



A workshop to improve the research indicators of

(The happiest work environment)

in collaboration with the Prime Minister's office

هيئة اتحادية | Federal Authority

September, 2016



The Workshop Agenda

Timing		Activity
8:00	8:30	The registration
8:30	8:35	The workshop's opening
8:35	8:40	The opening speech of the HE Director General of the Federal Authority for Government Human Resources
8:40	9:10	Reviewing the questionnaire results of the public opinion concerning improving the research indicators of the happiest work environment (via Linked In and Bayanati websites)
9:10	9:25	The speech of the Respected Prime Minister's office
9:25	9:55	A plan from Gallup organization concerning the best exercises to improve the work environment
9:55	10:10	Rest
10:10	11:10	Brainstorming meetings with the managers of the Human Resources and Strategy Planning to improve the happiest work environment
11:10	12:10	Reviewing the meetings results
12:10	12:15	The conclusion



The brainstorming meeting results
with the Federal entities according to
the research results of the Job
satisfaction last year.



The brainstorming workshops in 2015

A workshop has been held to improve the research indicators of the job satisfaction for 2014 in November 2015 by the attendance of the Human Resources and Institutional Excellence managers in the Federal Government. The workshop resulted in many thoughts and proposals.





The points below were discussed and ended up in a number of initiatives and proposals

- The performance management system
- The job development for the government employees
- Tangible and intangible compensations and rewards in the Federal government
- The internal communication
- Making employees happy



The improvement plan for the results of 2016.

As per the research results of the happiest work environment for 2015 and in coordination with the respected Prime Minister's office, the Federal entity for Government Human Resources analyzed and discussed the results of all Federal Entities to think about the inputs and data of the plans to improve the research indicators of the happiest work environment at the level of the Federal entities.

The plan consists of four phases:

1. the Federal Authority for Government Human Resource has launched and opened an online forum to improve the work environment via Linked In website (Linked In) which in turn gave the opportunity to all the forum's affiliates and joiners to participate and express their opinions about their views on job satisfaction, happiness, harmony and loyalty. The number of the forum's affiliates amounted to 2110 experts and specialists of the Human Resources field.
2. Sending a questionnaire to all the Federal Government's employees via Bayanati system in June, 2016 to know their opinions about some of the Human Resources' systems and exercises to improve them. The number of the participants amounted about 3637.
3. Analyzing the special characteristics of the future workforce in the Federal Government, according to a study of Korn Company: source, Ferry Briefing issue volume.7 (2016).
4. Holding a workshop with the Human Resources and Strategy Planning managers in the Federal Government to discuss the ways of improving the indicators and creating a better work environment.



Phase I:

**The Authority has launched an online forum via
Linked In.**





The Online forum



The following points have been presented via Linked In:

Based on the Authority's attempt in planning to improve the job satisfaction in 2015, the research questionnaire to Federal Government's employees and the Human Resources' experts has been completed in all sectors during 2016 through the following:

Launching the second online forum to discuss the opinions of the Federal Government's employees and the Human Resources' experts in all different sectors to improve the indicators of the job satisfaction, happiness, harmony and loyalty via Linked In according to the following points:



The online forum..... Specialized dialogue platform via Linked In

The functional development opportunities

The online forum project launched by the Federal Authority for Government Human Resources in at the beginning of 2015 in association with Linked In network is considered as a club where all those who are interested in, specialized in and concerned about developing the human capital at the state and global levels to exchange the opinion and discussion about the subjects related to developing and evolving the human capital and also related to the last and best practices of the world Human Resources through the Authority page on Linked In network. The Authority uses its online page on Linked In website as a dialogue platform on which it discuss the most important matters related to the management of the human capital., experiences and the successful practices in this field. In addition, it is possible to the members of the forum to discuss such these matters and express their opinions and visions about them.

This, in turn, constitutes specific raise and additional value to the issues and the matters. The online forum aims at creating effective platform to discuss the most important matters and modern world studies related to the Human Resources as the forum's work team is entitled to periodically post scientific articles about the newest researches the best global practices in the field of the Human Resources.

Also, the main points of survey results of the Federal Government's functional satisfaction done by the respected Prime Minister's office will be discussed. These main points are as follows: (the Performance Appraisal System, the system of the compensations and the financial privileges or benefits, the opportunities of the functional development, and the internal communication of the Federal Government). Note that these points will be discussed through a series of special groups for the opinion exchange and discussion by the forum's members to reach the best results and remarks.

Accordingly, we invite you to join the forum via the Federal Authority for Government Human Resources' page on Linked In to discuss the matter of the functional development opportunities....

Points	Subject	Opining date	Expiry date
The job satisfaction	Knowledge exchange about the best practices to promote the satisfaction in the work environment	14\6\2016	23\6\2016
Happiness	How to contribute to make the work environment happier	26\6\2016	7\7\2016
Harmony	How can the immediate officer promote the job harmony of his employees?	10\7\2016	21\7\2016
Loyalty	Methods of promoting the job loyalty	24\7\2016	4\8\2016



The most prominent proposals stated in the online forum on the Linked In.

Happiness:



The reasons of happiness as per the forum's participants:

- Making the Institution's vision and Mission clear to all its employees.
- Reflecting the employee's contribution on achieving the Institution's objectives.
- Making the career path for development clear .
- The management's credibility.
- The balance between the work and personal life.
- The employee's feeling of the job security through the implementation of the policies and systems.

Harmony:



Methods of harmony promotion inside the institutions are as follows:

1. Encouraging the employees to work as a team (and identifying aims to the team not only to the individuals).
2. Forming work teams that include all organizational units in the Entity. This helps in transferring knowledge and developing competencies.
3. Understanding the Entity's specialties and defining the roles and responsibilities.



Continue: The most prominent proposals stated in the online forum on Linked In.

Loyalty:



The factors that promote the job loyalty among the employees:

1. Promoting the positive work environment.
2. The job development and specific training.
3. The positive relation with the line manager.
4. All kinds of appreciation.
5. Salaries and incentives.
6. The clarity of the Institution's identity.



Phase II:

The Authority sent a questionnaire via e-mail to all the Federal Government's employees to know their opinions about the happiest work environment.



A questionnaire has been sent to all the Government's employees to know their opinions about the happiest



United Arab Emirates

Survey questionnaire for the federal government employees to improve the ministries and independent entities results of the happy place to work for 2015

The Federal Authority for Government Human Resources wish you the best regards in your endeavors, with regards to the survey questionnaire for the federal government employees, we wish to remind you to fill the survey that will positively affect the improvement plan of the happiest place to work in order to achieve employee satisfaction. This is survey will not take more than 5 minutes and the data will be used solely for research and development.

