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from 'Al-Mawrid' Portal,

# 33,000

of them receiving  
participation certificates



- ▶ FAHR launches a program leading to professional certificate in human resources, in cooperation with the Society for Human Resources Management (SHRM)

# 18,000

Follow 8 virtual HR Club sessions during 2020

# Dr. Abdulrahman Al-Awar: The UAE Government has been dealing with the Coronavirus pandemic with flexibility and professionalism

His Excellency Dr. Abdulrahman Abdul Mannan Al-Awar, Director General of the Federal Authority for Governmental Human Resources (FAHR), stressed that the Government of the United Arab Emirates looks to the future in all sectors of work and all aspects of life by adopting innovation, and investing in it as a guarantee to enhance its global position, leadership and competitiveness. "This is why it has become an integral part of the culture and practices of the most dynamic governments around the world," he concluded.

HE's assertions came during the recent virtual session held by the Global Innovation Council of Mohammed bin Rashid Center for Governmental Innovation. The session titled "A New Perspective for Government Work in the Post-COVID- 19" Period, was broadcast via webinar live streaming tech. Alongside HE Dr. Al Awar, the event was attended by Hoda Al-Hashemi, Assistant Director General of Strategy and Innovation in the Office of the Presidency of the Council of Ministers; Rodney Ghali, Assistant Secretary to the Cabinet of the Impact and Innovation Unit at the Privy Council Office, Government of Canada; Marcus Bentouri, Director of Public Governance of Organization for Economic Cooperation and Development (OECD); Yohao Liban, CEO of Demos Helsinki Think Tank; Lloret de Gong, Professor at John F. Kennedy School of Government, and Jeff Melvan, Professor of Community Intelligence, Public Policy and Social Innovation at University College, London.



Dr. Abdulrahman Al-Awar

has changed the way governments can face disasters around the world, and forced them to adopt and implement new business models that are able to keep pace with challenges and contain the repercussions of the current crisis.

He added that the UAE Government has so far dealt with the pandemic with flexibility and professionalism, taking advantage of an advanced infrastructure in various fields. This crisis that overwhelmed the whole world, did not affect business continuity and provision of government

services, as in many countries of the world, thanks to our leadership's wisdom and vision, which realized the importance of transforming all government services into smart since more than 20 years ago, he noted.

Dr. Al-Awar continued: "The UAE has benefited from the current crisis in speeding up the automation of government services and making them available to the public via smart and electronic channels, especially in light of the closure of government institutions and implementation of the remote work system. On the other hand, the UAE Government's experience

of remote work system deserves praise. Implementation of this system was experimental at first, in a number of federal entities and jobs since 2017.

"By time, the experience has been established to become more mature with the recent adoption of remote work in the Federal Government in normal conditions, as one of the main work patterns approved in the Federal Government."

According to HE Dr. Abdulrahman Al-Awar, the new remote work system in normal conditions, will help in creating new unconventional job opportunities, as well as providing multiple work options for employees and their entities, to achieve a better work – life balance in a way that does not affect the achievement of the entity's goals. He stressed that success of nations in implementing remote work system depends on the availability of digital systems and solutions that measure the productivity and effectiveness of both institutions and employees.



The Director General highlighted the consequences of Coronavirus pandemic, which need investing in and enabling the government human

resources and developing their capabilities. He noted that as the Authority was aware of this fact from the very beginning, if launched in late 2019, the e-Learning Portal Initiative in the Federal Government Al-Mawrid, which played an important role in providing e-learning and training services for the Federal Government employees.

Participants unanimously agreed on the following: governments around the world must be prepared for the post-COVID-19 phase, as priorities will change dramatically. The focus will be on implementing governance, investing in innovation, and launching creative initiatives and policies. They stressed on closer cooperation between in facing global challenges and crises, learning from the current lessons and experiences of the past, such as the global financial crisis that hit the economies of the entire world in 2008.

## FAHR participates in Meetings of Executive Council of ARADO



The Federal Authority for Government Human Resources (FAHR) participated in the Regular Session No 111 of the Executive Council of Arab Administrative Development Organization (ARADO), which was held virtually during the period 2325- June.

The Authority delegation was headed by its Director General, HE Dr. Abdulrahman Abdel Manan Al-Awar, and included HE Ibrahim Ahmed Fikri, Executive Director of Support Services Sector, and Mahmoud Ahmed Al Marzouqi, Director of Government Communications Department.

Executive Council meetings began at the expert level, then at the level of ministers, under the chairmanship of Eng. Ahmed bin Suleiman Al-Rajhi, Minister of Human Resources and Social Development in the Kingdom of Saudi Arabia, and participation of Their Excellencies the Ministers and representatives of Executive Council's

Member States, in the presence of Dr. Nasser Al-Hattlan Al-Qahtani, Director General of ARADO.

The meetings discussed the Organization's position under the current circumstances, and implications of Coronavirus (Covid- 19). The report on achievements of the Organization was also discussed, as well as the reports submitted by the Auditor, Internal Controller, and the Financial and Administrative Authority on the work of the Organization for 2019, and its plan and budget for the years 2021-2022-, in addition to other relevant topics.

## 33 thousand federal employees learn about the precautionary and health measures in workplaces

The Federal Authority for Government Human Resources (FAHR) recently held 4 virtual workshops at the Federal Government level, in conjunction with the decision to get Federal Government employees gradually return to their workplaces. The workshops used live streaming tech and aimed at training employees on the guideline regarding office work environment in light of emergency conditions, as circulated by the Authority, with the aim of supporting and enabling federal ministries and bodies to gradually and safely return to workplaces, taking into consideration all health precautions and social distancing between employees and customers.

In this regard, Aisha Al-Suwaidi, Executive Director of HR Policies Sector at the Federal Authority for Government Human Resources, explained that more than 33 thousand employees in the Federal Government followed the virtual workshops via the Internet, and got acquainted with the most important health and safety procedures in the workplaces, contained in the guidelines on office work environment in light of emergency conditions.

