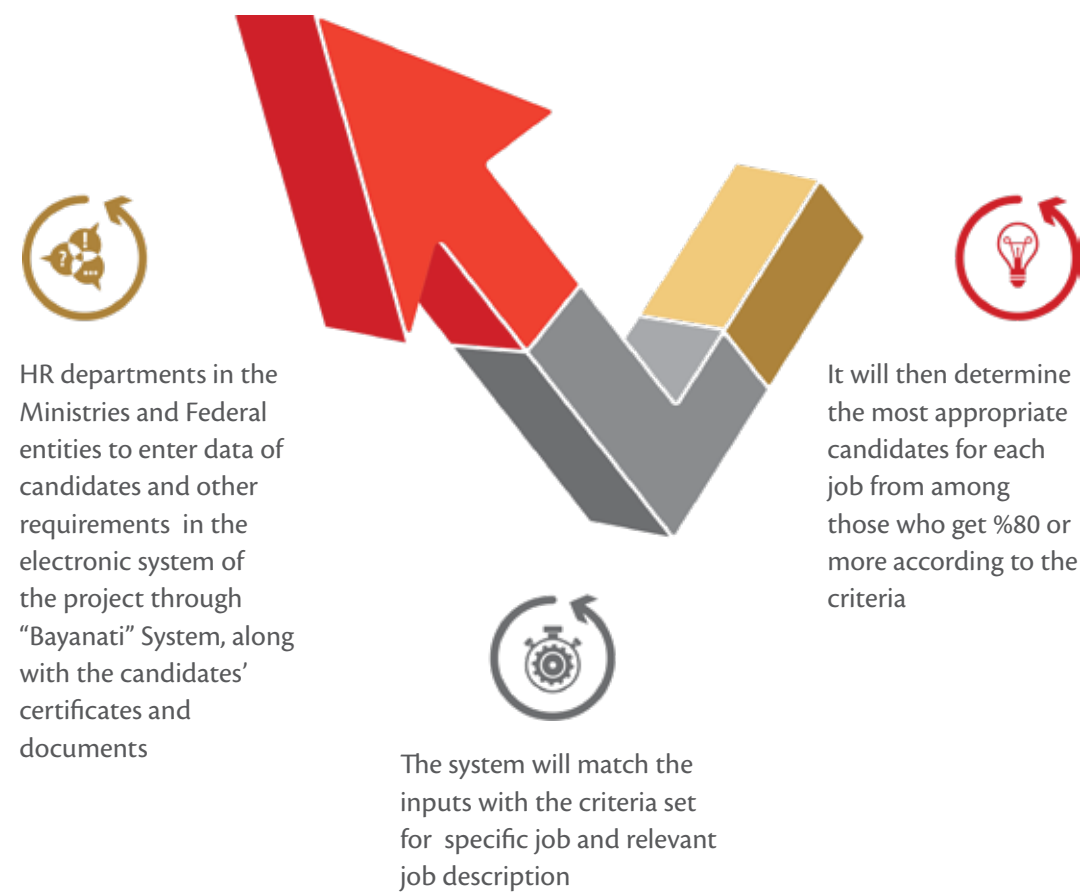




criteria of the specific job and job description. The most appropriate candidates for each job will be selected from among those who get 80% or more according to the criteria.

Since the launch of Employment Enhancement Project in April 2018, until the end of 2019, it assessed more than 15 thousand Federal Government employees.

### The Mechanism of Employment Efficiency Improvement Project



Since its launch in April 2018 until the end of 2019, the number of candidates applying for federal government jobs whose efficiency has been evaluated through Employment Efficiency Improvement Project has increased to more than 20 thousand candidates.

## Employment Efficiency Improvement Project in the Federal Government

The project aims to enhance the efficiency of e-Employment System in the federal government made available by FAHR within "Bayanati" system to ensure that candidates meet employment requirements according to job description card for vacant jobs.



### Develop

Recruitment and Talent Attraction System in the Federal Government



### Achieve

Employment indicators according to the approved strategic plans



### Automate

Efficiency assessments processes for candidates applying for vacancies in the Federal Government





## Launch of the electronic Governmental Skills Bank Portal



The Government Skills Bank Project, launched by FAHR in 2018, aims to assist and empower federal entities to benefit from the professional knowledge and expertise of specialists in various fields and disciplines related to the Authority's function, exploit their experience in developing the institutional work system in the Federal Government and establish a knowledge management culture.

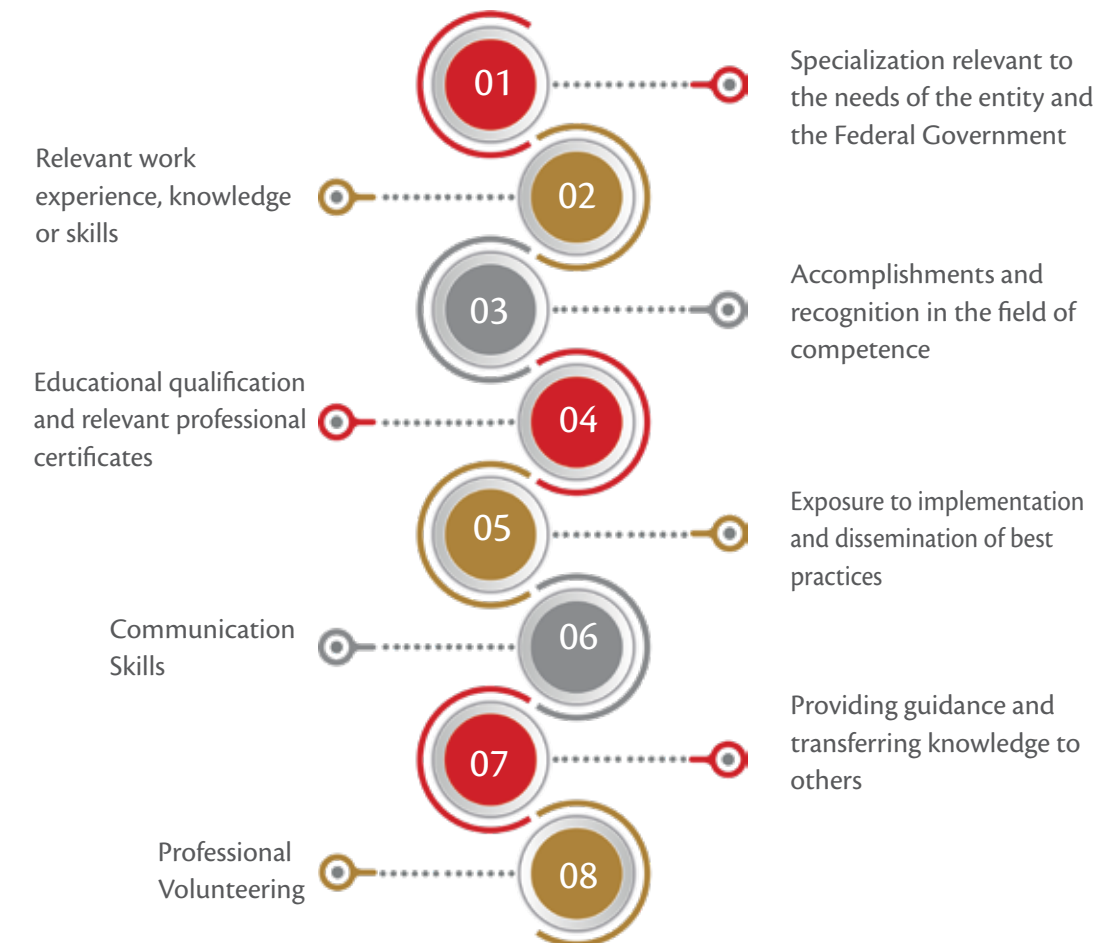
To activate this project, the Authority launched in 2019, the Government Skills Bank Portal (GSBP) for the purpose of identifying Federal Government employees with special experience and skills, and electronically documenting the findings on the project's website: [skillsbank.fahr.gov.ae](http://skillsbank.fahr.gov.ae).