Thank you for your cooperation with us

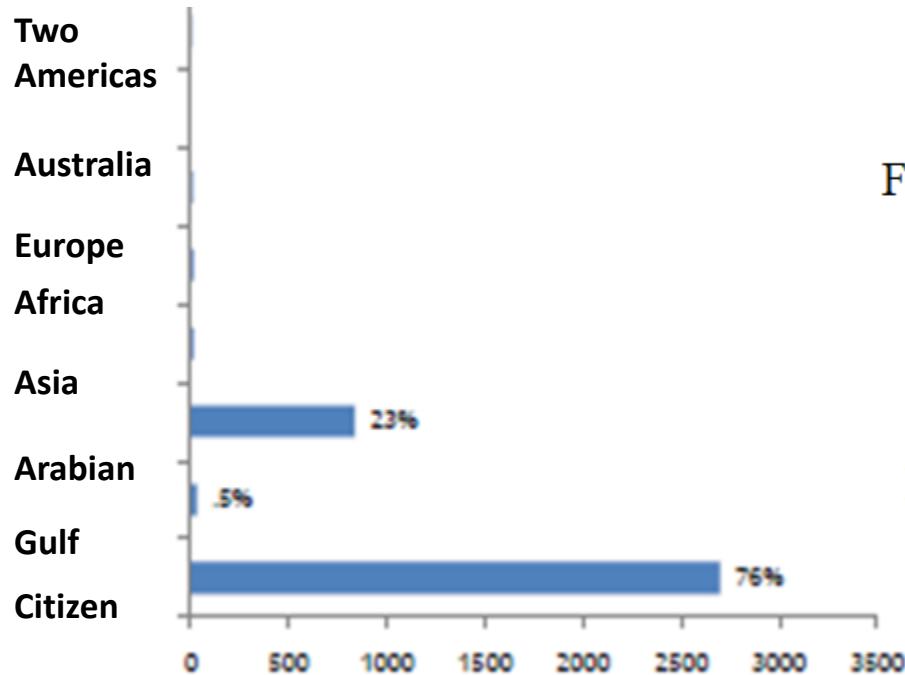
Best Regards

To start the questionnaire please click on the following link: <http://goo.gl/forms/eFlaMXPubAHUVXQx1>

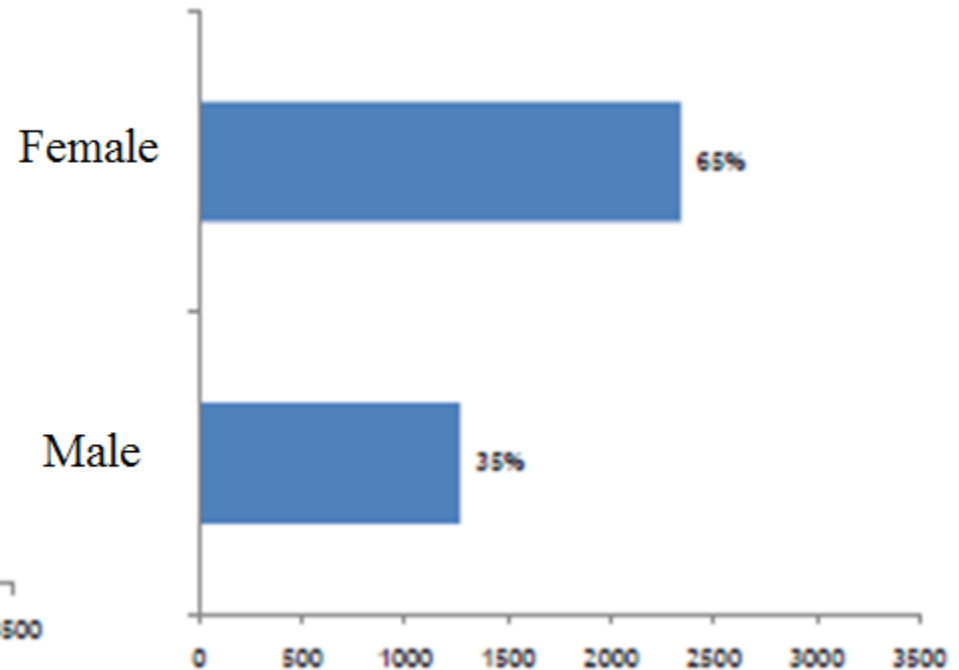


The results: the Demographic Characteristics

Nationality



Gender

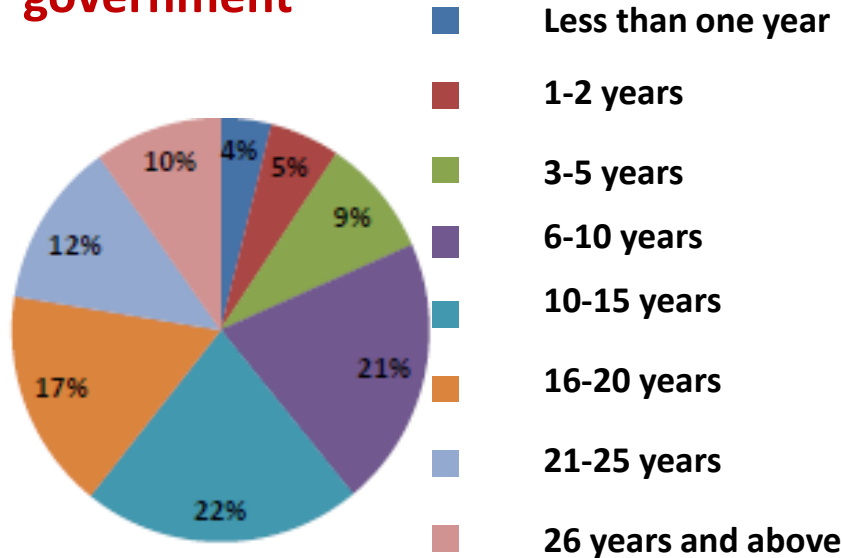


The percentage of females who answered the questionnaire were more than those of the males, as well as the percentage of citizens who answered the questionnaire were more than other nationalities.

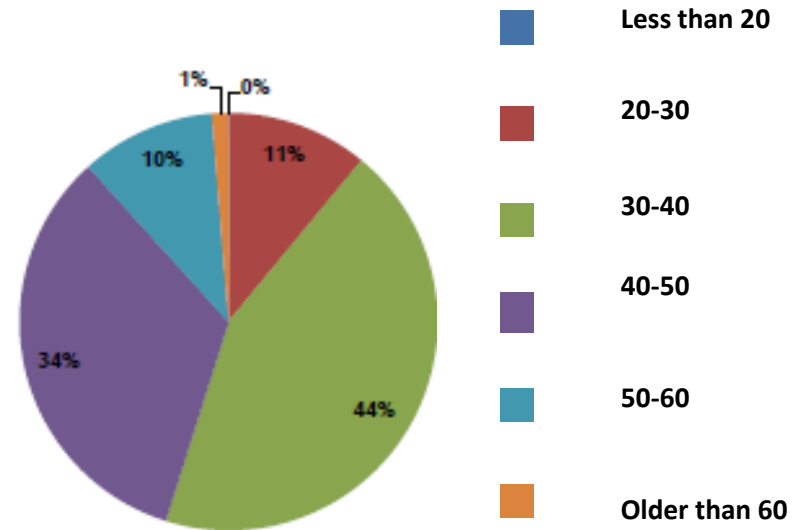


Continue:

