

## **United Arab Emirates**

### **The Cabinet**

#### **Cabinet Resolution No (11) for 2012 Endorsing Training and Development System for Federal Government employees**

### **The Cabinet**

Having reviewed the Constitution;

- Federal Law No. (1) for 1972 on the jurisdictions of ministries and powers of ministers as amended;
- Federal Law by Decree No. (11) for 2008 regarding federal government human resources as amended;
- Federal Law by Decree No. (8) for 2011 concerning the rules for preparation of the General Budget and final accounts;
- Cabinet Resolution No. (13) for 2012 on the executive regulations of Federal Law No. (11) for 2008 regarding federal government human resources as amended; and
- Based on what was presented by Chairman of Federal Authority for Government Human Resources, and approval of the Cabinet;

### **Decides as follows:**

#### **Article (1)**

The Training and Development System for Federal Government Employees attached to this Resolution and annexes thereof, is hereby endorsed.

#### **Article (2)**

The Federal Authority for Government Human Resources shall exercise the following powers:

1. Developing and updating the System referred to in Article (1) herein, in accordance with the best modern administrative practices. The Cabinet shall endorse any proposed amendments to the System.
2. Issuing instructions necessary to implement the provisions of this System.
3. Modifying guiding manuals and models attached herewith as deemed appropriate

### **Article (3)**

This Resolution shall come into effect from the date of issue and shall be published in the Official Gazette.

Issued by Us

On 18 Jumada al-Akhira, 1433 Hijri

Corresponding to May 9, 2012

**Training and Development System for Federal Government  
employees**

Endorsed by the Cabinet Resolution No (11) for 2012

May 2012

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## **Introduction**

Training is defined as a planned activity aiming to develop technical, behavioral and administrative capabilities and skills of employees to enable them to provide an effective and fruitful performance leading to the achievement of their personal objectives and objectives of the federal entity.

Training in the federal government is considered one of the means of developing human capital, which is relied upon for raising the job competencies of the employees. In its modern conception, training and development are considered a comprehensive work frame and a strategic option within the paradigm of developing human resources, which the federal government seeks to realize in order to stay abreast of the challenges posed by the constant change in work requirements. Training transfers technical and practical knowledge in a way that enables employee and federal entity to face any challenges posed by the knowledge rush within the work environment.

Based on the Authority liability under the Federal Law by Decree No. (11) for 2008 regarding government human resources as amended, the Authority prepared this system relying on the latest modern administrative practices, as it believes in giving comprehensive development opportunities to all employees in the federal government. This aims to achieve the objectives in accordance with the strategic plans with an effectiveness that ensures permanent performance escalation in order to arrive at filling the gap between the current and targeted performance that is determined by the performance management system and this system assists in its processing. This system participates in determining the actual requirements of training and selecting the best forms of training that will achieve the entity current and future objectives. It is also linked to the outputs of performance management system that are considered as inputs to this system with regard to employee development in all behavioral, professional and scientific aspects.

## **Chapter (1): Framework**

### **First: Definitions**

In application of the provisions of this System, the following words and expressions shall have the meanings assigned against each unless the text stipulates otherwise:

<b>State:</b>	: United Arab Emirates
<b>Government</b>	: Government of the United Arab Emirates
<b>Cabinet</b>	: Cabinet of the United Arab Emirates
<b>Law</b>	: Federal Law by Decree No. (11) for 2008 regarding government human resources as amended
<b>Executive regulation</b>	: Executive regulation of the Law
<b>Performance management system</b>	: Federal government employees' performance evaluation system endorsed by the Cabinet resolution.
<b>Federal Entity</b>	: Ministries and federal and public authorities and establishments governed by this law
<b>Authority</b>	: The Federal Authority for Government Human Resources
<b>Senior management</b>	: Undersecretary or assistance undersecretary and the like.
<b>Line manager</b>	: The person who directly supervises the employees, determines their required level of performance and prepares their development programs.
<b>Employee</b>	: Any person holds a position set forth in the budget of any government entity and governed by the provisions of this system.
<b>Training and development budget</b>	: The financial allocations for training and development within the approved budget of the federal entity. It includes the costs of training defined in this system.
<b>Training expenses</b>	: Includes the financial expenses, fees and allocations given to the employee when joining any training entity - with the exception of salaries - in addition to other expenses related to traveling, accommodation, and per diem carried by the work entity.
<b>Training patterns</b>	: Types of set forth herein.
<b>Training programs</b>	: A training environment containing an educational

curriculum within set training hours aiming to provide employees with the necessary knowledge, skills and competences according to the pre-set training plan.

**Educational leave:** : A leave with paid salary and expenses or only the salary, given to the citizen employee to obtain a higher scientific qualification in or out of the country. It may be either full- or part - time, according to the provisions of law and executive regulation.

**Job shadowing:** : A type of training in which an employee shadows another qualified and specialized employee of high competence during daily roles to benefit from their experience in the work.

**Job rotation program** : A form of training in which the employee is rotated according to a time schedule to sections and departments belonging to the job entity in order to perform specific roles to enrich their experience of the job roles and the services provided by the entity.

**Applied roles:** A form of training aiming to train employees on roles within a project or work team outside the scope of their direct work.

**Seminar / conference:** : A meeting coordinated in advance for the purpose of transferring expertise, providing consultations and exchanging information between the attendees.

**Employee with performance level exceed expectations** : An employee classified under the performance management system within the level of (exceeds the expectations and above) and has high capabilities in addition to the elements of competence referred to in the behavioral competences framework.

**Employee with performance level fulfills the expectations** : An employee with high capabilities and elements of competence required within the framework of behavioral competence, but his performance is classified under the performance management systems within the level of (fulfills the expectations)

**Employee with performance level needs improvement** : An employee classified under the performance management system within the level of (needs improvement)

**Analyzing training needs** : It is a study that enables the ministry or the federal entity to identify the necessary training requirements of their employees. It is relied upon when preparing

training plans in order to ensure that training would treat knowledge, skills and competencies defects in an effective and cost beneficial way, in order to enable the entity to effectively perform its roles.

**Institutional Training and Development Plan** : A plan prepared on the level of the federal authority including the required forms of training and development for its employees and determining the training needs in accordance with an annual time schedule in the light of the approved training and development budget.

**Individual development plan (IDP):** It is a work plan prepared in a way that suits the job of the person concerned with the development of specific competencies (knowledge, technical, behavioral, leadership or basic). It should improve their performance of their current job or prepare them to undertake other new responsibilities.

**Behavioral competences framework** : A general framework including measurable (leadership or basic) skills that should be available in the federal government employee.

**Internal trainer** : A federal entity employee who enjoys high ability and competence, charged with providing specific training programs.

**The Mentor** : An employee who enjoys high ability and competence. He is charged with playing the role of the teacher for the employee to be trained in a job shadowing program.

**The supervisor** : An employee assigned by his direct supervisor to ensure a trainee employee is implementing the applied roles training program.

## **Second: Principles**

The training and development system is based on a number of principles. The most important of which are:

1. Establishing a comprehensive relation between the priorities of the federal government strategy and the training and development requirements.
2. Enhancing the connection between the performance management system and the training and development system by setting a prior

conception and plan to determine training requirements according to the priorities of the federal entity on one hand, and the results of performance evaluation on the other.

3. Providing continuous and comprehensive training and development opportunities for all federal government employees.
4. Ensuring transparency, fairness, equality and equal opportunities in the training and development process, regardless of the job category to which the employee belongs.
5. Setting criteria to measure the extent of the influence of the results of implementing training and development programs on individual and organizational performance.

### **Third: Scope of Application:**

This system shall apply to all government entity employees.

### **Fourth: Objectives**

Training and development system aims to raise the competence of the occupational system and provide it with skills and qualifications with a view to achieve performance competence through realization of the following objectives:

1. Ensuring the preparation of individual development plans for employees in order to enhance their strong points and determine their weak points related to performance and treating them.
2. Assist federal entities in qualifying employees to fill the current and future vacant jobs by providing them with forms of training and development.
3. Develop training and development activities by using the best modern practices related to determining training needs of federal entities and drawing the required training plans.
4. Measuring the effect of applying the results of training and development system results on the individual and institutional performance.

### **Fifth: The stages of the training and development system**

The training and development plan in the federal government is formed of four principle stages which collectively form the foundation of the system, whether on the federal entity level or on the individual level. They are:

1. Determining the requirement of training and development.
2. Planning training and development programs.
3. Implementing training and development programs.
4. Reviewing the effectiveness of training and development programs.

**The following diagrams show the cycle of these stages on the individual and government levels.**

## **Chapter (2): Roles and Responsibilities**

As the training and development process is considered as a joint responsibility whose positive results shall be only achieved through participation of all concerned parties by performing their roles on the optimum aspect in the light of the responsibilities set forth herein. Accordingly, the concerned parties with implementation of this system should be determined as follows:

### **First: Federal Authority for Government Human Resources**

The Authority main roles are as follows:

1. Development of the training systems, policies and procedures applied in the federal government;
2. Providing consultations to the federal entities with regard to apply and support strategic development initiatives such as nationalization programs and job rotation and the other similar programs;
3. Setting controls and standards based on which training service providers shall be approved by the federal authorities for the purposes of achieving highest training standards;
4. Development of standards, indexes and measurements assist in evaluation of training effectiveness;
5. Making sure of federal entities compliance with implementation of this system provisions;
6. Making periodic review of the system to ensure its effectiveness and development of its provisions in conformity with the federal government strategy; and
7. Receiving and examining the reports submitted to it by the federal authorities about the indexes of measurement of training effect on the level of federal entity.

### **Second: Concerned Minister and the like**

Roles of the concerned minister and the like include the following:

1. Approval of the annual training and development plan;
2. Undertaking the main and responsible role for implementation of training and development system;
3. Providing the required resources for the purposes of system implementation in the federal authority;

4. Giving direct instructions to concerned persons in the federal entity to take care of system activation according to the established rules, provisions and procedures, and making a continuous evaluation to the results and the effect of system application on raising the employees' competence and work development; and
5. Approval of the Individual development plans for the holders of the senior management jobs.

### **Third: Senior Management in the Federal Entities**

Senior management role includes the following:

1. General supervision on the system application in the federal entity;
2. Instruct human resources departments to follow up training and development goals for every entity;
3. Establish the culture of continuous learning and development through controlling application of training and development by all managers, and taking the necessary action in case of non-compliance with them;
4. Encouraging organizational units to train and develop their employees by utilizing the available financial resources;
5. Active communication with department heads about the suitable training and development matters, and suggesting the best suitable programs for each specialization;
6. Ensuring compatibility of the training and development plan with entity strategic plan;
7. Ensuring availability of financial allocations in the federal entity budget to the accounts of expenses of training and development; and
8. Reviewing the annual training and development plan and submitting it to the minister, the like or any person authorized by him for approval.