It should be noted that the new portal is available exclusively to ministries, and other federal entities and their employees. It displays data for all members of Government Skills Bank network, together with a summary of their biography, technical skills and experience, as well as a special corner to showcase the latest articles, studies and specialized researches in many fields and disciplines. In addition, it allows assessing the capabilities of Government Skills Bank Network, and the quality of satisfaction with the support provided by members of the network.

Nomination of Skills Bank members in the ministries and federal entities takes place through three methods: self-nomination, where the employee nominates himself after consultation with his direct supervisor, nomination by colleagues and nomination by the employee's direct supervisor.

## Criteria for selecting members of Government Skills Bank Network

Selection of members of the Government Skills Bank Network in the Federal Government is subject to a set of criteria including:



## Launch of a new Behavioral Competency Framework in the Federal Government

The launch of the updated Behavioral Competency Framework in the Federal Government (BCF), is a valuable addition to the UAE Government's work approach and system, as it outlines clear mechanisms that contribute to the preparation of leaders and contributes to building the capacities of national cadres. The new BCF will act as complementary to Employee Performance Management System for the Federal Government employees (EPMS) and can be measured by using EPMS. It must be demonstrated by Federal Government employees, so that they can perform their functions with distinction and professionalism.

The Authority has introduced the updated version of BCF in the Federal Government, to replace the previous framework launched in 2012.

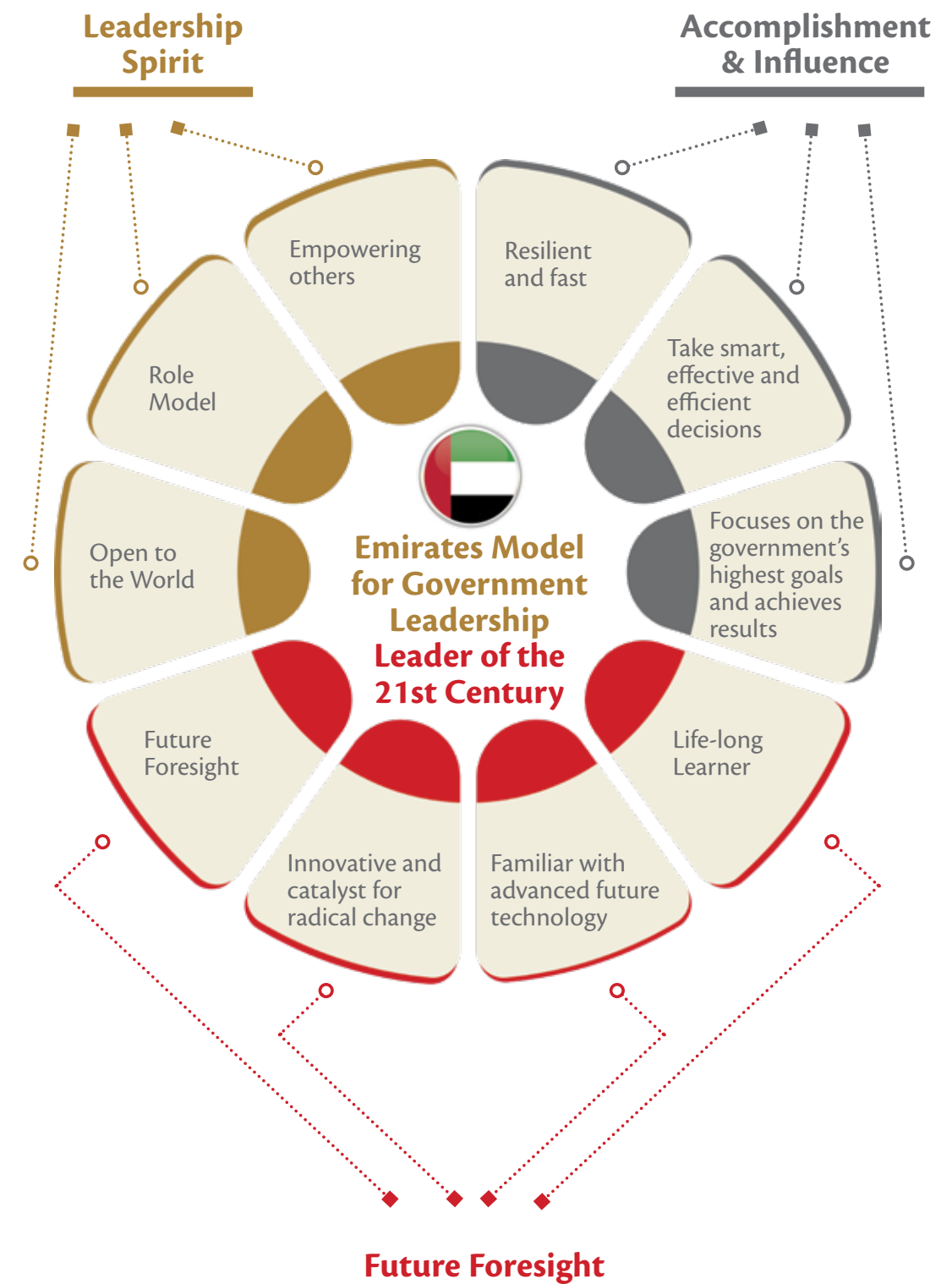
The updated BCF was prepared based on the UAE Model for Government Leadership adopted by the Council of Ministers in late 2018, which is based on three pillars, including leadership spirit, future outlook, accomplishment and influence. Each pillar consists of a set of criteria which, combined constitute a realistic picture of the leadership model. It is applied to all grades from undersecretary to the grade (7).

## 40 Training workshops on HR Systems in ministries and federal entities

As part of the efforts made to spread awareness among the federal entities regarding HR policies and legislation applied at the Federal Government level, FAHR held 40 training workshops targeting employees of the federal ministries and entities, on HR policies and legislation applied at the Federal Government level, as well as HR systems functioning under the umbrella of Human Resources Management Information System in the Federal Government (Bayanati).