Number of service years for Federal government



Age group

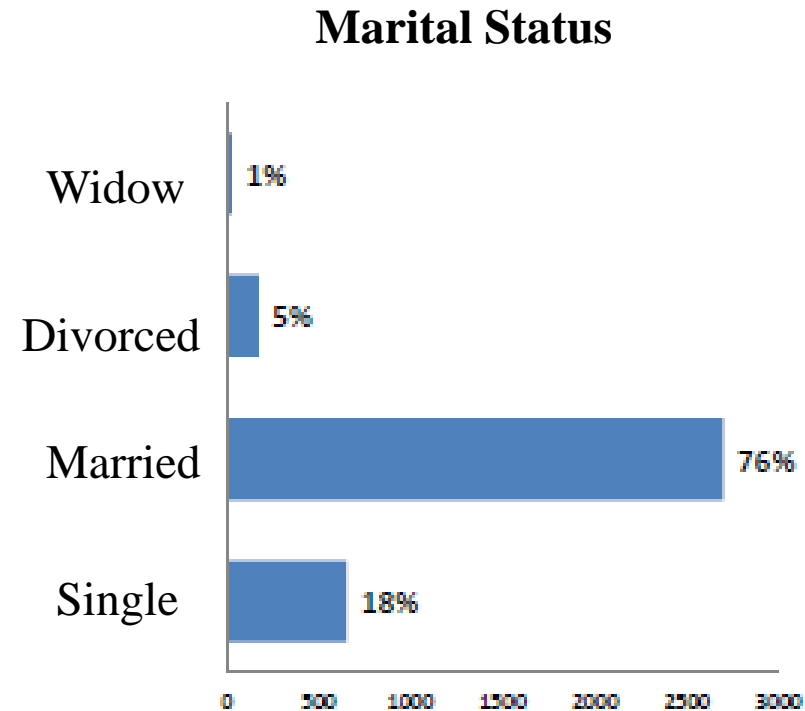
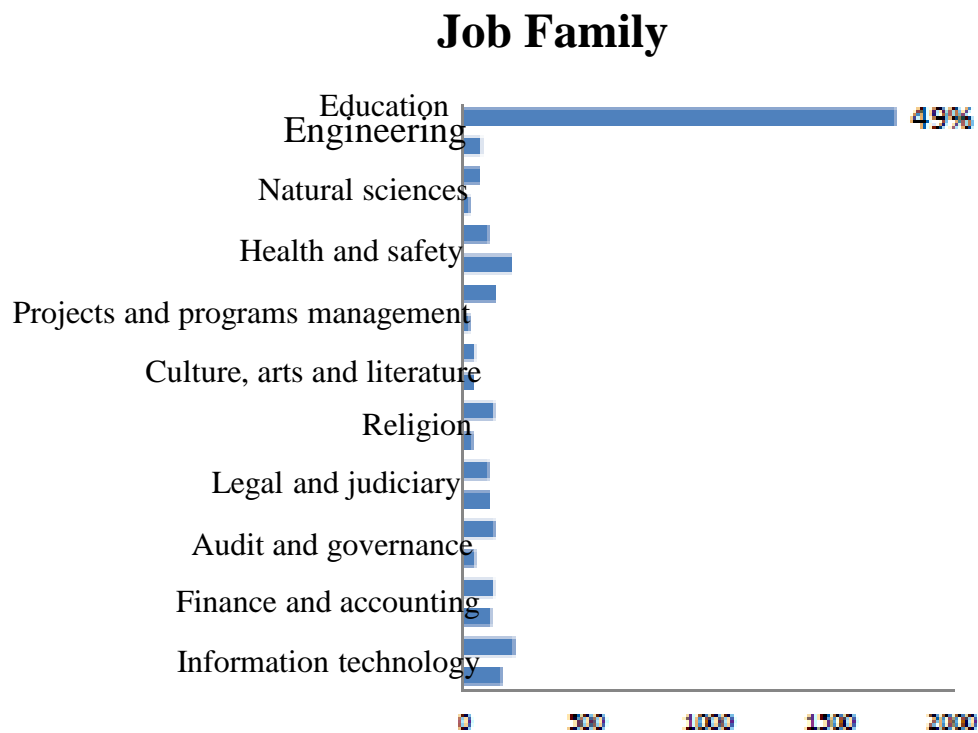


The age group between 30 – 40 was the largest.

The largest percentage according to the service years was among the age group 6 – 10 years



Continue:

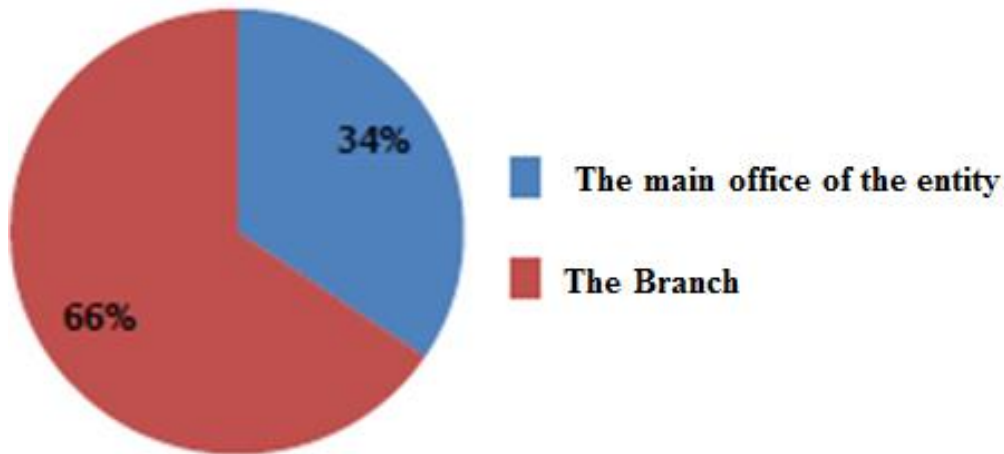


The larger percentage in answering the questionnaire based on marital status was among the married group in the government and the larger percentage based on job family was in education.

