



The 8th Edition of FAHR International HR

Conference Under the patronage of Hamdan bin Mohammed comes to a close

Tomorrow's HR استقبل الموارد البشرية يبدأ اليوم Starts Today



**Awards Ceremony for the Best
Scientific Research in the Field of
Human Resources**

» HR Club discusses 'HR Metrics for Maximum Impact'

670

legal consultations
during Q1 2018

UAE Cabinet passes equal pay legislation to narrow gender gap

The Council of Ministers adopted the first draft legislation of its kind to achieve equality in salaries between the sexes. His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai has issued a directive to make the legislation in order to ensure that women have equal opportunities as men in the UAE.

His Highness Sheikh Mohammed said via Twitter: "With the force of law, we do not want any exception in providing equal opportunities for both sexes.» He added, «Our Constitution is of equal rights and duties of the sexes and we seek to elaborate, enforce and guarantee this constitutional right through the new law.»



HH Sheikh Mohammed
@HHShtMohd

Following

"We have issued a draft law which is a first for its kind to close gender pay gap. With the strength and rule of the law, we do not want any exceptions in providing equal opportunities for both sexes. Our Constitution ensures equal rights among the sexes and we seek to enforce and guarantee this right through the new law"

Translate Tweet

2:39 AM - 10 Apr 2018



Dr. Abdul Rahman Al Awar:

The new legislation promotes gender balance

Commenting on the issue, HE Dr Abdulrahman Al Awar, Director General of the Authority, considered the enactment of the new draft law an important step, which adds to previous measures taken by the Government to narrow gender gap, noting that the UAE has also previously taken steps towards gender parity. He said that the move will greatly contribute to enhancement of

the country's competitiveness and global leadership.

"It should be noted that the Executive regulations of HR Law in the Federal Government expressly stipulate in Article 27, equal pay for equal work", he said

HE added that the move was part of the approach pursued by our wise leadership represented by

President His Highness Sheikh Khalifa bin Zayed Al Nahyan, His Highness Sheikh Mohammed bin Rashid Al Maktoum Vice President, Prime Minister and Ruler of Dubai, His Highness Sheikh Mohammed bin Zayed Al Nahyan Crown Prince of Abu Dhabi, Deputy Supreme Commander of the UAE Armed Forces, and Their Highnesses the Supreme Council Members and Rulers of the Emirates.



Laila Al Suwaidi



Aisha Al Suwaidi

HE Aisha Al Suwaidi, Executive Director of Human Resource Policies Sector, considered the new law an important step taken by the UAE Government to reinforce the leadership's keenness on empowering the Emirati women, and continuation of the commitment to gender equality. She cited the establishment of the UAE Council for Gender Balance with the wife of H.H, Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister, and Minister of Presidential

Affairs, H.H. Sheikha Manal bint Mohammed bin Rashid Al Maktoum, as chairperson as proof for the utmost care given to women by the State.

She said: "In the Federal Authority for Government Human Resources, we are so pleased with this important move, as the newly approved law highlights the commitment to achieve equality in the workplace, which will empower women to pursue equal opportunities and contribute to

the UAE's development".

HE Laila Al Suwaidi, Executive Director of Programs confirmed that the UAE leadership's support, guidance and determination to engage Emirati women as active members of the community are among the main drivers enabling women to work shoulder-to-shoulder with men and have their fair share in building the future of their country.

The 8th Edition of FAHR International HR Conference Under the patronage of Hamdan bin Mohammed comes to a close





Under the patronage of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, the 8th FAHR International Conference, concluded in Dubai today after two successful days of active discussions on a number of key trending topics in human resources including the need to embrace new digital technologies, choosing the right leaders, creating a great talent pool and building a sound organizational structure. On its final day, participants have stressed on the important role of HR in attracting and retaining talents and developing employees' skills, as the HR department is considered the backbone of any organization, and its role exceeds

the border of an organization.

Participants have demanded from higher education institutions to play a more active role in providing the labor market with new skills and developing specializations that meet the future needs of the market in line with the digital revolution that will affect many existing jobs.

Global experts and speakers praised the experience of the UAE in the development of human resources and the keenness of UAE leaders to invest the human capital and talents, as they form the key to comprehensive and sustainable development. Ensuring the pivotal role of leaders and direct managers

in motivating employees and improving the environment of the workplace which successively will enhance the productivity.

FAHR Director General, HE Dr. Abdulrahman Al Awar started the conference with a welcome remark. He spoke about the strategic partnerships that FAHR establishes and empowers between different governmental institutes. He added that, "Human capital development is a priority for UAE, and investing in it will reflect on the development of the country."

Dr. Abdulrahman was also showing the special "care" FAHR has for not only the current development of

HC, but anticipating the future of work and preparing people for it. He ended his speech by highlighting that, "talent cannot be replaced by a robot, and only the routine jobs will be terminated."

Day 1 -Speakers

On the first day of the Conference, HE Mohammed Benabdelkader, Minister Delegate in charge of public service reform, Morocco, and Conference guest of honor, shared his inspiring insights and plan regarding management in the public sector; highlighting the importance of continuously "searching for best practices" in human capital as the field is rapidly evolving. H.E

also spoke about how the "routine roles" affect the decision-making process and outcome, as when the decision takes its bureaucratic path for final approvals, it might be too late. H.E ends his talk by adding solutions regarding the importance of developing competencies framework and career paths.

