



# Analysis of job turnover in the ministries and federal authorities (that are subject to the law of human resources) in the year 2013

May 2014



# Executive Summary

- The Federal Law defined by Decree No. (9) for the year 2011 amending certain provisions of the Federal Law by Decree No. (11) for the year 2008 on human resources in the federal government, and its service termination and the reasons for the details.
- Scope of the study:
  - The analysis of study data depended on job turnover derived from “Bayanati” system between January 1, 2013 and December 31, 2013
  - The study covers 16 ministries and 3 federal authorities which applies federal laws and regulations mentioned above and use “Bayanati” system, and the number of its employees is 55,772.
  - The study includes cases of service termination and does not include internal transfer in Federal authority.

# Scope of Application

- The first performance report has reviewed the performance of 16 ministries and 3 federal authorities of which are subject to governmental human resources law and which their data are available on “Bayanati” system

Ministries that apply the law and regulations	Federal authorities that apply the law and regulations
<ol style="list-style-type: none"><li>1. Ministry of Public Works</li><li>2. Ministry of Economy</li><li>3. Ministry of Environment and Water</li><li>4. Ministry of Foreign Trade</li><li>5. Ministry of Education</li><li>6. Ministry of Higher Education and Scientific Research</li><li>7. Ministry of Culture, Youth and Community Development</li><li>8. Ministry of Foreign Affairs</li><li>9. Ministry of State for Federal National Council Affairs</li><li>10. Ministry of Social Affairs</li><li>11. Ministry of Health</li><li>12. Ministry of Energy</li><li>13. Ministry of Justice</li><li>14. Ministry of Labour</li><li>15. Ministry of Finance</li><li>16. Ministry of the Interior</li></ol>	<ol style="list-style-type: none"><li>1. National Media Council</li><li>2. Federal Authority for Government Human Resources</li><li>3. General Authority of Islamic Affairs and Endowments</li></ol>

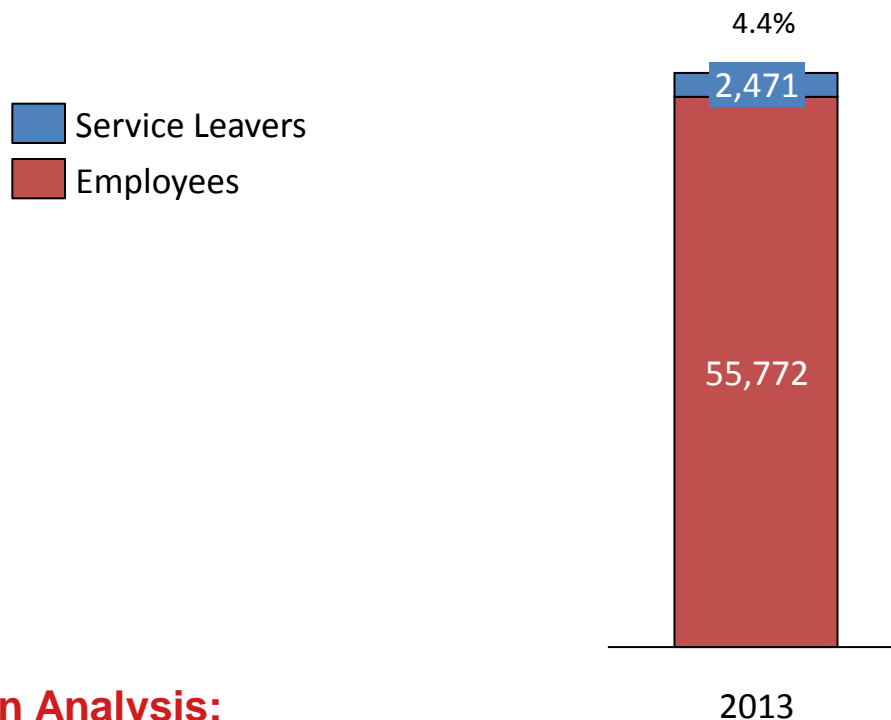
# The report will answer the following questions

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- What are the results of the ministries and independent authorities covered in the study?
- Who are the service leavers and what are their jobs?
- What are the functional and demographic characteristics?
- Recommendations