These workshops held by the Authority in its headquarters in Abu Dhabi and Dubai are based on Human Resources Strategy in the Federal Government 2017-2021 and are in line with the Authority's policy aimed at the continuous development of HR electronic systems in the Federal Government. They also come as part of the Authority's keenness to maintain effective and efficient use of these systems by employees and human resources officials in the ministries and federal entities operating Bayanati System.

They mainly focused on the following electronic systems: Manpower Strategic Planning, Job Evaluation and Description, Statistics and Smart Reporting, Performance Management for Federal Government employees, Training & Development, and the Federal Government's Preferred Training Partners Initiative (Ma'arif).



The UAE Model for Government Leadership represents the second generation of the 21st century leader model, and the mechanism of action for national capacity building. It aims to enhance the UAE's comprehensive development process and supports transition to the future.

## Adjusting the status of employees with university qualifications

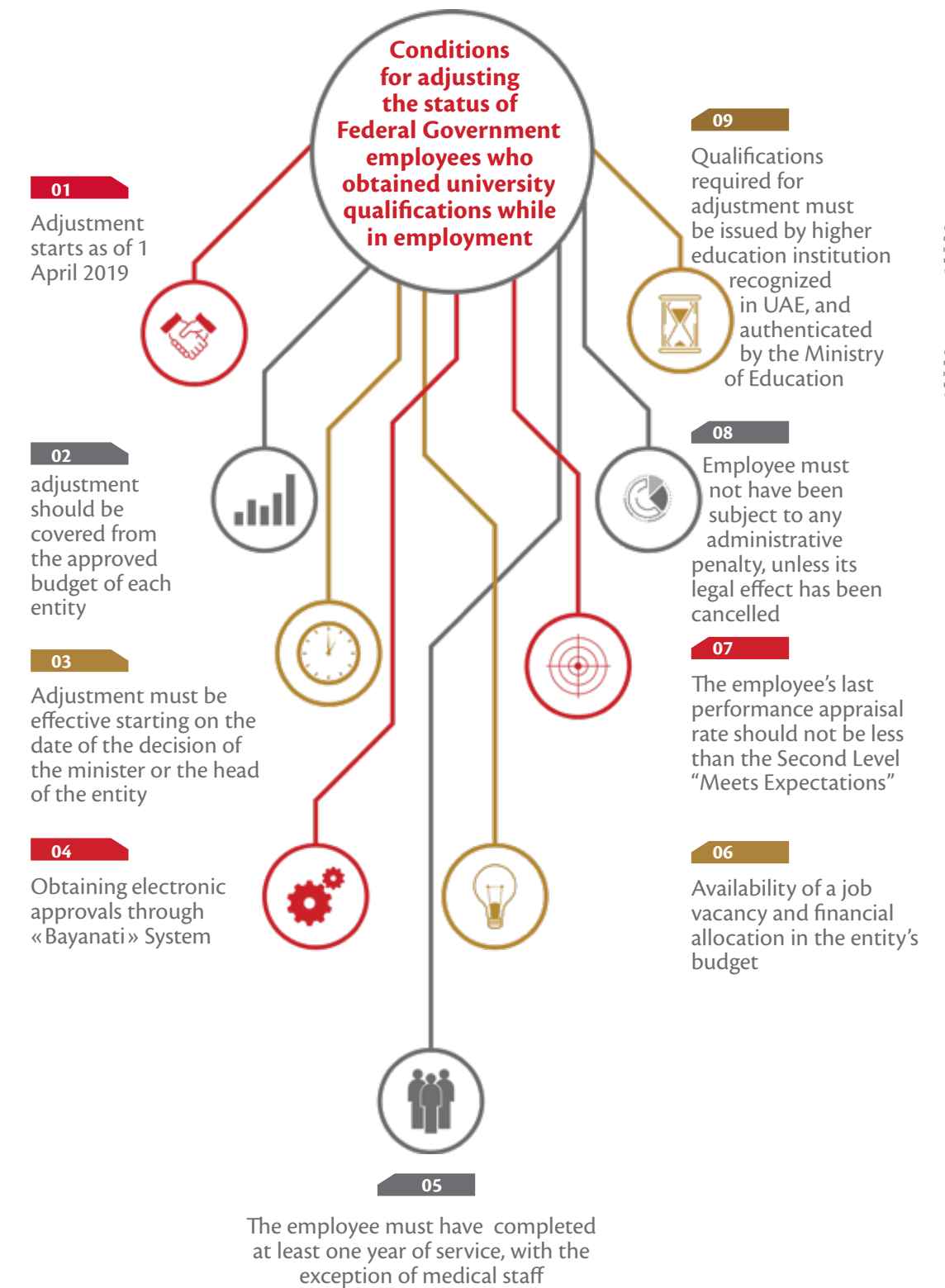
At the beginning of 2019, the UAE Cabinet issued a special Resolution regarding status adjustment of the Federal Government employees who have obtained university qualifications while in employment, and the Resolution became effective as of April 2019, according to specific regulations stipulated therein.

## Participation in the third session of UAE Government's Annual Meetings in 2019



FAHR participated in the third session of UAE Government's Annual Meetings, which is a national event that brings together federal and local entities, to discuss current development challenges, and to set a vision for the future of the UAE up to its Centennial 2071.

The Authority has worked during the past two years to implement a series of Human Resources Initiatives recommended by the UAE Government's Annual Meetings in its first and second sessions. For this purpose a series of coordination meetings were held with the Human Resources departments in local governments. The initiatives that have been implemented include: establishing a unified statistical database for governmental human resources in the country, assessing the maturity of government human resource procedures and practices, creating smart screens for integrated human resources systems in the government sector, and studying future job skills.





### Under the patronage of H.H. Sheikh Mohammed bin Rashid Al Maktoum launch of Arab Government Excellence Award



United Arab Emirates, in cooperation with the Arab Administrative Development Organization (ARADO) League of Arab States, launched the Arab Government Excellence Award in 2019, as the first of its kind in the Arab world, the first of its kind in the Arab world, to be the largest Arab in the field of development, and administrative excellence in the Arab region.

Through this Award, the UAE Government aims to stimulate creativity and development in the Arab government administration, to highlight the successful Arab administrative models for the benefit of all, and to honor outstanding Arab administrators, ministers, governors, employees, engineers, policymakers and decision makers in Arab governments.

The award will honor the best Arab minister, the best Arab ministry, the best director of an Arab organization or institution, and the best regional governor in the Arab world, through the development of precise administrative standards, and will also recognize the best Arab experiences in health, education, And give opportunities to young people, and all this will be within the administrative systems will be available and open to all.