Dr. Abdul Salam Al Madani, Chairman of INDEX Holding, said: "The annual FAHR International Conference has been a platform for global leadership for the federal government through the introduction of modern concepts in the field of human resources, based on the best global practices, ideas, knowledge, and successful

experiences. We at INDEX Conferences & Exhibitions are very proud of our collaboration with the Federal Authority for Government Human Resources (FAHR) this year, in organizing this international conference that represents an ideal platform for developing human resources."

Perry Timms, Author / Founder and Chief Energy Officer – PTHR at People and Transformational HR Ltd started the speech by smartly stating that HR should be eventually connected to the GDP of a country. Having a background in community work where usually projects are lead in a different way, the knowledge he shared with the audience was also



interestingly different. He shared case studies of organizations that run “without” HR departments and without even a manager. In these companies, “everybody does HR and all people look after one another”. Moreover, he ended his speech providing a piece of advice to HR people, “These case-studies are somehow a warning sign for HR people. HR now should either find or create a different purpose and have a different signature.”

Prof. Adrian Furnham, Professor of Psychology at University College London shared various effective and ineffective interviewing and testing

methods. Another testing method he shared was the “handwriting analysis” which he argued that it doesn’t work although many others would argue otherwise.

“Employers should spend a lot of time and money into measuring variable that might not be needed in a job; professor added that employers should focus more on “measuring intelligence and future prediction”, he noted.

Andrew Bryant, Author / Motivational Speaker and Executive Coach – Transforming Leadership & Cultures, addressed

internal management, the art of leadership, the role of leaders in inspiring innovation and ability to accept change, noting that the development of the next generation of leaders is a strategic challenge to governments. In his view, leadership emerges when both the leader and employee share common objectives and values. He stressed the importance of leaders motivating others by acting as role models for responsibility and accountability. The development of a strategy is one of the most important steps in establishing a generation of leaders. He spoke about the establishment of the UAE by seven sheikhs who could build a

successful and developed country bringing innovation, creativity and excellence to all citizens and harnessing resources in the service of national issues.

Tariq Qureshi, Founder/CEO of MAD Talks, who shed light on the importance of the brain and human creativity, as well as humanity as the main savior. He also tackled adopting 10x thinking and how it can be integrated into your organizational culture and leadership style.

Qureshi said that the enormous technological revolution witnessed

by the world at the beginning of the twenty-first century has had great and direct repercussions on the work of both governmental and private institutions. Artificial intelligence has played an important role in disappearance and shrinking of many jobs and emergence of other non-traditional jobs and disciplines. He added that organizations that seek to enhance their competitiveness and prestige are required to keep up with the latest developments and changes in the world of digital technology and artificial intelligence, as they represent the present and future.

He spoke about the importance of forward thinking, the role of accelerators in the future, and the opportunities created by the Fourth Industrial Revolution, or the technology capable of bringing about radical change by transforming the current challenges into future opportunities for institutions in general and human resources in particular.

“The responsibility of follow up and implementation of accelerators rest with the organization’s senior leadership, as well as line-managers and human resources officials, which would boost the

performance of the organization to gain a competitive advantage in the era of rapid changes”, he noted.

Qureshi added that adopting a forward-thinking approach is an urgent necessity in all areas and business sectors in order to explore the future, identify the challenges and potential risks, and develop appropriate plans and solutions. He pointed out that a successful leadership would widen the outlook of employees and consolidate the culture of working together to shape the future as a work style.

Dennis O'Donnell, CEO, Oakwood International said: “My topic for this year was “Leadership in Human Resources”, perhaps too much has been said already on Business Partnering, Employee Engagement or the issue of dealing with Millennials, and not enough on how HR can add real value to the organization. So, we took a closer look at how this can be done.”

Dr. Michael Burchell, CEO, Great Place to Work, Middle East, spoke about the extensive research that they have made at Great Place to Work, around 100,000,000 surveys from different continents and jobs, investigating what makes people happy with their organizations and

jobs. The results revealed that the comfort of employees depends on three main aspects, the relationship between the employee and his/her manager, work & colleagues.

Michael then spoke about the role of “trust” in sustaining these three relationships, and the role of HR in building a culture of trust, “Do you have policies and practices that sustain trust?”

Day 2

The 2nd and the final day of the Conference featured a number of important discussions on a broad range of topics in Human Resources including ‘The Future of Work: Why Digital Transformation Isn't Enough’, ‘Mastering Talent Analytics’, ‘Role of AI in Enabling Strategic HR’, ‘Sizing the Prize: PwC's Global Artificial Intelligence Study: Exploring the AI Revolution



transformation in enterprises, including 400 companies from around the world, that has led international organizations to make a number of changes so that they can maintain their competitiveness. The most important changes are: (changing business style, changing services and solutions, improving customer experience, and focusing on enhancing employee effectiveness).

Mr. Sushant Upadhyay said: “In the race for digital transformation that we are witnessing these days, enterprises are required to recruit talented staff, to accept the idea of technological transformation, to change the way they work and lead, and to adopt innovative and non-traditional methods of work.”

Mr. Sushant Upadhyay talked about the qualities of a successful leader, which include: (giving employees the opportunity to participate in the decision-making process, listening to their feedback and improving the work environment, ability to deal with risks, manage crises effectively, and ensure staff development and training).

Employee Engagement: Why one size doesn't fit all?

During his session entitled “Employee Engagement: Why one size doesn't fit all?”, Khaled S.

What's the Real Value of AI for your Business and How Can You Capitalize?, Future of Works – Employee Experience & The Adapting Culture, HR Challenges in the Coming Years, Leadership Development: Why They Don't Work and Employee Engagement: Why One Size Doesn't Fit All.