She said that the Authority views the Guide as an important reference for institutions in general and for ministries and federal bodies in particular, especially with regard to following occupational health and safety instructions, to protect the well-being of employees and customers from any harm.

Aisha Al-Suwaidi noted that the guidelines came to prepare for the gradual return of Federal Government employees to their offices, when Coronavirus pandemic (COVID-19) recedes. She described the guidelines as a clear mechanism that helps the ministries and federal entities in providing the highest standards of occupational health and safety for its employees and customers.

She said: "The guidelines provide employees of ministries and federal entities with a package of clear health instructions, which would protect them and their family members from any risk.

"The employees of Federal Government, ministries and

federal bodies in general are advised to make the most of the guidelines, by strictly implementing the instructions contained. The document is available on the Authority's website ([www.fahr.gov.ae](http://www.fahr.gov.ae)) in both Arabic and English, and it can be downloaded at any time".

Executive Director of HR Policies indicated that the Guide is based on global best practices in addressing health crises, and observing occupational health and safety requirements in the workplace, according to a group of the most prominent international organizations and institutions concerned with human resources, occupational health and safety, disaster and epidemics management.

"The Guide is a continuation of the great efforts made by the Authority since the beginning of the crisis, regarding the governance of remote work in the Federal Government, and to ensure business continuity and service provision," she noted, adding that once it was decided to take the necessary preventive measures, to ward off danger from employees, the Authority circulated, in cooperation with the competent authorities, Cabinet decisions, circulars, remote work guidelines, etc.

The new Guide, according to Al Suwaidi, will help in providing the necessary instructions to ensure the health and safety of employees and customers in the workplace, as well as transfer the best public health practices, and create working environments that take into account the best and highest occupational health and safety standards.



Aisha Al Suwaidi

# FAHR launches a program leading to professional certificate in human resources, in cooperation with the Society for Human Resources Management (SHRM)

The Federal Authority for Government Human Resources (FAHR) has announced the launch of a specialized training program, leading to professional certificate (SHRM -CP), for human resources officials in the Federal Government, with the aim of developing the Federal Government employees' skills and their professional and technical competencies. The program will be held in partnership with the Society for Human Resources Management (SHRM), USA, in the framework of the existing cooperation between the Authority and SHRM and according to the memorandum of understanding signed recently between the two parties.



In this regard, the Authority clarified that the training program aims primarily to enhance the capabilities of Federal Government employees, and upgrade the efficiency and competitiveness of HR departments in ministries and federal entities to global standards as their counterparts in the world, and enable them to obtain internationally recognized professional qualifications.

This integrated training program aims to achieve the maximum benefit from the modern digital training system for continuous learning. It is also aimed at motivating HR personnel to improve their specialized skills and competencies, develop their knowledge of human resources management issues, including the development of government work system, and creating a dynamic work environment that attracts talents in

light of developments in government human capital management in the post-COVID-19 phase.

The training program is considered highly important as it leads to a professional certificate that enjoys global reputation in human resource field. It is conducted in partnership with SHRM, one of the world's most prominent organizations concerned with human resource capital management, using self-learning techniques, online training and tests.

SHRM program will focus on training HR officials in the Federal Government to obtain a professional certificate in Human Resources (SHRM-CP), and includes a number of virtual specialized workshops in English language, using webinar technologies. Trainees must complete 66 training hours during the period July to

December 2020 to complete the requirements of the final tests which qualify for the certificate.

The Authority has emphasized that the training workshops under the program would be in an interactive, virtual way, to reflect keenness to protect the health and safety of Federal Government employees, especially in light of the current conditions the world is witnessing, due to Coronavirus (Covid-19) outbreak, and to provide the opportunity for the largest number of human resources officials in the ministries and federal bodies to participate in this important program.

The Authority considered this program tailored for human resources officials in the Federal Government as part of the integrated training and development system, and as continuation to the series of vital initiatives launched by the Authority in order to develop Federal Government employees and enhance their skills and competencies. It is also highly beneficial in terms of keeping pace with UAE Government's directions towards modern best practices that have been developed globally to improve the performance of HR departments and professionals.

According to the Authority, the professional certificate (SHRM-CP) in human resources is based on several pillars for the development of core competencies in human resources. These include strategic HR planning; electronic management of HR systems; developing HR systems, policies & programs; continuous education, training and development; knowledge of organizational structures in entities; and professional & future competencies in HR.

The Authority explained that the program focuses on developing the competence of HR officials according to an educational methodology based on the integration of different types of knowledge and methods of learning, as well as a philosophy of training leading to sustainability of learning. It encourages the development of specialized knowledge and skills in the field of human resources, improve performance and quality of work, and support opportunities for career development and succession.

## Criteria for selecting candidates for SHRM program

The Authority has announced the opening of nomination for the program implemented by the Society for Human Resources Management (SHRM), which will extend until July 9. The candidates' eligibility for joining the program in terms of capability and experience will be evaluated according to a set of criteria. They must have obtained a bachelor's degree in business administration / human resources or any related discipline, proficiency in English language, ability to keep abreast of technological applications for project management and HR tasks, and knowledge of data analysis.

It should be noted that obtaining SHRM credential will qualify the candidate for membership of the Society for Human Resources Management (SHRM) for two years, and provide the opportunity to participate in networks specialized in human resources. Candidates who successfully complete the program, will also join Government Skills Bank.

The idea of the Government Skills Bank initiative launched by the Federal Government for Government Human Resources (FAHR) in 2019 is to identify Federal Government employees with special experience and skills, and electronically documenting the findings through the project's electronic portal ([skillsbank.fahr.gov.ae](http://skillsbank.fahr.gov.ae)).

The purpose behind creating the Government Skills Bank is to assist and empower federal entities to benefit from the professional knowledge and expertise of specialists in various fields and disciplines related to the Authority's function, exploit their experience in developing the institutional work system in the Federal Government and establish a knowledge management culture. It acts as an incubator for specialized experts in the ministries and federal entities and all employees working for these entities can join the Bank's network through the new portal established to facilitate transactions for Bank members.

