Employee Attraction and Retention Guide

Federal Authority | هيئة اتحادية

2017

Objectives of the Employee Attraction and Retention Guide

Supporting and encouraging the federal entities to develop innovative practices and solutions enhancing the effectiveness of competent attraction and retention process

Determining and limiting the causes that lead competent and talented employees to leave the federal entities.

Developing mechanisms for attracting and retaining competent and talented employees

This guide includes two focal points:

Attraction
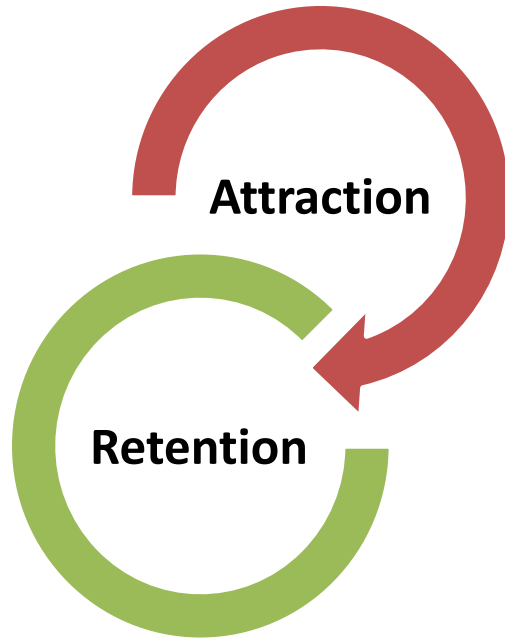
Retention

Attraction and Retention

Employees attraction mechanisms:

Appointment ⟨ Selection ⟨ Attraction

Attraction and Retention Process

The process of attracting the required number of competent at a specific period with the necessary skills to apply for a job vacancy according to the workforce strategic planning outputs.

Attraction

Recruitment Sources

External recruitment	Internal recruitment
• Candidate Database (I-recruitment) • Educational institutions • Emiratization concerned government entities • External recruitment firms • Internships and summer training • Masar Program.	• Internal reference • Internal walk in • Promotion • Transfer (job rotation)

Attraction and Retention

Human Resources Department shall determine the candidate needs and develop mechanisms for selection and recruitment accordingly.

Attraction

Cons	Pros	Recruitment Sources
• Need to concentrate efforts to train and develop new employees.	• Outstanding performance reward for current employees • Employee's knowledge of the entity's organizational culture, objectives, and policies, and entity's knowledge of the employee's abilities and competencies) • Ability to adapt to the new job faster than external recruits.	**Internal Recruitment**
• May result in recruiting individuals not suitable for the entity's organizational culture. • Increase recruitment cost • Longer period of t raining and qualification	• Supplement the entity with new talents and ideas. • Help the entity to get the required talents • Reduce the training costs in case of recruiting the qualified experiences	**External Recruitment**

It is recommended to look for the suitable internal talents before searching outside the entity which **increases levels of harmony and employee loyalty and happiness in the work environment** and raise the employees awareness of the development opportunities inside the entity.