“FAHR is a great event to help the HR community think about the future of HR. I presented highlights from Korn Ferry's Digital sustainability study that brings out how the workforce, organization structures and leaders need to continually evolve in times of digital transformation.”

Commenting on his participation, Mr. Sushant Upadhyay, Senior Client Partner at Korn Ferry:

Mr. Sushant Upadhyay highlighted the results of the company's recent study on the sustainability of digital



Fathi emphasized the importance of the direct role of a leader in motivating his staff members and raising the levels of harmony at the workplace. A recent study of 50,000 employees found that there is a strong correlation between direct employee promotion and job harmony levels.

He said: «Employee motivation varies according to the organization's culture and staff experience. Harmony at the workplace is defined as a state of mind for the employee,

which motivates him to engage passionately at work, enhances institutional loyalty, thereby boosting productivity and turning employees into ambassadors of their institutions.»

HR Challenges in the Coming 10 Years

From his side, Abdalla Saleh, National Development Manager, Acting Head of Talent Management Group Human Resources, at Emirates National Oil Company Limited (ENOC) has highlighted

in his session the most important challenges that are expected to face HR professionals in both government and private organizations in the coming years.

He pointed out that the rapid technological developments and the artificial intelligence revolution have changed the equation and the mechanism of employment in the institutions nowadays, HR departments are required to focus more on attracting talents and professionals in the digital world, as many jobs will disappear in the

future and will be replaced with jobs based on Artificial Intelligence.

Role of Artificial Intelligence (AI) in Enabling Strategic HR

While commenting on the significance of FAHR International Conference and the need to strengthen the Human Resources sector, Hussain Shaikh, HCM Strategy Leader, ECEMEA at ORACLE said, «The annual FAHR International Conference is witnessing continuous growth yearly. The event nowadays presents

a great platform to exchange views on the latest trends in the HR industry while also allowing collaboration opportunities with peers and industry leaders. HR is an important discipline and plays a fundamental role in improving international communication in any organization and apart from Employee Engagement, Diversity and other HR trends, I believe the two key HR trends that require focus are Artificial Intelligence (AI) and Employee Wellness & Wellbeing.»

He added, «New emerging technologies such as AI have a profound impact on jobs, workforce and human capital. As part of its efforts, HR must embrace new technologies and actively engage with employees in order to ensure that they are readily accessible in the organization. During my presentation I elaborated on how Oracle sees the rise of emerging technologies and their impact on various HR functions and what is being done to harness these technologies and embed innovations within our HCM Cloud (Human Capital Management)».



Future of Works – Employee Experience and the Adapting Culture

Joseph Chalouhi, VP Human Resources, Global Growth Organisation and BHGE Oil and Gas General Electric, Human Resources Middle East, North Africa, Turkey & India Region said: “In my session, I touched on the topic of “Future of Works – Employee Experience and the Adapting Culture” as the employee experiences will create win/lose equation. Those that act decisively to embrace new technologies, develop skills, create

jobs, and deliver differentiated talent strategies will be the winners.”He added: “Employee experience and moments that matter (meaningful work, training) and society (corporate responsibility) will differentiate successful companies of the future.”

Jermie Brecheisen: 90% of employees want to change the companies they work at

In his session entitled “Mastering Talent Analytics”,Jermie Brecheisen, Partner and Senior Subject Matter Expert, Galluinc said: «Gallup is

a living example of investing and retaining the best talents.”

Brecheisen pointed out several ways in which institutions can retain talents by offering them all the facilities they require and harmonize evaluation and recruitment of talents to serve the institution.

He mentioned that 90% of employees want to change the companies or countries they work in order to grow their career path and get opportunities that can reflect their potential. He stressed

on the fact that many companies fail to attract and retain talents, and that the focus on investing in talents provides the opportunity for greater productivity and innovation in the implementation of business as most talented people are working to develop the institutions they work for.

He pointed out that there are a number of obstacles related to the recruitment process such as the importance of being flexible and clever enough to discover the employees’ skills and hidden talents other than the ones mentioned by him or her in a CV.

He concluded: “Talents are the secret for the success of any organization.”

Dr. Rabei Wazzeah: The role of HR Departments crosses the limit of an institution

Dr. Rabei Wazzeah, Executive Director, Knowledge Group stressed on the important role of HR professionals, which goes beyond the limits of the institution to the development of the society and the economy, as the growth of the individual positively affects the institution, family and society.

He said: “The human resource

function has been criticized for the passive and ineffective role it has been taking in organizations. The reason behind this is that HR leaders prefer to take a back seat in driving organizational growth. Nonetheless, HR could be one of the most important functions in any organization, due to its strategic position as a mediator between vision and realization.”

FAHR (Transforming HR Services)

The conference included a special session to review the experience of the Federal Authority for Government Human Resources in



terms of the way HR services are provided at the level of the federal government through the team of human resources business partners.

In her session, Kelaitham Al Sahmsi, Director of Strategic and Future Department – FAHR noted that the Federal Authority for Government Human Resources has recently formed a team of HR business partners to support the federal

government associations and to ensure the proper application of human resources systems, policies and legislations applicable at the federal government level.

She said: “The service packages provided by FAHR include 23 services presented to three segments (federal government organizations, employees of federal government associations, and

private sector). These services are designed to meet their needs and aspirations. It’s also designed to train approximately 20 business partners from FAHR employees that aim to enhance government efficiency, raise productivity, facilitate access to information and provide the necessary support to federal government associations, employees, partners and clients.