# Percentage of job turnover reached 4.4% in 2013

## Number of employees and service leavers in federal ministries

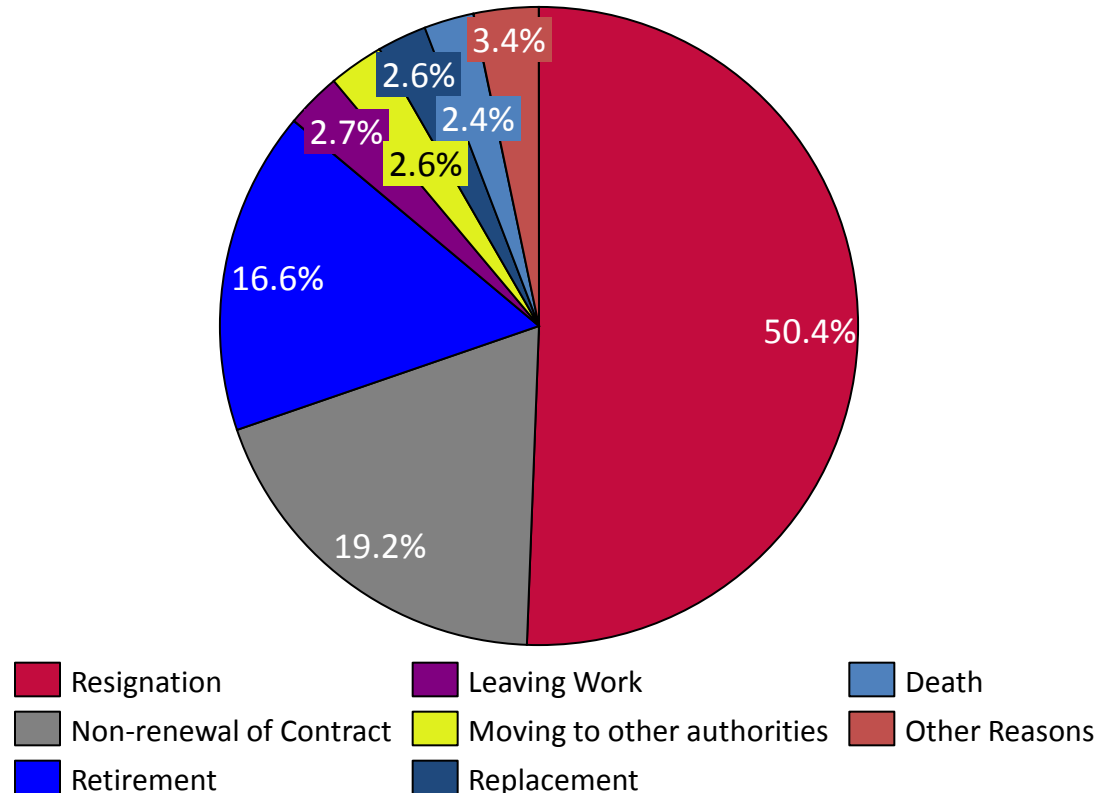


### Situation Analysis:

- Ministry of Interior and General Authority of Islamic Affairs and Endowments and diplomatic staff and judicial staff joined “Bayanati” system, which led to high numbers in 2013 compared to 2012. While the ratio of job turnover reached 3.6% in 2012.

# The highest percentage in job turnover due to the resignation and non-renewal of the contract and retirement

Percentage of job turnover in 2013 by reasons



## Situation Analysis:

➤ **Resignation, non-renewal of the contract and retirement represent 86% of the cases of job turnover in 2013**