Nomination to participate in the Award will be open to government agencies in the Arab world, with the exception of those in the United Arab Emirates, to ensure transparency and impartiality. Ministries, authorities, regional organizations, local centers and government employees in these bodies can submit applications through the Award website: [www.mbragea.gov](http://www.mbragea.gov), to participate in the various categories, according to conditions and criteria.

The Award includes 15 categories, divided into two subcategories - individuals and institutions. The best Arab minister, the best administrator and the best governor, are some of the categories in which the Award seeks to recognize government excellence in administrative practice.

Regarding institutional prizes, the Award categories are divided into main and branch, with key prizes being the best Arab ministry and the best Arab government entity or institution. The sub-awards include the best governmental development initiative or experience, the best Arab government project to empower young people, the best Arab government project to develop the health sector, the best Arab government project to develop infrastructure, the best government project for community development, and the best Arab intelligent government application.

### Launch of new mechanism for measuring HR departments' efficiency in the Federal Government

During the year 2019, the Authority launched a new mechanism to measure the development of HR departments' maturity, efficiency and practices in the of the federal government institutions, according to international indicators and models prepared for this purpose, developed in line with the federal entities' nature of work.

The new mechanism was prepared in consultation with the ministries and federal entities according to a clear methodology based on relevant human resources data through the electronic human resources systems, and in line with the Federal Government's policies aimed at keeping pace with the rapidly developing UAE Government's work.

The objectives of the new mechanism are based on the indicators and results of ministries and federal entities as extracted from Human Resources Management Information System in the Federal Government "BAYANATI" and its smart reporting system.

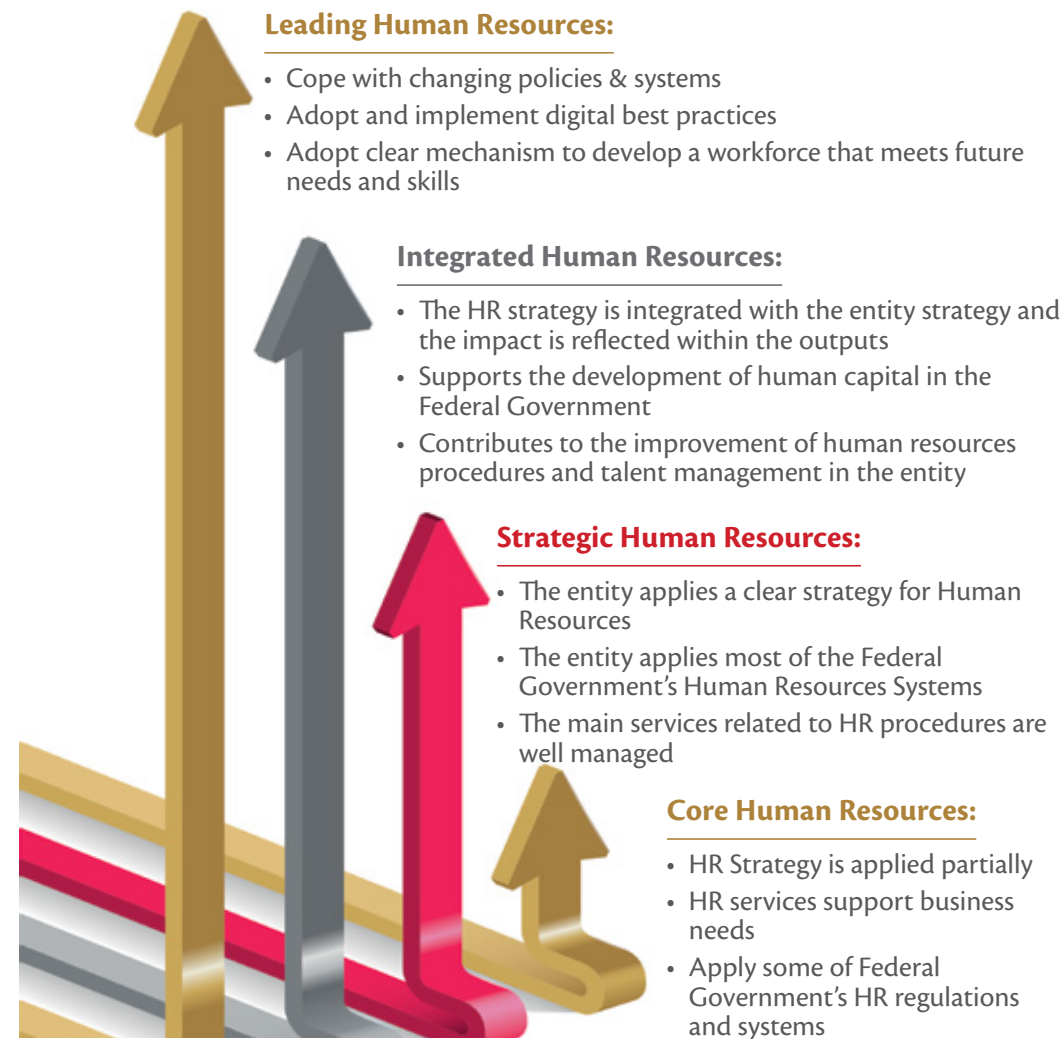
The mechanism will allow the evaluation of ministries and federal entities according to four main criteria: governance, employment efficiency, employee engagement, and development. It further explained that a set of indicators were included in and closely linked to each criterion, as well as giving weights for these criteria according to their importance.





## Measurement Methodology – Levels of Human Resources Maturity

As per the new mechanism, the development of HR departments practices in Ministries and Federal entities will be classified into four levels:



## Ma'arif trains 30,000 government employees in 6 years



Since its launch by FAHR in late 2013 to the end of 2019, the Federal Government's Preferred Training Partners Initiative "Ma'arif" has trained approximately 30,000 federal and local government employees who have attended more than 2,100 free and joint training programs.

During the year 2019, the initiative witnessed huge achievements and successes, as the initiative extended its services to local governments in the country, with the aim of expanding the scope of benefit, and developing employees of those governments in response to HR recommendations and initiatives that were adopted during the UAE government's annual meetings.

Ma'arif Initiative was launched by the Authority in late 2013 in order to build partnerships and prepare a list of the best training providers in the UAE and make it available to the ministries and federal entities, so that they can take advantage of training programs at competitive prices or free of charge.

During 2019, the Authority launched the activities of the 7th Annual Ma'arif Forum for Training and Development, which includes a series of specialized training courses and programs offered by the best training providers in the country, and targeting hundreds of government employees.

Ma'arif Forum was exceptionally distinguished this year as its activities spanned over four months, and covered all the emirates to benefit the largest possible number of federal and local government employees.

The annual Ma'arif Forum for Training and Development is an ideal opportunity to review the latest training and development solutions for human resources, as it provided 25 free specialized programs and training courses over a period of four months, attended by approximately 800 employees from 67 ministries and federal and local entities.

## Ma'arif Initiative Objectives



Establish a partnership based on social responsibility and serving the mutual interests the government and private sectors



Guarantee providing high quality training for employees working in Ministries and Federal entities.