### **Fourth: Human Resources Department/Departments Concerned with Training**

Human resources departments shall undertake the following roles:

1. Explanation and application of the training and development programs approved in the federal government;
2. Examining and analyzing the institutional training needs in coordination with the concerned organizational units based on the strategic objectives approved to the federal entity and the results of

performance evaluation and the needs of training on the level of individuals and departments;

3. Preparation of an annual training and development plan in the light of the evaluation results and in accordance with the strategic priorities of the federal entity;
4. Compliance with management of training and development budget within the agreed limits determined in the annual budget of the entity.
5. Management of this system application phases on the level of the federal entity;
6. Providing the Authority with a copy of the annual training and development plan for the federal entity within the time limit determined by the Authority;
7. Following up the concerned departments in the federal entity for preparation of the annual Individual development plans at the entity and taking the necessary actions in case of failure to comply with its application, and controlling its execution;
8. Applying the strategic development initiatives, such as job nationalization programs, job rotation and federal government leaderships programs;
9. Coordination with the external training service providers for preparation or development of the contents of the training programs or courses planned to be provided to the employees in the light of the federal entity needs and according to the entity development pan;
10. Reviewing the Individual development plans related to the employees classified within performance level exceeds expectations or above, as well as reviewing the performance improvement plans to the employees classified within a performance level needs improvement;
11. Organizing internal training courses or approved compulsory programs in accordance with the requirements of the work interest, such as new employee introduction programs;
12. Providing the consultations related to training and development to the senior management;
13. Preparation of annual reports about the effectiveness of training through evaluation of training process according to measurement standards and indexes set by the Authority;

14. Measurement of the results of the training and development programs application in conformity with the principles determined by the entity strategy and needs;
15. Submitting the statistic annual reports to the senior management and the Authority about the results of the system application according to the indexes set by the Authority in this regard;
16. Providing line managers with report about the extent of the employee's compliance with the training pattern decided to him; and
17. Ensuring compliance with the procedures related to the system application;

### **Fifth: Line Managers**

Line manager shall undertake the following roles and competencies:

1. Active participation in the analysis of training and development needs for all jobs under his supervision and setting a time schedule for development and training;
2. Participation in preparation of training programs lead to fill the gap between the employee's current and future performance;
3. Agreement on individual training and development plan with every employee, including determining the development objectives, as well as agreement on what could be implemented from the training and development programs required for improvement of his performance in the light of performance management system results;
4. Assisting employees in determining their needs to the required occupational training for completion of all development objectives within the Individual Development Plan and suggesting specific standards in order to measure the advancement towards achievement of these objectives;
5. Periodic review of training and development plans to ensure their sound implementation;
6. Distribution of job tasks charged to the trainee employee in a manner enables him from allocation of sufficient time to join the training and development programs in accordance with the annual training and development plan; and

7. Compliance with the times appointed to the training courses and programs determined accurately by the external training entities.

Human resources department shall approve the applied tasks plan in accordance with the procedure No 3-2-5 of the procedures manual. The full number of working days in the applied tasks/project plan shall be registered in the training and development record of the concerned employee.

The employee who carries out applied tasks within a project shall not be entitled to any additional financial dues, except his salary, throughout the training period, regardless the tasks attributed to him.

#### **Fifth: Job Shadowing Program**

Job shadowing is a job training pattern where an employee accompany a qualified and specialized employee with high competence as a "Shadow" during implementation of the daily tasks.

Job Shadowing Program is a training pattern suitable for:

1. New employees ;
2. In the cases that require practical applications for the training; and
3. Its application as a complementary appendix to the training programs to deepening the understanding of the new scientific subject.

Employees of all grades and levels at the federal entity are entitled to join job shadowing program. The roles of the job shadowing program shall be subject to the following standards:

1. Determining the roles of job shadowing program by the line manager, concerned employee and the mentor employee; and
2. Maximum period of job shadowing program shall be from one to ten days.

**The mentor employee shall be determined according to the following provisions:**

1. He should complete more than one year in his job;
2. He should achieve at least result of (fulfills the expectations) during last performance evaluation;
3. He should have the capabilities required to carry out the task charged to him.

**Provisions of Job Shadowing**

3. Fulfillment of training needs to the entity to which the employee is seconded as the latter shall play a role in raising the level of performance and skills development.

The law and its executive regulation has regulated the provisions of secondment in detail.

In order to ensure sound planning for return of these employees, the individual development plan should include observation of some steps during the planning stages for external secondment applications that exceed one year, in accordance with the provisions set forth in clause No (3-2-7) of the procedures manual and they are summarized as follows:

1. Providing complete report on the secondment showing its participation in the development goals determined in the individual development plan;
2. Providing a communication plan specifies the manner of seconded employee continuous communication with its original team and line manager through the secondment period;
3. Providing a plan of resources include the manner of job roles completion during the secondment period; and
4. Providing a return plan includes the date and joining mechanism for the returning employee to his job after expiry of the secondmen;

Human resources department shall register the potential date of return from secondment and shall communicate with the line manager and employee before six months and three months from planned date of return in order to discuss his specific role and position upon return.

The executive regulation shall determine the secondment terms and conditions.

The Authority shall also be provided with number of seconded employees in accordance with the form No (d) within the appendix (b).

### **Seventh: Conferences and Seminars (Official tasks)**

Employee's participation in conferences is considered as a training pattern, either for knowledge increase or communication with the peoples with experience in the knowledge fields. Accordingly, the federal authority should connect it with the individual development plan for the employee as a mean of his development. Participation shall be made by providing a worksheet or receiving new knowledge and experience.

As for the delegate's duties and delegation allocations, they are determined in the executive regulation, in accordance with the procedures set forth in clause No (3-2-8) of the procedures manual.

Federal entity shall provide the authority with the number of employees participating in seminars and conferences in the form (h) attached within in the appendix (b).

Attending such conferences is considered as a training pattern according to the controls applicable in the law and executive regulation.

### **Eighth: Job Rotation Planning Program**

Job rotation is an organized and accurate strategic process ensures continuity of qualified employees with competencies and capability to hold significant jobs in the federal government.

Accordingly, the Authority shall cooperate with the concerned federal authorities to prepare the job rotation planning program as an initial step to apply it on the level of the federal government.

## **Chapter (6): General and Final Provisions**

1. Federal Authority for Government Human Resources shall set controls and standards based on which the training service providers shall be approved by the federal entities for the purposes of ensuring achievement of highest training standards;
2. This system shall be complementary to the performance management system and the provisions and controls applicable in the executive regulation;
3. The Authority shall review and amend the provisions of this system when required. Any such amendment shall be submitted to the Cabinet for approval;
4. The federal entities shall apply this system and the attached forms in the appendix (b);
5. Federal entities may amend the forms set forth in the procedures manual according to the work requirements. Meanwhile, it shall be impossible to amend any of the forms set forth in the appendix (b); and
6. Upon application of this system, the provisions of the law and executive regulation shall be referred to, especially what is related to the training patterns set forth therein.

**Manual of Training and Development System Procedures in the  
Federal Government**

## United Arab Emirates

### The Cabinet

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## **Introduction**

This manual aims to provide ministries and federal entities with the mechanism required for implementation of the approved training and development system. It includes the forms, procedures, roles and steps required for the system implementation.

### **1-1) Training and Development Needs on the Level of Federal Entity**

#### **Objective**

This procedure aims to study and enable the federal government entities from determining the training priorities and showing the current status of training, including difficulties and means of remedying them and extent of training effectiveness in the federal authority, as well as specifying the points of weakness that need development by line managers in different departments and sections and specifying the types of preferred training solutions to the concerned persons in the federal entity and the potential estimative cost for implementation of training and development program.

#### **Concerned Persons with the Procedure**

Human resources department or the department concerned with training

#### **Inputs**

- Strategic objectives of the federal entity;
- Statistic data on the employees;
- Scientific level and qualification level of the employees;
- Previous experiences of the employees;
- Employee's current and future job responsibilities (According to the job description card);
- Level of current competencies according to the performance evaluation results;
- Competences framework;
- Results of performance periodic review

#### **Completion Deadline (Deadline)**

Completion shall take place during February and March every year.

#### **Available Instruments to the Human Resources Department**

- Guiding manual for the senior management meeting on training needs analysis;
- Guiding manual for carrying out a workshop in order to explore training and development needs; and
- Employees' survey form on analysis of training and development needs.

### **Approved Connection Elements for the Process**

1-2 Training and development plan

### **Procedure Reference**

1-1 Training and development needs analysis

### **Procedural Manual**

1-1 Training and development needs analysis

## Procedure No (1)

Step	Roles and Responsibilities	Procedure	Description
1	Manager of training concerned department	Preparing a list of required data	<p>This data includes information related to:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Institution strategic objectives</li> <li><input type="checkbox"/> Basic data on employees, such as nationality, gender, age...etc, in addition to other supporting data, such as job rotation rates.</li> <li><input type="checkbox"/> Future competences and required capabilities to be available in the employees of different levels in order to achieve such objectives.</li> <li><input type="checkbox"/> Level of skills or knowledge required to enable employees from improvement of their current performance levels;</li> </ul> <p>Points of weakness in performance, and any necessary training needs for preparation of employees to achieve the strategic objectives of the federal entity and arriving at the highest level of professional development.</p>
2	Manager of training concerned department	Data collection and updating mechanism	<p>The training concerned manager shall collect data, set a comprehensive perception about the current training situation, suggest the required solutions for any points of weakness and find innovative creative solutions. This mechanism includes the following:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Study the strategic plans, new work standards and job description;</li> <li><input type="checkbox"/> Making interview with mangers. Such interview are usually main sources of information about the plans, work organization</li> </ul>

			<p>and changes, or they may expand to include the available facts in the documentary documents.</p> <ul style="list-style-type: none"> <li>□ Making interviews, questionnaires and surveys of managers, employees and other delegates or their representatives.</li> <li>□ Demographic analysis (Such as nationality, age, etc) available in the human resources database.</li> <li>□ Study the competencies framework and employees' competence level analysis.</li> </ul> <p>Performance evaluation results review.</p>
3	Manager of training concerned department	Preparing a report on training needs	<p>Preparing a comprehensive report on training needs in the federal entities. This may be considered as an official document that forms a basis for the annual training and development plan.</p> <p>This report should determine the priorities among the training needs to be specified, as well as any obstacles that prevent active training implementation in the federal entity, and types of preferred training courses to the employees, and any specified fields in which the managers need training and skills development among their work teams and any investments or resources required for</p>

			<p>implementation of suggested solutions.</p> <p>Training needs analysis report may include the following:</p> <ol style="list-style-type: none"> <li>1. Introduction <ul style="list-style-type: none"> <li><input type="checkbox"/> Background/Scope/Style</li> </ul> </li> <li>2. Main results <ul style="list-style-type: none"> <li><input type="checkbox"/> Strategic objectives and training priorities.</li> <li><input type="checkbox"/> Summary of points of weakness in performance/training needs required to fill the gap.</li> <li><input type="checkbox"/> Opinion of line managers on the current applicable training/points of view on the suggest solutions.</li> </ul> </li> <li>3. Suggested solutions <ul style="list-style-type: none"> <li><input type="checkbox"/> Training and development framework.</li> <li><input type="checkbox"/> Training courses and activities.</li> <li><input type="checkbox"/> Self training.</li> <li><input type="checkbox"/> Type of following up and support required from the entity for training success.</li> <li><input type="checkbox"/> Required training pattern.</li> <li><input type="checkbox"/> Trainers and training infrastructure.</li> <li><input type="checkbox"/> Communication plan.</li> </ul> </li> <li>4. Methodology/implementation</li> <li>5. Estimative costs.</li> </ol>
4	Human resources department manager	Training needs analysis report approval	
5	Senior management	Approval	

## Guiding Manual for Senior Management Interview on Training Needs

This manual shall be utilized by senior management in the federal entities for making interviews on the training and development needs. The training concerned department may amend and update this manual to be compatible with the requirements of federal entity.