# The report will answer the following questions

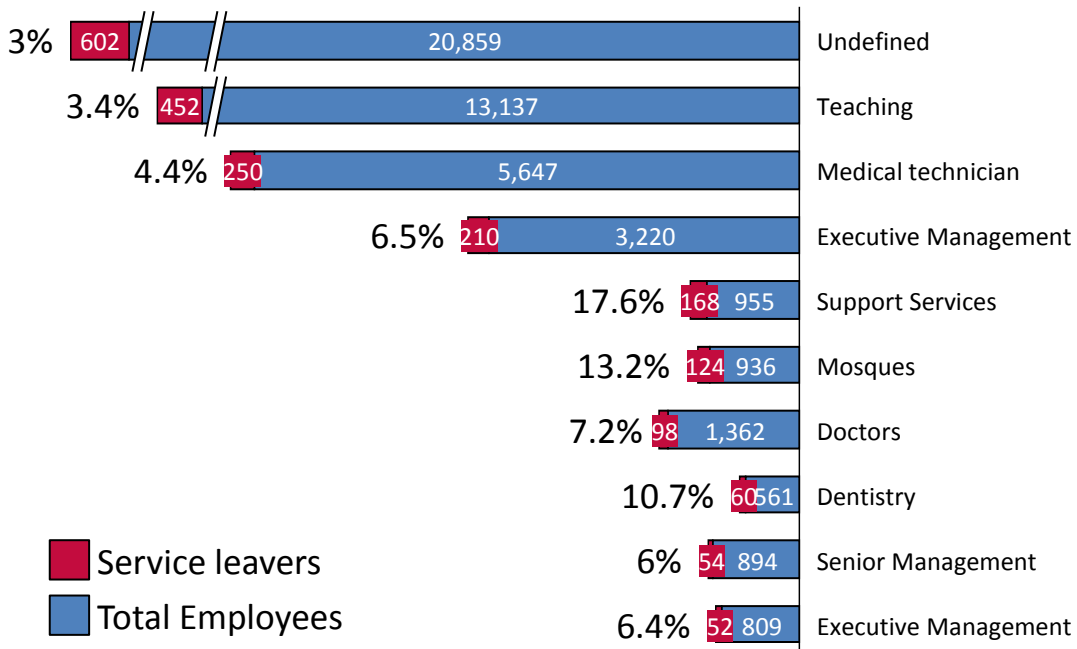
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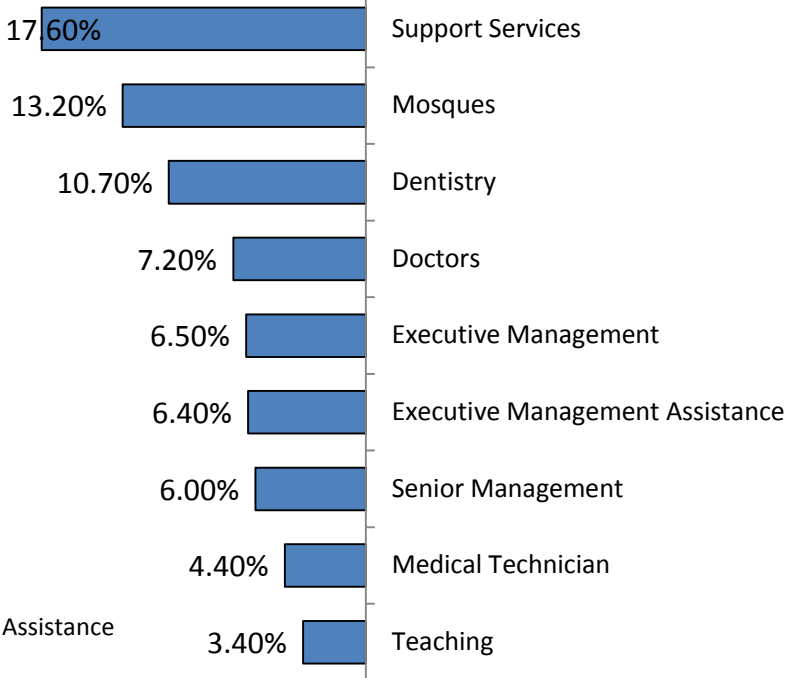