# 77,000

## federal employees have benefited from 'Al-Mawrid' Portal, 33,000 of them receiving participation certificates

The Federal Authority for Government Human Resources (FAHR) confirmed that the e-Learning Portal in the Federal Government "Al-Mawrid" witnessed during the last period a great interaction and was well received by the employees of the Federal Government, with visitors reaching nearly 77,500 employees, since its launch late last year until the beginning of June. 'Al-Mawrid' is the largest platform for e-learning and training in the United Arab Emirates.

Al-Mawrid Portal has issued nearly 33,000 electronic certificates, and provides over 600 specialized workshops and training programs on various fields, to enable the ministries and federal entities enroll their employees.

The Authority has offered 14 free training courses during the month of June for employees of ministries and federal entities through Al-Mawrid Portal: [www.al-mawrid.ae](http://www.al-mawrid.ae), in cooperation with Morgan International, Baker for Vocational Education, and Bradfield Foundation for Training and Development. Employees will be granted certificates of participation if they pass the test held for the participants at the end of each session.



Maryam Al Zarouni

The workshops varied between general and specialized, in Arabic and English, with different topics, including, for example: change management, administrative pressure at work, strength of positivity, personal financial planning, updating accounting standards, managing virtual teams, leadership through emotional intelligence, writing reports in English, foundations of data analysis, and how to develop presentation skills.

In this regard, Maryam Al Zarouni, Director of HR Planning Department at the Authority praised Al-Mawrid Portal as an advanced smart training platform that serves Federal Government employees.

"The portal develops employees' behavioral and specialized skills, and provides them with free and



The Federal Government E- Learning Portal

[www.al-mawrid.ae](http://www.al-mawrid.ae)

Al Mawrid represents a strategic alternative to traditional training methods, especially under the current situations and the shift to continuing learning approach.

**Educate**  
Remotely,  
from anywhere  
and at any time

**Improve**  
employees'  
behavioral skills



**Provide**  
Free training  
programs & courses  
or at reduced prices

**Develop**  
employees'  
competencies

### Al Mawrid- your best option for Remote Learning

general electronic and specialized training programs and courses at preferential rates that take into account their needs and enhance their capabilities, as well as enable them to keep pace with the labor market requirements, in the Fourth Industrial Revolution," she noted.

She explained that the e-Learning Portal in the Federal Government, "Al-Mawred", is an important alternative to traditional training and learning methods based on physical attendance of workshops and training courses, and direct communication between the trainer and trainees looking for knowledge.

To further explain, Maryam Al Zarouni said: "The Authority, as part of its efforts to protect the safety of Federal Government employees, launched during the month of March the virtual sessions service through Al-Mawrid Portal, to enable employees to attend the workshops and training sessions held by their entities through their electronic devices easily."

"The Authority also has cooperated with universities,

prestigious educational institutions, expertise houses and leading international companies in the field of e-training and development, to provide specialized certificates, courses and electronic training programs and educational materials for Federal Government employees for free or at competitive prices."

Al Mawrid Portal has originally been launched in line with the Federal Government's directions towards investing in artificial intelligence, enhancing the Federal Government employees' skills and ensuring continuous learning, as well as providing them with the best and latest kind of training by investing in modern technology.

By introducing Al-Mawrid initiative, the Authority aims to assist the Federal Government employees, as well as develop their knowledge, skills and capabilities, so that they can cope with the rapidly changing needs of global labor market by acquiring reliable electronic training, at any time, and from anywhere in the world.



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## The Human Resources Club holds

# 65 forums and sessions during 10 years

The Federal Authority for Government Human Resources (FAHR) revealed that it held HR Club 65 forums since the Club's launch in late 2010, until the beginning of June this year. The forums were attended by tens of thousands of HR professionals and those interested in human resources issues from the country and abroad, and discussed a number of important trendy topics, which keep pace with the latest global developments in human capital development, public administration and support services.

Salwa Abdullah, Director of Projects and Programs at the Federal Authority for Governmental Human Resources explained that the Club is one of the strategic initiatives of the Authority since its launch in 2010, as an intellectual platform that brings together thousands of HR professionals, practitioners, and people interested in field from all sectors of work in the UAE. It holds its real and virtual forums periodically, using live streaming tech.

She said: "The Authority held 65 forums for the HR Club since its launch in late 2010, and up to the beginning of June 2020, eight forums being held during the first five months of 2020, using direct broadcast technologies.

These forums were highly interactive and well received by the Club's associates, HR specialists, general public,

and more than 18,500 followers people from different countries of the world."



Salwa Abdullah

The Director of Projects and Programs Department explained that the Authority adopted the direct broadcasting of the Club's sessions via the Internet, in late 2019, as part of its efforts to reach the largest segment of those interested in human resources from within and outside the country, and to benefit the largest group of people interested in the Club and the topics and issues being discussed. By adopting this trend, the Authority wanted to protect the health and safety of society, especially under the current conditions, she noted.

Salwa Abdullah said: "The HR Club's virtual sessions

## Interactive and available to everyone from anywhere Live Broadcast of Club sessions via Webinar Technology

The new technology serves the country's direction towards teleworking and using modern technology to ensure business continuity in the Federal Government, as well as maintain employees' safety and health, under the current circumstances.



are interactive, questions can be asked and discussions can take place between speakers and participants. All participants are granted electronic participation certificates, received via the e-mail. Sessions are documented and are published on the electronic page assigned to HR Club Initiative ([www.fahr.gov.ae](http://www.fahr.gov.ae)), on the website of the Federal Authority for Government Human Resources."

She indicated that the HR Club sessions during 2020 discussed many important topics, including: the workplace of the future, HR transformation in the digital age, verification of information and detection of fake news, generational diversity in the workplace, psychological support to society and how to avoid anxiety under Coronavirus (COVID-19), use of workforce data to enhance decision-making and artificially intelligent chat bot to improve the customer experience.