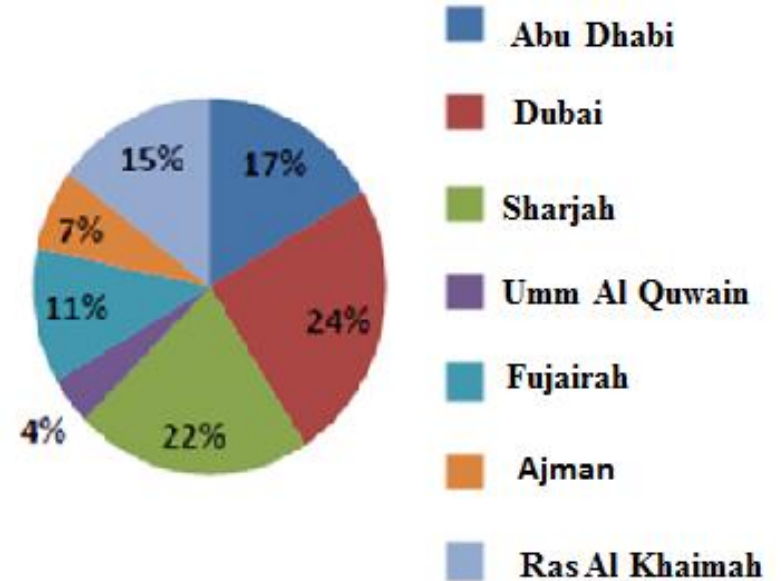


Continue:

Work office



Work Emirate



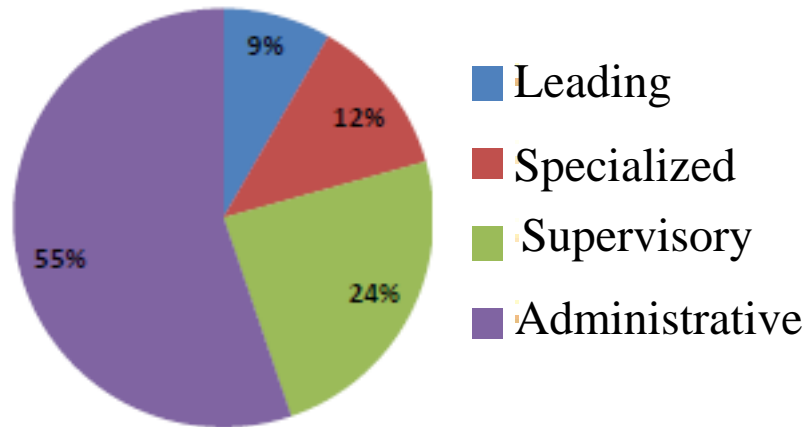
The largest percentage of the answers came from the Federal entities ' offices.

The largest percentage of the survey participants was employees from Dubai, then Sharjah.

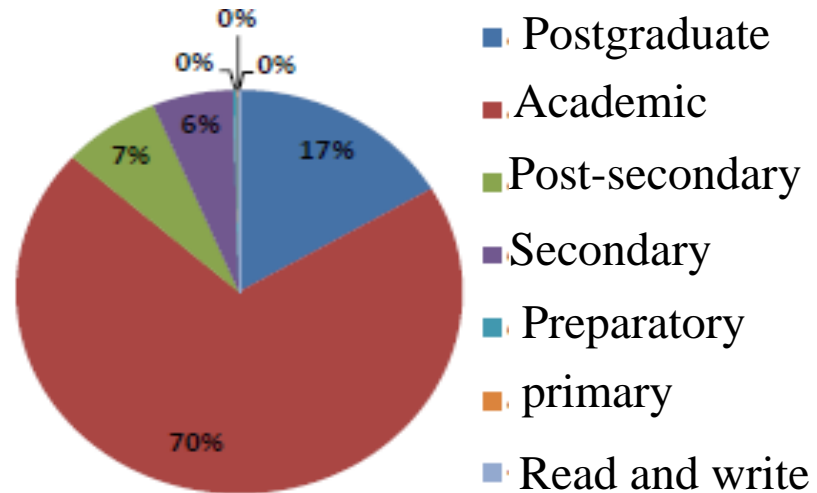


Continue:

The functional group



The educational level



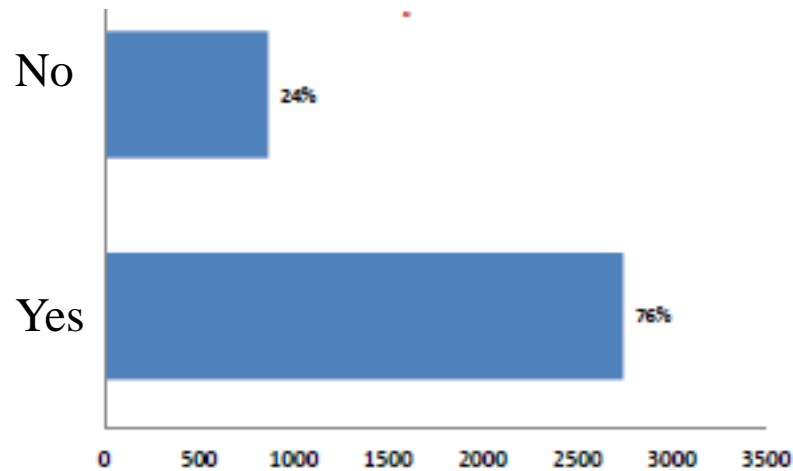
The largest percentage who participated in the questionnaire was the specialized functional group.

Based on the educational level, the largest percentage of participation came from academic employees.

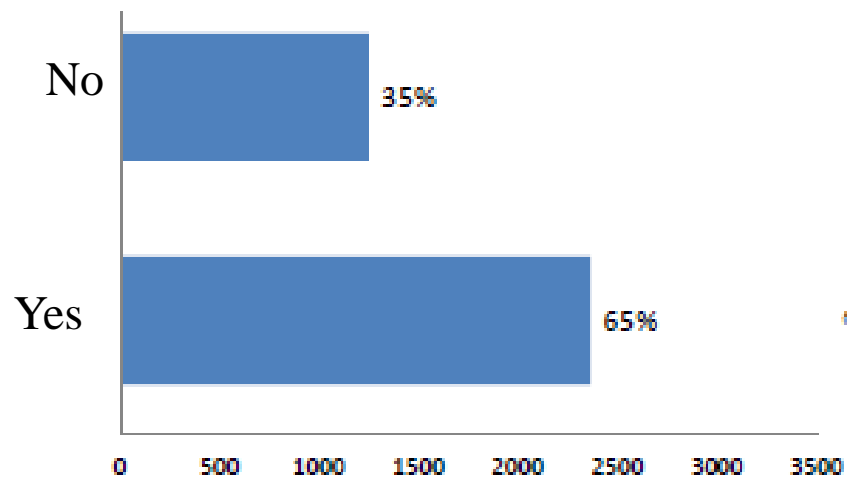


The questionnaire results

Did you attend awareness workshops in your entity to apply the system of the performance management in the Federal Government?



Do you have enough knowledge about the system of the performance management in the Federal Government?