Meet the training needs in accordance with the Training & Development System for the Federal Government employees



Achieve a financial surplus from the training budgets of Federal entities



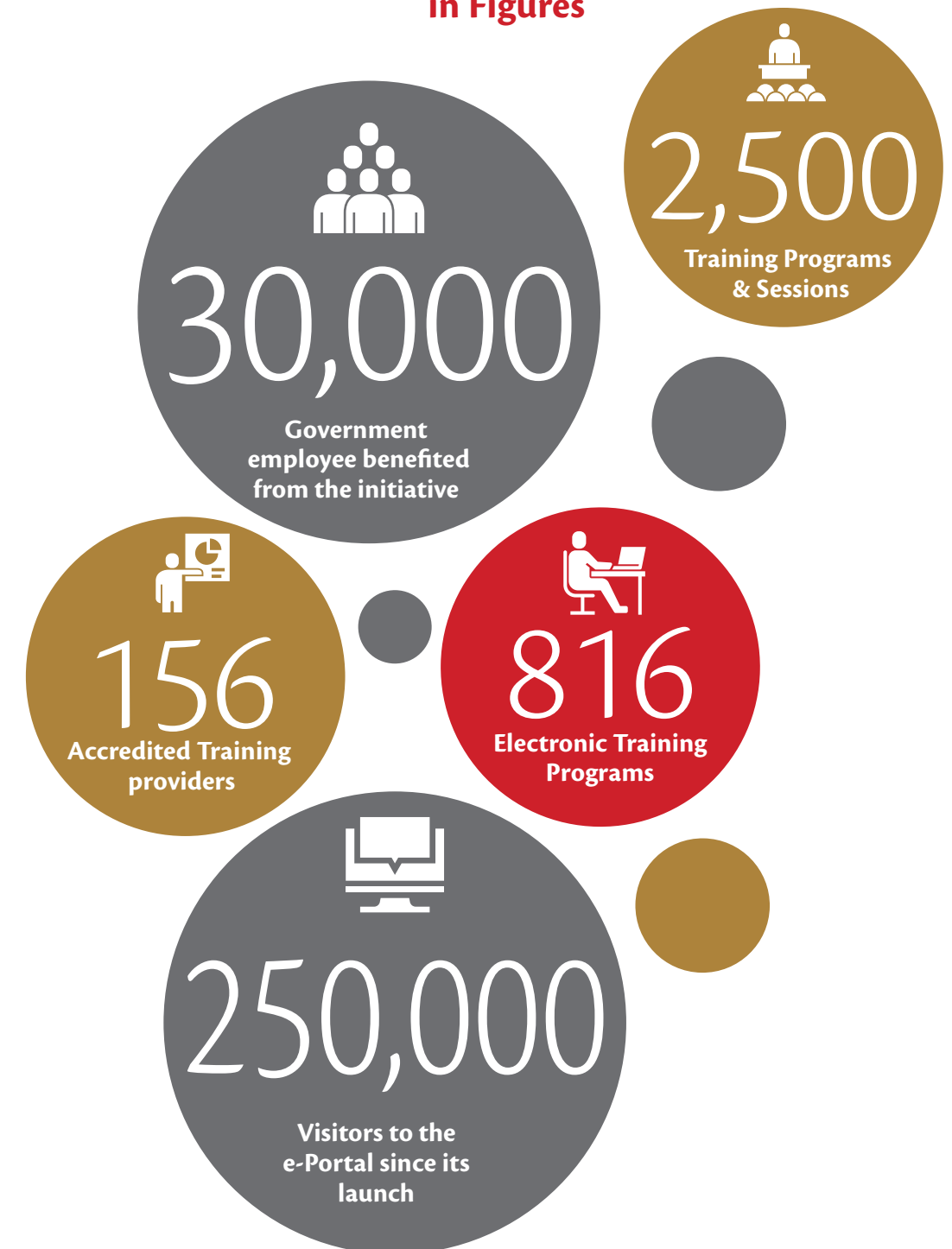
Enhance the competence and productivity of the Federal Government, and create a favorable business environment therein.



Assist Federal entities to select training courses online, in accordance with predefined time frames.



## in Figures



## HR Club: new approach and live webcast sessions



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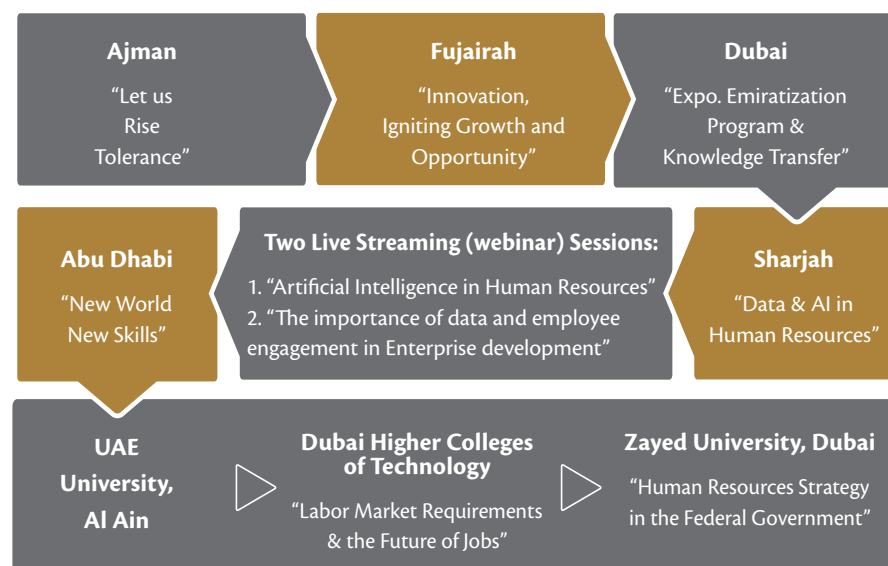


During the year 2019, the Authority intensified its efforts to expand the activities and benefits of HR Club, launched by the Authority in 2010. The Club held 10 forums in various emirates of the country, and adopted direct broadcast technology for a number of the Club's sessions via the Internet "webinar", in order to reach to the largest segments of the public interested and specialized in human resources from all regions of the country, as well as HR experts and professionals. In addition, a number of forums were organized targeting students and professors of human resources in a number of UAE government universities.

Since its launch in 2010, the club has held 57 forums attended by more than 10,000 HR professionals and those interested in the field at the country level, to discuss a number of important topics, which keep pace with the latest global developments in areas related to human capital development, public administration and support services.



### HR Club Forums 2019



## The 9<sup>th</sup> International Human Resource Conference



"The next stage of government work requires practical plans that keep pace with the future challenges and guarantee the best quality of life for citizens and residents alike."

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



Under the slogan 'The 4th Industrial Revolution Human Capital Challenges', the Authority organized the activities of the ninth edition of the International Human Resources Conference, on April 17 and 18, in Dubai, under the patronage of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai. Participants of the event included 25 speakers and international specialists, in addition to 700 experts, professionals and those interested human resources.