The Human Resources Club, with a membership that exceeds 12 thousand, is a free platform for intellectual and knowledge communication between specialists and those interested in Human Resources from all work sectors in the country. It provides an important and great opportunity for cooperation between all those involved in human capital development, and acts as a platform for discussing key HR related issues and the most prominent challenges facing organizations and governments, with regard to human capital development to propose solutions to such challenges and keep pace with changes in this field.

It should be noted that membership of the Club is open and free for all those interested in Human Resources and institutional support, etc. Application should be through website: [www.fahr.gov.ae](http://www.fahr.gov.ae), and e-mail: [HRClub@fahr.gov.ae](mailto:HRClub@fahr.gov.ae)

## In a virtual session, followed by nearly 6000 people

# The HR Club discusses the importance of flexibility and positivity in workplaces

**The Federal Authority for Government Human Resources (FAHR) recently organized a virtual session for the Human Resources Club, using live streaming tech, which was followed by nearly 6000 Club members and those interested in HR issues from within and outside the country.**

The session, entitled “Return to Work, Self- Efficacy and Flexibility”, discussed several important topics and issues such as: the importance of enjoying emotional resilience, especially in light of the difficult circumstances and different challenges we face in our lives, the role of optimism and positivity in achieving ones personal and professional goals, and the most prominent social skills that we need at all times in general, and in exceptional situations in particular.

At the outset, Salwa Abdullah, Director of Projects and Programs Department at the Authority, revealed that more than 6000 people followed the session, which was held through direct broadcast technology. She noted that the Authority held from the beginning of 2020 until the end of June 9, several virtual sessions for the Human Resources Club, followed by over 25 thousand associates affiliated and interested people.

She said: “The new trend in broadcasting HR Club’s sessions adopted by the Authority since 2019, using live streaming technique has proven its effectiveness. Through this technology the Club was able to reach a larger segment of the public, and thus achieve the objectives for which it has been established.”

Salwa Abdullah added: “The HR Club is one of the Authority’s strategic initiatives, and has

become an important intellectual and knowledge communication platform bringing together thousands of people interested in its discussion topics, whether in human resource or support services issues.”

The session hosted Dr. Abdul Quddus Muhammed from the College of Business Administration at the Higher Colleges of Technology, who addressed emotional resilience, which is, according to his description, the key to preserving both our psychological and physical health. “Positive thinking and optimism contribute greatly to reducing negative effects resulting from huge work stress and challenges. Emotional resilience enhances our ability to cope with life’s difficulties and rapid changes,” he noted.

He argued that the accomplishments people achieve professionally and personally depend on their trust in their ability to achieve what is expected of them, which is something that the leaders of institutions should notice and focus on, by instilling self-confidence among employees, and recognizing their positive attitudes and strength. Observing these things, he explained, would positively reflect on employee performance, productivity and workplace happiness, as well as maintain the organization’s competitiveness, and turn it into an environment that attracts top talents.



# Commencement of Employee Performance Management System - Interim Review Phase, 2020

The Federal Authority for Government Human Resources (FAHR) has announced the beginning of Employee Performance Management System (EPMS) - Interim Review Phase, in the Federal Government for 2020, which relates to reviewing employees' progress towards achieving their objectives during the year. This phase will extend from the beginning of June until the end of July, to be followed by the third phase of EPMS (Annual Performance Review), from November to the end of December.

FAHR has called on the ministries implementing EPMS, to launch the second phase of the system. according to the rules and standards contained therein, and taking into account the proper implementation of this pioneering system, which has been operated electronically through the Federal Government's HR Management Information System (Bayanati) since 2014.

In this regard, HE Laila Al Suwaidi, Executive Director of Programs & HR Planning at FAHR indicated that the implantation of the three phases of EPMS is electronically enabled through Bayanati System, and that the EPMS itself along with all the evidences and forms are available electronically on FAHR website: [www.fahr.gov.ae](http://www.fahr.gov.ae).

She explained that employees will have access to self-service function, which is considered one of the key components of Bayanati System, to enter his / her own individual objectives and weights, as well as review the objectives achieved with the line manager.

According to Laila Al Suwaidi, the EPMS allows the evaluation of employee performance electronically and enables employees to attach necessary evidence and documents required to complete the evaluation process. However, the system is not a substitute for

personal interview between the employee and his / her line manager, but it is an electronic system intended to automate the traditional manual procedures, speed up workflow in ministries and federal entities and enhance human capital management in the Federal Government.

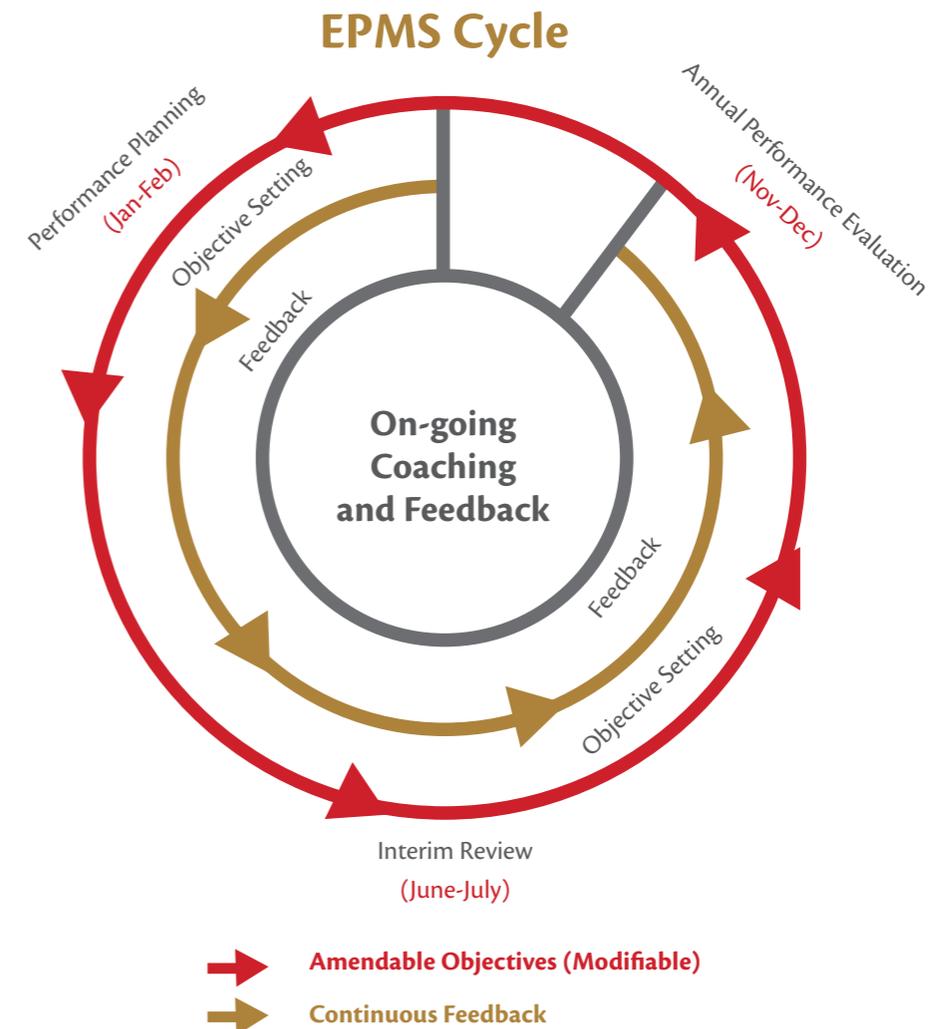
HE Al Suwaidi said: "The Authority has recently launched a new version of EPMS for Federal Government employees, based on Cabinet Resolution No. (35) of 2020, which is one of the pillars of the federal system for human capital development policies, legislation, regulations and initiatives."