# Teaching and medical technician categories are the highest in terms of service leavers

**Total employees and service leavers and job turnover ratio by functional categories**



**Job turnover ratio by functional categories**



**Situation Analysis:**

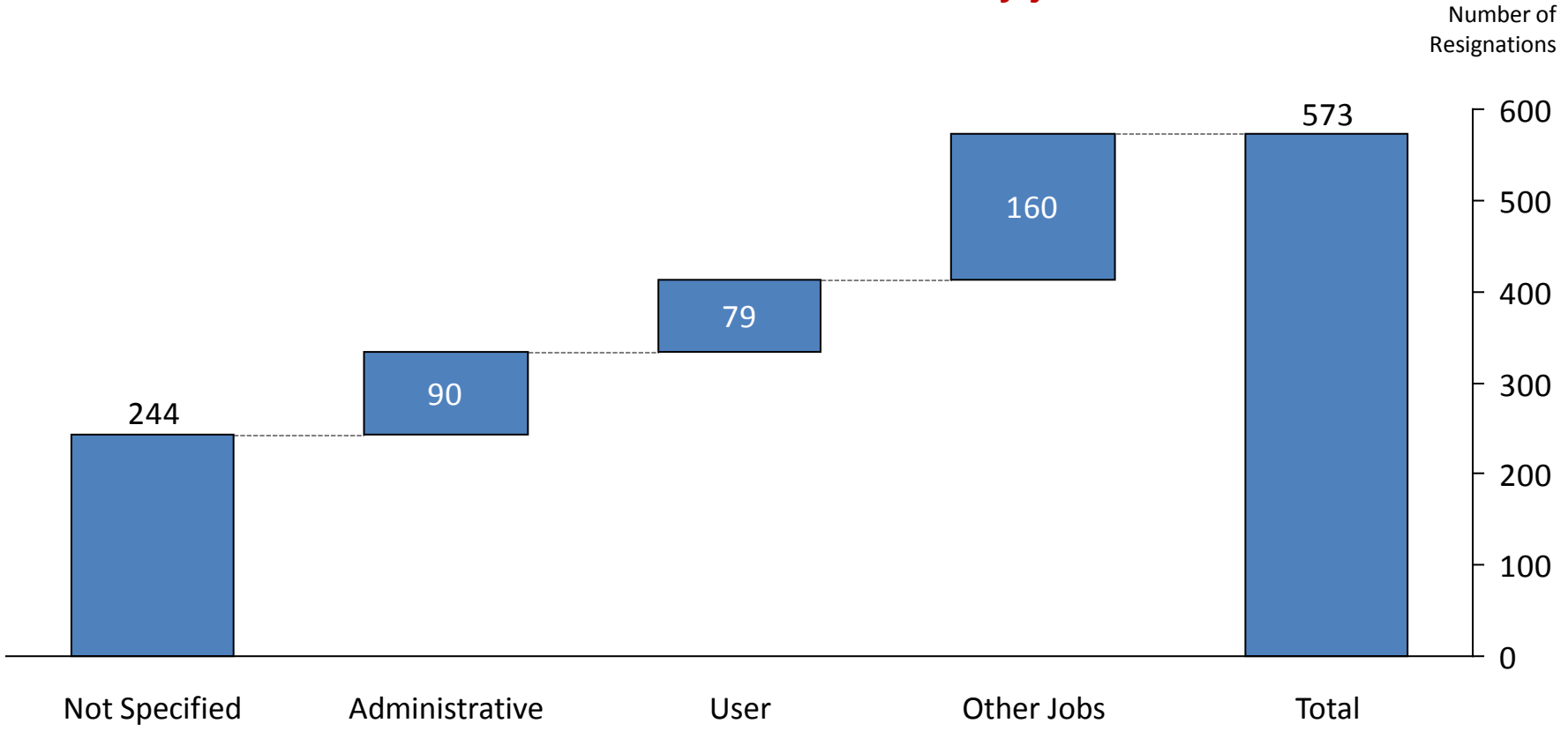
- Teaching, medical, administrative and executive topped the categories in terms of service leavers
- Compared with the number of employees in the same category, and higher job turnover rates were in support services, mosques, doctors, dental