Leadership in Human Resources

On the last day of the conference, participants expressed their admiration in the variety topics that had been discussed at the conference over the two days, which focused on the challenges that are facing institutions nowadays and the importance of developing human capital and learning from

the experiences of international organizations.

Running parallel to the conference, the exhibition showcased over the two days the latest solutions and services provided by leading HR companies and institutions while also offering a great opportunity for visitors and participants to engage with top HR professionals representing various areas and

sectors.

FAHR International Conference is organized annually by the Federal Authority for Government Human Resources (FAHR) in cooperation with INDEX Conferences and Exhibitions – a member of INDEX Holding.

(FAHR) Signs MoU with the Ministry of Administrative Reform and Public Service in Morocco



On the sidelines of the 8th FAHR International Conference, the Federal Authority for Government Human Resources (FAHR) signed a Memorandum of Understanding with the Ministry of Administrative Reform and Public Service in the Kingdom of Morocco. The MoU was signed by His Excellency Dr. Abdul-Rahman Al Awar, Director General of the Federal Authority for Government Human Resources and H.E. Mohammad Benabdelkader, Minister Delegate to the Head of Government for the Reform of Administration and Public Service – Morocco.

The MoU aims to strengthen the bonds of cooperation and exchange of experience and knowledge between the two parties in various areas related to the development and empowerment of government

human capital, including the following: (Supporting institutional culture and professional conduct systems; establishing the principle of competency-based career development; and human resources planning).

Dr. Abdul-Rahman Al Awar:
“The MoU strengthens bonds of cooperation in human capital management between the two countries.”

H.E. Dr. Abdul-Rahman Al Awar stressed on the importance of the MoU, as it will contribute to enhancing the skills of HR professionals in both the UAE and Moroccan government. He also underlined the keenness of FAHR to learn about the best regional and global practices in the development and enhancement of government human capital, and its full readiness

to capitalize its experience to serve partners and counterparts in the Kingdom of Morocco.

His Excellency added that the MoU reflects FAHR's keenness to develop the human resources capacity and strengthen its role, which in turn will contribute to increasing the UAE's global competitiveness and fulfill the vision of UAE's wise leadership, headed by His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates, Ruler of Dubai, and His Highness Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces.



The UAE has prepared early for radical future changes in the labor market

HR officials: smart transformation of governments require alternative strategies for preparing human cadres



Heads and officials of human resources and civil service in four GCC countries stressed that the job map will see some kind of Transformation in the next few years; due to increased reliance on technology and artificial intelligence, pointing out that many new jobs will emerge within two to 10 years. These jobs They think that these jobs will gradually increase to dominate the labor markets They confirmed in press statement on the side-lines of the FAHR International Conference on Human Resources, that the most prominent New IT Jobs Intelligent systems and artificial intelligence Technical and professional. At the same time, academic, humanities and social science careers will decline. Human resources and civil service officials revealed that competent

authorities had already started to take practical steps, so that higher education institutions can introduce new disciplines that keep pace with the labor market changes. They pointed out that coordination with universities was underway to bring out new generations specialized in artificial intelligence technologies, precision robotics, etc. The officials explained that the higher education institutions have their own plans to design new disciplines within the universities and colleges, in response to the fast changes and growing dependence on robots and artificial intelligence. **Future Jobs** At the outset, Dr. Abdulrahman Awar, Director General of the Federal Authority for Government Human Resources said: 'Future jobs are the product of Post-4th

Industrial Revolution, or artificial intelligence jobs. Routine jobs designed to perform repetitive tasks will disappear, while creative, non- repetitive, leadership and intellectual jobs will flourish.' He pointed out that employment and continuous learning opportunities must be promoted to develop employees' abilities and skills, and achieve their aspirations, in order to keep pace with the great development In technology and the expected role of artificial intelligence. **Optimal investment** For his part, HE Ahmed Al Zayed, Head of Civil Service Bureau, Kingdom of Bahrain said: «Our leaders in GCC States are giving utmost care to the human capital, because it is the cornerstone of nation building. In the government sector, we work to investment in



the existing employees and try to find new talents in order to improve performance and increase productivity in the government sector, as well as provide the best services". He said that achieving satisfaction of citizens and residents is the only way to promote societies, stressing that the coming years will witness major changes in the labor markets across the GCC countries. **Transformational training** For his part, Mohammed Al Roumi, Undersecretary of Civil Service Bureau In Kuwait, called on governments to adopt transformational training approach, which is used in rehabilitation of employees holding job that are threatened in the labor market, due to domination of artificial intelligence, so that they can acquire new skills that enable them

to fill other positions. Al-Roumi stressed that penetration of intelligence artificial in the labor market, will not eliminate the human effort, as it is regarded the basic element. **A stimulating environment** HE Dr. Raed Bin Shams, Director General of Public Administration Institute in Bahrain, explained that governments' role is to create conducive work environments, which enable employees to innovate. He said that this will be reflected in productivity in the end, adding that governments in the GCC States are working to exploit the passion of the young people towards some specialties to support them and benefit from their talent in making the change required in government work. **Smart governments** HE Ahmed Al Nadabi, Under

Secretary of the Ministry of Civil Service for Civil Service Affairs in the Sultanate of Oman, said: «Technology will have a big impact on citizens. So, we are working to shape a better future through Oman Vision 2040, including the prospects of jobs within 20 years to come. We have started the steps to reform higher education programs to cope the new employment developments.» He added: "It is expected that artificial intelligence and some other trendy disciplines are expected to be part of the universities and colleges curricular during years to come». Al-Nadabi pointed to some disciplines, especially humanities and social science, which no longer create jobs, compared to new jobs without incumbents among graduates.