Performance Management System for Federal Government employees is one of the most important and best practices for human resource development. It links employee individual objectives to organizational goals and the UAE Government's vision. It establishes an approach that ensures linking rewards, incentives and bonuses to the level of performance, and improving and increasing employee productivity based on the annual performance in line with the Federal Government's goals.

The system evaluates the employee's performance in comparison with the objectives and key performance indicators (KPIs) set jointly between both the employee and the line manager for the period during which the review is taking place, noting that these objectives



Laila Al Suwaidi



and KPIs are originally defined at the beginning of the review period during the performance period in order to take into account any major changes in tasks or responsibilities.

The system evaluates the employee's performance in comparison with the objectives and key performance indicators (KPIs) set jointly between both the employee and the line manager for the period during which the review is taking place, noting that these objectives and KPIs are originally defined at the beginning of the review period during the performance period in order to take into account any major changes in tasks or responsibilities.

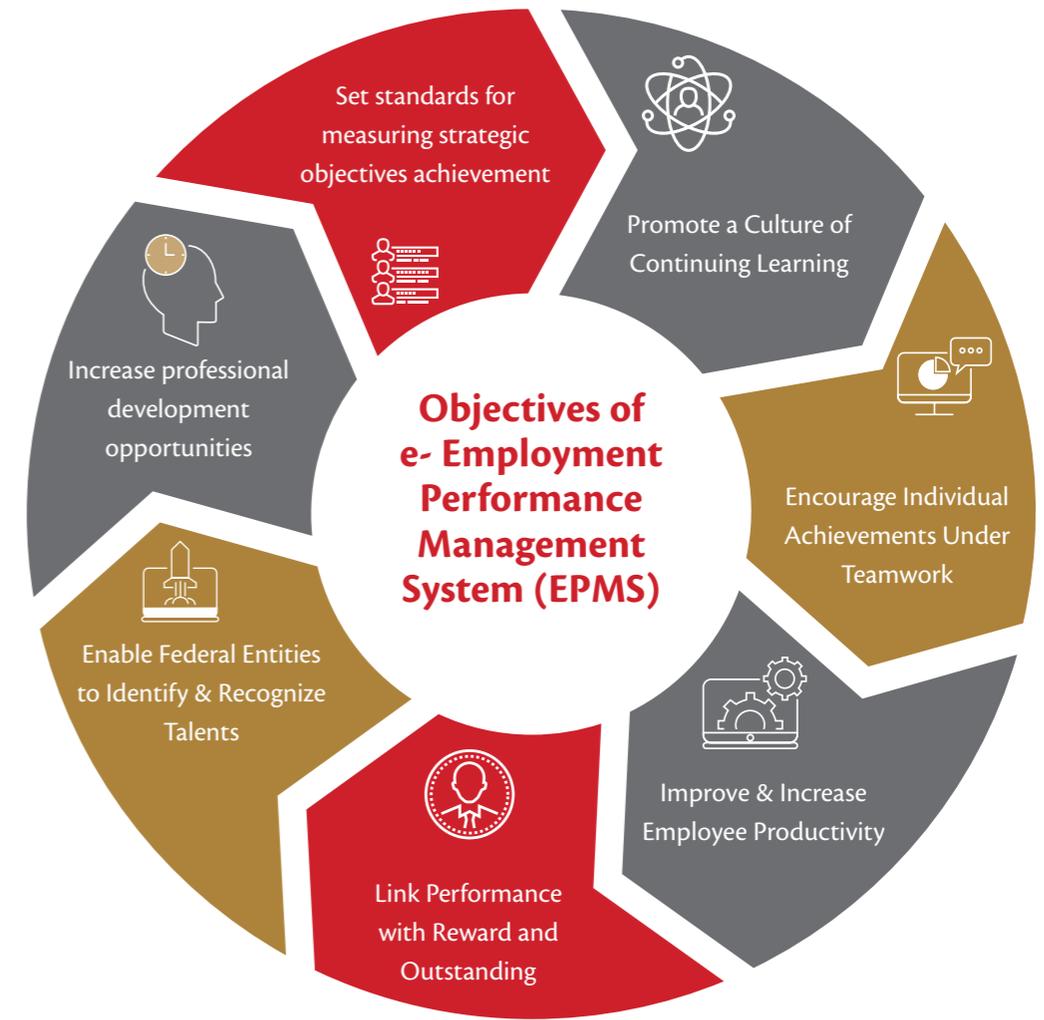
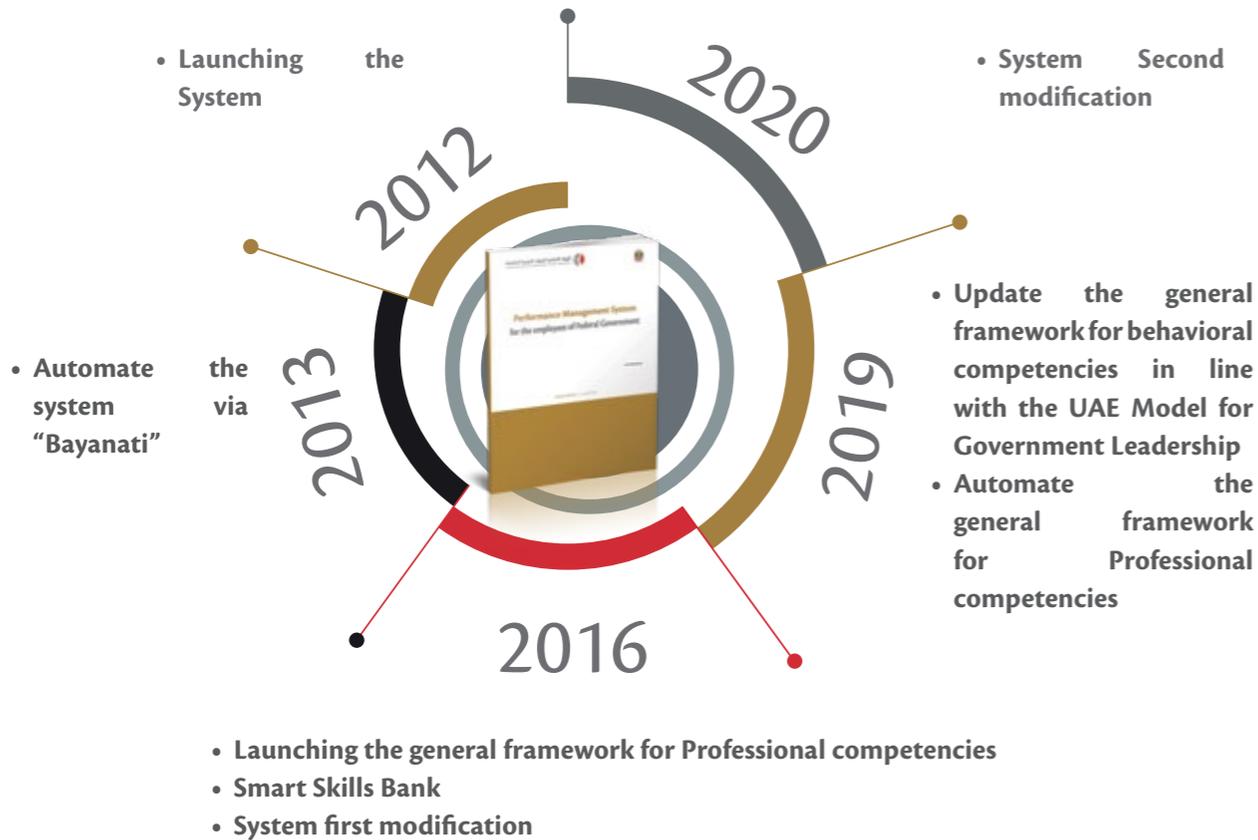
Performance evaluation process relies on ongoing feedback throughout the three performance review

phases: Performance Planning, Interim Review and Annual Performance Review. EPMS applies to all Federal Government employees, regardless of their contract type and term.

### Key amendments to EPMS

The most important amendments to EPMS relate to weights of employee objectives, and flexibility of modifying the objectives throughout the year by agreement between the employees and their line managers. Employees can also document their outputs throughout the year, expand the scope of performance results and adopt behavioral competencies in line with the UAE Model for Government Leadership approved by the Council of Ministers. Professional competencies are now compulsory according to job families.