According to the results above, the following is required:

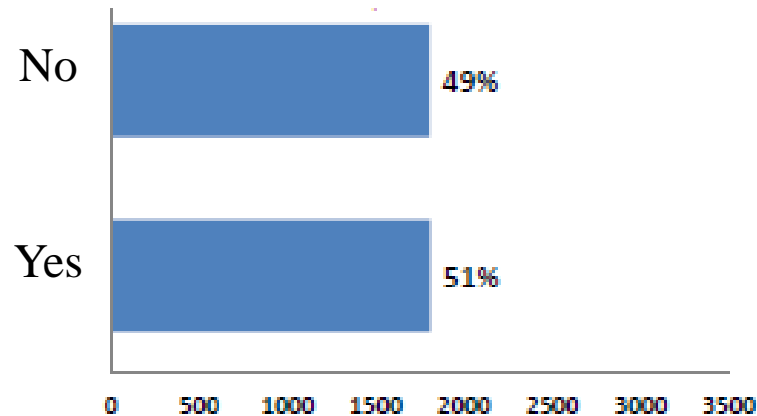
With reference to the results above, the entities are obviously in an urgent need to hold effective workshops to identify the system of the performance management as well as they are in an urgent need to train all their employees as of the different groups of the system to its objectives and the reflections of its proper application concerning developing the human resource and improving its performance which in turn affects the entity's general performance later.

It is also important to clarify the connections of the system to the other systems (e.g., the system of training and development).

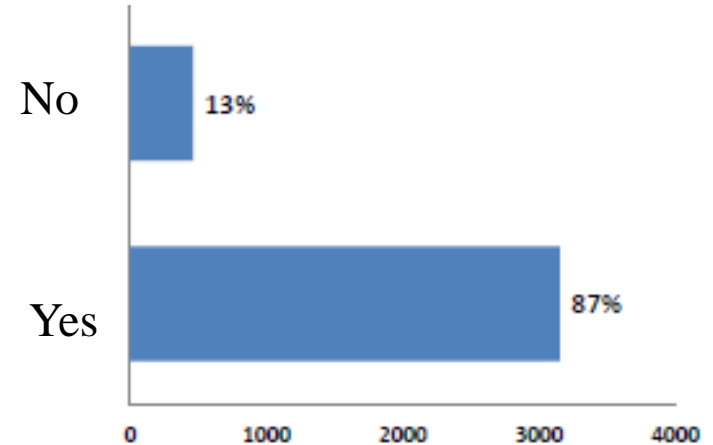


Continue:

Do you get the feedback in the Mid-year in a manner which helps to improve your performance during the rest of the year?



Is it easy for you to communicate with your line manager?



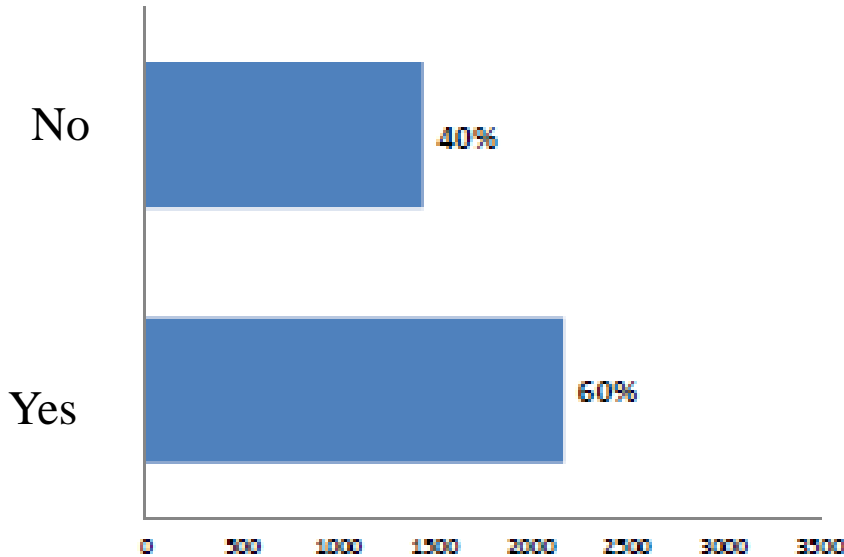
The line managers in the Federal Government are entitled to apply the system of the performance management properly to get the desired results. It is important to pay a great attention to the Interim review phase as it is one of the system phases which helps the employee to get the feedback in the Mid-year. The results of this phase reflect on the improvement of the employee's performance if it is carried out properly. With reference to the results above, we find that the half employees amounting to 1802 who participated in the questionnaire did not get any feedback in the Mid-year.

With regard to the accessibility to the line manager, we find that this question achieved positive results according to the answers. It is important to refer that a number of the participants (459 employees) stated that they cannot communicate with the line manager. As a result, the line managers should open the lines of communication with their employees in a more concise and transparent way.

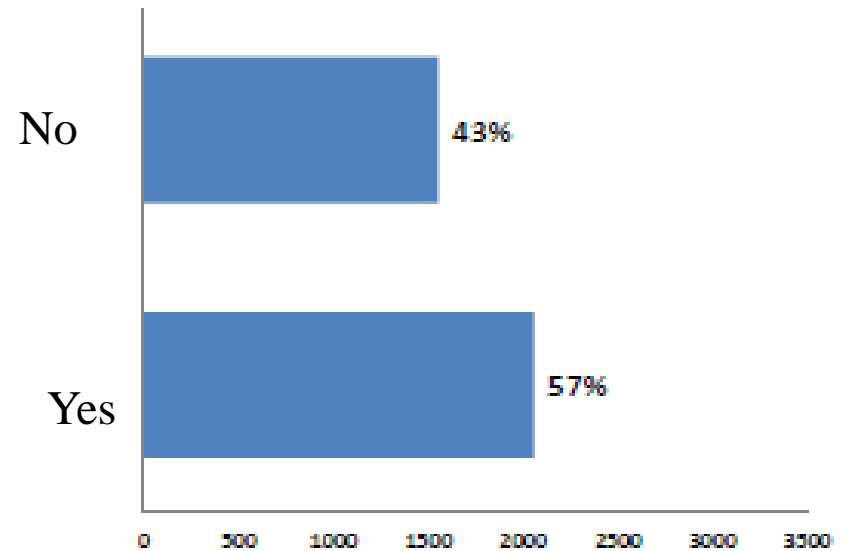


Continue:

Is there a noticeable improvement in the work environment in your entity?



Does the management keep its promises?