Awards Ceremony for the Best Scientific Research in the Field of Human Resources



On the sidelines of the 8th FAHR International Conference, an awards ceremony took place to honor the winners of “FAHR Research Award” for the best scientific research in the HR field, launched by FAHR late last year, targeting students and faculty members from the UAE University, Zayed University and Higher Colleges of Technology. The award encourages scientific research and the development of a culture of innovation in HR in order to enable national competence and develop human capital.

The award worth AED 120,000 aims to motivate university instructors and students to continue their research initiatives, study the challenges in the work environment, and anticipate the future of human resources, as well as reverse the vital role of HR in excellence, productivity, and promotion of community action at the federal government level. The first-place winners in the students’ category were Dr. Khaled Alkaabi and his supervisor Emilie



Rutledge from the UAE University. Their research focused on the identification and prioritization of socio-economic issues affecting the pace of Emiratization, and the measures that can be effective in the practical implementation of Emiratization policies.

The second-place winners were Mona Al Dahani, Nawal Al-Hammadi and Mitha Al Dahmani from the UAE University for their

research entitled “Women in Top Leadership or Management Positions”. The research examined the factors that limit the development of women at work, such as their ability to balance their responsibilities at work and towards their family at home.

The third-place winners were Amina Abdullah, Aisha Ahmed and Nour Hassan from Zayed University for their research entitled “The Impact

of Empowerment and Personal Skills on Job Engagement.”

While the first-place winners for the university professors’ category were Dr. Rashid Al Zahmi and Dr. James Ryan from the UAE University for their research entitled “Building a Knowledge Economy in the UAE”.

The research focused on how to use high-quality bibliometric standards to measure the potential and outcome of researchers working

in UAE universities, and how these standards can help understand and assess research capabilities of university professors.

The second-place winner in the category of university professors was Dr. Hernani Manalo from the Higher Colleges of Technology for his research entitled “Human Resources Management Practices and Employee Engagement”. The research revolves around the

Relationship between human resources management practices and employee engagement.

The third-place winner in the category of university professors was Dr. Balqis Nasser Al-Musaabi, for her research entitled “Critical Factors in Leadership Succession Planning.” The research discussed planning initiatives for the leading category of nationals working in non-profit government

institutions in the capital, Abu Dhabi. The research highlighted the importance of leadership planning initiatives in securing the second and third generations of national employees capable of leading the future growth of the country.

FAHR provides

670 legal consultations during Q1 2018

The Federal Authority for Government Human Resources (FAHR) revealed that it responded, during the first quarter 2018, to nearly 1870 legal advice requests and enquiries submitted by federal ministries and entities, employees, local and private organizations and the public. The legal services related to human resources policies, legislations and regulations in federal ministries and independent entities.



Hamad Bu Amim



In this respect, HE Aisha Al Suwaidi, Executive Director of HR Policies Sector at FAHR, said that the Legal Consultation Team at the Authority dealt with

670 consultancy requests and enquiries submitted by ministries and federal independent entities, as well as 90 consultations from local government and private

organizations and the public, during first quarter 2018

58% of inquiries via Consultancy Team's Email

Aisha Al Suwaidi noted that 58% of the legal enquiries submitted to FAHR during the past 3 months were delivered via the email address designated to the Consultancy Team, while 21% were received through the Unified Contact Centre, and 11% via Online Support Service Office. It should be noted that FAHR received 782 legal consultation requests during the period last year, compared to 254 in 2016.

According to Al Suwaidi, most of these enquiries focused on appointment, contracts, allowances, transfer, delegation, loan, promotions, leaves, workplace violations, official working hours, termination of service, etc.

She said that 24% of the total inquiries submitted by employees of federal ministries and entities focused on leaves of different types in the Federal Government, compared to 19% for allowances and bonuses.

Highest percentage of consultancy requests by Health and Education employees

Executive Director of HR Policies revealed that the Ministry of Health and Prevention registered the highest demand for legal advice services during the first quarter 2018, with 75 enquiries, followed by the Ministry of Education with 48, and Higher Colleges of Technology in third place with 34 enquiries.

HE Aisha Al Suwaidi said: "The in-house consulting team usually studies the enquiries submitted by employees of the ministries and federal bodies regarding Federal Government human resources laws, regulations, legislations and policies. The team seeks 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.

She emphasized the Authority's keenness to simplify the communication mechanism for federal ministries and entities wishing to obtain legal advice with the legal consultation team, through providing more than 12 different communication channels with the team. These channels

include the Authority's website: www.fahr.gov.ae, email address, smart applications, "Remedy System", the human resources automation system (OPA), social media (Twitter), official correspondence, legal clinics, live chat, which aims at providing direct contact with all employees with the feature of immediate response to enquiries in addition to the free toll number 600525524 and fax 042953444/.

It should be noted that FAHR had formed a legal consulting team as part of its keenness to create a sound legal culture among the employees of ministries and federal agencies about human resource legislation, policies and regulations applied in the Federal Government, by responding to inquiries and questions related to legal issues.

HE also revealed that the Authority is set to adopt a new approach to streamline the provision of services to its partners and customers at the ministries and the federal bodies in the form of packages. "FAHR has recently launched the HR business partners' project in



the Federal Government, under which a team of the Authority staff will be set up to provide services to ministries and federal agencies in its capacity as a specialized business partner in human resources”, she said.

She explained that the HR business partners’ project in the Federal Government aims to develop a mechanism of action that supports proper implementation of human

resources policies, regulations and legislation, as well as meet the needs of the Authority’s customers and improve performance and productivity of ministries and federal entities.