Vacancy announcement:
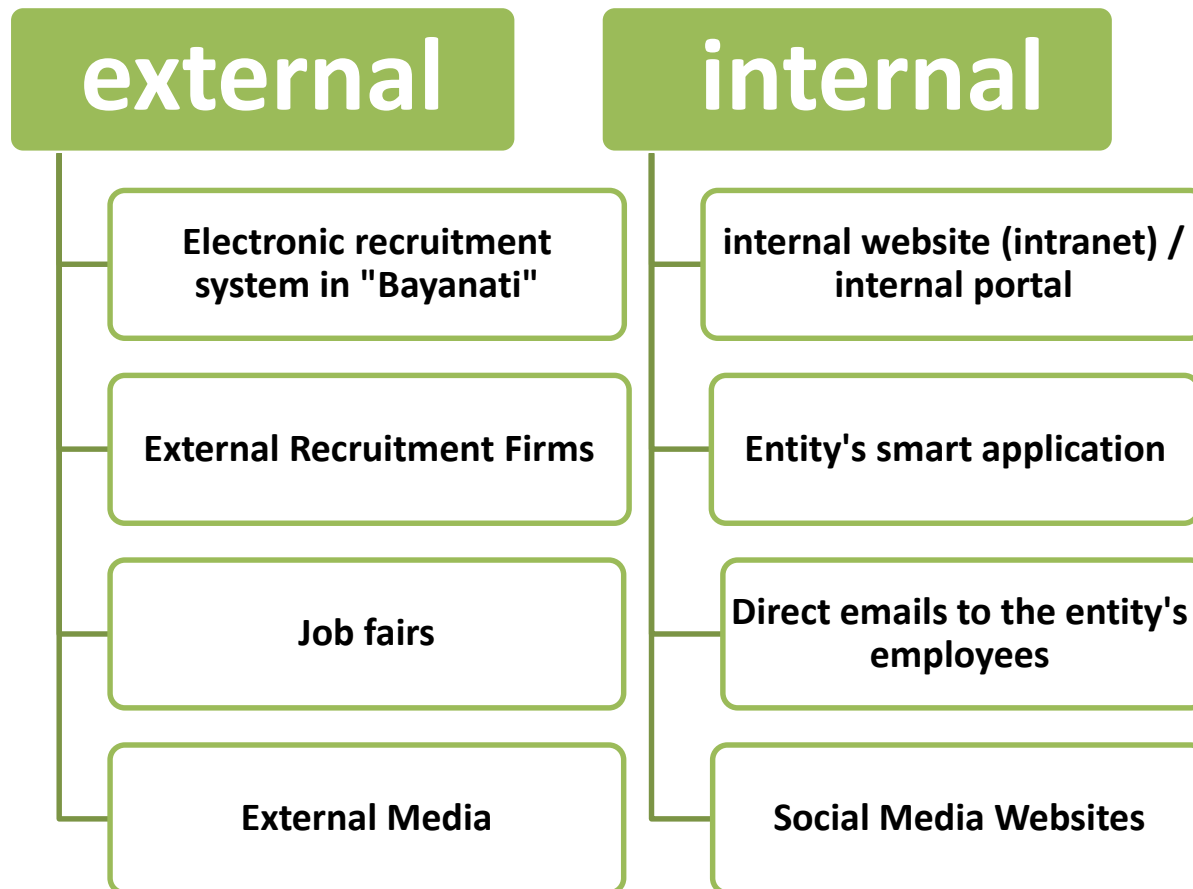
There are various considerations that shall be taken into account in announcing a vacancy:

Job description

Grade

Salary and benefits

Deadlines for receiving resumes and employment applications

Expected work Start Date

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Means of Announcement

external

- Electronic recruitment system in "Bayanati"
- External Recruitment Firms
- Job fairs
- External Media

internal

- internal website (intranet) / internal portal
- Entity's smart application
- Direct emails to the entity's employees
- Social Media Websites

HIRING

When selecting one or more of these solutions for announcing a vacancy, the following shall be taken into account

Job nature
- career level
- Rarity of the required specialty
- Significance of the job to perform the major tasks

Time needed to fill the vacancy
- End of service date o f the current employee filling the job
- Time needed to assign tasks to the new employee

Labor market
- Targeted geographical areas
- Targeted category
- Availability of targeted specialties and experiences

Targeted Candidates
- Age group
- Language

Example: A hospital manager vacancy in one of the cities.
What's the career level? What is the timeline for attracting candidates of such type of careers? Who are the target audience of the announcement?
Thereupon,,, the location of the announcement is determines? What is the targeted age group?