# Employee Performance Management System in the Federal Government



The system updates also included amending classification of the final performance results according to moderation committee's mechanisms contained in the system. The system is based on five main principles: enhancing individual performance culture, involving employees in planning and setting goals, encouraging supervisors to provide feedback about their employees' performance objectively, linking promotions, incentives, bonuses, training and development to the level of performance, and establishing the values of justice, consistency, and credibility while implementing the system.

### Smart Skills Bank

When formulating smart goals, it should be taken into account that they are ambitious and challenging enough to contribute to realizing the goals of UAE National Agenda. All goals must be geared towards achieving the

strategic plan of the federal entity, and it is possible to use the 5000 smart electronic goals available in the "Smart Goals Bank" for assistance jobs.

### Evaluating Exceptional Cases

The federal entity may, when evaluating the performance results of employees who are enrolled in the National Service and Reserve or who have extended study permits, be guided by the evaluation results of those concerned at the National Service and Reserve for the purposes of evaluating the concerned employee or based on the academic results of the employee exempted for study purposes or that the entity automatically conducts the evaluation process for this category.

As for the new employees, their performance is evaluated at the end of the probation period if their service period

is more than 6 months, like other employees, but if the period is less than (6) months, the employee will not be included in the annual performance cycle.

### Behavioral and Professional competencies

Performance Management System is based on Behavioral Competency Framework in the Federal Government compatible with the UAE Model for Government Leadership, which applies to all grades from the undersecretary to Grade (7), and consists of three main axes: leadership spirit, future outlook, accomplishment and influence. Each pillar consists of a set of criteria which, combined constitute a realistic picture of the leadership model.

The Leadership Spirit pillar includes 3 behavioural competencies: empowering, role model and open

to the world, while Future Outlook consists of 4 behavioural competencies: future shaper, innovative, catalyst for radical change, familiar with advanced technology, and life-long learner. The third and final pillar, Accomplishment and Influence, consists of 3 competencies: flexible and fast, makes smart, efficient and effective decisions, focuses on and achieves higher goals of government.