9 HR forums within 3 months

For his part, Hamad Bu Amim, Director of Policies & Legal Affairs at the Authority said that the Authority held during the first

quarter of this year, 9 human resource forums/discussion groups, attended by representatives of the ministries and federal authorities, in order to raise awareness among the staff about the HR Law in the Federal Government, its Executive Regulation and HR List of independent federal authorities, as well as familiarizing them with the HR legislation, systems and policies applied at the Federal Government level, with a view to ensuring their



proper application.

The idea behind the HR forums, which reached during 2017 about 38, is to hold periodic meetings which bring together selected members of FAHR departments and representatives of a number of ministries and federal entities, thus providing an opportunity to listen to the views of representatives of ministries and federal bodies on mechanisms for improving the

Authority’s services.

He explained that the Authority recently held a series of awareness-raising workshops for those in charge of HR and Legal Affairs Departments in the ministries and federal entities to review the most prominent features of the new Executive Regulation of HR Law in the Federal Government, issued vide Cabinet Resolution No (1) of 2018 and endorsed by His

Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, which came into effect last February.

Bu Amim said that the awareness workshops targeted the staff of the Legal and HR departments in the ministries and federal bodies that are subject to the Regulations, noting that the Legal Consultation Team at FAHR provides support and advice, as well as uniting opinions on issues related to Federal HR legislation and policies.

He concluded by saying: “The current amendment is the third of its kind to the HR Law in the Federal Government and its Executive Regulations within eight years. The provisions of the new regulations apply to civil servants in federal entities, including those whose establishing laws provided for independent human resources regulations, except for those employees working for federal entities who are excluded by a Cabinet Resolution”.

FAHR holds refresher workshops on four specialized guides



The Federal Authority for Government Human Resources (FAHR) recently held a series of refresher workshops on a set of working guides that had been previously launched at the Federal Government level, namely Guide to Occupational Health and Safety (OHS), Guide to Knowledge Management, Guide to Employee Volunteering Program and Guide to Talent Attraction & Retention.

The workshops which were opened by HE Aisha Al Suwaidi, Executive Director of HR Policies Sector at FAHR were attended by dozens of employees of ministries and federal entities applying the four guides.

HE Aisha Al Suwaidi stressed the importance of such

workshops in highlighting the benefits of the guides for the ministries and federal bodies, and the need for their proper implementation, in order to ensure an improved working environment conducive to employee satisfaction, happiness and productivity. “Moreover, the workshops reflect the Authority’s

commitment to corporate social responsibility and help decision makers in exploring the beneficiaries’ views based on experience and actual application”, she noted.

She added that the implementation of the Guide to Occupational Health & Safety (OHS) in the Federal Government would ensure the provision of a safe environment for employees and customers, minimize injuries and accidents in the workplace, raise awareness about OHS in the work environment. The steps towards activating the OHS Guide include formation of an OHS Lead Team, preparing and developing a work plan, identifying and assessing risks at the entity level, launching occupational health and safety awareness activities and events, and measuring the impact of applying OHS standards.

Al Suwaidi addressed the benefits of the Guide to Knowledge Management saying that they include increased efficiency and productivity through utilization of proven solutions; improving and accelerating the decision-making process due to availability of most appropriate practices; accelerating the transfer of knowledge by focusing on compiling, documenting, saving and updating explicit and tacit knowledge of strategic and operational importance, so as to ensure the performance of tasks effectively. She said: “The Guide addresses the knowledge types, the stages of its development, as well as internal and external sources”.

On the benefits of the Guide to Employee Volunteering Program she said: “The Guide serves a number of key objectives. First and foremost, it helps in defining the concept of volunteerism, its objectives and areas of volunteering, to enable ministries and federal entities to identify volunteer opportunities, as well

as components of volunteer programs so as to facilitate setting appropriate plans. It also identifies the volunteers’ rights and duties, the ways in which they can engage in corporate volunteering programs, as well as the mechanism for selecting, motivating and retaining volunteers.

“The different stages of applying the Guide to Employee Volunteering Program are forming a volunteer team, preparing a work plan for the volunteer program and identifying the partners from different sectors who will contribute in the implementation of the voluntary initiatives. Implementation indicators include the percentage of active volunteers, the number of volunteers honored by the organization, the number of the lead team’s participation in the volunteer opportunities available, the total volunteer hours carried out by the staff of the organization, and the number of volunteers registered at the national volunteer platform”.

Finally, HE Aisha Al Suwaidi said that the Guide to Talent Attraction & Retention will greatly contribute to the development of the work system across the ministries and federal entities and enable them to apply the best practices in attracting and keeping outstanding employees, thus minimizing turnover rates and maintaining a reliable talent pipeline at the Federal Government level. In addition, it is intended to support and encourage federal entities to develop innovative practices and solutions that ensure the effectiveness talent management policies, using predetermined regulatory framework. Regarding measurable indicators for proper implementation, Al Suwaidi pointed to parameters such as frequency of staff recognition, results of end-of-service interviews, improvement plans related to employee retention, and usage of assessment centers in recruitment process.