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

### Key Subjects of International Conference on Human Resources 2019



### Launch of electronic Succession Planning Framework

FAHR launched the Succession Planning Framework and Elite Talents Development Project in the Federal Government, driven by its keenness to organize succession planning process in the ministries and federal entities, as it contributes to improving institutional performance and enhancing government efficiency and productivity, and helps in preparing government human resources to take up targeted positions.

Succession planning is considered an essential process for any organization, as it ensures the continuity and effectiveness of institutional performance by identifying employees with vital roles targeted for development, and reducing the risks associated with their loss in the future. Moreover, it provides the entities with necessary competencies and skills through analyzing the current status of human resources, motivates employees and raises their job satisfaction and workplace harmony and reflects the employers' keenness to prepare their employees and develop their capabilities.

Succession Planning Framework and Elite Talents Development Project in the Federal Government apply to grades ranging from Undersecretary (and equivalent) to Grade (1), as per Grades and Salaries Scale in the Federal Government.

Succession planning cycle goes through several stages: identifying the target jobs target human resources (elite talents), to evaluate and develop their competencies, engage them in the organization, and review succession strategies regularly.





## FAHR Legal Consultation Team provides 11,000 Consultancy Services

FAHR established the Legal Consultation Team, out of its keenness to educate Federal Government employees and customers, about human resources laws, regulations, legislation and policies. Since its inception the team has provided nearly 11,000 consultations, and in 2019 received nearly 2000 legal consultations and inquiries, compared to 2153 consultations in 2018, 2,400 in 2017, 1,250 in 2016, and 1,153 consultations in 2015.

The team usually studies the inquiries submitted by employees of the ministries and federal entities with regard to federal government human resources laws, regulations, legislations and policies. The team's ultimate goal is to unify legal opinions on all issues presented to FAHR and to document for the legal principles in order to simplify work procedures in the future.

## 9 Channels

### to Communicate with Legal Advice Team

As part of its keenness to facilitate communication with the Legal Advice Team, FAHR has allocated 9 communication channels



## "Imtiyazat" Program extends its services to Ajman & Umm Al Quwain governments employees

In a move that reflects the growing importance of the government employee discounts program "Imtiyazat" and the keenness of local governments in the country to benefit from offers and discounts provided to their employees, the governments of Ajman and Umm Al Quwain joined during 2019 in the list of beneficiaries of the Imtiyazat Program.

Joining of the two government in the list of beneficiaries of Imtiyazat Program is an important milestone in the activities of the program launched by FAHR in 2011 and reflects the increasing importance of the program, to spread a culture of happiness among employees, which instils institutional values in the work environment, in terms of employee happiness, loyalty, positivity, high productivity and excellence.

The program has become one of the largest discount initiatives in the UAE. The role of the Authority is to coordinate with private and commercial institutions and companies for the purpose of building partnerships and get special discounts and special offers to government employees and their families.

Imtiyazat Program serves most Federal Government employees, in addition to those of Ajman and Umm Al Quwain governments. The Smart Imtiyazat application is available to the employee anytime, anywhere, is easy to navigate, includes exclusive offers by Imtiyazat partners to Government employees, as well as interactive maps showing the locations of these offers, while the companies listed in the Program can update their offers from time to time and make new offers.









## Preparing a series of HR Research & Studies

During 2019, FAHR was busy preparing and launching a set of studies and research papers on Human Resources in the Federal Government, as part of the ongoing efforts to establish a modern and integrated legislative system for government human resources management. The most prominent of these include: studies on the future of human resources for some federal and regional entities, integration of the federal HR data and salaries system, alternative work options for the Federal Government employees, distance work, and amendment of Performance Management System for Federal Government employees.

Other studies prepared by the Authority during included: proper implementation of HR procedures and legislation in the Federal Government, impact of sick leaves 2018, preferred working hours in Ramadan, the study of future HR indicators, promotions and employee turnover 2018, in addition to specialized studies for some federal entities on developing their human resources work systems.

### Most important studies prepared by FAHR in 2019

-  • Studies on Shaping the Future of Human Resources for some Federal and Regional entities
-  • Proper Implementation of HR Procedure & Legislation in the Federal Government in 2018
-  • Studies on Integration of Federal HR and Payroll System
-  • Sick Leave Impact 2018
-  • Alternative Work Options for Federal Government Employees
-  • Study favorite working hours in Ramadan
-  • Telework Option
-  • Studies on Promotions & Employee Turnover 2018
-  • Amendments to Employee Performance Management for Federal Government Employees
-  • Specialized studies for some Federal entities on developing their HR systems



## A proposed project to amend the HR Law and its Executive Regulations

As part of the ongoing efforts regarding revision and modernization of Human Resources Policies, Legislation and Systems in the Federal Government, the Authority prepared during 2019, a proposed project to amend the HR Resources Law and its Executive Regulations, based on the observations and views received from ministries and federal entities.

The Authority held a consultative workshop representatives of ministries and federal entities to explore their views and suggestions regarding the provisions of HR Law in the Federal Government and its Executive Regulations, and the most important amendments proposed.

### Development of 'Masaar' Program

After 9 years of its launch at the Federal Government level, the Authority discussed during 2019, with the ministries and federal entities, mechanisms for developing "Masaar" Program for Emirati high school graduates sponsorship. The program requires ministries and federal entities to nurture young and promising Emirati talents during their university study to specialize in academic disciplines needed by the Federal Government, with a view to attract and recruit them in different ministries and federal entities.

Masaar Program is applied to sponsorships inside the UAE that are provided by ministries and federal entities, provided that the sponsoring body coordinates with the education institute, to present periodic reports on the study progress. The federal entity concerned must send copies to the Federal Authority for Government Human Resources.

The proposed amendment project, if adopted, will be the fourth of its kind, during a relatively short period not exceeding ten years.

The Authority had already received about 230 proposals from the ministries and federal entities in respect of amendments to the law and regulation.

### Study to create a Savings Fund for expatriate employees

In order to realize the UAE's aspiration to be an attractive environment for highly skilled employees from all over the world, FAHR reviewed during 2019, the best practices in the management of pension funds and end-of-service benefits with leading international expert houses and companies in order to develop a suitable vision and a clear mechanism for the establishment of a savings fund for non-national employees eligible for retirement and end-of service compensation.

The Authority had prepared an actuarial study under the instructions of the Council of Ministers, in partnership with the Ministry of Human Resources and Emiratization, on a mechanisms for establishing a savings fund for non-national employees.

The study was based on an in-depth research, and was a result of several meetings with the concerned authorities at the country level.

## FAHR considering introduction of 'Telework' in the Federal Government

As part of its efforts to respond to change, and new methods that could improve the work system in the Federal Government and empower government human resources, the Authority prepared during 2019 a study on the remote work system in the Federal Government, in accordance with global best practices, and in the light of benchmark studies within the country and abroad.