**Interview Details:**

Name:	Department:
Job title:	Time period in the current job:

1. Please define the objectives and roles of the (Sector/department/section).
2. What are the main goals? What are the most important three goals specified by you for the next year? Are you expecting that your expectations shall change during the three coming years?
3. Where are you expecting the most significant capabilities in the performance improvement within the organizational units?
4. Please mention from three to five problems faced by you within your sectors that hinder achievement of the required performance level?
5. On the assumption that the institution allocates unlimited resources for the training objectives, what is the type of training you wish to organize? What is the manner of its introduction (electronic training, capital training or training outside the workplace, etc.)?
6. What are the training patterns that may assist you in maximum utilization of the current available skills and competencies?
7. Have you ever introduced any initiatives or training courses? Why did you selected such form?
8. How do you describe the work culture? Are the employees being motivated?
9. Do you think that you have the suitable employees to complete the works and function in a correct manner? Are your current employees capable of making use of the training in the preparation to confront the future challenges?
10. How do you describe the successful training and development process? What are the forms of training do you think that they benefit you? (On the job training, electronic learning, etc).
11. Are there any other points of weakness regarding knowledge or skill that have not been discussed yet?

12. Do you have a clear perception on the manner of allocation of annual training and development budget?

13. What are the specified and actual steps that the human resources department may carry out to assist you in fulfillment of training and development needs?

### **Guiding Manual for a Workshop to Explore Training and Development Needs**

This manual shall be utilized to organize the workshops in which employees from all government entities shall participate. The number of participants in every workshop shall not exceed ten employees and an employee shall not attend at the same workshop with his line manager. The training concerned department may update and amend this manual to be compatible with the federal entity needs.

#### **Names of participants in the work shop:**

Name	Department

#### **Workshop Introduction:**

The aim of the workshop is to assist in determining the training and development needs that should be approved by the entity. Your opinions shall assist in understanding the forms of training you need to perform your jobs in an optimal manner, as well as determining the obstacles you think that they hinder your opportunities in training and development and how could the entity better support your achievement of professional objectives.

#### **Workshop Related Questions:**

1. What is the importance of training and development for you personally? Are your training and development experiences in this entity appropriate to your expectations at the time of taking over your

- jobs? Did the training and development opportunities constitute an important element in selection of the place in which you work?
2. Do you think that this entity evaluate the training and development? Could you determine, by examples, how did this section assist you in fulfillment of your needs for training and development? Are you being granted sufficient time for training and development? Do your managers deal seriously with your requests for training and development? Does this institution sufficiently invest in training and development?
  3. Specify the main problems in your jobs that hinder achievement of productivity level desired by you. In your opinion, how does training assist you in addressing such problems?
  4. On the assumption that such entity allocates unlimited resources for the training and development objectives, what are the types of training courses you want to organize? What is the manner of introducing them (Electronic training, on the job training or training outside workplace, etc.)?
  5. Did you discuss your needs for training and development this year with your direct manager? Do you think that your direct manager understand your needs and plans for professional development for the following five years?
  6. What is the manner of informing you of training opportunities provided by this entity? Are you being correctly informed of the training courses?
  7. What are the specified and actual steps you think that this entity could carry out to fulfill your needs for training and development?

**Form No. (1) Staff Questionnaire on Analysis and Development of Training Needs**

Entity needs to training analysis questionnaire aims to ensure fulfillment of training programs to you needs and participation in creation of new opportunities that assist you in fulfillment of your future needs. Your points of view and opinions are very important for us and we appreciate your spent time in reply to this questionnaire. We ensure confidentiality of the participants' identity, as no names shall be mentioned in the final report.

<b>Please specify the category you feel that it better describes your work in this entity:</b>		
1	Leadership category	<input type="radio"/>
2	Supervisory category	<input type="radio"/>
3	Executive category	<input type="radio"/>
4	Professional category	<input type="radio"/>

	0 day	1 -2 days	3 – 4 days	5 – 6 days	Over 6 days
Determine the number of training days you attended during past year					

Have you discussed your training and development needs with your line manager during the past year?	
Yes,	<input type="radio"/>
No,	<input type="radio"/>

Do you currently have an Individual Development Plan (IDP)?	
Yes,	<input type="radio"/>
No,	<input type="radio"/>

If yes ..., Have you achieved the objectives set out in the Individual Development Plan (IDO) during the past year?	
Yes,	<input type="radio"/>
No,	<input type="radio"/>

If no...., Please explain the reasons that hindered you from attendance to
--

the training events specified in the plan.

Example: I have been seconded to another department for six months. Therefore, I did not have enough time to attend all training events.

Please rate your degree of preference to the following training patterns:

	<b>I never care at all 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Most Preferred 5</b>
1. Internal Training (with external trainers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Internal Training (provided by our staff)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. External Training (provided by external trainers).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Official Academic Studies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Secondment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Applied Roles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Career Shadowing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Career Rotation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate the extent of barriers and obstacles that you believe they prevent you from having access to training and development opportunities in this Entity.

		<b>No barrier 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Major barrier 5</b>
1	I cannot get a leave from work to attend training	<input type="radio"/>				
2	I do not know what are the available training courses suitable for me	<input type="radio"/>				
3	There are no training courses that meet my own training needs	<input type="radio"/>				
4	I do not feel that training is necessary for the kind of work I perform	<input type="radio"/>				
5	Training course times are not appropriate at all	<input type="radio"/>				
6	No budget has been allocated for training in my department	<input type="radio"/>				

7	I have a bad experience with the quality of training provided during the past year	<input type="radio"/>				
8	The manager does not give us enough time to discuss our training needs	<input type="radio"/>				

Please rate your degree of preference to the following training patterns:

	I never care at all 1	2	3	4	Most Preferred 5
1. Internal Training (with external trainers)	<input type="radio"/>				
2. Internal Training (provided by our staff)	<input type="radio"/>				
3. External Training (provided by external trainers).	<input type="radio"/>				
4. Official Academic Studies	<input type="radio"/>				
5. Secondment	<input type="radio"/>				
6. Applied Roles	<input type="radio"/>				
7. Career Shadowing	<input type="radio"/>				
8. Career Rotation	<input type="radio"/>				

Please rate the extent of barriers and obstacles that you believe they prevent you from having access to training and development opportunities in this Entity.

		No barrier 1	2	3	4	Major barrier 5
1	I cannot get a leave from work to attend training	<input type="radio"/>				
2	I do not know what are the available training courses suitable for me	<input type="radio"/>				
3	There are no training courses that meet my own training needs	<input type="radio"/>				
4	I do not feel that training is necessary for the kind of work I perform	<input type="radio"/>				
5	Training course times are not	<input type="radio"/>				

	appropriate at all					
6	No budget has been allocated for training in my department	<input type="radio"/>				
7	I have a bad experience with the quality of training provided during the past year	<input type="radio"/>				
8	The manager does not give us enough time to discuss our training needs	<input type="radio"/>				

**If the Entity is to provide the following training courses next year, to what extent these courses are relevant to your work needs?**

		No Relevance 1	2	3	4	Closely Relevant 5
1	1. Enter the name of the course .....					
2	2. Enter the name of the course .....					
3	1. Enter the name of the course .....					
4	1. Enter the name of the course .....					
5	1. Enter the name of the course .....					
6	1. Enter the name of the course .....					
7	1. Enter the name of the course .....					
8	1. Enter the name of the course .....					

**What are the other specialized patterns of training do you need to best perform your job?**

Example: I need to have on-the-job training, such as training on special projects in order to utilize the skills I have recently learnt about Microsoft.

Do you feel that this Entity grants value and importance to training and development?

--

Please send the completed forms to the concerned training department.

Instructions to Human Resources Department:

The training department may amend and update this Form according to the needs of the concerned entity

**2-1 Preparing Training and Development Plan on the Federal Entity Level**

## Objectives

Training and development plan should be based on scientific bases including suitable training patterns, training solutions description, desired results for every training solution and the total cost of these solutions.

## Procedure Concerned Departments

- Training concerned department
- Human resources department

## Inputs

Training needs analysis results report

## Completion Deadline

Plan shall be prepared in April and shall be reviewed every six months.

## Available Instruments

- Training curriculum form No (3)
- Annual training and development form attached to the system.

## Approved Connection Elements for the Process

1-1 Training and development budget on the level of government entity

## Procedure Reference

1-2 Training and development plan preparation

## Procedural Manual

1-2 Training and development plan

## Procedure No (2)

Step	Roles	and	Procedure	Description
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	<b>Responsibilities</b>		
1	Department Manager concerned with training or human resources department manager	Drafting the annual training and development plan	Using training and development plan form No (a) attached to the system that takes place in April every year according to the requirements specified during training and development needs analysis stage. The annual training and development draft plan shall include the following details: <ul style="list-style-type: none"> <li><input type="checkbox"/> Types of training solution for every job in such compulsory training.</li> <li><input type="checkbox"/> Training solution description.</li> <li><input type="checkbox"/> Desired results from each training solution.</li> <li><input type="checkbox"/> Training solutions deadline.</li> <li><input type="checkbox"/> Number of training solutions beneficiaries.</li> <li><input type="checkbox"/> Proposed training deadline.</li> <li><input type="checkbox"/> Training solutions total cost.</li> </ul>
2	Department Manager concerned with training or human resources department manager	Consulting the concerned managers about draft plan	Discussing training and development draft plan with the concerned line manager, human resources department manager and chief executive officer in order to know whether the proposed solutions shall fulfill the needs, and discussing the challenges in preparation of its approval.
3	Human resources department manager/ financial affairs managers	Making sure, from the financial affairs manager in the federal entity, of the extent of financial allocations availability for training and development plan	If the allocations are available, the plan shall be approved. Should there are no financial allocations; the plan shall be reconsidered in the light of the available allocations.
4	Senior management	Plan approval	
5	Department Manager concerned with training or human	Annual plan evaluation at the federal	

	resources department manager	entity according to main performance indexes issued by the Authority.	
6	Department Manager concerned with training or human resources department manager	Making quarterly evaluation and review of training and development plan	Reviewing training needs with the human resources department and using feedback from employees and chief executive officers in every quarter in order to ensure that the plan fulfills the changing needs of the government entity, and updating the pan data when required.
7	Human resources department manager or training concerned manager	Providing the federal entity with a copy of training plan	

**Form No. (2) Description Card for Solution or Training Patterns**

Patterns of Training:

Training Patterns:
Training Services Provider (s):

<b>Targeted group</b>
<input type="checkbox"/> What is group of trainees that will benefit from the training pattern?
<b>Training Objective (Based on the requirements identified in the analysis of corporate training needs)</b>
<input type="checkbox"/> What are the main objectives of training?
<b>Desired Results of Training</b>
<input type="checkbox"/> What are the competencies and skills that will be acquired by trainees upon completing this course?
<b>Structure of Training Pattern</b>
<input type="checkbox"/> How many sessions covered by the course? What are the course's programs, schedules, trainers, and prerequisites in education, training, reading, etc.
<b>Training materials</b>
The required support materials inside and outside the Entity include: (rooms, facilities, technical support, books, etc.).
<b>Methods of Assessment</b>
<input type="checkbox"/> How will the trainees be assessed at the end of the training program?

Approval of the Director of Training Department:
Date

**Instructions to Human Resources Department:**

The training department may amend and update this Form according to the needs of the concerned entity
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**3-3) Training and Development Budget**

**Objective**

Federal government shall allocate for every ministry or federal entity within its budget a special item enables it from implementation of annual training and development plan.

**Procedure Concerned Departments**

- Human resources department or training concerned department
- Financial affairs department

**Inputs**

- Training needs results report
- Training and development plan

**Completion Deadline (Deadline)**

Completion shall take place in May every year

**Available Instruments**

- Form No (1) for training and development needs.