# Jobs of Male UAE National Service Leavers

**Male UAE National service leavers by jobs**

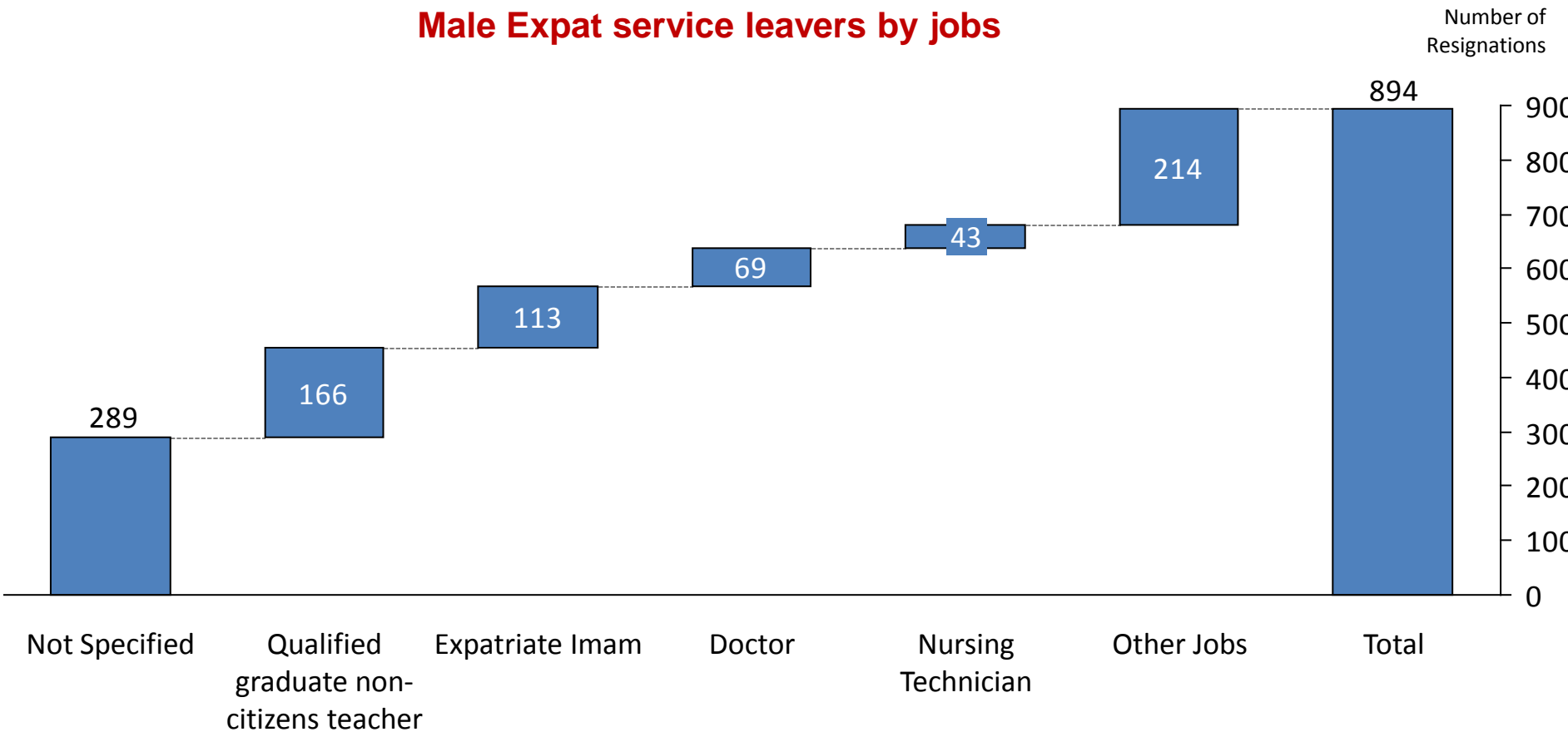


**Situation Analysis:**

➤ Cases of job turnover for the function of a user and for administrative function represent approximately 30% of male nationals

