



Frequently Asked Questions

The Federal Government Employee Performance Management System (Injazati)

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1. What is the Federal Government Employee Performance Management System – “Injazati”?

“Injazati” is an advanced, AI-enabled system that helps employees set clear and inspiring objectives. The system aims to enhance institutional performance by supporting future government directions, reinforcing positive behaviours and a culture of governmental excellence, and aligning individual objectives with the entity’s strategic plan. It is a flexible system that promotes continuous learning and drives the achievement of tangible results.

2. What are the main objectives of the system?

The system aims to achieve the following:

- Aligning employees’ key performance results with initiative expectations and with the federal entity’s strategic and operational objectives.
- Establishing clear foundations that ensure fairness and accuracy in measuring actual contributions toward achieving the set objectives.
- Embedding a high-performance culture across federal entities.
- Leveraging the performance management system as a strategic tool to improve overall institutional performance and ensure the effective implementation of government-level initiatives.

3. Does the system apply to all employees?

Yes. The system applies to all employees of federal entities who fall under the provisions of the Federal Decree-Law, except for those occupying job grades 8 to 14, or their equivalents in entities that use their own grading structures. These employees will have their performance evaluated based on the tasks assigned to them.

Entities that are not subject to the Federal Decree-Law must develop their own performance systems in line with the principles outlined in this system.

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4. What are the phases of the Performance Management System?

The system consists of the following phases:

- 1. Phase 01:** Performance Management Planning and Objective Setting (January – March): Identifying key performance targets in alignment with the entity's Strategic and Operational plan. Defining the required behavioural competency levels in accordance with the Federal Government's General Behavioural Competency Framework.
- 2. Phase 02:** Continuous Performance Review Meetings (February – October): Holding regular, documented performance review meetings between the direct manager and the employee, at least once during this period.
- 3. Phase 03:** Annual Performance Evaluation (November – December): Completing the final performance management document, including achievements, areas for development and improvement, and specifying any exceptional accomplishments (if applicable).
- 4. Phase 04:** Performance Calibration, Appeals, and Rewards Management (January – March of the following year): Reviewing and calibrating final results to ensure fairness in evaluations.

Learning and Development (February – January): Identifying the employee's development needs based on the annual evaluation results, noting that learning and development continue throughout the year.

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5. What is the role of the Federal Authority for Government Human Resources (FAHR) in implementing the system?

FAHR is responsible for issuing the necessary guidelines to implement the provisions of the system, developing the mechanisms, policies, and procedures for its application, providing the digital platform, offering advisory support, and monitoring entities' compliance with the system.

6. What is the role of senior leadership in federal entities?

Their responsibilities include:

- Approving the entity's strategic objectives.
- Encouraging and motivating employees to achieve their targets.
- Ensuring that the system is implemented fairly and transparently.

Further details on senior leadership roles and responsibilities can be found in the annexes attached to the Procedures Manual.

7. What are the responsibilities of Human Resources departments?

HR departments provide support and guidance to employees and managers, manage adjustment and balancing processes, and ensure performance evaluations are carried out within the specified timeline.

More details on HR roles and responsibilities are available in the annexes attached to the Procedures Manual.

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8. How can employees effectively participate in the performance management cycle?

Employees play an active role in ensuring the success of the performance management cycle by:

- Setting their performance targets in coordination with their line manager.
- Requesting regular feedback to improve their performance.
- Implementing development plans to enhance their skills.

Additional details on employee and manager roles are included in the annexes attached to the Procedures Manual.

9. How are the employee's key performance targets determined?

They are set through agreement between the employee and the line manager at the beginning of the year, ensuring they are measurable and aligned with the entity's Strategic and Operational Plan. The "Injazati" system provides several options for adding key targets, including manual entry, AI-generated suggestions, or the Objectives Bank.