**Approved Connection Elements for the Process**

- 1-1 Institutional training needs analysis
- 1-2 Annual development and training plan

**Procedure Reference**

- 2-2 Training and development budget

**Procedural Manual**

- 2-2 Training and development budget

**Procedure No (3)**

Step	Roles	and	Procedure	Description
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	<b>Responsibilities</b>		
1	Department manager concerned with training or human resources department manager	Completion of a draft budget by using the one pattern cost in the form No (1) attached to the system.	<input type="checkbox"/> Writing down the following data: <input type="checkbox"/> Pattern name <input type="checkbox"/> Classification <input type="checkbox"/> Training pattern cost Costs of one pattern for the external submitted patterns include the following: <input type="checkbox"/> Specified pattern costs; <input type="checkbox"/> Accommodation and travel costs; <input type="checkbox"/> Per diem <b>Internal patterns costs include:</b> <input type="checkbox"/> Trainer fees <input type="checkbox"/> Pattern cost <input type="checkbox"/> Room and accommodation expenses <input type="checkbox"/> ICT equipment (Such as computers, etc.) <input type="checkbox"/> Food expenses during the course (Meals). Supporting materials costs (CDs, books, etc.)
2	Department manager concerned with training or human resources department manager	Estimative total of participants in every course.	This should be based on actual evaluation of the following: <input type="checkbox"/> Points of weakness in skills at the department <input type="checkbox"/> Expected advances of the suggested training <input type="checkbox"/> Capability of the teamwork to over the vacancies during the training periods <input type="checkbox"/> Planned development for specific groups, such as highly talented employees, UAE national employees, senior leaders, Any elements that may hinder the budget.
3	Department manager concerned with training or human resources department manager	Cost calculation for every pattern and the proposed total budget for the	

		entity	
4	Department manager concerned with training or human resources department manager	Collecting all budgets of the organizational units within the pattern of Appendix (b) in one comprehensive budget	Such comprehensive budget should be discussed with the human resources department manager for initial approval. After such discussion, the department budget may be amended by amendment of the total number of participants in every course.
5	Human resources department manager or financial affairs manager	Approval and submitting such budget as a part of allocation of federal entity budget and annual human resources.	
6	Senior management	Approval as a part of annual budget allocation	
7	Department manager concerned with training or human resources department manager	Making any amendment required to the organizational unit budget	
8	Human resources department manager or department manager concerned with training	Issuance of training and development final budgets for the concerned department	

### 2-3 Individual Development Plan

It is a work plan prepared in a manner compatible with the concerned person job in order to develop specific competencies (Cognitive, technical, behavioral, leading or basic) with a view to improvement of his performance

in the current job or for the purpose of preparing him to undertake other new responsibilities.

### **Procedure Concerned Persons**

- Employee
- Line manager

### **Inputs**

- Annual performance document
- Performance evaluation review results

### **Completion Deadline (Deadline)**

Completion shall take place in January and February every year.

### **Available Instruments**

- Attached Individual Development Plan form

### **Approved Connection Elements for the Process**

- Performance evaluation results

### **Procedure Reference**

2-3 Individual development plans

### **Procedural Manual**

2-3 Individual development plans

### **Procedure No (4)**

<b>Step</b>	<b>Roles and Responsibilities</b>	<b>Procedure</b>	<b>Description</b>
1	Employee	Preparing a perception of the	The employee shall, in accordance with the Individual development plan

		Individual Development Plan according to the Form (a) attached to the system.	form, prepare a perception about the plan. Such perception shall including the following: <input type="checkbox"/> Development objectives. <input type="checkbox"/> Setting obvious measurement standard for achievement of every development goal. <input type="checkbox"/> Required steps for completion and achievement of all development goals. <input type="checkbox"/> Required support for achievement of all development goals.
2	Line manager and employee	Reviewing the plan with the employee, twice at least, every year	Ensuring the employee's training needs for the same year and providing means of support required for the individual plan success.
3	Employee/Line manager	Individual development plan adaption and approval	
4	Human resources department	Reviewing the individual plan of a performance level exceeds expectations and needs improvement	<input type="checkbox"/> Ensuring that the plan is in conformity with the training requirements for the employee and the federal entity needs and compatible with the budget.
5	Senior management	Individual development plan approval	For the employees receiving performance evaluation exceeds expectations and above or needs improvement

### 3-4 Entity Internal Trainers

#### Objective

Utilizing the qualified human competencies capable of training in the federal government when such competencies or skills are related to operation or specialization of the federal entity.

### **Procedure Concerned Department**

- Training concerned department

### **Inputs**

- Training and development plan

### **Completion Deadline (Deadline)**

To be determined in accordance with the work interest requirements.

### **Available Instruments**

- Training and development curriculum form.

### **Approved Connection Elements for the Process**

2-1 Training and development plan

3-1-1 Training department.

### **Procedure Reference**

2-4Internal trainers

### **Procedural Manual**

2-4Internal trainers

Step	Roles and Responsibilities	Procedure	Description
1	Training department or human resources department	Determining the internal programs in accordance with the training and development plan that shall be internally implemented.	<p>Reviewing the training requirements to determine the most suitable training programs to be internally implemented. The internal trainer shall be referred to in the following circumstances:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> When the trainers have high level of knowledge in the federal entity;</li> <li><input type="checkbox"/> When the skills required for training are related to the federal entity; and</li> <li><input type="checkbox"/> Upon availability of qualified employees in the federal entity characterized by distinct performance and experience in the field of work.</li> </ul>
2	Department manager concerned with training or human resources department	Determining the potential internal trainers	Reviewing the skills files related to qualifications or direct communication with the line managers in order to determine the internal trainers.
3	Department manager concerned with training or human resources department	Ensuing the capability of internal trainers to perform the training roles	Consulting the line managers and making them familiar with training plans and examining the possibility of making their employees available to carry out the training and ensuring non-hindering the work as a result of making them available.
4	Department manager concerned with training or human resources department	Making the internal trainer familiar with the program objectives.	Providing the internal trainer with the tasks vested in him and knowing his capability to carry out this role.
5	Internal trainer	Preparing a study on the program.	Preparing a draft scientific item for the program decided for training by the human resources department and coordination with the training concerned department in order to

			provide the required possibilities.
6	Internal trainer	Approval of the scientific item by the senior management	Discussing the scientific items with the managers of the trainees in order to clarify any notes, then to be approved by the senior management.
7	Training concerned department	Organizing the training program	Providing the technical support for the program requirements
8	Department head concerned with training	Updating the employee's record data	Updating the employee's record data with the number of implemented training days.

### 3-1-1) Management of registration in the training course

## **Objective**

Registration of the employees in specific training courses, as the importance and necessity of training shall be evident as main constituents in the individual training plan, including attendance sheet updating.

## **Procedure Concerned Department**

- Employee
- Line manager
- Training concerned department

## **Inputs**

- Time schedule for annual management of training and development, form No (2);
- Individual development plan
- Human resources law
- Executive regulation
- Training and development system

## **Completion Deadline (Deadline)**

- According to the requirement

## **Available Instruments**

- Training courses registration form
- Training courses attendance sheet form

## **Approved Connection Elements for the Process**

2-3 Individual development plan

## **Procedure Reference**

3-1-1 Training management

## **Procedural Manual**

2-4 Training management

## **Procedures No (6)**

Step	Roles and Responsibilities	Procedure	Description
1	Employee	Determining the training priority as shown in the individual development plan	Reviewing the required steps in achieving the development goals as specified in the individual development plan. Determining the priority or training events shown in this plan.
2	Employee	Determining the date of suitable training course	Reviewing the annual training and development program in order to determine the suitable time for joining the training course preferred by him. Discussing the suitable training dates with the line manager.
3	Line manager	Filling in all data in the registration form	Please ensure recording the following data in the application: <ul style="list-style-type: none"> <li><input type="checkbox"/> Preferred course data (According to training and development time schedule).</li> <li><input type="checkbox"/> Alternative course date (if the preferred date is busy).</li> <li><input type="checkbox"/> Details of education and language as determined in the form.</li> <li><input type="checkbox"/> Summary showing the importance of your participation in the determined course, with regard to its participation in achievement of your individual development goals.</li> </ul>
4	Line manager	Approval of training course joining date	The employee shall receive the required approvals to join the training course.
5	Employee	Sending the form to the human resources department	Sending the registration form in the training course to the human resources department.
6	Training and development coordinator	Reviewing the registration in the training course for completion.	Reviewing training course registration form in order to ensure availability of the required approvals.
7	Training and development coordinator	Confirming registration in the training course	Ensure vacancy for the employees on the required training course date, and ensure availability of allocated budget for it within the training and

			<p>development budget for the concerned department.</p> <p>In case of making sure of the above, the employee's data and details shall be registered in the human resources system and confirming registration in the training course to the employee and line manager.</p> <p>In case of non-availability of the above-mentioned vacancy or budget, the employee shall be contacted in order to select an alternative training date and he shall be registered on such date as applicable or to be registered in the waiting list.</p>
8	Training and development coordinator	Updating the training and development budget related to the concerned department	Reducing the department budget through determining the full cost of the training course.
9	Training and development coordinator	Instructions circulation before the participants join the course	Circulating any precedent instructions before the participant join the course one week before the course date (Place, time, etc., as well as any other required details)
10	Training and development coordinator	Sending the required forms to the training providers	Sending the required forms to the training service providers (as applicable)
11	Training concerned manager or human resources department	Updating the employees' records to include the number of training course days in which they participated.	<p>Updating the employees' records to include the number of training course days in which they participated and details of the course.</p> <p>If an employee didn't attend the course, he shall notify the line manager and the human resources department in order to take the necessary actions.</p>

### Form No. (3) Registration for Training

The details of this application should be completed by the employee himself. Please be informed that the line manager and the senior management should approve this application before sending it to the human resources department, knowingly that the application that does not include the required attachment shall not be accepted.

#### Personal Details

Name:	Division:
Job grade:	Job Title:
Duration of Current Job:	Line Manager:
Nationality:	Languages:
Phone Number:	E-mail address:

#### Course Details or any Other Training Activity in which you would like to register.

Course Name:	
Number of Training Days:	
Preferred Course Date:	
Alternate Course Date:	
Please note that you will be notified if there is no place for you on your preferred course date or the alternate course date, and you will be placed on the waiting list.	