# Jobs of Male Expat service leavers

**Male Expat service leavers by jobs**

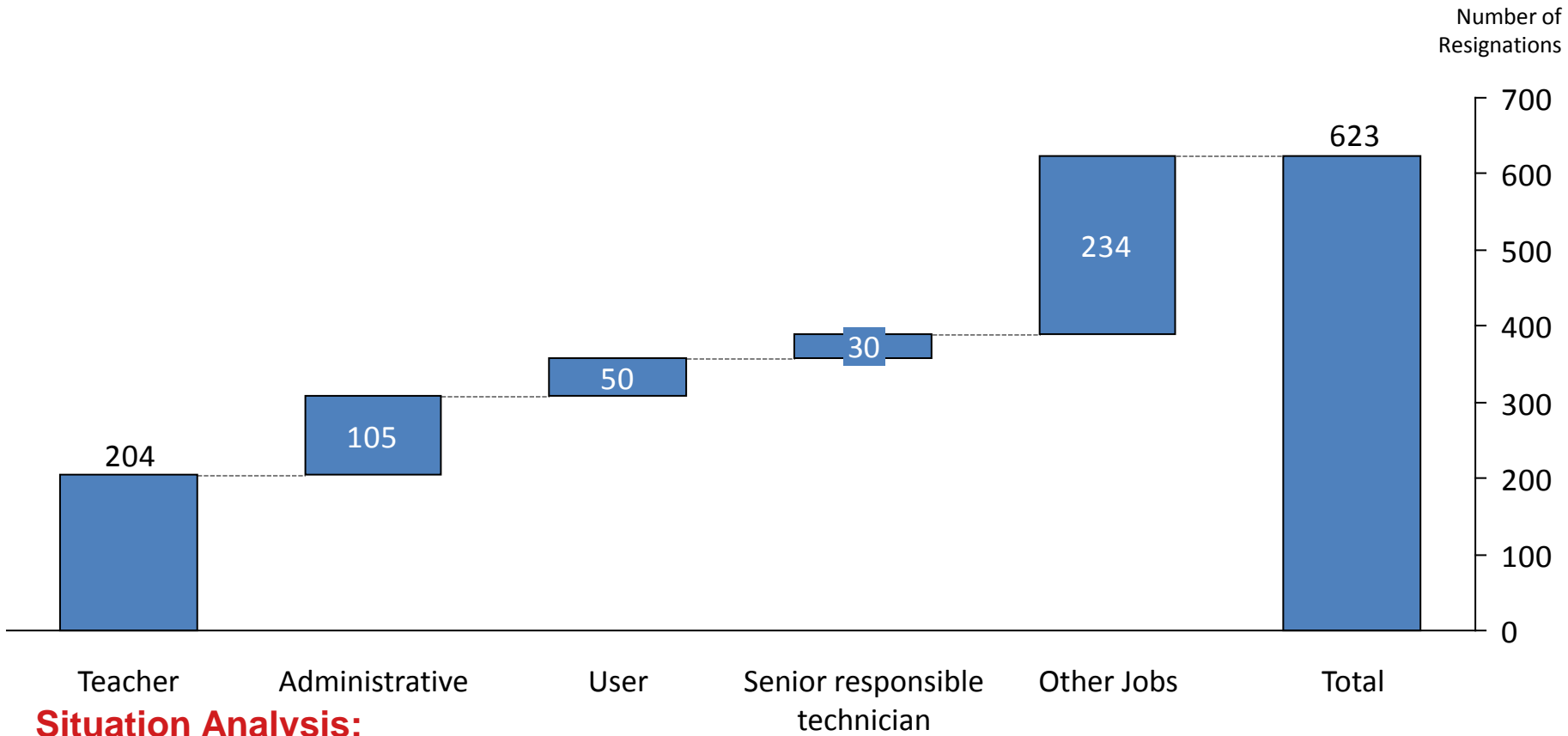


**Situation Analysis:**

➤ Cases of male expat service leavers among teachers represent 20% of total male expats

# Jobs of Female UAE National service leavers

## Female UAE National service leavers by jobs

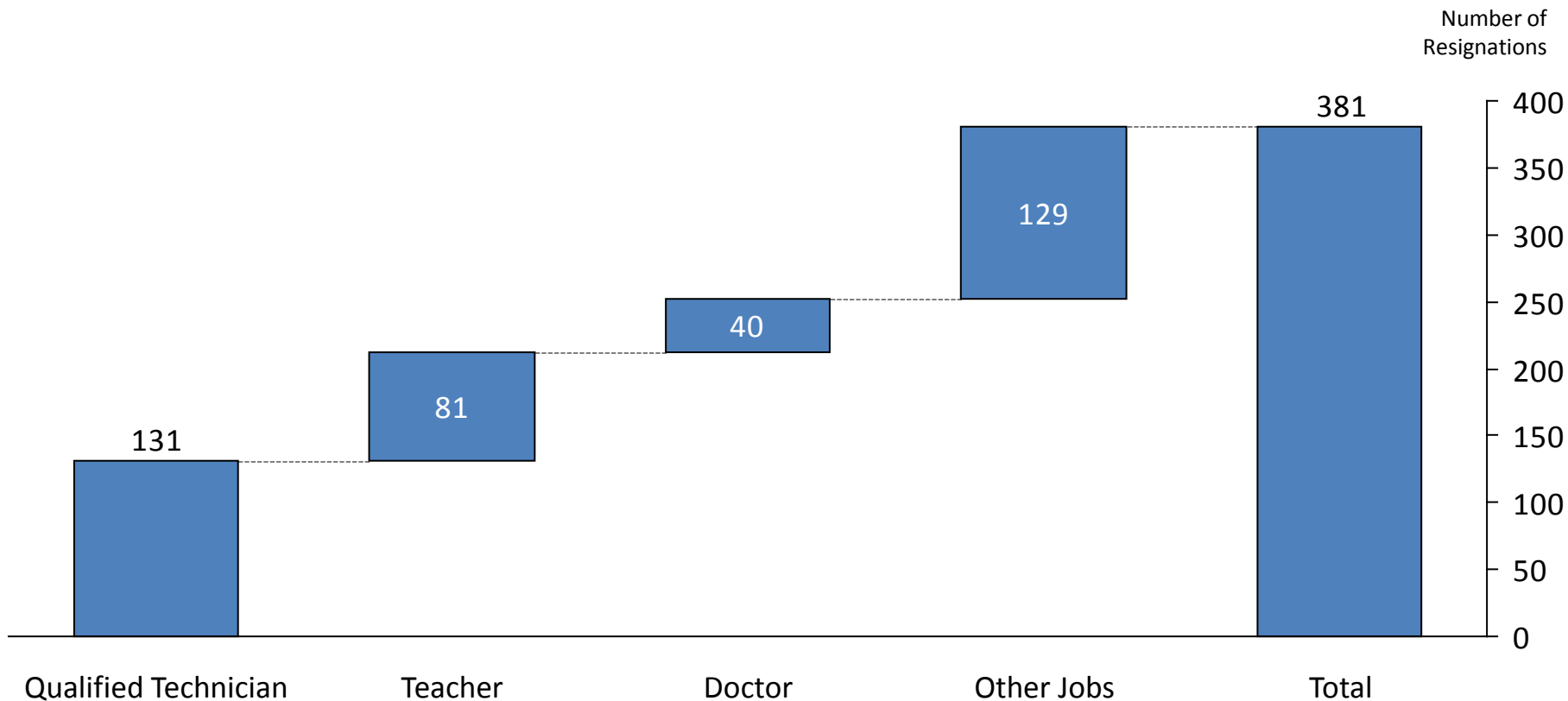


### Situation Analysis:

➤ Number of Female UAE National service leavers for a teacher job represents one-third of cases.