The study prepared by the Authority in consultation with a number of ministries and federal entities set several controls and standards that govern telework system, especially with regard to the employee's compensation, work method and performance of job tasks, to ensure that the service delivery time and quality of service are not affected. The study also contained conditions to ensure employee productivity and punctuality, such as setting a daily rate for the tasks that the employee is supposed to accomplish, and other relevant controls.

The study, which was submitted to the Cabinet for Endorsement, focused on identifying jobs that can be subject to this kind of work, which has many economic and social benefits for society in general and employees in particular. For example, it contributes to supporting and strengthening social and family ties, and enhances the current moves to empower working women, by giving them the opportunity to perform their duties towards children and family, without compromising their job responsibilities.

## Benchmarking: Transfer of knowledge to 36 local and international delegations

During 2019, FAHR received 36 official delegations from inside and outside the country, visiting the Authority to learn about the UAE Government's best experiences and practices in government human capital development and management, and get acquainted with the most important initiatives adopted by the Authority, to empower human resources in ministries and federal entities.

The visiting delegations learned much about human resources initiatives and systems launched by the Authority at the Federal Government level, including: electronic systems operated through HR Management Information System "Bayanati", such as Employee Performance Management, Training & Development, e-Employment, Organizational Structures, Attendance & Departure, Strategic Manpower Planning, and the Governmental Skills Bank initiative.

## FAHR in the Year of Tolerance: limitless giving

In response to declaration of His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE, naming 2019 as "the Year of Tolerance", FAHR launched several community-based and humanitarian initiatives, in cooperation with top charity organizations and public benefit societies in the country.

Through its community-based initiatives, the Authority seeks to maximize the benefits both within and outside the country, consolidate the values of volunteering and philanthropy, foster a spirit of social responsibility, as well as increase workplace happiness and loyalty volunteering.

In this section, we will highlight the most important initiatives in this regard:

### "Shetahom Rahma" to help refugees

Launched by the Authority in early 2019, in cooperation with Dar AL Ber Society to provide winter basic needs to Syrian refugees living in dire humanitarian situations in many countries bordering their home country. These refugees are facing a harsh winter, and lack essential elements of a decent life.

### Treating 3 children and an elderly

Under "Sanadhun Amanah" initiative launched in 2016, FAHR in cooperation with Al Jalila Foundation, implemented four humanitarian campaigns, to provide treatment expenses for 3 children and an elderly man suffering various diseases, and whose families cannot afford to cover the high costs of their treatment.

### Tolerance Umrah Initiative for workers

In conjunction with the World Workers' Day, which falls on May 01 every year, and in partnership with the Dar Al Ber Society, the Authority launched Tolerance Umrah initiative, which aims to enable hundreds of needy workers to visit the Sacred House of God, and perform Umrah rituals, for the first time.

### Children's Umrah

While celebrating Zayed Humanitarian Day, which falls on 19th of Ramadan, FAHR in partnership with Make a Wish Foundation, launched Children's Umrah initiative to send a number of sick children wishing to visit the Sacred House of God to perform the Umrah rituals.

### Eid Clothing

As a gesture which would bring happiness and joy to the hearts of needy children and share with them Eid Al Fitr celebrations by providing them with new Eid clothes, the Authority launched the "Eid Clothing" campaign for the third year in a row, cooperation with Dar Al Ber Society.

### "Nabtat al-Khair"

The Authority responded to "Nabtat Al Khair" charity initiative recently launched by Dar Al Ber Society, which focuses on selling plants to employees for 10 dirhams each, to use the proceeds in funding charitable projects conducted by the Society, such as treatment of indigent patients, construction of mosques, etc.

## Launch of 11 issues of HR Echo Magazine, including 60 papers

The Authority celebrated in 2019 the release of Issues 10 and 11 of HR Echo Magazine launched in 2014. The Magazine is published semi-annually, in Arabic and English, and in partnership with internationally recognized universities and organizations specialized in human resources, such as the British Chartered Institute of Personnel and Development (CIPD); the Society for Human Resource Management (SHRM); Boston Consultancy Group (PCG); Monash University in Australia; and Duke University in US.

HR Echo Magazine seeks to reach the largest segments of customers, partners and the public, as well as HR professionals and those interested in human capital development, not only within the UAE but in the region and the world.

## HR Magazine: 104 issues and more than 100,000 readers

The Authority's achievements and successes continued during 2019, with one of the most important of being the release of the 104th issue of its monthly HR Magazine, which is the first of its kind in the UAE, and at the regional level in terms of specialization, so that it has become a professional platform in dealing with human resources topics, as well as human capital development locally, regionally and globally. .

The magazine reflects the Authority's keenness to have a media platform to reach its customers, and keep abreast of new developments in the field of human resources.

## UAE Innovation Month 21 events in Innovation Month

As part of the UAE Innovation Month, FAHR organized 21 initiatives, recreational events and educational activities for employees, as well as two HR Club Forums in cooperation with the governments of Fujairah and Ajman.

The Authority also held a series of workshops on innovation using LEGO technologies, Creative Capacity Metrics Laboratory, and Land of Innovation using picture books. In addition, another session was held entitled Analysis of Employee Competence in the Work Environment, a course on how to integrate nature with training, applications of artificial intelligence in government services, as well as a design and printing workshop using 3D printing technology.

The Authority's activities in Innovation Month also included organizing a set of courses and training workshops for employees on linking mental capabilities to innovation stages and levels, another workshop to introduce employees to the most prominent advantages and services of the updated version of smart App. (FAHR), in addition to setting up an exhibition of employee hobbies, informing them of various models of future offices, as well as organizing a visit for a number of the Authority's employees to the Innovation Center at Higher Colleges of Technology in Dubai.

## Strategic Partnerships

In 2019, the Authority concluded many partnerships and memoranda of understanding with international, governmental, semi-governmental and private institutions, believing in the importance of these agreements in achieving its vision, mission and strategic goals. The most important of these are:

### MoU with the Society for Human Resource Management (SHRM)

On the side-lines of the International Human Resources Conference 2019, the Authority concluded a memorandum of understanding with the Society for Human Resource Management (SHRM), USA. The MoU aimed to strengthen cooperation between the two parties through joint professional and educational development programs and development of human resources in the UAE Federal Government. The two parties also agreed to hold conferences and professional forums, in addition to supporting the efforts of the UAE to participate in the World Federation of People Management Associations (WFPMA).

### MoUs under "Imtiyazat" Program

In the context of promoting the government employees' discounts program "Imtiyazat", and expanding its beneficiaries base, the Authority signed during 2019, two memoranda of understanding with the governments of Ajman and Umm Al Quwain, according to which government employees joined the list of Imtiyazat beneficiaries, and another two memoranda of understanding with Abu Dhabi Commercial Bank and Tilal Properties to sponsor the program, which is the largest and first of its kind in the UAE.