#### Details of Educational Level

Highest grade in the educational level	University Post-Graduate
	University Graduate
	Some University Studies
	High school
Details of your highest qualifications	Name:
	Date of Educational Qualification:

Please specify how this course contributes to the achievement of the training and development objectives specified in your individual development plan.
---

Acknowledgment of Student:

- I have completed all requirements of this course as specified in the annual training and development program.
- I have read and understood the training and development system and shall comply with its provisions.
- I hereby confirm that all information provided herein is accurate and correct.

employee Signature:	Date:
Director's Approval:	
Signature:	Date:
Name:	Job Title:
Senior Management Approval:	
Signature:	Date:
Name:	Job Title:

To be used only by Training and Development Department

Total Cost of Training Course:	Number of Training Hours:
Executive:	Date:

**Training Concerned Department List (A)**

Examination list of the requirements of the external training course
--

In the preceding stage to the training course		
1-	Sending an email with regard to registration in the course to all participants.	<input type="radio"/>
2-	Sending the final list of the training course participants to the training services provider.	<input type="radio"/>
3-	Completion of training participants' travel arrangements (outside the country).	<input type="radio"/>
4-	Sending an email to the participants in the training including training precedent instructions (location, time, etc.)	<input type="radio"/>
5-	Circulating the course information and details to the participants (if required)	<input type="radio"/>
6-	Sending the record of the course potential participants to the training services provider.	<input type="radio"/>
7-	Sending the training course effectiveness evaluation forms, first section, to the training service provider.	<input type="radio"/>
In the subsequent stage to the training course		
8-	Obtaining the full record of the training course participants' details from the training service provider	<input type="radio"/>
9-	Updating the employees' details by registering the number of days they spent in the training course.	<input type="radio"/>
10-	Informing the manager/department manager of the unjustified absence cases from the course and the delayed cancellation cases.	<input type="radio"/>
11-	Obtaining the training course effectiveness evaluation results from the training services provider.	<input type="radio"/>
12-	Reviewing and comparing the training course effectiveness details	<input type="radio"/>
13-	Taking the required corrective procedures based on the training course effectiveness questionnaire	<input type="radio"/>
14-	Distributing the certificates received from the training services provider.	<input type="radio"/>
15-	Distributing the second section of the training effectiveness evaluation forms to the employees (After three months from the training course)	<input type="radio"/>
16-	Obtaining the level 2 questionnaire from the training course effectiveness evaluation.	<input type="radio"/>
17-	Comparing the level 2 information from the training course effectiveness evaluation.	<input type="radio"/>
18-	Taking the required corrective procedures based on the training course effectiveness questionnaire.	<input type="radio"/>

### **Training Concerned Department Examination List (B)**

Examination list of the internal training
---

In the preceding stage to the internal training course		
1-	Determining the internal training service providers.	<input type="radio"/>
2-	Preparing the training course curriculum.	<input type="radio"/>
3-	Preparing the training course items.	<input type="radio"/>
4-	Training course agenda completion	<input type="radio"/>
5-	Training course location requirements completion (Hall, food and beverage, presentation equipment, etc.)	<input type="radio"/>
6-	Sending an email about registration in the training course to all participants.	<input type="radio"/>
7-	Final list of training participants.	<input type="radio"/>
8-	Sending an email about the pre-joining instructions to all participants (Place and time, etc.)	
9-	Circulating the training course information to all the participants (If required)	
In the subsequent stage to the training course		
10-	Obtaining the full record of the training course participants' details from the training service provider	<input type="radio"/>
11-	Updating the employees' details by registering the number of days they spent in the training course.	<input type="radio"/>
12-	Informing the manager/department manager of the unjustified absence cases from the course and the delayed cancellation cases.	<input type="radio"/>
13-	Obtaining the training course effectiveness evaluation results from the training services provider.	<input type="radio"/>
14-	Reviewing and comparing the training course effectiveness details	<input type="radio"/>
15-	Taking the required corrective procedures based on the training course effectiveness questionnaire	<input type="radio"/>
16-	Distributing the certificates of conclusion/completion.	<input type="radio"/>
17-	Distributing the second section of the training effectiveness evaluation forms to the employees (After three months from the training course)	<input type="radio"/>
18-	Obtaining the level 2 questionnaire from the training course effectiveness evaluation.	<input type="radio"/>
19-	Comparing the level 2 information from the training course effectiveness evaluation.	<input type="radio"/>
20-	Taking the required corrective procedures based on the training course effectiveness questionnaire.	<input type="radio"/>

#### Attendance Book for Training Course

Course Name:	Date:
Place:	Name of Trainer:

Name	Division	Number of Attendees	Number of Absentees (Without Reasons)	Number of Absentees (With Reasons)	Notes (Kindly write down the notes about late attendance or absence)

**3-1-3 Trainer Performance Evaluation**

**Objective**

Evaluation of trainee' skills, knowledge and levels in the scheduled training courses.

**Procedure Concerned parties**

- Training services providers

**Inputs**

- Training registration.

**Completion Deadline (Deadline)**

- Continued.

**Available Instruments**

- Standard evaluation for trainee.

**Approved Connection Elements for the Process**

3-1-1 Training department

**Procedure Reference**

3-1-2 Trainer's performance evaluation

**Procedural Manual**

3-1-3 Trainer's performance evaluation

**Procedures No (7)**

Step	Roles	and	Procedure	Description
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	<b>Responsibilities</b>		
1	Training and development coordinator	Providing the training service providers with a standard evaluation form.	In case of approval of a trainer directly contracting with government entity for providing a specific training service or if an internal trainer is approved, the training concerned department shall provide the trainer with a standard evaluation form, knowingly that such form may be applied to the external courses.
2	Training service providers	Amendment of the trainee's evaluation form to be in conformity with the standards of skills and knowledges specified to this course	A trainer may amend the form information by entering the kills, knowledge and behaviors required for this course.
3	Trainer	Completion of the evaluation form information	A form for every government employee attends the training course should be completed.
4	Training and development coordinator	Updating the employee's register by recording the evaluation results.	Recording the evaluation detailed data in the human resources management system and sending a copy of the results to the line manager.
5	Training and development coordinator	Taking the necessary procedures	If the evaluation results are less than the required level and below expectations, the human resources department shall report the matter to the line manager who shall determines the necessary actions.

**Form No. (4): Evaluation of Trainee's Performance**

- This application will be filled out by the trainer.
- Kindly fill out the evaluation details based on your direct assessment of the trainee's performance; the evaluation results should not be affected by your reporting of others about the employee's behavior, skills or competencies.
- If you can not specify degrees for all features and advantages in each job, you can use the "Unable to comment" entry.
- Please take notes if you choose "needs improvement" or "inconsistently meets expectations" entries.
- Please have a thorough look at your written observations, as trainees rely on the feedback included as practical suggestions for change and to plan appropriate training objectives and correct their weaknesses (if required).
- Once the form is filled out, please sign it and write down the date and send it to the Human Resources Department no later than one week after the end of the training course.

**Employee details:**

Name of employee	Section
------------------	---------

**Course details:**

Name of trainer	
Title of completed course	Date

Knowledge	Needs improvement	Inconsistently meets expectations	Meets expectations	Exceeds expectations	Noticeably exceeds expectations	Unable to comment
Has in-depth knowledge and full understanding of the topic of the course						
Proves technical competency at the following:						
Secondary topic of the course						
Secondary topic of the course						
Secondary topic of the course						
Secondary topic of the course						

Behavior	Needs improvement	Inconsistently meets expectations	Meets expectations	Exceeds expectations	Noticeably exceeds expectations	Unable to comment
Proves honesty, integrity, reliability and punctuality						
Shows sympathy, cooperation, respect for others and accepts diversity						
Highly						

motivated with strong will in learning and training						
Understands and is aware of his/her capabilities and limits and proves to be prepared to accept advice from trainers						

**Overall evaluation:**

In general, the trainee meets the special requirements at this level of training	Yes	No
Comments:		

Signature	Date
Name	Job title

### 3.1.3 Reimbursement of training course fees in case of employee resignation:

Objective:

Ensure that the federal entity gets reimbursement of the financial costs exceeding (AED 5000) for participations in the training courses in case the employee resigns before completing six months in the job after the training course.

#### Procedure is targeted at:

- Human Resource Department

#### Inputs:

- Registration in the course
- Resignation

#### Timetable for completion (time limit):

- Continuous

#### Available tools:

- Not required

#### Approved correlation elements:

- Resignation

#### Procedure reference:

3.1.3 Reimbursement of training course fees in case of employee resignation.

#### Procedural guide:

3.1.3 Reimbursement of training course fees in case of employee resignation.

#### Procedures No. 8

Step	Tasks and responsibility	Procedure	Description
1	Training and Development Coordinator	All training courses completed last year shall be reviewed	Determine if any training courses, whose fees are more than AED 5000, have been attended during the past six months.
2	Training and Development Coordinator	Calculate cost to be paid for each course above AED 10,000.	For each course whose fees exceed AED 5000, the total fees for participating in the course will be determined and deducted according to the number of months remaining for the training commitment. For example, if the employee resigns immediately at the end of the course, the full fees will be payable and due. If the employee resigns five months after the training course, 1/6 of the total fees paid will be charged.
3	Training and Development Coordinator	Calculate total payable cost for professional accreditation program	The resigning employee shall pay the fees in proportion to any professional accreditation programs he/she was enrolled into (regardless of cost).
4	Training and Development	Notify the Payroll Section of the total costs to be	Add up the total of all course fees to be paid and constantly inform the Payroll Section of

	Coordinator	reimbursed	any required deductions The total amount shall be due and recoverable in a single payment or through other reimbursement mechanisms that are determined separately when it is found that a single payment is not possible.
--	-------------	------------	---

### 3.1.4 Reimbursement of course fees if course requirements are not met

**Objective:**

To ensure that the federal entity reimburses the costs incurred for the purpose of participating in the training courses if the employee fails to meet the minimum required attendance hours or if he/she violates the Code of Professional Conduct and the Ethics of the Public Service applied by the federal government or any other conditions related to the training and development stipulated in the implementing regulations.

**Procedure is targeted at:**

- Human Resource Department

**Inputs:**

- Registration in the course
- Trainee performance evaluation

**Timeline of the process:**

- Continuous

**Available tools:**

- Not required

**Approved correlation elements:**

- N/A

**Procedure reference:**

3.1.4 Reimbursement of course fees if course requirements are not met

**Procedural guide:**

3.1.4 Reimbursement of course fees if course requirements are not met

**Procedures No. 9**

Step	Tasks and responsibility	Procedure	Description
1	Training Department Director or Director of HR Department	Notify the line manager that the employee does not meet the requirements	Notify the line manager of any staff member who fails to meet minimum attendance requirements or violates the Code of Professional Conduct and Public Service Ethics applicable at the Federal Government.
2	Coordinator of Training and	Calculate payable cost to be reimbursed	Calculate total fees of the course

	Development Department		
3	Coordinator of Training and Development Department	Notify the Payroll Section of the total costs to be reimbursed	Inform the Payroll Section of any required deductions and the total amount to be reimbursed by deduction from the employee's salary or any of his/her dues at the federal entity.
4	Coordinator of Training and Development Department	Determine whether there is a need to discontinue the participation of the staff member in the course.	Update the employee's record on any suspension of participation in any training to be determined successively.
5	Training Department Director or Director of HR Department/ line manager	Take any other punitive measures required	Take any other punitive measures in accordance with applicable regulations

### 3.2.1 Full-time study leave

**Objective:**

Assess whether an employee is eligible for a full-time study leave to obtain a higher qualification.

**Procedure is targeted at:**

- Human Resource Department and the Training Department.

**Inputs:**

- HR law
- Implementing Regulations
- Individual development plan
- Training and development system

**Timetable for completion (time limit):**

- Based on course duration

**Available tools:**

- Request of full-time study leave
- Notification of interruption and suspension of study leave

**Approved correlation elements:**

3.1.1 Individual development plan (IDP)

Results of evaluation system

3.2 Training development plan

**Procedure reference:**

3.2.1 Study leave

## Procedural guide:

### 3.2.1 Study leave

#### Procedures No. 10

Step	Tasks and responsibility	Procedure	Description
1	Employee	Application for full-time study leave according to individual development plan	Meeting the conditions and requirements specified in the Decree Law, the Implementing Regulations and the training and development system
2	Personnel Department and the Training Department	Consider the full-time study leave application	Ensure compliance with applicable terms and conditions
3	Employee	Identify educational institutions and obtain academic admission	The employee obtains academic admission from a recognized university or institution. Discuss the proposed alternatives with the parties concerned (senior management, training manager, human resources management, etc.)
4	Department Director	Approval of the full-time leave application	Obtain the approval of the department director and submit the application form to the Human Resources Department
5	Director of Training Department	Confirm that the employee meets the requirements and prerequisites	Confirm that the employee meets the prerequisites of the full-time study leave as per the training and development system.
6	The Minister concerned or his authorized representative	Final approval of the application	The Human Resources Department will submit the request to the Minister or his authorized representative.