The entity may not amend the results of its employees' performance evaluation for previous years retrospectively unless there is a clear material error, or if it becomes apparent that the data on which an employee's evaluation was found to be incorrect. In the event that the employee obtains performance assessment rate of 5, 4 or 1 The next supervisor higher than the line manager reviews and approves the final result.

# FAHR launches the second phase of digital fitness initiative for Federal Government employees with the participation of 100 leaders

The Federal Authority for Government Human Resources (FAHR) has launched the second phase of digital fitness initiative aimed at assessing the digital fitness level of federal government employees, using the Smart Digital Fitness App (DFA), and targeting at this stage 250 leaders at the federal government level.

The Authority held a virtual interactive workshop to familiarize the leaders of the federal government with the benefits of DFA, in cooperation with PricewaterhouseCoopers International (PwC). The event was attended by 100 leaders from ministries and federal entities, and was moderated by Mrs. Maryam Al Zarouni, Director of the HR Planning Department at the Authority, in the presence of speakers representing PwC.

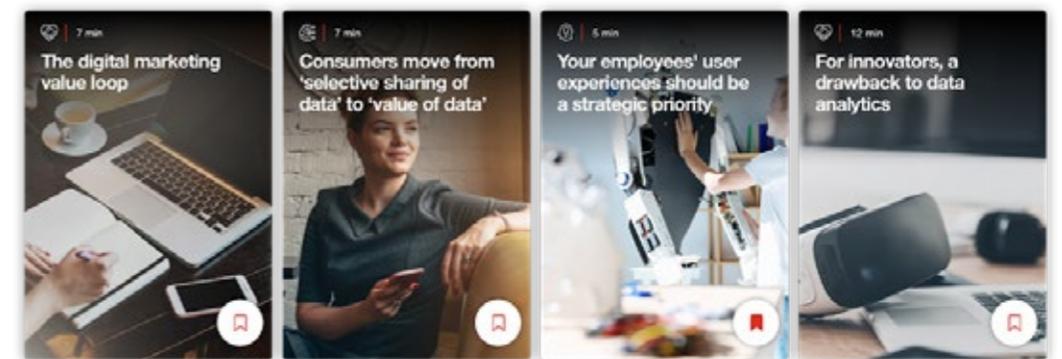
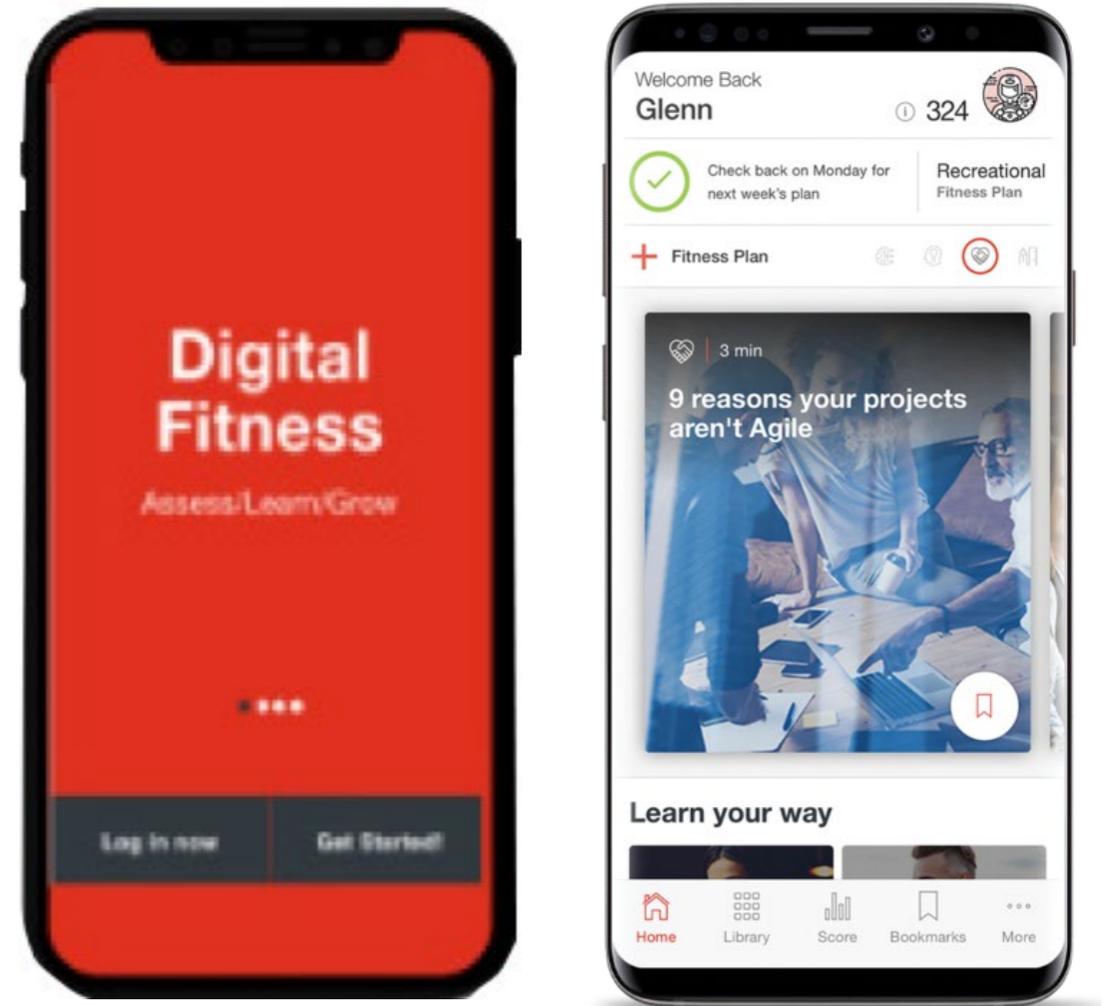
The Director of HR Planning said: “The Digital Fitness Initiative comes as part of the Authority’s efforts to help federal government employees develop their knowledge and skills, be aware of their digital level and prepare better for the digital and technological world. The app contains nearly 300 educational materials, consists of multiple digital items to help employees enhance their knowledge in the subjects that develop their knowledge and skills.