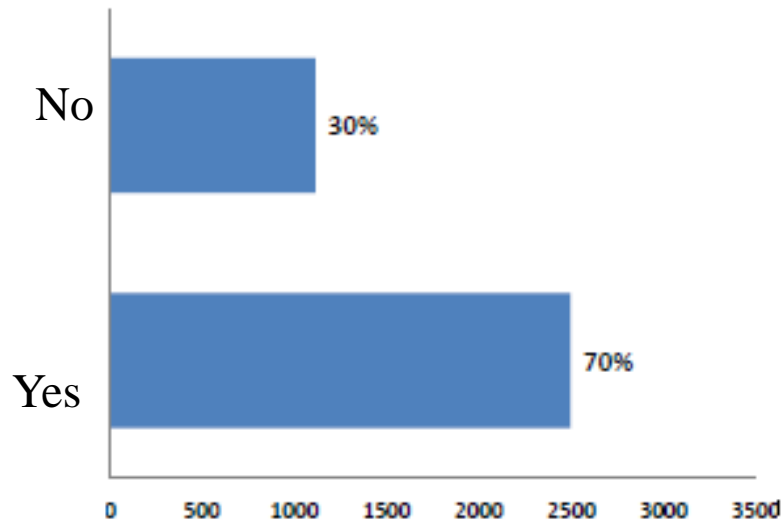
According to the results above, the following is required:

- Improve the work environment in the Federal entities. This, in turns, leads to creating a more positive, productive and happier work environment.
- Adopting creative initiatives to promote the internal work environment.
- Being transparent with the employees on order to manage their expectations

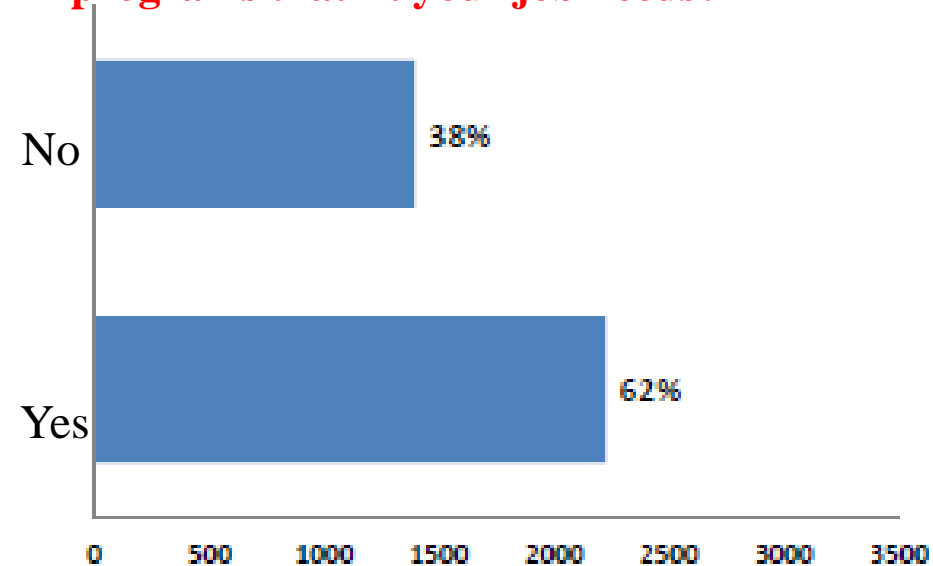


Continue:

Are you informed about the training plan in your entity?



Are you entitled to participate in the training programs that fit your job needs?



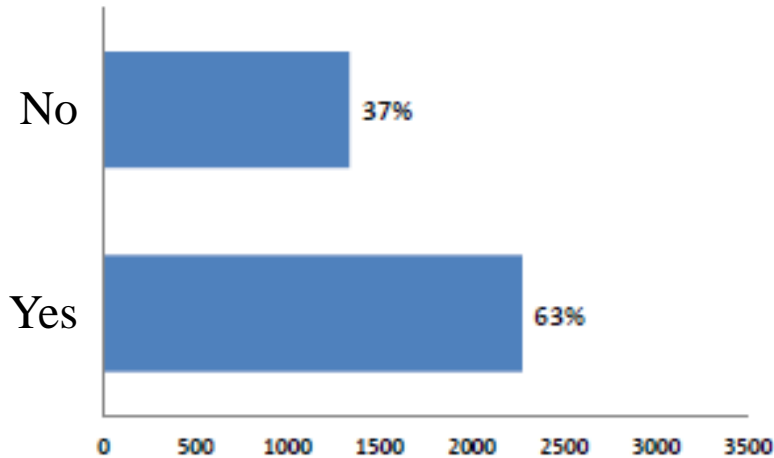
Based on the questionnaire, it was found that the employees' percentage who did not participate in the training and development programs has increased. Note that these training and development programs have the greatest effect on promoting job harmony and happiness stated in the above results. The number of the employees who were not informed about the training plan amounts to 1113 employees, while the number of the employees who did not join the training programs amounts to 1389 employees.

This matter requires improving the systems associated with the development of the employee's performance and job competencies as these systems have an effect in achieving the individual and institutional objectives.

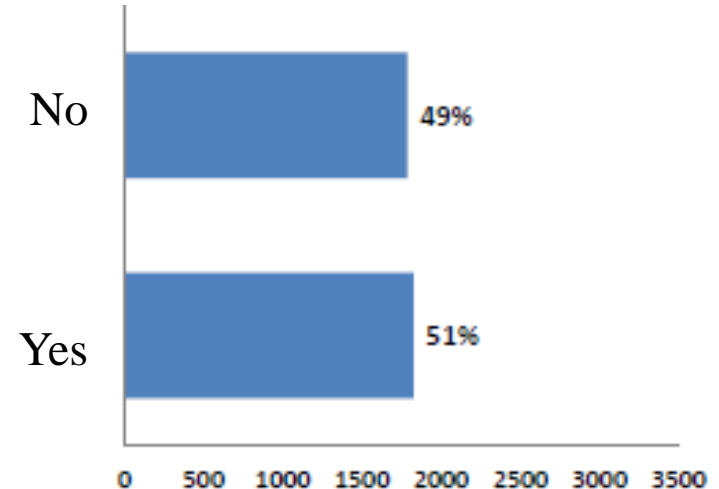


Continue:

Do you have in your work entity practices reinforcing the working woman's role in the Federal Government?



Are your personal achievements in your work entity appreciated?



- The diagram above shows that there is a need to develop some practices that can help in achieving the balance between the work and the personal life which, in turns, positively reflects on the work environment. These practices include providing some services that help in making the work environment a more comfortable and balanced one (e.g. nurseries in the work offices, flexible working hours, etc...)
- It is also obvious from the results that there is an urgent need to create methods reflecting the line manager's appreciation of their employees' achievements. These methods include following the currently available policies such as: (the systems of awards and incentives, the electronic cards "MA-QASSARET" and etc....).