FAHR prepares its employees for Mohammed bin Rashid Government Excellence Award



The Federal Authority for Government Human Resources (FAHR) has recently held a series of orientation workshops on objectives and standards of Mohammed bin Rashid Government Excellence Award, launched by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai in 2009, as part of Sheikh



Khalifa Government Excellence Program with the aim of enhancing the role of Federal Government institutions in serving all segments of society. The workshops were attended by dozens of the Authority employees, including eight nominated for the Prime Minister's medal for distinguished government employees. Meitha Kolthoum, Acting Head of Corporate Excellence Department, reviewed during the workshop the award evaluation criteria, the leading federal entity's file, related topics, conditions for participation and winning the award, as well as the Authority's plan for the next stage, to strengthen the files of its

candidates. She said: "The Authority is keen to achieve global leadership, in accordance with its strategic objectives, which include the development and implementation of an integrated legislative system for the management of human capital in the Federal Government, in order to create a happy and positive work environment for all employees and stakeholders. To achieve this goal, we have launched the Internal Excellence Award, in line with the government excellence system, to form a reference for different excellence groups, and an important link in the project to enhance institutional

performance. "The Authority had previously launched the internal excellence award (Mark of Excellence Award) to create a kind of competition among the employees of the Authority and selected a number of them to compete for Mohammed bin Rashid Government Excellence Award". She said that Mark of Excellence Award has created a qualitative leap in the performance of employees and the administrative units in terms of innovation, efficiency, productivity, and helped spread the concepts of excellence, creativity and quality.

The eighth issue of HR Echo Magazine released

The Federal Authority for Government Human Resources (FAHR) has released the eighth issue of the specialized HR Echo Magazine, which is issued semi-annually, in Arabic and English, in partnership with 21 leading global human resources organizations such as the Society for Human Resource Management (SHRM), US; Chartered Institute of Personnel and Development (CIPD), UK; Boston Consultancy Group (PCG); Monash University in Australia; Gallup Institute; AQR; International Professional Managers Association (IPMA), Duke Education; the Korean Institute for Officials Training (COTI), in addition to researchers and specialists in human capital management and development of around the world.



In this regard, HE Aisha Al Suwaidi, Executive Director of HR Policies Sector, FAHR, said that the HR Echo Magazine contains a summary of experiences from some international organizations in the area of human capital management and development. In addition, it discusses a range of important human resource issues, along with practical solutions to challenges, in line with the visions and aspirations of our leadership, especially with regard to human capital development and talent attraction and retention. «HR Echo has achieved a remarkable success in 4 years, attracting 21 international partners, including universities, research centers, consulting firms, human resource associations from around the world, publishers and independent writers. Partnerships extend to several countries, e.g. US, UK, Australia, India and Western Europe countries», she noted. Aisha Al Suwaidi added that the eighth issue of HR Echo Magazine highlights a series of HR issues

and related topics, including: robotic process automation and its direct impact on the labor market, employment strategies, the future of many jobs in light of the rapid technological development, importance of automation at the institutional and personal levels, as complementary to efforts aimed at keeping pace with technology. On the contents of the Magazine's eight issue she said: "A key topic in this issue focuses on the role of human resources in the rapid transformation process witnessed by organizations around the world. It underlines the importance of timely adaptation to globalization which has reached its peak today, addressing related challenges and consequences as far as possible. «This issue highlights personal skills and the importance of continuous training as one of the most important forms of investment in human resources and attracting, as well as attracting and retaining employees. It shows how to help employees learn about personal and professional skills, based on the

benefits of being part of Millennium Generation in relation to learning and research, and inspired by the role of a successful leader in providing support, training and recognition to his staff." The final topic addresses the role of human resources departments, which represent the heart of an organization, in terms of bringing happiness to the employees as internal customers. It is about the support provided to employees so that they become more connected to the organization and integrate into the work environment, thus improving their satisfaction, happiness and productivity, as some studies suggest that 78% of employees increase their productivity when their efforts are recognized and appreciated. She thanked the partners and writers of HR Echo Magazine, as well as Kogan Page, which provided a 20% discount to the readers of HR Echo and Federal Government employees on the prices of its specialized paper and electronic books.



نادي الموارد البشرية
Human Resources Club



HR Club discusses 'HR Metrics for Maximum Impact'

In cooperation with the Human Resources Department of the Government of Ras Al Khaimah, the Federal Authority for Government Human Resources (FAHR) recently held the third Human Resources Club Forum in 2018 titled: "HR Metrics for Maximum Impact". The event was attended by HE Dr. Mohammed Abdul Latif Khalifa Al Shehhi, Director General of Human Resources Department of the Government of Ras Al Khaimah, Munther Bin Shaker Al Zaabi, Director General of Ras Al Khaimah Municipality, HE Laila Al Suwaidi, Executive Director of Programs & HR Planning Sector, HE Aisha Al Suwaidi, Executive Director of HR Policies Sector, HE Ibrahim Fikri, Executive Director of Support Services Sector, and dozens of HR Club members and associates.



The Authority held the HR Forum in Ras Al Khaimah as the first forum to be held outside the Federal Government, in accordance with the recommendations of the UAE Government Meetings held last September in Abu Dhabi, to expand the activities of the HR Club to cover all emirates of the State; for the benefit of HR specialists, those interested in the field and the general public.

The Forum hosted Bill Robinson, an international speaker and senior facilitator at PwC's Academy, who highlighted how to make the most of HR metrics and indicators, and the importance of analysing these indicators to create a positive and attractive working environment.

Robson emphasized the importance of collecting, analysing and measuring HR metrics in an organization to help in achieving

its vision and strategic objectives, as well as meeting the needs and aspirations of both employees and customers. He argued that the success achieved by countries such as the USA and the UK can be mainly attributed to the importance given to data, information, and statistics in dealing with human resource issues in government institutions.