She said: The DFA app provides the ability to assess digital fitness of users, understand their current

digital capabilities, and develop these capabilities through a learning path that leads to more development by helping them to re-evaluate their digital skills on a weekly basis.”

She called on the Federal Government employees to take advantage of the benefits offered by fitness app, which is available on electronic stores, and the Authority website - e-learning portal « Al-Mawrid ». She explained that the app will be a major catalyst in the Authority’s digital transformation journey, which will help all of us stay connected to an ever changing world.

Regarding activation of the digital fitness app, she explained the steps which begin with downloading the app from one of the stores into smartphones, and then creating an account to activate. The last thing is to take the test and assessment. The user can view his results, develop the fitness plan that best suits his needs, and finally start using the app to increase his knowledge.



# FAHR reviews its efforts to ensure business continuation and service provision in the Federal Government

The Federal Authority for Government Human Resources (FAHR) participated, in the recent virtual session organized by the community of innovators, of Mohammed bin Rashid Center for Government Innovation (MBRCGI). The event entitled “The Future of Government Skills and Services” was broadcast live through the accounts of MBRCGI and FAHR on the Instagram: fahr\_uae.

FAHR was represented by Hamad Buamim, Director of Policies and Legal Affairs Department, and Maryam Al Zarouni, Director of HR Planning Department. Saeed Abdullah, Digital Consultant at the Ministry of Community Development also participated in the session.

Participants at the session highlighted the future work skills under the rapidly changing global conditions, and working in post- Covid-19 government. Questions were raised on how the work environment in both public and private sectors would look like after the end of the pandemic, and what will happen to future government services built around customers.

During the session, Hamad Bouamim confirmed that FAHR played an important role in light of the current situations imposed by Covid-19 outbreak worldwide, by taking proactive steps and precautionary measures that had the greatest impact in protecting Federal Government employees, ensuring business continuity and provision of services at the level of ministries and federal entities, in a safe work environment.

He reviewed the most important steps and measures taken by FAHR to address the Coronavirus pandemic

and limit its repercussions on the government work system. They included preparing a guide to working remotely in the Federal Government and procedural guidelines in emergency circumstances, in cooperation with the Ministry of Cabinet Affairs and the Future; providing all services to Federal Government employees and customers electronically through the HR Management Information System in the Federal Government “Bayanati”, smart application “FAHR”, and Customer Happiness System; inaugurating the attendance and departure registration service for Federal Government employees electronically during remote work through smart application “FAHR”; and launching the new virtual sessions approach through the e-learning portal in “Al-Mawrid”, enabling Federal Government employees to attend the workshops and training courses held through “Al-Mawrid”.

Bouamim explained during the session the results of the study prepared by the Authority on the implementation of remote work system in light of the current exceptional circumstances at the Federal Government level. The study was conducted at the level of 53 ministries and federal entities, in which 6327 employees participated.

“The study reached important results that would help the federal entities in general, and the Authority in particular, especially in terms of setting policies, preparing better for the future, and organizing remote work; in order to achieve the best desired results regarding protection of employee health and safety,” he noted.

Bouamim added: “The results of the study showed that 91% of Federal Government employees are satisfied with introducing the remote work system under the current situations, and 96% of them confirmed that their entities are implementing remote work system under the current exceptional circumstances, while 92% of respondents said that their tasks are being documented and their accomplishments monitored on a weekly or daily basis, during remote work period.

“The study also showed that 85% of respondents felt that their employers provided the necessary technological requirements for working remotely, and 61% of them confirmed that they did not encounter any difficulties in coping with working remotely.”

According to the results of the study, 92% of the employees had their tasks and achievements monitored on a weekly and daily basis, (50% of participants are documenting their tasks through periodic reports that are shared with the entity’s officials, while 37% of them are doing so through electronic systems.

For her part, Maryam Al-Zarouni, Director of HR Planning at the Authority shed light on the e-Learning Portal in the Federal Government “Al-Mawred”, which was launched by the Authority in late 2019, and as one of its strategic initiatives, it witnessed during the last period great interaction by the Federal Government employees. The portal was

visited by nearly 77,500 employees, since its inception until the beginning of June, 2020.

She revealed that approximately 33,000 electronic certificates were issued through Al Mawrid platform, with nearly 600 workshops and specialized and general training programs available through the platform in various fields, in which ministries and federal entities can enrol their employees, each in their to its specialization.

Maryam Al-Zarouni confirmed that Al-Mawred is an advanced smart training platform that serves Federal Government employees, develops their behavioral and specialized skills. It provides them with general and specialized innovative online training programs and courses at preferential prices that take into account their needs, enhance their capabilities, and enable them to keep pace with the labor market, and the Fourth Industrial Revolution requirements.

She explained that the e-learning portal in the Federal Government, “Al-Mawred”, is an important alternative to traditional training and learning methods based on the actual attendance of workshops and training courses, and direct contact between the trainer and the trainees looking for knowledge.

By introducing Al-Mawrid initiative, the Authority aims to assist the Federal Government employees, as well as develop their knowledge, skills and capabilities, so that they can cope with the rapidly changing needs of global labor market by acquiring reliable electronic training, at any time, and from anywhere in the world. .



Hamad Bouamim

## A Government that is more flexible fast and keeping pace with change



After consulting with my brother Mohammed bin Zayed, who blessed the new structure and directed the Government to allocate all resources to preserve our gains, and to accelerate the development process Development in our country, the new structure of the UAE Government was approved by my brother President of the UAE, may God protect him.

“Our goal of structural changes today is a government that is faster in decision-making, more up to date with changes and better in seizing opportunities and in dealing with the new stage in our history... a flexible and fast government whose goal is to consolidate the achievements and gains of the country.”

**His Highness Sheikh Mohammed Bin Rashid Al Maktoum**