Attraction and Retention Process

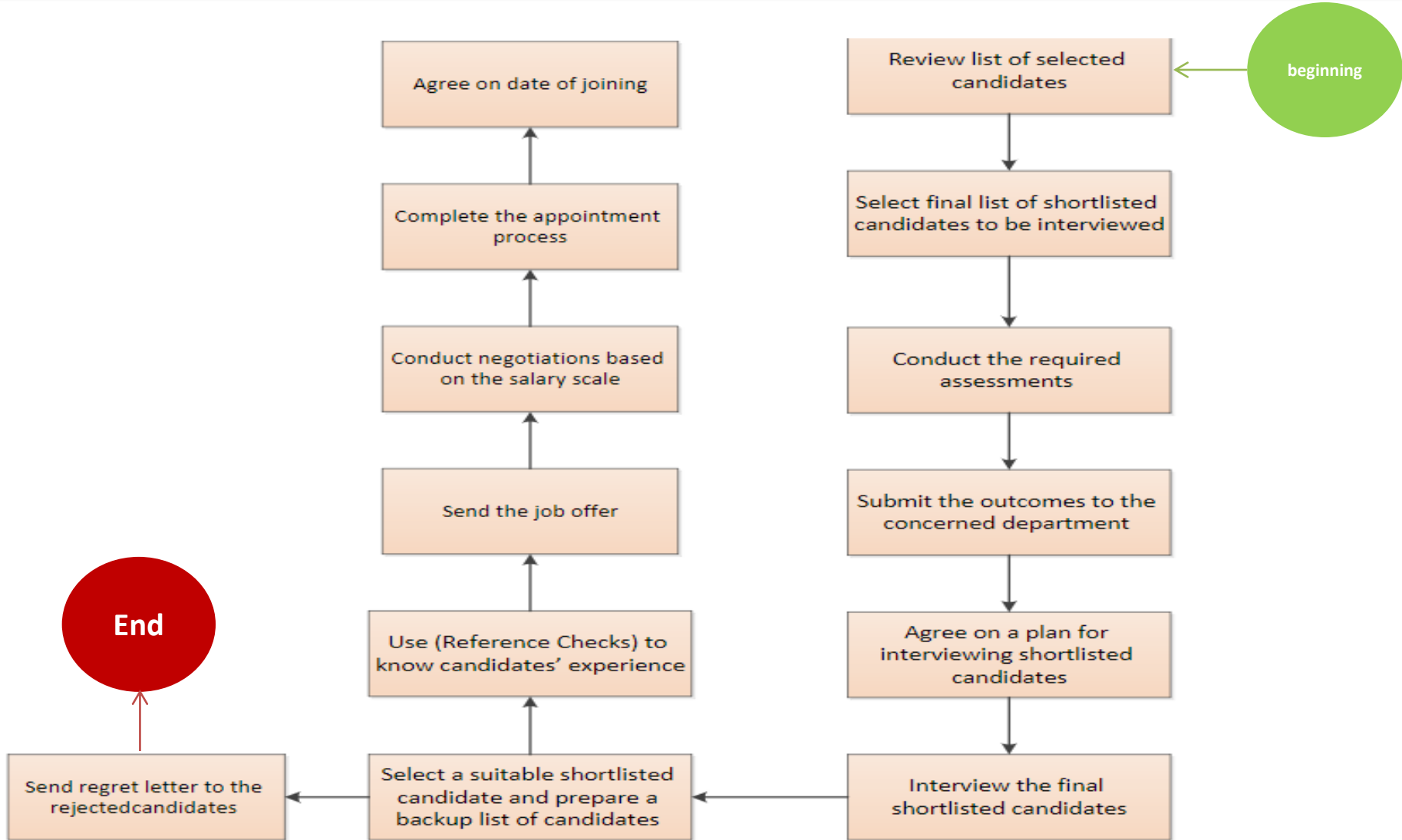Comparing the candidates and selecting the most suitable one according to the job requirements

Selection

- Receiving resumes and employment applications

- Reviewing resumes and developing a list of candidates

- Determining targeted capabilities measurement tests for the candidates in order to assess their competencies and abilities to perform the required tasks (Assessment Center)

- Selecting suitable candidates

Summary of Attract and Recruitment Process

beginning → Review list of selected candidates

Review list of selected candidates ↓ Select final list of shortlisted candidates to be interviewed ↓ Conduct the required assessments ↓ Submit the outcomes to the concerned department ↓ Agree on a plan for interviewing shortlisted candidates ↓ Interview the final shortlisted candidates → Select a suitable shortlisted candidate and prepare a backup list of candidates → Send regret letter to the rejectedcandidates → **End**

Select a suitable shortlisted candidate and prepare a backup list of candidates ↑ Use (Reference Checks) to know candidates' experience ↑ Send the job offer ↑ Conduct negotiations based on the salary scale ↑ Complete the appointment process ↑ Agree on date of joining

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Methods for taking a decisions regarding the best candidate

Administrative Level	Specialist Level	Leadership Level
➢ Job interview ➢ —Personality Questionnaire ➢ ** —Ability Tests	➢ Competency-based interview ➢ * —Personality Questionnaire ➢ ** —Ability Tests	➢ Competency-based interview (behavioral and related to specialty) ➢ Assessment Center ➢ Personality Questionnaire ➢ ** —Ability Tests

Candidates are asked to discuss a certain topic in groups and reach solutions	**Group discussion**
Candidate is given a chance to interact with another person regarding a certain topic in a context of a business meeting	**Role play**
Candidate is given a set of documents containing a number of emails, memos and other documents. Then, candidate is asked to reply to such documents and take decision thereon according to priority.	**In -Tray / In-Basket**
Candidate is given a case study and asked to analyze the information contained therein and submit his/her recommendations in a written report.	**Case study**
Typically, candidate is asked to deliver a presentation to explain his/her recommendations in the case study exercise.	**Presentation**