Phase III:

**Analysis of the characteristics of the future
workforce**

**Of Federal Government employees
to better manage the future**



The general characteristics of different age groups according to the sequence of generations





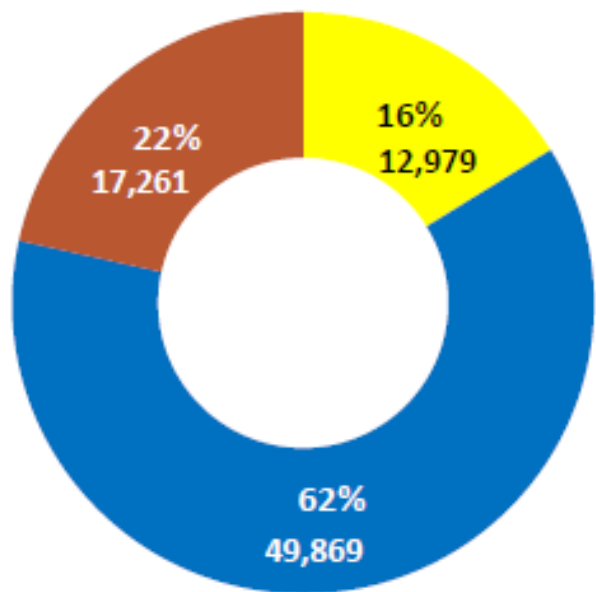
Definition of generations

Sr. no.	generation Name	Time period
1	Baby Boomers	1946 – 1964
2	Generation X	1965 – 1984
3	Millennials	1985 – 2004
4	Intelligent Generation	from 2004 up to date



Distribution of Federal Government employees

Total staff: 80,109



- Baby Boomers 1946 – 1964
- Generation X 1965 – 1984
- Millennials 1985 – 2004

The statistics do not include the support services category, which reached 17,782.

Data Source: Human Resources Information Management System (Bayanati system) in August, 2016



Distribution of Federal Government employees according to nationality and gender

UAE GOVERNMENT: July, 2016		citizen		Non-citizen		Total	
		Male	Female	Male	Female	Male	Female
Baby Boomers	1946 – 1964	5.2%	1.3%	7.3%	2.4%	10,026	2,953
Generation X	1965 – 1984	14%	21%	16%	10%	24,580	25,289
Millennials	1985 – 2004	8%	7%	4%	2%	9,745	7,516
Total		22,387	23,640	21,964	12,118	44,351	35,758
		46,027		34,082		80,109	

Data Source: Human Resources Information Management System (Bayanati system) in July, 2016



Generation Characteristics

The requirements of different generations are important to the success of any **initiative for making and managing change** in the performance of the Federal Government.

- No one solution fits all people!
- Each generation is characterized by a range of:
 - Values / beliefs (concepts of life)
 - Expectations (flexibility)
 - Impulses (short-term benefits / long-term benefits)
 - Skills group (social/ academic/ experience)



Core Values

Baby Boomers 1946 – 1964	Generation X 1965 – 1984	Millennials 1985 – 2004
• Optimism	• Pragmatism	• Idealism
• Loyalty	• Balance	• Diversity
• Patience	• Entrepreneurship	• Extreme Fun
• Discipline	• Fun	• Hotly competitive
• Conservative	• Skill	• Like Personal attention
• Dedication	• Ethical	• Social ability
• Organized	• Critical thinking	• High-tech skills
• Patriotic	• Adaptability / Flexibility	• Taking into account the immediate requirements
• Honor		• Insistence

Source : Korn Ferry Briefings issue volume.7 (2016)



Baby Boomers 1946 – 1964	Generation X 1965 – 1984	Millennials 1985 – 2004
<ul style="list-style-type: none"> • Live to work 	<ul style="list-style-type: none"> • Work to live 	<ul style="list-style-type: none"> • Innovation
<ul style="list-style-type: none"> • family Focus 	<ul style="list-style-type: none"> • Seeking a balance between life and work 	<ul style="list-style-type: none"> • Innovative-think out of box
<ul style="list-style-type: none"> • Personal Growth 	<ul style="list-style-type: none"> • Thinking of new and international developments 	<ul style="list-style-type: none"> • Ambitious but not entirely focused
<ul style="list-style-type: none"> • Financial management 	<ul style="list-style-type: none"> • Technological skills 	<ul style="list-style-type: none"> • Members of global community
<ul style="list-style-type: none"> • Take advantage of lessons 	<ul style="list-style-type: none"> • Critical thinking about existing systems 	<ul style="list-style-type: none"> • Attached to the technological gadgets
<ul style="list-style-type: none"> • Take advantage of historical lessons 	<ul style="list-style-type: none"> • High degree of loyalty 	<ul style="list-style-type: none"> • Eager to spend money
<ul style="list-style-type: none"> • Ability to handle a crisis 		<ul style="list-style-type: none"> • Focus on change using technology and speed

Source : Korn Ferry Briefings issue volume.7 (2016)



Baby Boomers 1946 – 1964	Generation X 1965 – 1984	Millennials 1985 – 2004
<ul style="list-style-type: none"> Duty before pleasure 	<ul style="list-style-type: none"> Workaholics 	<ul style="list-style-type: none"> Results-focused
<ul style="list-style-type: none"> Use of time and get the job done 	<ul style="list-style-type: none"> Relying on experiences 	<ul style="list-style-type: none"> Effective during working hours
<ul style="list-style-type: none"> Authority based on seniority, tenure 	<ul style="list-style-type: none"> Focus on results 	<ul style="list-style-type: none"> Respect given to competency not title
<ul style="list-style-type: none"> Task focus 	<ul style="list-style-type: none"> Pay attention to ethics as a priority 	<ul style="list-style-type: none"> Self-learning to resolve issue and immediate
<ul style="list-style-type: none"> On the job training for skill building, benefit company 	<ul style="list-style-type: none"> Interest in acquiring new skills 	<ul style="list-style-type: none"> Loyal to peers
<ul style="list-style-type: none"> Committed to company 	<ul style="list-style-type: none"> Loyal to Manager 	<ul style="list-style-type: none"> Strong sense of entitlement
	<ul style="list-style-type: none"> High job expectations 	<ul style="list-style-type: none"> Multitasking

Source : Korn Ferry Briefings issue volume.7 (2016)



Expectations

Baby Boomers 1946 – 1964	Generation X 1965 – 1984	Millennials 1985 – 2004
<ul style="list-style-type: none"> • Need clear and concise job expectations 	<ul style="list-style-type: none"> • Work is a contract / challenge 	<ul style="list-style-type: none"> • Work is a mean to an end
<ul style="list-style-type: none"> • A Long Term Career and then Retire 	<ul style="list-style-type: none"> • Cutting edge systems/tech 	<ul style="list-style-type: none"> • Flexible Work
<ul style="list-style-type: none"> • Job security and stability 	<ul style="list-style-type: none"> • Forward thinking company that has a future outlook 	<ul style="list-style-type: none"> • Want to be challenged- Do not want boring job
<ul style="list-style-type: none"> • Clearly defined rules/policies 	<ul style="list-style-type: none"> • Flexibility 	<ul style="list-style-type: none"> • Learn new knowledge and skills
<ul style="list-style-type: none"> • Recognition and respect for their experience 	<ul style="list-style-type: none"> • Input evaluated on merit, not age/seniority 	<ul style="list-style-type: none"> • Friendly environments
	<ul style="list-style-type: none"> • Dynamic young leaders 	<ul style="list-style-type: none"> • Respond best to more networked, less hierarchical organizations.