The Section / Department to which you will return Responsibilities expected upon return
--

**Acknowledgement of the employee:**

- |   |
|---|
| <ul style="list-style-type: none"><li>• I have read and understood the training and development system in the federal government.</li><li>• I confirm that all information provided in this application is true and accurate.</li></ul> |
|---|

Employee's signature:	Date:
Approval of the line manager:	
Signature:	Date:
Name:	Job title:

For HR Department use only:

Comments:
-----------

Training Department	
Signature:	Date:
Name:	Job title:

Approval of the minister concerned:	
Signature:	Date:
Name:	Job title:

### Form No. (6) Notice of Study Leave Suspension

The details of this notice shall be filled by the line manager, the Director of the Department or the Human Resources Department.

#### Personal details:

Name	Section
Job degree	Job title
Telephone No.	Email
Have you ever taken a full-time study leave at this entity?	Yes ( ) No ( )
Please note that if you have taken a full-time study leave at this entity, you should discuss this request with the Human Resources Department.	

#### Details of the full-time leave you are enrolled in:

Course name:	
Name of entity:	
Duration of the course:	
Starting date:	
End date:	

#### Cause of study leave suspension:

Kindly enclose any evidence related to the suspension of the employee's study leave (such as results of tests):

Submitted by:

Signature:	Date:
Name:	Job title:

For HR Department use only:

Have you suspended your leave study?	Yes	No
Start date of suspension (day / month / year)		
Has punitive action been taken?	Yes	No
Has the employee been notified?	Yes	No
What is the total cost to be paid by the employee (in AED)?		
Has payroll data been updated?	Yes	No

Comments:
-----------

Executed by:	
Signature:	Date:
Name:	Job title:

### 3.2.2 Return from study leave

**Objective:**

Ensure that all necessary steps are completed and proper planning for full-time study leave is made.

**Procedure is targeted at:**

- Human Resource Department

**Inputs:**

- Individual development plan
- Workforce plan
- Full-time study leave application

**Timetable for completion (time limit):**

- As required.

**Available tools:**

- Full-time study leave application
- Notice of study leave suspension

**Approved correlation elements:**

2.3 Individual development plan

**Procedure reference:**

3.2.2 Return from study leave

**Procedural guide:**

3.2.2 Return from study leave

**Procedures No. 11**

Step	Tasks and responsibility	Procedure	Description
1	HR Department/ line manager/ employee	Notify staff and line manager about the next date of return	Follow up of the date the employee's return from the full-time study leave based on the application form for the study leave. The Human Resources Department shall communicate with the line manager and the employee six months and three months from the date of return to agree on the specific job to be undertaken by the employee within the federal entity.
2	Employee/ line manager/ HR Department	Agreement on the date of return	The employee and the line manager shall discuss the expected date of return to work.

3	Employee/ line manager/ HR Department	Agreement on post-return job	Agreement on the details of the tasks to be performed by the employee upon his return. The Human Resources Department provides the line manager with information about the tasks that the employee may undertake upon return based on a predefined plan. The terms and conditions of the new functions shall be agreed upon.
4	HR Department	Update contract details	In the event that the employee assumes a new position, the Human Resources Department shall prepare a new contract and coordinate with the employee, the line manager and the Executive Director to obtain the necessary approvals. This procedure should apply the requirements and procedures for this policy
5	HR Department	Update employee record details	Update employee record details and / or payroll as required

### 3.2.3 Leave for test taking:

#### Objective:

Assess whether the employee is entitled to paid leave to attend classes or to prepare for taking academic examinations and tests.

#### Procedure is targeted at:

- Human Resource Department

#### Inputs:

- Exam or study schedule

#### Timetable for completion (time limit):

- Continuous

#### Available tools:

- Application for test taking leave

#### Approved correlation elements:

- N/A

#### Procedure reference:

3.2.3 Leave for test taking.

#### Procedural guide:

3.2.3 Leave for test taking.

#### Procedures No. 12

Step	Tasks and responsibility	Procedure	Description
1	Employee	Determine the need for study leave	May be a result of: <ul style="list-style-type: none"> <li>• Continuing classroom requirements during the semester or</li> </ul>

			• Requirements for tests, attendance and study
2	Employee	Fill out the application form for the exam	Fill out the application form for the exam leave (short study permit)
3	Line manager	Approval of the application for passing the exam	
4	Employee	Attach the application with supporting documents to the Human Resources Department	Submit an application for a test leave along with the required supporting documents (exam schedule) to the Human Resources Department
5	Training and Development Department Coordinator	Work on the application and update employee record data	Take the necessary action on the application by updating the employee's record data and duly informing the Payroll Section.

### **Request for a short study permit**

The details of this application will be filled by the employee. Please note that the Director of Department must approve this request before submitting it to the Human Resources Department. No applications will be considered without the required approval as per applicable procedures.

#### **Personal details:**

Name	Section
Job degree	Job title
Telephone No.	Email

#### **Details of the course you wish to enroll in:**

Institute/ University name:	
Federal entity:	
Duration of the course:	
Starting date:	
End date:	

#### **Details of this section will only be filled for continuing study leave**

(i.e. for classes on an ongoing basis throughout your course)

#### **Sample of study approval:**

	Total number of study hours per day
Sunday	
Monday	
Tuesday	
Wednesday	
Thursday	
Total number of study hours per week	

Semester starting date:	Semester end date:
-------------------------	--------------------

**Details of this section will only be filled for the exams leave**  
(i.e. leave for the examination period or to prepare for the exam)

Total days of study leave:	
Starting date:	
End date:	
Date of return to work:	
Note: Please attach a copy of the test schedule issued by the institution where the employee is registered. If no timetable is available, a copy of the test hall receipt should be dispatched to the HR Department upon return. Kindly note that the entity may not pay the leave salary if you do not submit the relevant supporting documents.	

Employee's signature:	Date:
Approval of the Director of Department:	
Signature:	Date:

Name:	Job title:
-------	------------

For HR Department use only:

Executed by:	
Signature:	Date:
Name:	Job title:

### 3.2.4 Job rotation and developmental assignment

Objective:

Encourage managers and employees to join the rotation programs where the employee is rotated according to a schedule to carry out specific tasks with the aim of providing a wide range of expertise and introducing him/her to various functions and tasks within the federal entity.

**Procedure is targeted at:**

- Line manager
- HR Department

**Inputs:**

- Individual development plan

**Timetable for completion (time limit):**

- As required.

**Available tools:**

- Form of job rotation agreement
- Form of supervision agreement

**Approved correlation elements:**

2.3 Individual development plan

**Procedure reference:**

3.2.4 Job rotation

**Procedural guide:**

3.2.4 Job rotation

**Procedures No. 13**

Step	Tasks and responsibility	Procedure	Description
1	Line manager	Identify the need for job rotation	Review the steps required to achieve the development objectives identified in the individual development plan. Determine whether the job rotation is appropriate especially if the employee: <ul style="list-style-type: none"> <li>• Prefers to work in the administrative or supervisory rather than the specialist field.</li> <li>• Wants to gain a quick experience in all the work done by the federal entity (applicable to new employees or fresh graduates).</li> <li>• Desires to get training in specific skills.</li> </ul>
2	Employee/ line manager/ line manager of the host entity	Discuss goal, objectives and time commitment to job rotation	The job rotation program and the agreement thereon must be defined between the main line manager and the line manager of the host entity and the assigned employee. The duration of each job rotation shall not be less than one month and not more than two months. No limit is applicable to the number of job rotations. The objectives of the job rotation must be agreed upon between the main line manager and the line manager of the host entity before the rotation begins.
3	Line manager	Review the arrangements for identifying an alternate staff to complete routine work and tasks	The main line manager should explain to the HR Department how the administrative functions during the job rotation will be completed and the mechanism and date on which the employee will be transferred to his or her primary function after the end of the job rotation process.
4	Line manager/ line manager of the host entity	Appointment of a supervisor during the rotation period	Assign a supervisor to the employee during the job rotation period
5	Employee	Fill out details of the job rotation agreement form	Document the specific objectives and tasks to be performed during the job rotation period. Obtain the approval the main line manager and the line manager of the host entity during job rotation on these objectives.
6	Line manager/ line manager of	Approve the form of the job rotation	

	the host entity	agreement	
7	Employee	Submit the filled form of the job rotation agreement	
8	Director of the Training Department or Director of the HR Department	Ensure that the job rotation plan meets the criteria for job rotation	Ensuring that the job rotation plan meets the prerequisites of job rotation as established in the training and development system
9	Employee	Conduct job rotation	Set job rotation in motion according to the time frame and the objectives agreed upon.
10	Line manager/line manager of the host entity	Discuss expertise acquired under job rotation	Review acquired expertise during job rotation. The line manager of the host entity shall review the performance of the project at the end of the job rotation process. This review shall be included in the annual performance review prepared by the main line manager.
11	Employee	Provide the total number of days spent in job rotation	Provide the total number of hours spent in job rotation to the Human Resources Department.
12	Training and Development Coordinator	Updating the personal data of the employee's record in relation to job rotation	Update employee records by including the number of days spent in job rotation and reviewing project performance.

### **Form No. (7) Job Rotation Agreement**

The details of this application will be filled out by the employee. Please note that your line manager, the line manager of the host entity and your department director must agree to this request before sending it to the Human Resources Department.

#### **Personal details:**

Name	Section
Job degree	Job title
Date of joining this job	Director
Telephone No.	Email

#### **Details of job rotation:**

Job rotation in the Section:	
Manager of the host entity:	
Section name:	
Duration of job rotation:	
Starting date:	
End date:	
Duties during job rotation:	

Please specify how career rotation contributes to the development objectives set out in your individual development plan.
---

Please specify how host department or the host section can benefit from this job rotation (department / section to which you will be assigned)

Employee signature:	Date:
Approval of the line manager:	
Signature:	Date:
Name:	Job title:
Approval of the host line manager at Job Rotation Section:	
Signature:	Date:
Name:	Job title:
Approval of the Director of Department:	
Signature:	Date:
Name:	Job title:

### Form No. 8 Supervision Agreement

Details of this application must be filled out by the employee and supervisor at the first meeting.

#### Details of employee:

Name:	Section:
Job degree:	Job title:
Date of appointment:	Manager:
Telephone No.	Email:

#### Details of supervisor:

Name:	Section:
Job degree:	Job title:
Telephone No.	Email:

We voluntarily conclude a supervisory relationship, taking into consideration the interest and benefit of both parties. We will seek to establish effective development activities during the time allocated to this relationship. Kindly note that we discussed the specific points of supervision and guidance as a development opportunity. In order to properly understand this relationship, we have noted down the following details:

Rotation duration

Frequency of meetings

Conditions for confidentiality of information on discussion topics

Approximate time commitment of the supervisor

Role of supervisor (consultations, giving a model to follow at work, supervision, giving feedback, training, recommending development activities, proposing or submitting research, etc.).

<b>Employee signature:</b>	
Signature	Date
Name	Job title
<b>Supervisor approval:</b>	
Signature	Date
Name	Job title

### 3.2.5 Applied tasks

Objective

Encourage employees to engage in the practical tasks in which an employee is assigned to perform duties within a project or team outside his direct work scope.