Ability Tests

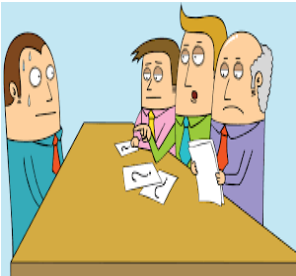|	
measures the main elements comprising the personality, which provide a perception about the nature of thinking, behavior, and interaction of people	**Personality Questionnaire**
measures the ability to understand the basic terminologies and the ability to communicate using the terminologies, which is suitable for all the tasks that require a general level of language abilities	**Verbal Test**
measures the ability to use numbers in a logical and effective way. It is a test suitable for the jobs that require a general level of mathematical abilities	**Numerical Test**
measures the ability to understand, analyze, and use new information outside the scope of previous experience in solving a given problem	**Abstract Test**
measure s the ability to understand and comprehend the mechanical concepts and the physical principles in operation. The elements of the test were selected from a wide range of fields (such as optics, electronics and biochemistry).	**Mechanical Test**
measures the spatial ability through the elements that assess the ability to visualize three-dimensional shapes and matching the three-dimensional shapes with two-dimensional shapes.	**Spatial Test**

Types of interviews

| Behavioral Interviews | Unstructured Interviews | Structured interviews |

| Group interviews | Competency-based interviews |

Attract and Retention process

The candidate's first official contact with the entity after getting selected

Appointment

Signing The Code of Ethics and Professional Conduct Document

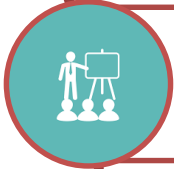← **Onboarding** ← **Signing the employment contract**

Challenges of the Attract and Retention Process

Wages competitiveness

Lack of learning and development opportunities and not paying attention to developing the employee later in the work place

Imbalance between work and private life which affects the principle of employee welfare

Not keeping up with the technological advancement through active presence on professional social media and other related websites

Factors affecting the talent and competencies retention strategies

Employer's reputation and image

Attraction and recruitment process

Ability of managers to contain employees and perform their roles related to proper management of individuals

Learning, training and development opportunities

Recognizing and rewarding good performance

Mechanisms of Employee Retention

Employee welfare in work environment (Flexible working hours, nursery in the work place and social responsibility, etc.)

Enforcing Federal Government Training and Development System and MAAREF initiative

Applying Health and Safety principles in Work Environment

Supporting the employees' participation in the suggestions and complaints system

Rewards and Incentives System

Encouraging the employees to participate in "Privileges" initiative

Promotions and regular increments

Key performance and operational indicators

(1) Key Performance Indicators

Periodical Measurement	Measuring Method	Indicator
Quarterly/annually	number of staff quitting work during one year of employment The number of employees hired during the year	**Job turnover rate during the first year**
Quarterly/annually	The number of Emiratis in the entity Total staff in the entity	**Emiratization rate**
Quarterly/annually	The number of staff attending training programs in the entity Total training targeted staff in the entity	**Trainee rate**
Quarterly/annually	The number of training hours for each trainee in the entity Total hours of training for all training targeted staff inthe entity	**The number of training hours per employee**
Quarterly/annually	Number of employees who have been motivated in the entity Total number of empl oyees in the same period	**Percentage of staff who have been motivated through a system of incentives and rewards**
Quarterly/annually	Employee satisfaction rate with training programs attended by staff within the satisfaction questionnaire satisfaction with approved programs in the Federal Government and the entity	**Rate of satisfaction with the training programs**
Quarterly/annually	The number of work injuries Number of employees in the entity	**Rate of work injuries**
Quarterly/annually	The number of employees who participated in the career welfare initiatives implemented by the entity Total number of employees in the entity	**Staff participation rate in career welfare initiatives**
Quarterly/annually	Number of entity staff proposals applied Number of employees in the entity	**Rate of proposals applied**

Key performance and operational indicators

(2) Questionnaires

Periodical measurement	Measurement method	Indicator
Annually	Results of the happiest work environment study implemented by the Honorable Prime Minister Office	**The happiest work environment**
Annually	Results of the employees retention questionnaire	**Employees retention satisfaction rate**
Annually	Report of the End-of-Service interviews	**Results of the End-of-Service interviews**
Annually	Results of t he career welfare questionnaire	**Career welfare satisfaction rate**

Key performance and operational indicators

(3) Process performance indicators

Periodical Measurement	Measurement Method	Indicators
Annually	percentage of implementation of actions designated in the Emiratization plan ———————————— The total procedures of the plan	**Emiratization plan implementation rate**
Periodically / annually	number of completed performance documentation at the end of each stage ———————————— The number of the targeted employees for the annual assessment process	**Performance appraisal documentation completion rate**
Annually	number of training programs that have been implemented from the approved plan in the beginning of the year ———————————— The total number of planned training programs	**implementation rate of training plan**

Attraction and Retention Journey for Employees

Selecting and hiring the best available competencies and experiences

Induction program for new employees

Integration of the employee in the work environment

Career progress of the employee in line with the strategic plan of the entity and the individual development program

Increasing levels of career harmony, loyalty, and happiness.

Thank You