10. What criteria must the employee's Objectives and Key Results (OKRs) meet?

Objectives must:

- Be measurable and clearly defined.
- Be linked to the entity's strategic and operational objectives.
- Be achievable within the annual cycle.
- Include clear performance indicators for measurement.
- They must be no fewer than 3 and no more than 5, with a total weight of 100%.

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11. Can objectives be modified during the year?

Yes. The system allows modification of key performance objectives if changes occur in job nature or the entity's strategic objectives, provided documentation and approval from the direct manager are obtained.

12. How can the performance be evaluated if an employee is transferred to a new position during the evaluation year?

- If the transfer occurs within the first 3 months, the evaluation is based only on the new position.
- If the transfer occurs after 3 months, the evaluation is based on performance in both positions.

13. How is a new employee evaluated during the probation period?

A special performance document is created, and the employee is evaluated at the end of the probation period (6 months, extendable) before confirmation in the position.

14. Can employees be evaluated if they worked less than six months during the evaluation year? What are the implications?

Employees are evaluated if they were on duty for more than 6 months, whether consecutive or not. Employees who worked less than 6 months for an accepted reason are not evaluated and therefore do not receive annual increments or other outcomes associated with the system.

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15. How are employees on long leave (e.g., study leave, maternity leave) evaluated?

When evaluating employees enrolled in national service, on extended study leave, or on entrepreneurship leave, the entity may rely on: The evaluation results issued by the National and Reserve Service Authority, Academic results for employees on study leave, Project outcomes for entrepreneurship leave, Or the entity may conduct its own evaluation. In all cases, the final performance rating must not exceed Level (3) – “Meets Expectations” or its equivalent.

16. Who is responsible for initiating the continuous Performance Management Review Meetings phase?

The process may be initiated by either the employee or the direct manager. However, its completion must be carried out by the direct manager.

17. How many periodic review meetings are required?

There is no limit to the number of periodic reviews. Senior management should determine the required number of performance follow-up processes through a series of documented and regular meetings between the direct manager and the employee. At least one review must be conducted during the year within the specified timelines, whether formally or informally, provided it is documented.

18. How can the employee benefit from feedback?

Feedback helps employees improve their performance by identifying strengths and development opportunities, enabling them to adjust their approach to achieve their objectives more efficiently.

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19. What is the difference between formal and informal feedback?

- **Formal:** Provided during periodic meetings and documented in the performance management system.
- **Informal:** May be verbal or written notes from the direct manager on a continuous basis to improve performance. In all cases, continuous review processes between the employee and manager must be documented in the performance management system.

20. Are the periodic performance review meetings mandatory?

Yes. Periodic meetings between the employee and the direct manager must be held at least once to discuss performance, provide feedback, and track progress toward objectives.

21. Are all performance management stages documented in the system?

Yes, all stages are documented in the digital Performance Management System for Federal Government employees to ensure transparency and ease of access to data.

22. How can employees track their performance during the year?

Employees can log into the electronic system to track their objectives, view progress levels, and request feedback from their manager. They may refer to the user manual for detailed steps for each stage of the Performance Management Cycle.

23. What happens if the line manager does not carry out the performance management cycle for their employees?

The entity is responsible for ensuring the cycle is implemented. If the line manager fails to perform their duties, appropriate administrative actions are taken in accordance with HR regulations.

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24. How is the final performance rating calculated?

The overall score for the OKRs section is calculated automatically by the electronic system based on the achieved result for each target and its assigned weight. Behavioural competencies are evaluated manually by the line manager, based on the performance scale of each competency level as per the job grades.

25. Can employees appeal the final rating?

Yes. Any employee may submit an appeal to the Grievance Committee within five (5) working days of receiving their final evaluation result.

26. Can employees contest the decision of the Grievance Committee?

Yes. Employees who receive a Level (1) performance rating may challenge the decision by submitting an objection to the Objection Review Committee within ten (10) working days.

27. What criteria govern the granting of rewards and promotions?

Rewards and promotions are linked to the results of the annual performance evaluation, following defined mechanisms that ensure fairness and merit, and are subject to the approved budget of each entity, as illustrated in the Rewards and Promotions Table in the Procedures Manual.