# Jobs of Female Expat service leavers

## Female Expat service leavers by jobs



### Situation Analysis:

- 45% of female expat service leavers among female expats worked as doctors or nursing technicians in the Ministry of Health

# The report will answer the following questions

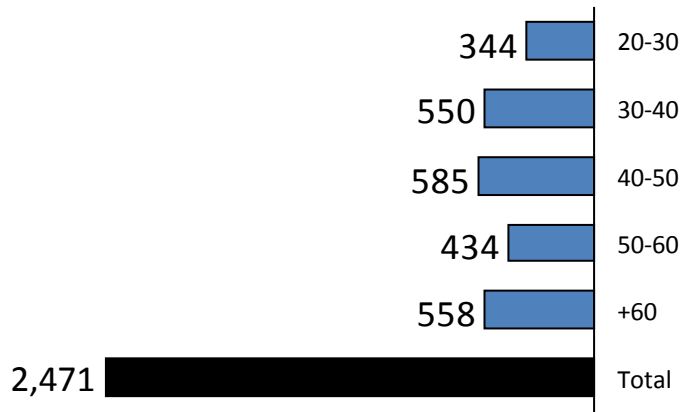
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- What are the results of the ministries and independent authorities covered in the study?
- Who are the service leavers and what are their jobs?
- What are the functional and demographic characteristics?
  - \* Ages
  - \* Service Duration
  - \* Gender and Nationality
  - \* Job Grades and Educational Level
  - \* Service leaving ratio in targeted jobs
- Recommendations