Source : Korn Ferry Briefings issue volume.7 (2016)



Reviewing the most prominent systems and projects approved in the Federal Government and their compatibility and the expectations of different generations in the Federal Government



Project	Expectations of Millennials	Expectations of Generation X	Expectations of Baby Boomers
Rewards and incentives system for federal government employees	Proposing a dynamic incentive system based on: creating standards to grant incentives at a faster pace by result focus.	√	Recognizing experiences and years of work, not performance
Electronic Performance Management System for Federal Government Employees	Canceling the traditional system and evaluating the performance according to acquired competencies and skills	result focus	Recognizing experiences and years of work, not performance
Online Training and -development system for federal government employees	Diversify training methods to include more dynamic ways.	√	√
Job evaluation and characterization system in the federal government	looking at Variable Pay based on competencies for jobs, not equal compensation	√	√
Code of conduct and public ethics	Develop policies that include technological challenges related to systems intrusion and the circulation of information, documents and topics on social networking sites	√	√

√ This available system conforms to the aspirations and expectations of generation



Project	Expectations of Millennials	Expectations of Generation X	Expectations of Baby Boomers
electronic system of Strategic planning for workforce in the federal entities	Taking into account new jobs in the future and economic and structural changes	√	He Does not conform to their expectations for safety and job stability. In addition, the technological requirements are not conform with their skills and expectations
Occupational health and safety system in the federal government	Taking into account the system focus in the future in accordance with the diversity of jobs and technology	Accepting the concepts of health and safety in the good work environment without a clear interest in developing a binding policy around it.	The principles of occupational health and safety are emerging
The Framework of Specialized Competency	√	√	√
Capabilities	Taking into account the assessment of individual capabilities based on the competition between talent and competencies	Accepting the concept of varying abilities and individual competencies.	Focus on experience and years of work rather than capacity and competencies

√ This available system conforms to the aspirations and expectations of generation



Project	Expectations of Millennials	Expectations of Generation X	Expectations of Baby Boomers
on line training	It will be more used it is expected to be smarter	Networking communication	x
Legal support services	Communication through electronic and smart solutions	√	Communication through direct and personal meetings
Human resources magazines	Knowledge transfer will be affected by technological innovations	√	√
Bayanati system (Electronic Systems Self-service, performance and training Electronic, e-job,.... etc).	Subject to technological developments according to the principles of flexibility and ease of use	√	x
Smart App	The Need for more smart applications	√	It is not compatible with their skills and expectations

√ This available system conforms to the aspirations and expectations of generation



Project	Expectations of Millennials	Expectations of Generation X	Expectations of Baby Boomers
Flexible work (e.g. teleworking or work from home, etc.)	√	Partially compatible with their expectations	Not compatible with the expectations of the generation
Smart applications	√	√	Not compatible with the expectations of the generation
Career life (positive and happiness in the good work environment)	√	√	Not compatible with the expectations of the generation
Post-retirement projects (e.g. guidance of less experienced staff)	√	√	√

√ This available system conforms to the aspirations and expectations of generation



Recommendations:

Based on the reviewing the results of the electronic forum, the results of the questionnaire conducted by the Federal Authority for Government Human Resources through Bayanati system, and the studies and analysis of the of future federal government workforce characteristics, the proposals can be summarized as follows:

Recommendations based on the results of the survey:

1. It is importance for each federal entity to hold awareness workshops for the system of performance management to explain the advantages of the system and its impact on the performance of employees and the entity.
2. Taking care of new employees
3. Appreciating the employees' personal achievements and using different methods of motivation and support.

Recommendations according to the analysis of the Future Federal Government workforce characteristics:

1. All policies and strategies should take into consideration all the previously mentioned traits and characteristics related to the different generations in order to manage the change associated with these strategies. It is also important to take into account the expectations of different generations in this regard.
2. The federal entities shall take into consideration the characteristics of different generations in developing their initiatives, projects and services.
3. Flexibility and adaptation of the needs of all generations in any government initiative help to achieve greater success and ensure sustainability.



**Phase IV: Holding a workshop to improve
the indicators of the research of the
happiest work environment for human
resource managers and strategic
planning in the federal government**



The tasks of the panelists:-

Brainstorming to extract new and innovative proposals and initiatives and their applicability in the federal government in the following areas:



Career happiness

Employees Engagement

Job loyalty



Thank you



Appendixes



Core Values

Baby Boomers	Generation X	Millennials
<ul style="list-style-type: none">• Loyalty• Patience• Discipline• Conservative• Dedication• Organized• Patriotic• Idealism• Honor	<ul style="list-style-type: none">• Balance• Entrepreneurial• Fun• Pragmatism• Competent• Ethical• Skepticism/Cynical• Adaptable / Flexible	<ul style="list-style-type: none">• Diversity• Extreme fun• Hotly competitive• Like personal attention• Social ability• Extremely techno savvy• Now!• Optimism• Street smarts• Tenacity

Source: Korn Ferry Briefings issue volume.7 (2016)



Baby Boomers	Generation X	Millennials
<ul style="list-style-type: none">• Family Focus• Personal Growth• Doing more with less / Fiscally prudent• Historical viewpoint• Ability to handle a crisis• Live to work	<ul style="list-style-type: none">• Seek life balance• Thinks Globally• Techno literacy• Antiestablishment mentality• High degree of brand loyalty• Work to live	<ul style="list-style-type: none">• Ambitious but not entirely focused.• Members of global community• Attached to their gadgets• Eager to spend money• Focus on change using technology & speed• Innovative-think out of box

Source: Korn Ferry Briefings issue volume.7 (2016)



Work ethics

Baby Boomers	Generation X	Millennials
<ul style="list-style-type: none">• Punch the clock, get the job done• Authority based on seniority, tenure• Task focus• On the job training for skill building, benefit company• Committed to company• Duty before pleasure	<ul style="list-style-type: none">• Workaholics , Project oriented• Experiential authority• Relationship & result focus• Work ethics important than skills, new skills lead to new job• Loyal to Manager• High job expectations	<ul style="list-style-type: none">• Effective worker but gone by @5pm• Respect given to competency not title• Global networked result focus• Self learning to resolve issue and immediate• Loyal to peers• Strong sense of entitlement• Multitasking

Source: Korn Ferry Briefings issue volume.7 (2016)



Expectations

Baby Boomers	Generation X	Millennials
<ul style="list-style-type: none">• Work is an obligation• A Long Term Career and then Retire• Job security and stability• Clearly defined rules/policies• Recognition and respect for their experience• Need clear and concise job expectations	<ul style="list-style-type: none">• Work is a contract / challenge• Cutting edge systems/tech• Forward thinking company• Flexibility in scheduling• Input evaluated on merit, not age/seniority• Dynamic young leaders	<ul style="list-style-type: none">• Work is a means to an end• Flexible Work Arrangements• Want to be challenged- Don't want boring job• Learn new knowledge and skills• Friendly environments• Respond best to more networked, less hierarchical

Source: Korn Ferry Briefings issue volume.7 (2016)