Robson emphasized the importance of collecting, analysing and measuring indicators and metrics for the organization's human resources to benefit from the development of the corporate environment, achieving its vision and strategic objectives, and meeting the needs and aspirations of both employees and clients. Such as the United States of America and the United Kingdom, are interested in data, information, statistics and indicators on the work of human resources in government

institutions.

He pointed out that the analysis of human resources data and metrics is very important in enhancing the government work system, explaining that analysing the employee leaves, for example, would contribute to the development of solutions and taking the necessary precautions to limit such leaves within reasonable rates.

He said: "The role of HR departments in any organization is not limited to implementation of normal human resources procedures but should extend to cover more strategic tasks and responsibilities to ensure compatibility with the organization's vision, mission and goals.

«The data are divided into two main types: qualitative and quantitative. The first type is in the

form of questions that generate data which are descriptive as opposed to numeric, and usually examines patterns and trends in general. They are informative data and can be collected through several methods such as monitoring techniques, focus groups, interviews, and case studies.

«Quantitative data can be represented by numbers and requires the use of statistical analysis to produce useful information. This type of data is often viewed as more objective and can be collected through questionnaires or direct questioning, to be displayed in the form of graphs.»

Robinson explained that successful organizations are those whose HR departments are keen to train their employees and explore their opinions about the work environment, the quality of services provided to customers, and the extent of their involvement in the decision-making process, stressing that success is expressed in numbers and statistics. Low turnover in any organization, for example, gives a positive impression to all that the work environment is conducive to attracting fresh talent, and vice versa.

The Human Resources Club launched in 2010 is one of the most important strategic initiatives of the Authority. It is an interactive platform and an intellectual and knowledge communication channel that brings together interested people, human resources specialists and experts under one roof to share ideas, experiences and solutions that could enhance the roles assigned to human resources departments and other institutional service bodies across different sectors in the country.

The HR Club offers its membership, which has grown to over 12 thousand, an ideal opportunity to learn about the best practices, experiences and success stories of many individuals and institutions, as well as meeting with specialists and practitioners in the field of institutional work.



FAHR provides free health screenings to dozens of workers in Dubai



The Federal Authority for Government Human Resources (FAHR) launched a community initiative on the occasion of World Health Day, where a free medical check-up campaign was conducted for dozens of workers in Dubai in cooperation with Dar Al-Bir Society and Medeor Hospital.

FAHR team distributed souvenirs and bags of healthcare products to the workers, while Medeor representatives conducted free

medical examinations for dozens of workers, including blood glucose, blood pressure and body mass index, and also distributed educational and health awareness leaflets.

Hanan Mohammed bin Naseef, Deputy Director of Government Communications, FAHR, stressed the Authority's keenness to celebrate the event, as part of its social responsibility and the ongoing efforts to implement its

community and humanitarian plan during the Year of Zayed.

She said: "The Authority is committed to support all segments of UAE society, including workers, and always seeks to consolidate the values of humanity and solidarity among different groups of community, as well as aid those in need.

"The Authority has developed an integrated plan for the implementation of 30 community

FAHR and Al-Jhalila Foundation launch a campaign to provide treatment for a deaf child



The Federal Authority for Government Human Resources (FAHR) has recently launched a charitable campaign in cooperation with Al-Jhalila Foundation to support the treatment of a 6-year-old Arab girl called Nour, who is suffering congenital hearing loss, and needs cochlear implant.

In this regard, Hanan Mohammed bin Naseef, Deputy Director of Government Communications, FAHR, said that this campaign comes within the framework of «Mud Al Awn (Aid)» campaign, a key initiative of the Authority launched in response to the announcement of 2018 as the Year of Zayed by His Highness Sheikh Khalifa bin Zayed Al Nahyan, and in the framework of the existing cooperation between FAHR and Al-Jhalila Foundation under the memorandum of understanding signed recently between the two parties.

She pointed out that the charitable campaign aims to help Nour regain the blessing of hearing, thus bringing joy to her heart and alleviating the suffering of her family, which cannot afford the cost of treatment. Her father is a simple employee with monthly salary not exceeding 3,500 dirhams, supports a family of five members, and has two other daughters with the same problem.

"The Federal Authority for Government Human Resources has publicized the campaign at the federal government level to allow the opportunity for the largest number of employees of the ministries and federal entities to participate in community work and charitable giving through their various social networking accounts or via BAYANATI System", she noted.

Hanan Mohammed bin Naseef called on community groups to contribute to the campaign and donate AED 10 by sending the word 'Sanad' in an SMS to number 4202, or AED 20 by using the same word to number 4206 via Etisalat and du.

initiatives and events during the Year of Zayed. These include providing free training for employees in ministries and federal entities under «Ma'aref» initiative for the Federal Government's preferred training partners. Year of Zayed will also witness offering special discounts for Federal Government employees under Imtyazat Program, activating volunteering campaign in coordination with government and private institutions ".

She said that the Authority intends to educate the Federal Government employees on the achievements of Sheikh Zayed and his values and legacies, by sending periodic emails through the Federal Government's HR Management Information System (BAYANATI), adding that Quranic campaigns will be conducted on Sheikh Zayed for some groups during the «Month of Reading», as well as field visits by the Authority staff to certain sites in UAE that carry the legacy of Sheikh Zayed.

"The Authority will also launch on Zayed Day for Humanitarian Action, which falls on the 19th of Ramadan, a charitable initiative in which the Federal Government employees will choose a poor country to establish a «Masjid» project in the name of Sheikh Zayed, in cooperation with a charity operating in the State. Umrah Zayed for Workers and Iftar Sayem initiatives will be launched during the month of Ramadan," she noted.