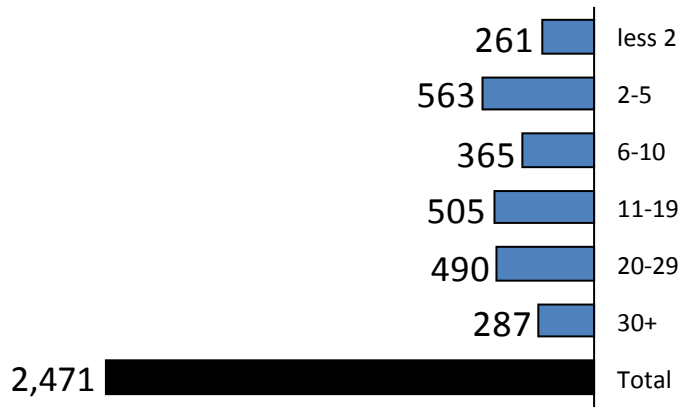


# Service leaving by duration, age group, gender and nationality

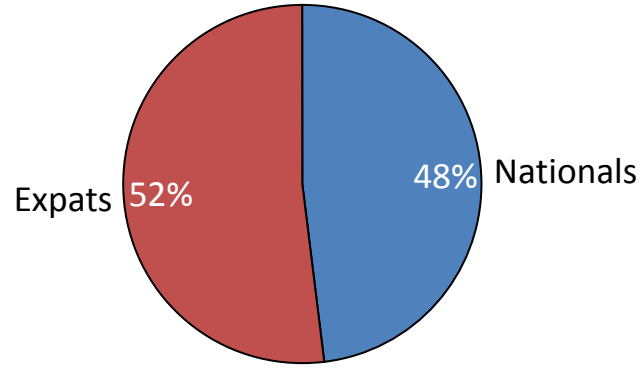
**Age Group**



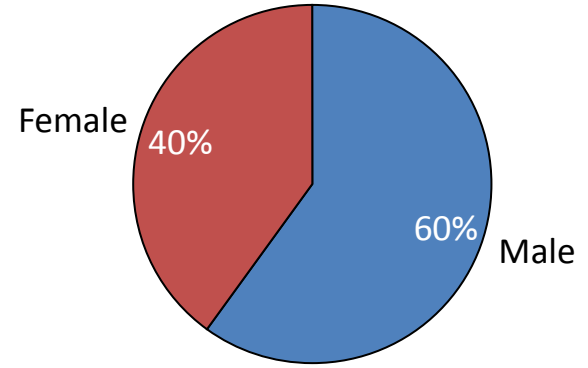
**Service Duration**



**Age Group**



**Gender**

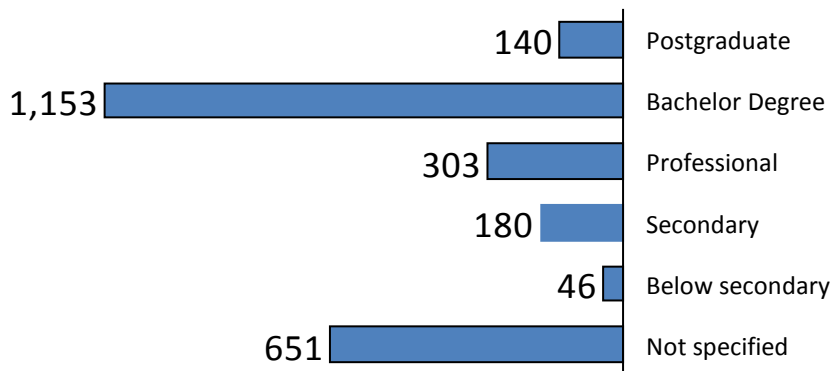


**Situation Analysis:**

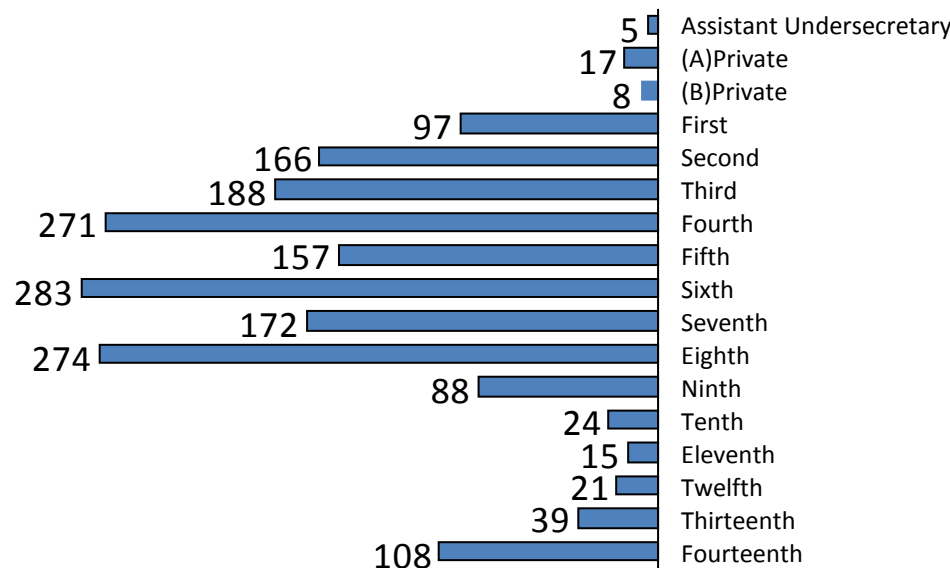
- Cases of those who ended their services are equal in terms of service duration and age group
- Cases of those who ended their services is higher in males than in females

# Cases of Service leavers by Grades and Qualifications

**Number of service leavers by Qualification**



**Number of service leavers by grades\***



\* Does not include Judicial Grades and Ministry of Interior, Diplomatic Grades and Deducted Salary and the Overall Reward.

## Situation Analysis:

- Most cases of leaving the service was within the fourth, sixth, and eighth degrees
- In view of the qualification, bachelor degree holders are the most cases that left work in 2013

# Rate of leaving the service in the critical (targeted) jobs

These are the jobs that are sensitive or of high importance, and their absence will greatly affect the authority. The targeted job may be a unique one and occupied by one person or more and occupied by more than one person, as shown below.

- Represents 72 targeted jobs within the total unique jobs as they are occupied by one person (Example: Director of Maternal and Child Department, Director of the Department of Drug Control) and they are called the unique jobs (1-1) rate of leaving the service reached 1.3%.
- While 41 targeted jobs within the total represent jobs occupied by more than one government employee of the Federal Government employees (Example: School Director, Financial Auditor, Specialist Doctor) and they are called multiple jobs (1 – m) rate of leaving the service reached 1.3%.

➤ It is clear that job turnover in these jobs is much lower than the overall rate



# The report will answer the following questions

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- Recommendations

# Recommendations

- Emphasis on the ministries and federal authorities on the need to adhere to the investigation of resignation reasons, which represents an implementation of the provisions of Article 106 of the Law of the human resources and the introduction of resignation reasons into “Bayanati” system so that the government can have a database that shows the reasons for job turnover for employees to develop appropriate solutions for it.