**Procedure is targeted at:**

- Line manager
- Human Resource Department

**Inputs:**

- Individual development plan

**Timetable for completion (time limit):**

- As required

**Available tools:**

- Applied tasks agreement form
- Supervision agreement form

**Approved correlation elements:**

2.3 Individual development plan

**Procedure reference:**

3.2.5 Broad tasks / special projects

**Procedural guide:**  
3.2.5 Applied tasks

**Procedures No. 14**

<b>Step</b>	<b>Tasks and responsibility</b>	<b>Procedure</b>	<b>Description</b>
1	Employee / line manager	Identify the need for applied tasks	Review the steps required to accomplish the development objectives identified in your individual development plan Determine whether the applied tasks are a suitable form of training for the employee (s) if they are: <ul style="list-style-type: none"> <li>• Candidates for new roles and positions.</li> <li>• New managers need to develop their communication skills</li> <li>• Employees who may be able to broaden their knowledge horizons by working with new individuals or tapping into state-of-the-art technologies.</li> </ul>
2	Employee / line manager	Discuss appropriate applied tasks	Applied tasks of the agreement between the line manager and the employee should be determined as part of the individual development plan
3	Employee / line manager	Application for approval of special applied tasks	For existing projects, the project manager must approve special applied tasks. For projects to be carried out, special applied tasks should be approved by the Executive Director when presenting a project schedule as part of the benefits and costs of the project.
4	Line manager	Review staffing arrangements for routine tasks	The line manager should explain to the Human Resources Department his plan and how to cover all the necessary needs to carry out the daily tasks and ensure that they do not affect the project.
5	Line manager	Assign a supervisor to the employee	The line manager must name and assign a supervisor to the employees during the period of work on the project. This supervisor will be responsible for assisting the employee in obtaining the necessary needs for the completion of the project.
6	Employee	Fill out details of the special applied tasks agreement	Document specific objectives and tasks to be implemented during the special applied tasks period, and requested approval of these objectives from the line manager as well as from the project manager / supervisor.
7	Line manager/ project manager/ CEO (if required)	Approve the special applied tasks agreement form	
8	Employee	Submit the agreement form to the Human Resources Department	Present the broad tasks / special project plan to the Human Resources Department
9	Director of the Training Department or	Ensure that the special applied tasks plan meets the	Ensure that the special applied tasks plan meets the requirements of broad tasks / special projects as outlined in the Development and Training Policy

	Director of the HR Department	criteria of this policy	
10	Employee	Perform special applied tasks	Implementation of special applied tasks according to time frames and previously agreed targets.
11	Employee/ line manager/ project manager/ supervisor	Discuss the available expertise in special applied tasks	Reviewing the availability of expertise required for special applied tasks. The project manager or supervisor reviews the performance of the project upon completion of the applied tasks. This review is included in the annual performance review prepared by the main line manager.
12	Employee	Provide the total number of hours spent in special applied projects	Provide the total number of hours spent by the employee in carrying out the special applied tasks to the Human Resources Department.
13	Relevant training coordinator	Update the personal details of the employee's record in relation to the special applied tasks	Update employee records by including the number of special applied task hours and reviewing project performance.

### **Form No. (9) The Applied Tasks / Special Projects Agreement**

Details of this application will be filled out by the employee. Please note that the approval of the line manager, the project manager and the director of the department must be obtained before sending it to the HR Department.

#### **Personal details:**

Name:	Section:
Job degree:	Job title:
Length of service in current job:	Manager:
Telephone No.	Email:

#### **Details of applied tasks / special projects:**

Name of broad tasks / special projects:	
Project manager:	
Section name (if different):	
Duration of task / project:	
Starting date:	
End date:	
Specific duties of the task / project:	

Please specify how these applied tasks / special projects contribute to the achievement of your development objectives:
---

Please specify how you will contribute to the applied tasks / special projects:
---

<b>Employee signature</b>	Date
<b>Approval of the line manager</b>	
Signature	Date
Name	Job title
<b>Approval of project manager</b>	

Signature	Date
Name	Job title
<b>Approval of director of department</b>	
Signature	Date
Name	Job title

### Form No. 10 Supervision Agreement

Details of this application must be filled by the line manager and supervisor at the first meeting.

#### Employee details:

Name:	Section:
Job degree:	Job title:
Length of service in current job:	Manager:
Telephone No.	Email:

#### Supervisor details:

Name:	Section:
Job degree:	Job title:
Telephone No.	Email:

We voluntarily conclude a supervisory relationship, taking into consideration the interest and benefit of both parties. We will seek to establish effective development activities during the time allocated to this relationship. Kindly note that we discussed the specific points of supervision and guidance as a development opportunity. In order to properly understand this relationship, we have noted down the following details:

Relationship duration

Frequency of meetings

Conditions for confidentiality of information on discussion topics

Approximate time commitment of the supervisor

Role of supervisor (consultations, giving a model to follow at work, supervision, giving feedback, training, recommending development activities, proposing or submitting research, etc.).

<b>Employee signature:</b>	
Signature	Date
Name	Job title
<b>Supervisor approval:</b>	
Signature	Date
Name	Job title

### 3.2.6. Job shadowing:

#### Objective

Encourage managers and employees to take part in job shadowing activities where the employee accompanies a qualified and highly qualified employee as a "shadow" in performing daily tasks.

#### Procedure is targeted at:

- Line manager
- Human Resource Department or Director of Training Department

#### Inputs:

- Individual development plan

#### Timetable for completion (time limit):

- As required.

#### Available tools:

- Job shadowing agreement form.

#### Approved correlation elements:

2.3 Individual development plan.

#### Procedure reference:

3.2.6 Job shadowing.

#### Procedural guide:

3.2.6 Job shadowing.

### Procedures No. 15

Step	Tasks and responsibility	Procedure	Description
1	Employee / line	Identify the need for	Review the steps required to achieve the development

	manager	job shadowing	objectives identified in the individual development plan and determine whether job shadowing is a suitable training form for: <ul style="list-style-type: none"> <li>• new employees;</li> <li>• In cases requiring practical applications for training</li> <li>• As a follow-up to the training courses to enhance new training;</li> </ul>
2	Employee / line manager/ guiding employee	Discuss appropriate functions of job shadowing	Draw up the tasks of the job shadowing program and approve the job by the line manager, the guiding employee and the shadow employee (accompanying him). The duration of the job shadowing program should be between 1 day and 10 days maximum. More than one guiding employee may be appointed for the shadow employee to alternately conduct their duties for predetermined periods. In such a case, the total duration of the job shadowing shall not exceed 10 working days. This program can be applied within the same federal entity and other federal entities of the federal government or external institutions.
3	Employee / line manager/ guiding employee	Discuss job shadowing with potential guiding employees	
4	Employee / line manager/ guiding employee	Identify job shadowing objectives	The goals of the job shadowing program should be agreed upon between the employee and the guiding employee prior to starting this program.
5	Employee	Fill out details of job shadowing form	Document specific goals and tasks to be implemented during the job shadowing phase. These goals must be approved by the line manager and the guiding employee.
6	Line manager/ guiding employee	Approve the job shadowing form	
7	Employee	Submit a form of the filled job shadowing agreement	Present the job shadowing plan to the Human Resources Department.
8	Director of the Training Department	Ensure that the job shadowing plan meets the criteria set for it	Ensure that the career shadow plan meets the requirements and criteria set out in the individual development plan
9	Employee	Perform job shadowing tasks	Implementation of job shadowing according to time frames and previously agreed upon objectives.
10	Employee/ line manager / guiding employee	Discuss expertise and experiences related to job shadowing	Review the experiences gained from the job shadowing program, where the guiding employee provides the line manager with a review on the qualifications, skills and educational abilities of the employee upon job shadowing tasks completion.
11	Employee	Provide the total number of days spent in the implementation of job shadowing	Provide the total number of days related to the job shadowing to the Human Resources Department.

12	Relevant training coordinator	Update employee records regarding the job shadowing program.	Update the employee's personal records by including the number of days spent in job shadowing.
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### Form No. (11) Job Shadowing Agreement

This application must be filled out by the employee. The approval of the line manager, the supervisor and the director must be obtained before sending this request to the HR Department.

#### Personal details:

Name:	Section:
Job degree:	Job title:
Length of service in current job:	Manager:
Telephone No.	Email:

#### Details of job shadowing:

Job shadowing field:	
Guiding employee:	
Section name (if different):	
Duration of job shadowing:	
Starting date:	
End date:	
Duties during job shadowing:	

Please specify how job shadowing contributes to the achievement of your development objectives:

<b>Employee signature</b>	Date
<b>Approval of the line manager</b>	
Signature	Date
Name	Job title
<b>Approval of guiding employee:</b>	
Signature	Date
Name	Job title
<b>Approval of director of department</b>	
Signature	Date
Name	Job title

### 3.2.7 Secondment

#### Objective

Secondment is the temporary placement of an employee outside his/her original workplace, while maintaining his/her career relationship with the original employer, provided that the entity to which he/she was seconded shall pay his/her salary as a general rule.

#### Procedure is targeted at:

- Human Resource Department or the Director of the Training Department.
- Line manager.
- Employee.

**Inputs:**

- Individual development plan
- Decree Law on Government Human Resources.
- Implementing Regulations.

**Timetable for completion (time limit):**

- As required.

**Available tools:**

- Secondment application.

**Approved correlation elements:**

- N/A

**Procedure reference:**

3.2.7 Secondment.

**Procedural guide:**

3.2.7 Secondment.

**Procedures No. 16**

Step	Tasks and responsibility	Procedure	Description
1	Employee / line manager / CEO	Identify the need for secondment	Reasons for secondment: <ul style="list-style-type: none"> <li>• Provide opportunity to retrain staff who have been affected by a radical change in the Ministry or the federal entity.</li> <li>• Meet the development needs of high-potential employees in line with their individual development plans.</li> <li>• Meet the training needs of the employee's host entity where the employee plays a role in raising the level of performance and skills development.</li> </ul> Secondment may be proposed by the employee or the federal entity at the request of the host entity.
2	Line manager/ Director of Department / Director of the Training Department	Consider the employee as appropriate for secondment	To determine whether this employee is suitable for the execution of secondment duties, taking into account the following points: <ul style="list-style-type: none"> <li>• Arrange a substitute for the seconded employee;</li> <li>• The length of service of the employee in the current job;</li> <li>• Possibility of professional development to assume leadership positions;</li> <li>• Evaluation of different stages of performance.</li> </ul>
3	Employee /	Discuss details with	Specific points for discussion include:

	original employee/ line manager at host entity/ Director of the Training Department	the original employer and the host entity	<ul style="list-style-type: none"> <li>• Purpose of secondment;</li> <li>• Objectives to be accomplished during secondment;</li> <li>• Benefits for the host or original section/ entity;</li> <li>• Job title during secondment;</li> <li>• Salary during secondment, hours, terms and conditions of secondment (if different from current job);</li> <li>• Secondment term;</li> <li>• Performance management process (especially in case of external secondment);</li> <li>• Communication and contact, and arrangements of return to work.</li> </ul>
4	Employee / original employee/ line manager at host entity/ Director of the Training Department	Suggest start and end date of secondment	Propose an appropriate date for the beginning and end of secondment in view of workload and the requirements of work at the federal entity. The following are issues to be considered: <ul style="list-style-type: none"> <li>• Is there any need for additional staff during this period?</li> <li>• If yes, what will happen to the substitute when the employee returns?</li> </ul>
5	Employee	Fill in the secondment application details	
6	Authority in charge of approving secondment at both parties	Approval of secondment application form	
7	HR Department	Confirmation of secondment and updating employee data	Submit a written confirmation of the secondment, including any temporary changes to the terms and conditions, updating the employee's data and record and / or payroll as appropriate.

### 3.2.8 Return from secondment

Objective:

Ensure that all necessary steps are completed and proper planning for the employee's return from long-term secondment is in place.

**Procedure is targeted at:**

- Human Resource Department

**Inputs:**

- Individual development plan
- Secondment application

**Timetable for completion (time limit):**

- As required.