28. Can the performance evaluation results be amended after approval?

No. Evaluation results may not be modified after approval by the Calibration Committee, except with the approval of the Federal Authority for Government Human Resources in justified exceptional cases.

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29. What procedures apply to employees with low performance?

The detailed procedures for managing underperformance are outlined in the system's Procedures Manual and include a series of steps designed to support the employee and improve performance. The main procedures include:

- Issuing a first written warning and allowing a 3-month period for performance improvement.
- Developing a Performance Improvement Plan (PIP) in collaboration with the line manager and providing the necessary support to the employee.
- If no improvement is observed, a second written warning will be issued with an additional 3-month improvement period.
- If underperformance continues thereafter, administrative actions may be taken - such as withholding the annual bonus or terminating employment in line with the regulations while ensuring the employee's right to appeal.

30. Is there a quota for how many employees can receive a high-performance rating?

Yes. There is a cap on the percentage of employees who may receive a high rating. The distribution is regulated in accordance with the Performance Rating Distribution Table provided in the system's Procedures Manual.

31. Does an employee who receives a high-performance rating automatically obtain a promotion or reward?

Not necessarily. Promotions and rewards depend on the entity's available budget and receiving them is not considered an acquired right for the employee. All conditions and requirements of the Federal Government Rewards and Incentives System must be observed.

32. How are the employee's training needs determined based on the evaluation?

They are identified based on the improvement areas highlighted in the evaluation, and appropriate training programmes are developed to enhance the employee's competencies and achieve the desired objectives.

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33. Who is responsible for uploading the strategic and operational plans of the entities into the system, and what are the approved timelines?

The HR Department in each entity is responsible for ensuring that the entity's Strategic and Operational Plan is uploaded into the "Injazati" system, in coordination with the Strategy Department, as outlined in the Procedures Manual. This must be completed before initiating Phase One – Performance Management Planning and Objectives Setting.

34. In the absence of the line manager, who is authorised to evaluate the employee?

In the event of the line manager's absence, the designated acting manager shall assume all responsibilities related to the evaluation in accordance with the provisions of this decision.

35. What are the requirements related to national initiatives mentioned in the public policy provisions, and how are they incorporated into employees' plans?

National initiatives launched at the federal or national level must be reflected in the targets and criteria of the performance system. The Federal Authority for Government Human Resources may issue guidelines specifying the percentages, weights, and calculation methods for these initiatives to ensure they are incorporated into employees' performance plans, especially for those who contribute positively to their achievement.

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36. What are the approved performance rating levels in the system, and how is each level defined and applied to employees?

Performance rating levels are applied through several stages to ensure fairness and consistency, including Multi-level review:

Employee evaluation results are reviewed by more than one managerial level to ensure the quality and accuracy of the rating. Rating levels are distributed according to predefined percentages aligned with the entity's size, with no fewer than two levels and no more than four levels, depending on the organisational structure.

Supervisory Levels Involved in the Review Process:

- First Level: Head of Section or Department Director.
- Second Level: Assistant Undersecretary (or equivalent).
- Third Level: Undersecretary (or equivalent).

After the review and alignment process, the final results are submitted to the Calibration Committee.

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37. Who are the members of the Performance Calibration Committee, and what are their responsibilities and role in reviewing and approving evaluation results?

The entity forms a Calibration Committee by a decision issued by the Minister or Head of the Entity. The Committee is chaired by the Undersecretary, Director General, or their equivalent, with members including Assistant Undersecretaries or their equivalents. The Director of the Human Resources Department serves as the Committee's rapporteur and is responsible for implementing its decisions.

During the Performance Calibration stage, the Committee reviews, at minimum, the results of employees who received a performance rating of (1) or (5), with the option for the entity to include additional rating categories as needed. If an employee's evaluation does not align with the documented evidence of achievements, the Calibration Committee has the authority to adjust the rating and approve the final result.

Thank You