### MoUs with "Al-Mawrid" Initiative partners

In order to boost the role of the Federal Government's Preferred e-Learning Partners initiative "Al Mawrid", the Authority signed during the year 2019 a series of memoranda of understanding with a selection of universities and educational institutions, expertise houses and leading international companies in the field of training and development, according to which the latter provides specialized certificates, training courses and programs, educational materials and videos for Federal Government employees at competitive prices.

### MoU with "Emirates Islamic"

For the fourth year in a row, Emirates Islamic Bank, one of the leading Islamic financial institutions in the UAE, provided exclusive sponsorship to the activities of HR Club – which is considered a key strategic initiatives of the Authority, during 2019.



## External Participations

During the year 2019, the Authority left a clear imprint regarding human capital development and empowerment, with effective participation in many local, regional and international conferences and events related to its mandate. The following lines will highlight the most prominent of these events:

### Participate in the Annual Conference of the Society for Human Resource Management (SHRM)

The Authority participated in the Conference titled “Digital Human Resources in the Middle East”, which was held by the Society for Human Resources Management, USA (SHRM) in Dubai during the period from September 16 to 18, highlighting the effects of the Fourth Industrial Revolution and digital transformations on the future of institutions in general and human resource departments in particular.

### The 18th Meeting of Director Generals of Public Administration Institutes in GCC Countries

The Authority participated in the eighteenth Meeting of Directors General of Administration Institutes in the Gulf Cooperation Council States, which was held in Muscat.

### Technical Committee for Civil Service & HR Affairs in GCC States

The UAE, represented by the Authority, participated in the eighth meeting of the Technical Committee for Civil Service & HR Affairs in Gulf Cooperation Council Countries, which was held in the Sultanate of Oman.

### Administrative Development Conference in Riyadh

A delegation from FAHR participated in the Conference on “Administrative Development in the light of Saudi Vision 2030”, which was held in the Saudi capital, Riyadh.

### ... and Ordinary Session of Arab Organization for Administrative Development (ARADO)

The Authority participated in the 109th Ordinary Session of the Executive Council of the Arab Organization for Administrative Development (ARADO), which was held in Cairo in April 2019, in the presence of Ministers and Heads of Civil Service and Administrative Development in the Member States.

### ARADO Annual Conference

The Authority participated in the Nineteenth Annual Conference of the Arab Organization for Administrative Development, entitled “Requirements for localization of Smart Infrastructure in the Arab countries to achieve the goals of Sustainable Development 2030”, which was held in 2019 in Marrakech, Morocco, under the patronages of the Moroccan Monarch King Mohammed VI. The UAE , reviewed its experience in modern technology at the conference.

## National Events

The Authority, as an integral part of ton the first of December every year,the opportunity to celebrate all national events, and to participate in every social occasions.

### UAE 48th National Day and Martyr's Day

The Authority celebrated the 48th UAE National Day and the Martyr's Day every year. The ceremony observed a minute of silence, praying to Allah to bless the souls of the nation's martyrs who have risen in defence of their homeland, followed by the national anthem raising the flag on FAHR buildings in Abu Dhabi and Dubai.

### UAE Flag Day

FAHR celebrated the Flag Day, which falls on the 3rd of November every year and coincides with 15th anniversary of His Highness Sheikh Khalifa's accession as President of the UAE.

The ceremony witnessed raising the flag on the Authority headquarters, rendition of the national anthem of the UAE, and distribution of UAE flags to all employees.

## Happiness and Motivation Initiatives

As part of its efforts to enhance employee productivity, increase employee job satisfaction and workplace harmony, the Authority endeavoured to provide an ideal work environment conducive to happiness and positivity. Based on this conviction, it has launched since its inception, many key motivational initiatives, which are highlighted in this section as follows:

### Annual Staff Meeting

FAHR has been holding an annual meeting for employees, which is an ideal opportunity to honor distinguished employees and active teams, as well as review the Authority's most prominent achievements during the past period, and expected benefits, projects and events in the coming period.

### Employee Wellness Program

Employee Wellness Program, launched by the Authority in 2014 consists of four initiatives, each of which includes a range of activities and projects: health initiatives, occupational safety initiatives, green environment initiatives and social initiatives. The most important of these initiatives include:

### Happiness Fund initiative

The idea of Happiness Fund initiative is to allocate funds containing in-kind bonuses, various purchasing coupons and valuable gifts at the disposal of sector and department directors in the Authority, to distribute them to their distinguished employees, and those who have creative proposals that contribute significantly to developing the work environment in the Authority.

### The Positive Employee Initiative

FAHR grants the Positive Employee Award quarterly to an employee based on a set of features, most notably: the ability to make people happier, understanding the needs of others and assisting them, respecting others regardless of their ethnic backgrounds and traditions, expressing one's thoughts positively, etc. Employees nominated for the award must be proactive, positive, cheerful, and able to motivate others, contribute to creating a positive work environment, work as one team.

### International Women's Day

FAHR celebrated International Women's Day, which falls on the 18th March every year, by organizing a ceremony during which the Authority's employees were recognized and presented with Souvenirs.

### ... and Emirati Women's Day

The Authority also organized a ceremony on the occasion of Emirati Women's Day, which falls on 28th August every year.

### Happiness Gathering

The event has become an ongoing ceremony held by FAHR as a perfect opportunity that brings together employees and leadership, to review the latest developments, achievements, projects and future plans in a friendly atmosphere.

The Authority aims through this initiative to strengthen cooperation and communication channels between staff of different departments, grades and job titles, in an unconventional social environment.

### Emirati Children's Day

FAHR reacted with the Emirati Children's Day initiative, which was launched under the directives of Her Highness Sheikha Fatima Bint Mubarak, Chairwoman of the General Women's Union, President of the Supreme Council for Motherhood and Childhood, and Supreme Chairwoman of the Family Development Foundation, to underline commitment to Emirati children's rights in general, and their proper rearing as future builders.

### International Day of Happiness

FAHR celebrated the International Day of Happiness which falls on 20 March every year, by holding a ceremony for the employees which included a series of recreational, educational and health events, as well as interactive competitions.

### Raising awareness about the Dangers of Hypertension

FAHR reacted with the global campaign to raise awareness of the dangers of high blood pressure (Hypertension), in conjunction with World Hypertension Day, which falls on 17th May every year.

The event was organized under the slogan "Know Your Numbers" in which the Authority held sessions and conducted medical examinations for its employees, in cooperation with the Ministry of Health and Prevention, and Dr. Sulaiman Al Habib Hospital.

### Early detection of Breast Cancer

In conjunction with the International Breast Cancer Awareness Month, which falls on October every year, FAHR participated in the awareness campaign for early detection of breast cancer, which was launched by the General Authority of Dubai Civil Defence.

FAHR hosted at its head office in Dubai, the Pink Caravan of Dubai Civil Defence, which is equipped with the latest technologies, devices and modern medical equipment to detect breast cancer. Employees learned about breast cancer, its symptoms, treatment, and ways to prevent it.