**Available tools:**

- Secondment application

**Approved correlation elements:**

2.3 Individual development plan

**Procedure reference:**

3.2.8 Return from secondment

**Procedural guide:**

3.2.8 Return from secondment

**Procedures No. 17**

Step	Tasks and responsibility	Procedure	Description
1	HR Department / line manager / employee	Notify the employee and the line manager of the next return date	Follow-up on the date of the employee's return from secondment based on the secondment application form. The Human Resources Department shall communicate with the line manager and employee six months and three months before the date of return with a view to agreeing on the specific position to be filled by the employee within the federal entity upon his/her return.
2	Employee / line manager/ HR Department	Agreement on return date	The employee and the line manager shall discuss the expected date of return to work.
3	Employee / line manager/ HR Department	Agreement on job after returning to work	Agreement on the details of the tasks to be performed by the employee upon his/her return. The Human Resources Department provides the line manager with information on the tasks that the employee may undertake upon his/her return according to a plan prepared in advance. The terms and conditions of the new functions shall be agreed upon.
4	HR Department	Update details of employment contract	In the event that the employee assumes a new position, the Human Resources Department shall prepare a new employment contract and coordinate with the Chief Executive Officer and the Executive Director to obtain the relevant approvals. This procedure should apply the requirements and procedures of this Manual.
5	HR Department	Update details of employee's record	Update details of employee's record and / or payroll as required.

**3.2.9 Conferences and seminars:****Objective:**

Encourage the adoption of official conferences and seminars as development events.

**Procedure is targeted at:**

- Human Resource Department or Training Department.
- Line manager.
- Employee.

**Inputs:**

- Individual development plan

**Timetable for completion (time limit):**

- As required.

**Available tools:**

- Conference attendance application

**Approved correlation elements:**

2.3 Individual development plan

**Procedure reference:**

3.2.9 Conferences and seminars

**Procedural guide:**

3.2.9 Conferences and seminars

**Procedures No. 18**

Step	Tasks and responsibility	Procedure	Description
1	Employee	Identify the need to attend the seminar or conference	Review the steps required to achieve the development objectives outlined in your development plan. Determine whether any professional development conferences are relevant to your goals.
2	Employee	Determine the date of the conference / seminar	Discuss the date of the conference and the possibility of attending with the line manager.
3	Employee	Fill out the application form	Fill in all conference attendance details and attach the conference leaflet and forms requested by the organizing institutions of the conference.
4	Line manager and / or senior management	Approve the request to attend the conference	The employee must obtain the necessary approvals when enrolling in training courses, including the approval of the manager and / or senior management
5	Employee	Submit the form to the Human Resources Department	Once the data is filled and approved, the Conference Attendance Form is sent to the HR Department
6	Training and Development Coordinator	Check conference attendance application details	Review the application for conference attendance to ensure that it includes all the required approvals before submission.
7	Training and Development Coordinator	Review the budget of the concerned section allocated to conference attendance	Revise the budget of the relevant section allocated to conferences to ensure that provisions are available to cover the full costs of participation in the conference.
8	Training and Development Coordinator	Fill out the registration data in the conference	Fill out the conference registration form for the organizers of the conference necessary for travel.
9	Training and Development Coordinator	Update the budget details for the concerned section allocated to conference	Update details of the relevant section's budget allocated to conference attendance by including the cost of the training course.

		attendance	
10	Training and Development Coordinator	Update the employee's personal record details	Update the personal record of the employee by including his attendance data such as dates, number of days, location and cost.

### **Request to attend a conference / seminar**

Details of this application form must be filled out by the employee and approved by the line manager and senior management before being sent to the Human Resources Department. Any applications that do not include these special approvals will not be considered.

Please attach the conference leaflet (statement of conference details) and the filled conference registration application along with this form.

#### **Personal details:**

Name:	Section:
Job degree:	Job title:
Length of service in current job:	Manager:
Nationality:	Language:
Telephone No.	Email:

#### **Details of training or educational course you wish to enroll in:**

Conference name:	
Conference date:	
Conference venue:	

Please specify how this course contributes to the development objectives set out in your individual development plan.

#### **Employee acknowledgment:**

• I have read and understood the federal government's policy regarding training costs. I also understand that if I voluntarily cease to work for the Federal Government during the course of the training course, I may be required to pay all or part of the costs of this course.

<b>Employee signature</b>	Date
<b>Approval of the line manager</b>	
Signature	Date
Name	Job title
<b>Approval of the senior management</b>	
Signature	Date
Name	Job title

#### **4.1 Training effectiveness review:**

Objective:

Evaluate training courses to determine if they meet the goals set within the planned timeframe.

**Procedure is targeted at:**

- Human Resource Department

**Inputs:**

- Training Department

**Timetable for completion (time limit):**

- Continuous

**Available tools:**

- Survey of training effectiveness review – part 1
- Survey of training effectiveness review – part 2

**Approved correlation elements:**

3.1.1 Training Department

**Procedure reference:**

4.1 Training effectiveness review

**Procedural guide:**

4.1 Training effectiveness review

**Procedures No. 19**

Step	Tasks and responsibility	Procedure	Description
1	Training Service Provider	Distribution of a survey to all trainees	Upon completion of the course, the training provider will distribute surveys to all participants in the course.
2	Participants in training course	Fill out and return the survey	Each participant in the course must complete the survey and return it to the training provider prior to leaving the course venue.
3	Relevant training coordinator	Record responses in the survey.	Record the answers to the survey in a predefined database.
4	Relevant training coordinator	Distribution of an evaluation form about three months after the end of the course.	Distribution of the second part of the evaluation of the effectiveness of the training to each participating employee after about three months from the end of the training course
5	Employee	Fill out the survey and identify aspects of the training	The employee must fill in the details of this form and indicate the areas in which he or she has applied the course.
6	Employee / line manager	Discuss areas in which the chairman can support the employee	The chairman can be consulted with a view to identifying other development areas, and how to support the manager for the most effective application of the course.
7	Employee / line	Sign the form and	The line manager and the employee must sign this form

	manager	send it to the Human Resources Department	before sending it to the Human Resources Department.
8	Employee / line manager	Record responses submitted in the survey	Write answers to the survey within a predefined database
9	Director of the Training Department	Comparison of results	Comparison and use of results in evaluating the quality of the training program and the efficiency of training service providers and returns on investment in training, and submitting them to senior management for review and identify effectiveness of the training course.

### Training Effectiveness Survey - Part 1

The details of this application shall be filled out by the employee at the date of the training course. Please submit this request to the training provider prior to leaving the course venue.

#### Course details:

Name	Section
Training course	Date
Training service provider	Venue

		Totally disagree	Disagree	Slightly disagree	Slightly agree	Agree	Totally agree
1	In this course I achieved my individual goals.						
2	I have gained a deeper understanding of the subject of the training course through my participation in it						
3	My performance will increase as a result of attending this course						
4	Take full advantage of this course						
5	It created an appropriate training and education environment						
6	Organized the training sessions appropriately to make the most of the course within the allotted time						
7	Was expert in the field of competence						
8	Was responsive to the needs of the group						
9	The number of participants in this course was appropriate.						
10	I am satisfied with the level of education offered to me.						
11	The facilities of the training course are of the highest						

quality.						
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Which parts of the course do you consider the most ????
What interests you in this program?
Are there any issues that you expected to learn during this program but were not included?
Please provide us with your feedback regarding the quality of this course.

**Training course application plan:**

What are the gains from this course you want to apply?
When do you want to do this?
What support do you need to accomplish this?

Within three months you will receive a survey to monitor the effectiveness of the training; its details should be filled in coordination with the line manager. This survey aims to assess the changes that have resulted from your attendance at the course. Please contact the Human Resources Department if you have any questions.  
Thank you for taking the time to fill out this survey, and hope you have benefited from this course.

**Training Effectiveness Survey - Part 2**

Details of this application must be filled out by the employee three months after attending the course. Please discuss this survey with your line manager and request his approval before sending it to the Human Resources Department.

**Details of course:**

Name	Section
Course	Date
Training provider	Venue

		Totally disagree	Disagree	Slightly disagree	Slightly agree	Agree	Totally agree
--	--	------------------	----------	-------------------	----------------	-------	---------------

1	My job performance has increased as a result of attending this course.						
2	I had the opportunity to take advantage of the skills I learned in this course.						

If you could not benefit from the skills, please specify the reasons for this:	
.3	I did not learn anything I could apply
.4	I did not have the chance
.27	I was very busy
.28	Others discouraged me from trying to change

If you have the opportunity to take advantage of your skills, please answer the following questions:

<p>What education and training points did you apply after this course? Please identify any evidence of your application of what you learned during this course (new processes, systems, improved customer satisfaction, etc.)</p>

All respondents are asked to answer the following questions:

Are there training aspects that would make the course program more useful to you if it were available?
Have experiments helped identify other needs for training and development?

This section is filled by the line manager:

		Totally disagree	Disagree	Slightly disagree	Slightly agree	Agree	Totally agree
1	I noticed a rise in the level of staff performance in the workplace since attending						

	this training course						
2	I noticed indications that staff benefited from the skills acquired in this course						
	I will not hesitate to send another employee to attend this course						

If your employee does have the chance to acquire the skills gained from this course, please answer the following questions:

<p>How can you support an employee to take advantage of the skills gained from this course? Please specify the procedures that can be applied and the resources that the employee needs to accomplish and the time limit set for the same.</p>

If you allow your employee to take advantage of the skills gained from this course, please answer the following questions:

<p>What are the results whose effect you have been observed in the employee, indicating the application of the skills gained from this course (new processes, systems, improved customer satisfaction)</p>

Employee signature:	Date:
Approval of the manager:	
Signature:	Date:
Name:	Job title:

Please send completed forms to the Training Department.

**Form No. A**

Ministry/ Authority...

## Annual Training and Development Plan

SN	Training Form	Main / supporting activity	Number of employees	Frequency of holding program	Cost	Description / description of form	Actual material	Training results	Comments
<b>Total</b>									
Prepared by the Director of the Department of Training / Human Resources Department:									
Approval of the Director of Human Resources Department:									
The Minister or his authorized representative:									
Date:									

1									
2									
3									
4									
5									

Employee signature	Date
Line manager signature	Date

Senior management's approval of employees rated "exceeding expectations" and above.

Senior management's approval

**Form No. C**

Ministry/ Authority...

**Study leaves report form**

Name of employee	Study objective	Specialization	Timeframe	Current academic degree	Required academic degree	Cost as per full-time or care system	How it agrees with individual development plan
Total							

\* This report will be submitted semi-annually to the Federal Authority of Human Resources  
Name and signature:  
Training Department Director

**Form No. D**

Ministry / Authority

**Form of report on number of seconded employees**

Name of employee	Host entity within state/ abroad	Secondment term	Cost	How it agrees with individual development plan
Total				

\* This report will be submitted semi-annually to the Federal Authority of Human Resources

Name and signature:

Training Department Director

**Form No. H**  
Ministry/ Authority

**Form of report on number of participants in conferences and seminars**

Number of employee	Type or name of conference / seminar	Within the state or / abroad	Duration	Cost	How it agrees with individual development plan
<b>Total</b>					

\* This report will be submitted semi-annually to the Federal Authority of Human Resources

Name and signature:

Training Department Director

**Form No. B****Individual Development Plan Form**

Private and confidential:

Name of employee		Reasons for filling this IDP form	<input type="checkbox"/> Implementation of replacement and Emiratization plans <input type="checkbox"/> Job grading <input type="checkbox"/> Development needs <input type="checkbox"/> Other
Job title			
Job degree			
Line manager		Date of filling the form	
Next manager		Date of revising the form	

**Instructions**

As a result of the annual performance assessment, the line manager must identify the technical and behavioral development aspects that the employee needs to develop. The improvement areas identified in the annual performance document are the basis for individual development plans that must be linked to the training and development policy of the federal entity.

After the form is filled out and signed by the employee and the line manager, a copy of it will be sent to the HR representative through the relevant department manager, and retain a copy for reference when needed.